The Contribution of Digital Business Strategy Drivers in Building Digital Talents: The Moderate Role of Organizational Culture -
A Field Study on Jordanian Telecom Companies

مساهمة محركات استراتيجية الأعمال الرقمية في بناء المواهب الرقمية: الدور المعدل للثقافة التنظيمية
ـ دراسة ميدانية في شركات الاتصالات الأردنية ـ

Prepared by: Lara Ali Qanouq

Supervised by: Prof. Dr. Ahmad Ali Salih

This thesis was submitted in fulfillment of the requirements for the Master's degree of Business Administration.

Faculty of Business

Middle East University

January 2024

AUTHORIZATION

I, **Lara Ali Qanouq,** authorize the Middle East University to provide digital and paper copies of my thesis to libraries, organizations, and institutions concerned with scientific research and studies upon request.

Name: Lara Ali Qanouq

Date: January 2024 /08

Signature:

Thesis Committee Decision

This thesis titled: The Contribution of Digital Business Strategy Drivers in Building Digital Talents: The Moderate Role of Organizational Culture – A Field Study on Jordanian Telecom Companies" has been discussed, accepted, and approved on Monday, 8th of January 2024

Discussion committee decision:

	Name	Title	Workplace	Signature
1-	Prof. Ahmad Ali Salih	Supervisor	Middle East University	
2-	Prof. Azzam AbouMoghli	Internal member and Committee head	Middle East University	
3-	Prof. Ahmad AlGhandour	Internal member	Middle East University	
4-	Prof. Ishaq AlShaar	External member	Al- Balqa' Applied University	

Acknowledgments

In the name of Allah, the most gracious, the most merciful.

First and foremost, I am thankful to Allah for giving me the strength, knowledge, ability, and opportunity to undertake this study and complete it satisfactorily.

Secondly, I would like to thank my respected advisor, Prof. Ahmad Ali Salih, Department of Business, Middle East University, whose worthy guidance and professional attitude is appreciable in completing this thesis. I am thankful to the faculty members at Middle East University who provided support and advice. I am also grateful to all who facilitated and participated in providing me with assistance during my work in this study.

I am deeply grateful to my husband, kids and my family members for their support, appreciation, encouragement, and keen interest in my academic achievements.

Finally, I would like to thank the discussion committee members for taking the time and effort to review my thesis.

The researcher

Lara Ali Qanouq

Dedication

I would like to dedicate this work to my father's soul, who was supportive and confident in what I could achieve.

I also dedicate this work to my beloved husband, and kids, for their continuous encouragement, motivation, faith, and support to achieve my goals.

A special thanks to my family members who believed in me and supported me to move forward.

The researcher

Lara Ali Qanouq

Table of Contents

List of Tables

List of Figures

Appendices List

No.	Appendix table
1	Interview Summary
2	Data collection from Jordanian Telecom Companies
3	List of interviewees from Jordanian Telecom companies
4	List of Academic Professors/Experts
5	Study Questionnaire
6	Facilitation Letters
7	Consent for Conducting Interviews

The Contribution of Digital Business Strategy Drivers in Building Digital Talents: The Moderate Role of Organizational Culture – A Field Study on Jordanian Telecom Companies

Prepared by: Lara Ali Qanouq

Supervised by: Prof. Ahmad Ali Salih

Abstract

This study aimed to investigate the impact of digital business strategy drivers on building digital talents in the presence of organizational culture as a moderate variable on the Jordanian Telecom Companies. The study was conducted in two out of three telecommunication companies, (Zain and Orange). The study population consisted of (509) managers from the top, middle- and first-line managerial levels, and the study sample was (222) managers determined by adopting the proportional stratified random method. Structured interviews and a distributed questionnaire were used as the main tools for collecting data. (222) questionnaires were distributed, and (191) questionnaires were valid for analysis. A set of statistical methods were used to analyze the data, including arithmetic mean, standard deviation, Cronbach Alpha, T-test, confirmatory factor analysis, correlation coefficient, and Structural Equation Model using AMOS software and hierarchical integration regression to test the hypotheses.

Several results were concluded, the most important of which was that the level of practicing digital business strategy drivers in Jordanian telecom companies was high, and the level of practicing organizational culture was also high, while the level of building digital talent was low.

It was also shown that there is a direct impact of the digital business strategy drivers on building digital talent. When the moderate variable, organizational culture was factored in, the impact of the digital business strategy on building digital talent increased.

This study presented a set of recommendations, which include continuing to pay attention to the digital transformation process and enhancing employees' awareness of its importance by stimulating participation and providing opportunities for learning and personal development. Moreover, enhancing the importance of building digital talent within the company's business strategy, in order to enhance the organization's ability, capability and potential to thrive in the digital era.

Key words: Digital business strategy drivers, building digital talents, organizational culture, and Jordanian Telecom Companies.

مساهمة محركات استراتيجية الأعمال الرقمية في بناء المواهب الرقمية: الدور المعدل للثقافة التنظيمية – دراسة ميدانية في شركات الاتصالات الأردنية

إعداد الباحثة: لارا علي قانوق

إشراف: الاستاذ الدكتور أحمد علي صالح

الملخّص

هدفت الدراسة الحالية الى تحري أثر محركات استراتيجية الأعمال الرقمية في بناء المواهب الرقمية في ظل وجود الثقافة التنظيمية كمتغير معدل في شركات الاتصالات الأردنية. أجريت الدراسة في شركتين من أصل ثلاث شركات اتصالات أردنية (شركة زين وشركة أورانج). بلغ حجم مجتمع الدراسة (509) فردا من المدراء في المستويات الادارية الثلاثة العليا والوسطى والخط الأول، وتم اعتماد أسلوب العينة العشوائية الطبقية التناسبية لتحديد عيّنة الدراسة التي بلغ حجمها (222) مديرا.

وتم استخدام المقابلات المهيكلة والاستبانة الالكترونية كأدوات رئيسية لجمع البيانات، حيث تم توزيع (222) استبانة الكترونية، وكان عدد الاستبانات الصالحة للتحليل (191) استبانة. وقد تم تحليل البيانات باستخدام مجموعة من الأساليب الاحصائية منها احتساب المتوسط الحسابي والانحراف المعياري والتحليل التوكيدي وكرونباخ ألفا واختبار T ومعامل الارتباط ونموذج المعادلة المهيكلة باستخدام برنامج **AMOS** وانحدار التكامل الهرمي لاختبار الفرضيات.

توصلت الدراسة الى عدة نتائج أهمها أن مستوى محركات استراتيجية الأعمال الرقمية في شركات الاتصالات الأردنية كان مرتفعا، وكذلك مستوى الثقافة التنظيمية كان مرتفعا، بينما كان مستوى بناء المواهب الرقمية منخفضا. كما تبيّن وجود أثر مباشر من استراتيجية الأعمال الرقمية على بناء المواهب الرقمية في شركات الاتصالات الأردنية، وظهر عند دخول المتغير المعدل الثقافة التنظيمية زاد من أثر استراتيجية الأعمال الرقمية على بناء المواهب الرقمية في شركات الاتصالات الأردنية.

وقدمت هذه الدراسة مجموعة من التوصيات، منها الاستمرار في الاهتمام بعملية التحول الرقمي وتعزيز وعي الموظفين بأهميتها من خلال تحفيز المشاركة وتوفير فرص التعلم والتطوير الشخصي، بالاضافة الى تعزيز أهمية بناء المواهب الرقمية ضمن استراتيجية الأعمال الرقمية للشركة وتطوير القيم الاستراتيجية التي تعزّز قدرة المنظمة وقابلياتها وإمكاناتها على الازدهار في العصر الرقمي.

الكلمات المفتاحية: محركات استراتيجية الأعمال الرقمية، بناء المواهب الرقمية، الثقافة التنظيمية، وشركات الاتصالات الأردنية.

Chapter One

Study Background and Importance

- Introduction
- Problem statement
- Study Questions & Hypothesis
- Study Model
- Study Importance
- Study Objectives
- Operational Definitions
- Study Limitation
- Study Delimitation
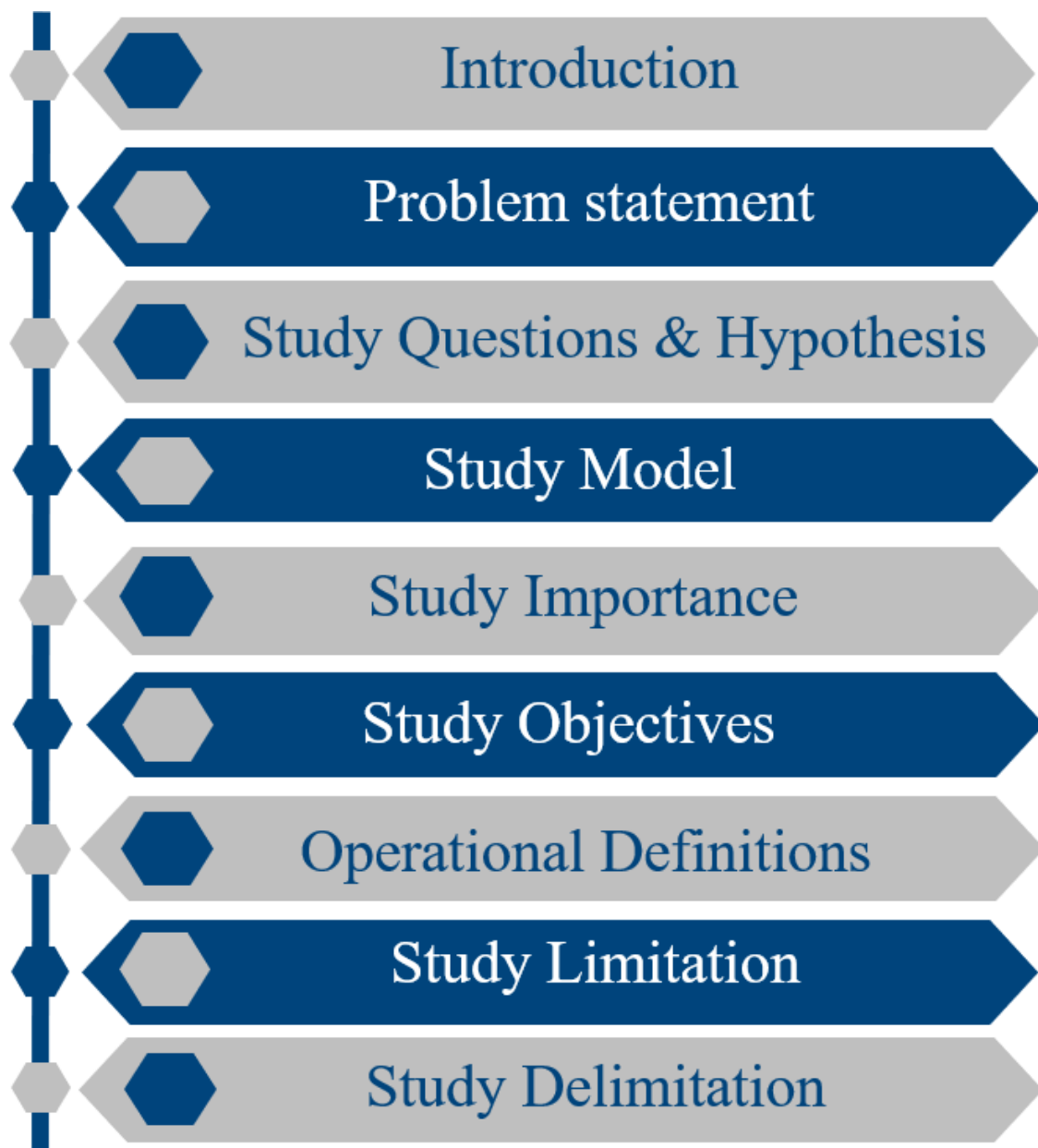
CHAPTER ONE

Study Background and Importance

1.1 Introduction

The concept of the digital revolution has captured the attention of business organizations due to its vital role in their operations, particularly in the face of intensifying competition across all levels. However, this competition is no longer confined to the products and services offered by these organizations; it has extended beyond that to encompass these companies within a distinguished community of talented individuals who possess abilities, capabilities, and superior skills required for achieving creativity, innovation, and excellence.

Dan, et al., (2021) defined talents as individuals who possess technical abilities, capabilities, and skills and perform a set of roles, activities, and tasks. Barinova, et al., (2019) defined digital talents as a new type of people who realize their value to the company and are either entrepreneurial or decision-oriented employees. Many studies addressed the organizations readiness towards digital development, but few addressed talent capabilities (Fahmi, et al., 2020). A review of relevant literature indicates that leaders in organizations must consider the importance of talents and their vital role in enhancing the organization's profile and achieving strategic goals. Such literature includes Borowska's study, (2019), which indicates that technology does not transform businesses, but rather the leadership and skillful use of digital tools. This also agreed with a study of Gilch, and Sieweke, (2021), which revealed that organization's need to hire employees who have IT skills and abilities in order to digitalize the products and services

provided by the company. A study of Suarta, and Suwintana, (2021) revealed that business success in the digital era requires the right blend of IT skills and business skills.

In order to bridge the gap in talent, business organizations must include building digital talent within their digital business strategies when implementing their business strategies. Some researchers focused on the impact of digital transformation on talent management processes, such as Guerra, et al., (2023) who pointed out digital transformation brings new ways to manage, attract, retain, and motivate talent. A study of Hu, and Zhu, (2021) pointed out the importance of business digitalization strategy on talent planning, talent acquisition, and development during digital transformation. This also agreed with Halme and Niinikoski, study (2019), which confirmed that digital strategy contributes to the innovation initiatives and creates a need for digital capabilities to efficiently implement digital solutions. According to Bharadwaj, et al. (2013) and TURUK (2020) digital strategy is part of an organization's business strategy that helps it respond to digital development and helps it survive in the digital age.

Other researchers have studied the role of organizational culture in implementing the digital strategy in business organizations in different sectors, such as Hock, et al. (2015), and Mburugu (2017) who pointed out the success of implementing any project in business organizations refers to their organizational culture and characteristics. Duerr, et al. (2018) revealed that digital organizations must develop their organizational culture to meet the requirements of the targeted talents, because of the war between business organizations to attract digital talents.

Many studies, such as Vetrakova and Smerek (2015), Meng, et al. (2016), Awit and Marticio (2020), Imron, et al. (2021), Setyawan and Nelson (2021), and Krishnakumar and Vasu (2021) agreed on the positive and significant impact of organizational culture

on talent management, talent engagement and commitment towards the organizations, as well as the direct impact of organizational culture on talent capabilities and their ability to innovate. Moreover, they agreed that organizational culture has a significant impact on talent experiences, perceptions and attitudes towards change, which leads to achieving high quality performance.

Based on what has been discussed above, this study seeks to explore the moderating role of organizational culture in the impact of digital business strategy drivers on building digital talent in Jordanian Telecom companies.

1.2 Study problem

Ensuring that digital talent keeps up with the technological development is extremely difficult given the dynamic nature of information and communication technology, which is reflected in the rapid development of technology and devices, as confirmed by the International Telecommunication Union members at the World Telecommunication Development Conference. Moreover, as rapid technological progress exceeds society's ability to take full advantage of emerging technology, building capacities for learning and knowledge acquisition has become increasingly important (ITU 2018).

The UNAHD Report 2021-2022, points out that, in order to achieve greater macroeconomic stability in the medium term, governments' plans should enhance the workforce productivity by building, designing, and developing the skills of employees in digital and green economies.

Almaaitah, et al. (2015) study focuses on the importance of investing in talents for the company progress and innovation in the telecommunications sector in Jordan. According to Nair's study (2019) digital business organizations face challenges in building their

digital talent in addition to the scarcity of talented people, which led to the expansion of the digital talent gap. A study of Gilch, and Sieweke, (2021) highlights that digitalization creates a demand for digital talent in traditional business companies, as they need to transform their processes, products, and services into digital ones. A study of Khaira, et al. (2023) pointed out the digital talent problems include the lack of digital talent with global ICT competence in the telecommunications sector, digital talent wars between companies that offer attractive compensation and careers, and high employee turnover. Another study of Olszewska, (2020) addressed the lack of digital skills required for the use of ICT solutions and initiatives. Further, a study of Guerra, et al. (2023) advises conducting research to prove whether proper talent management improves or slows the digital transformation process. Fahmi, et al. (2020) study recommends that future research be conducted on individuals' attitudes toward change and the process of organizational transformation.

The results of previous studies and literature indicate a lack of interest in building digital talent by business organizations and a lack of interest in focusing on building digital talent within the strategies of digital business organizations. There is also a problem with neglecting the dynamic role of digital talents in achieving the organization's goals. In addition, there's a lack of sufficient previous studies linking digital business strategy to building digital talent in light of the presence of organizational culture as a moderating role, especially in Jordanian telecommunications companies.

To ascertain this knowledge gap, specifically in telecommunications companies, the researcher conducted structured interviews (Appendix1) with 10 managers and experts in the telecommunications field. During the interviews, the interviewees highlighted the necessity of building digital talent in these companies, given their scarcity, so that

companies can face the ongoing global challenges that require preparing and training digital talent. They also pointed out the importance of conducting this study with its three variables (drivers of digital business strategy, building digital talent, and organizational culture) because this sector suffers from a lack of these studies and a lack of knowledge about their results and their impact on the future of this sector, so they encouraged conducting such studies.

1.3 Study Questions and Hypothesis

1.3.1 Study Questions

The study question related to the problem statement can be summarized as descriptive and inferential sub-questions:

1.3.1.1 The descriptive questions:

1. What is the level of digital business strategy drivers in the Jordanian telecom companies?
2. What is the level of building digital talents in the Jordanian telecom companies?
3. What is the level of organizational culture in the Jordanian telecom companies?

1.3.1.2 The inferential sub-questions:

1.3.1.2.1 First main question

1. What is the impact of digital business strategy drivers on building digital talents in the Jordanian Telecom companies?

Based on the components of digital business strategy drivers, the main question can be divided into:

1.1 Is there an impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies?

1.2 Is there an impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies?

1.3 Is there an impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies?

1.4 Is there an impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies?

1.3.1.2.2 Second main question

2. Does the organizational culture moderate the impact of the digital business strategy drivers on building digital talents in the Jordanian Telecom companies?

Based on the components of the organizational culture, the second main question can be divided into four main questions:

2.1 Does the organizational culture moderate the impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies?

2.2 Does the organizational culture moderate the impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies?

2.3 Does the organizational culture moderate the impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies?

2.4 Does the organizational culture moderate the impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies?

1.3.2 Study Hypothesis

1.3.2.1   First main Hypothesis

Ho1: There is no statistically significant impact of digital business strategy drivers with all its dimensions on building digital talents at a level of significance ($\alpha \leq 0.05$) in the Jordanian Telecom companies.

Based on the components of digital business strategy drivers, the first main hypothesis can be divided in four sub hypotheses:

Ho1.1 There is no statistically significant impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho1.2 There is no statistically significant impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho1.3 There is no statistically significant impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho1.4 There is no statistically significant impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

1.3.2.2   Second main Hypothesis

Ho2: Organizational culture does not moderate the impact of digital business strategy drivers on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Based on the components of organizational culture, the second main hypothesis can be divided into four sub hypotheses:

Ho2.1 Organizational culture does not moderate the impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho2.2 Organizational culture does not moderate the impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho2.3 Organizational culture does not moderate the impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

Ho2.4 Organizational culture does not moderate the impact of the of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

1.4 Study Model

This study Model displays the relationship between digital business strategy drivers as an (independent variable), building digital talents as a (dependent variable) and organizational culture as a (moderate variable).
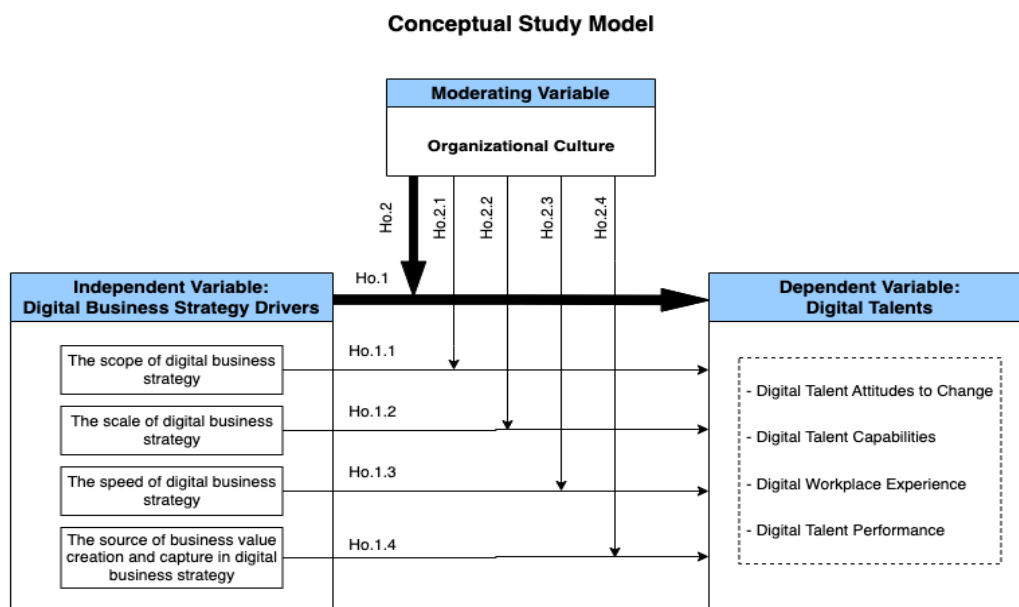
Figure 1-1: Study Model

Source: prepared by the researcher based on:
Independent: (Mladen TURUK, 2020) and (Anandhi Bharadwaj, Omar A. El Sawy, Paul A. Pavlou, and N. Venkatraman, 2013).
Dependent: (Tubagus Arief Fahmi, Jann Hidajat, and Henndy Ginting, 2020) and (Gilch, P. M., and Sieweke, J., 2021).
Moderate: (Fanxing Meng, Xiaomei Wang, Huajiao Chen, Jin Zhang, Wei Yang, Jin Wang, and Quanquan Zheng, (2016) and (Neil T. Awit and Ramon M. Marticio, 2020) and (Sheeja Krishnakumar and Kavya Vasu, 2021).

1.5 Study Objectives

The main purpose of the current study is to investigate the impact of digital business strategy drivers on building digital talents, in light of the presence of organizational culture as a moderate role in Jordanian Telecom companies, by accomplishing the following sub-objectives:

1. Providing a conceptual and intellectual framework for basic study variables (digital business strategy drivers, building digital talents, and organizational culture)

2. Determining the levels of application of the three variables (digital business strategy drivers, building digital talents, and organizational culture) in the Jordanian Telecom companies.

3. Investigating the impact of the digital business strategy drivers on building digital strategy in Jordanian Telecom companies.

4. Examining the moderating role of organizational culture for the impact of digital business strategy drivers in building digital talents in the Jordanian Telecom companies.

1.6 Study Importance

The importance of the study is viewed from two different perspectives: Scientific and Practical:

1.6.1 Scientific Importance

The importance of this study is related to the following:

- The variables in this study play an important role in survival and prosperity, which are significant and critical for businesses and organizations in the long run.

- The study analyzed the nature of the theoretical relationship between the main variables (digital business strategy drivers, building digital talents, and organizational culture) and explain the most important results of previous studies in this area and what the cognitive gaps in previous studies are.

- The study provides a conceptual framework on the topic of building digital talents, which needs more concepts and contents on this topic, because it is a new topic with very limited studies, especially in the Arab region.

- The study allows other researchers to conduct further research based on the study results because there is no study that connects three variables together and studies the relationship between them.

1.6.2 Practical Importance

- The study was conducted in the Jordanian Telecoms sector, which is a vital sector for the community and has a great impact on other industries.

- The results of this study help decision-makers in Jordanian telecom companies to reinforce the importance of building digital talent within their digital business strategy.

- The study reveals that organizational culture plays a vital role in moderating the impact of digital business strategy drivers on building digital talents in Jordanian telecom companies.

1.7 Operational Definitions

Digital Business Strategy Drivers:

Refer to the engines that include the scope of digital business strategy, the scale of digital business strategy, the speed of digital business strategy, and the source of business value creation and capture in digital business strategy, which direct the mechanisms of digital work in Jordanian telecom companies to enhance organizational performance, expand growth, and achieve competitive advantage. Digital business strategy drivers were measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1 - 20).

The scope of digital business strategy:

Refers to the extent to which the digital strategy of Jordanian telecom companies integrates with their corporate strategy in order to transcend traditional functions and operations and enable them to exploit environmental opportunities and invest in their resources to develop digital products and services. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1, 2, 3, 4, 5).

The scale of digital business strategy:

Refers to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in investing in their infrastructure for geographical expansion, developing competitive digital products and services in the market, and expanding their partnerships to establish digital projects. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (6, 7, 8, 9, 10).

The speed of digital business strategy:

Refers to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in accelerating new digital products launches, speeding up strategic learning opportunities for improving strategic and operational decision-making process, and enhancing the speed of dynamic supply chain orchestration. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (11, 12, 13, 14, 15).

The source of business value creation and capture in digital business strategy:

Refer to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in creating value to customers by competing to provide digital products and services to their customers. As well as the extent of their effectiveness in enhancing the

concept of added value among their customers by generating innovative ideas, and among their shareholders by increasing market share. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (16, 17, 18, 19, 20).

Building digital talents:

Refers to the ability of Jordanian telecom companies to build digital talents from within and attract them from outside. Building and attracting are the two main pillars for building digital talents through digital talents attitudes to change, digital talents capabilities, digital workplace experience and digital talent performance. Building digital talents was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (21 - 40).

Digital talent attitudes to change:

Refer to the degree of the talent's willingness in Jordanian telecom companies to accept and encourage using new digital tools or reject using them. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (21, 22, 23, 24, 25).

Digital talent capabilities:

Refer to a set of capabilities and organizational roles played by Jordanian telecom companies and their employees to implement digital procedures in order to achieve the desired results. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (26, 27, 28, 29, 30).

Digital workplace experience:

Refers to the efforts made by Jordanian telecom companies to deepen the expertise of their employees in the digital aspects by providing an appropriate work environment that

encourages knowledge sharing, exchange of experiences and problem-solving. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (31, 32, 33, 34, 35).

Digital talent performance:

Refers to the perceptions of Jordanian telecom companies about the performance of their employees and the organizational performance in general, which helps them achieve the objectives of the digital strategy. It was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (36, 37, 38, 39, 40).

Organizational culture:

Refers to a set of beliefs, standards and behavioral values that are included in Jordanian telecom companies' systems to define the relationships between the organization's members, and their interactions with each other and with the organization. It also defines how the organization deals with its stakeholders. Organizational culture was measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (41 - 55).
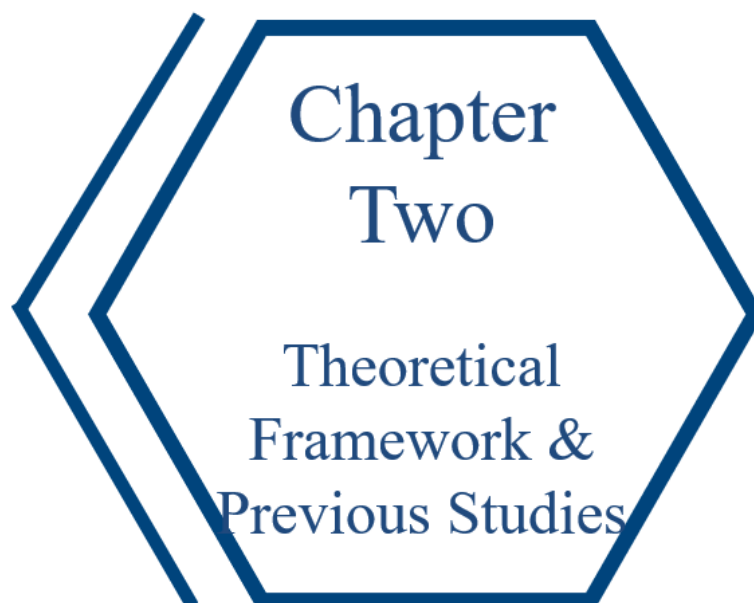
1.8 Study Limitation

- This study was applied to the managers from the top, middle-, and first-line managerial levels in the two telecommunication companies (Zain & Orange) in the city of Amman and it is difficult to generalize on other industrial or service companies.

- The third telecommunication company – Umniah refrained from cooperating with the researcher and from conducting this study.

- The study was applied in Jordan, but it could not be applied to companies in the same industry outside Jordan.

- Study results depended on the extent of the sample members' responses to the questionnaire and to the degree of their objectiveness and credibility.

1.9 Study Delimitation

- Spatial: This study was conducted on the two telecommunication companies – Zain & Orange- in the city of Amman. However, the third telecommunication company – Umniah refrained from conducting this study.

- Humanity: a selective sample of the managers at the top, middle, and the first line management levels.

- Temporal: the academic year of 2023-2024

- Scientific: In this research, the relationship between digital business strategy drivers and building digital talents.

Chapter Two

Theoretical Framework & Previous Studies

Theoretical Framework

Previous Studies

What Distinguishes this Study?

CHAPTER TWO

Theoretical Framework and Previous Studies

The information in this chapter aims to define and discuss the following main factors:

- Discuss the main definition of the variables of this study and their dimensions. (Digital business strategy drivers, building digital talents, organizational culture)

- Discuss the previous studies which are presented in the current study and their variables.

- Then list what distinguishes the current study from previous studies.

2.1 Theoretical Framework

2.1.1 Digital business strategy

2.1.1.1 Digital business strategy conceptual framework:

Ross, et al., (2016) define digital business strategy as the way that organizations combine their capabilities with new digital technologies in order to create new value. A study of Bradley, et al., (2016) points out that digital business strategy represents the critical digital transformation challenge that people and organizations currently face, when they try to create business value in the global digital economy. A study of Leischnig (2017) indicates that digital business strategy provides a guiding framework for organizations to conduct business through digital resources and the deployment of these resources.

Mergel, et al., (2019) define digital transformation as a complete effort to review main processes and services that require special efforts to digitize and a continuously move from traditional to digital, as well as a complete review of policies, processes, and individual needs in order to create new digital services.

According to Vial's study, (2019) digital transformation is a process of managing structural changes when the organization's strategy responds to disruptions in digital technology, in order to create value.

TURUK, (2020) defines digital business strategy as an organization's response to digital disruption in order to help the company survive in today's digital technology revolution.

Another definition of digital business strategy, according to Schallmo, (2021) is the strategic approach to achieving business digitization goals, which requires the individuals' and organization's skills and decisions related to each other, in order to create or maintain competitive advantages.

It is clear from what has been mentioned above that digital business strategy is a set of activities and practices that business companies pursue when a digital revolution occurs as a result of the continuous development in technology used to create value and achieve competitive advantage.

According to Haddud & McAllen, (2018) the benefits of developing a digital strategy include improving productivity, enhancing performance, acquiring talent, optimizing costs and achieving a high level of innovation. Moreover, Albukhitan, (2020) summarizes the benefits of digital transformation in improving productivity, providing a high-level of quality, reducing costs, customizing products, and providing safety at workplaces.

In today's modern world, where digitization and technology are developing rapidly, it is essential for organizations to adopt and implement a digital strategy. Digital business includes a wide range of technologies, including cloud, big data, artificial intelligence, data-driven analytics, machine learning, and blockchain technologies, among others.

The researcher believes that implementing a digital strategy will improve efficiency, enhance decision-making and customer experience, and stimulate innovation. On the other hand, some challenges may occur, such as, employees' resistance to change,

security and privacy issues, organizations' readiness to understand and apply the new technology effectively, and employee skills development. But despite these challenges, digital business is necessary to survive in a competitive market.

2.1.1.2 The importance of digital business strategy

The importance of digital business strategy, according to Lerner, (2015) lies in the fact that it will influence future planning processes of organizations. Another study of D'Cruz, et al., (2016) reveals that the importance of digital strategy lies in improving the organization's operational processes, such as reducing costs, and improving productivity. It also helps the organization achieve its strategic partnership and improve its relationships with its customers.

According to Katsikeas, et al., (2020), implementing a digital business strategy will help the organization improve cost effectiveness, enhance brand awareness, generate profits, and reach new markets. Moreover, a study of Proksch, et. al., (2021) shows that the importance of digital strategy lies in the degree to which it affects digitalization in new products and services, especially for new companies. Also, using more resources in digital capabilities will reduce costs and increase efficiency.

2.1.1.3 Digital business strategy drivers

Some authors mentioned digital business strategy drivers in the shape of four dimensions, (the scope of digital business strategy, the scale of digital business strategy, the speed of digital business strategy, and the source of business value creation and capture in digital business strategy), (Bharadwaj, et al., 2013), other studies confirm these drivers, such as (TURUK, 2020), and (Hsu, (2018).

From the above perspective, digital business strategy drivers were selected to be considered in the current study:

I.   **The scope of digital business strategy** is defined as the combination of businesses and products as well as activities performed within the organization's ownership and direct control (Bharadwaj, et al., 2013). The scope of digital business strategy is broadly designed to include digital interfaces with customers, such as digital technologies, which are considered end-user products (Matt, et al., 2015). Furthermore, the scope of digital business strategy refers to the organizations' decisions about resources and assets they will have, the activities they will perform, and the employees they will employ, (Gawer, 2020).

II. **The scale of digital business strategy** refers to understanding the development of the organization's capabilities in order to enhance productivity and reduce product costs, (Bharadwaj, et al., 2013). According to Piaskowska, et al. (2021) the scale of digital business strategy refers to investing in utilizing digital technologies to enable the fast growth of digitization activity.

III. **The speed of digital business strategy** refers to the ability of the organizations to understand and respond to innovation and implement new technologies in order to help achieve competitive success and survival in today's digital era (Bharadwaj, et al., 2013). According to Purnamawati, et al., (2022) the speed of innovation is the ability to develop and introduce new products before competitors, as it is considered a key to companies' success in the competing digital industry.

IV. **The source of business value creation and capture in digital business strategy:** refer to the balance between creating value for customers and capturing value, (Teece, and Linden, 2017). It also refers to producing value or benefit for the consumers, while value capture refers to the money transactions with customers through payments, fees, and subscriptions, (Ronteau, et al., 2023).

Today's rapid digital development forces digital businesses to formulate and implement digital strategies that recognize and consider the four drivers mentioned above, in order to achieve competitive advantage in current and future digital eras.

2.1.2 Building digital talents:

2.1.2.1 Building digital talents conceptual framework:

Strategic human resource management identifies the importance of human capital to business organizations and refers to how organizations recognize the role of their employees in achieving strategic goals.

According to Ustundag, et al., (2018) talents refer to individuals' skills, capabilities and intelligence that help them achieve high levels of performance. A study of Abdul'aal and Alheet, (2018) the impact of talents on organizational excellence is recognized through the opinions of high-level managers in Jordanian Telecom companies. Companies need to attract and retain talent in order to ensure sustainability, and they need to evaluate their talented employees in a way that develops their skills required for the future of the organization. Barinova, et al., (2020) define digital talents as a new type of people, that understand their value to business organizations.

Another definition of "digital talent" is mentioned in the study of Karaboga, et al., (2020), that digital talent refers to digital capabilities and skills directed toward specific tasks.

Furthermore, a study of Bejakovic, and Mrnjavac, (2020) indicates that digitalization increases the demand for highly skilled employees who have the digital skills and knowledge in order to perform the high-level tasks required for digital tools.

It is clear that building digital talent requires an organized and continuous effort and depends on many factors. Building digital talent helps organizations achieve success in today's digital age. Digital talent prefers to work somewhere where the values and goals

align with their own personal values and goals. They also prefer to work in a multi-skilled environment and across digital channels that digital businesses can offer.

2.1.2.2 The importance of building digital talent:

The importance of digital skills lies in the fact that organizations with digital talents can provide advanced products and services to their customers in order to meet or exceed their needs, (Khin, et al., 2018). Digital talent is necessary for business organizations to survive and sustain in the current business revolution, as it depends on employees' capabilities to achieve the desired digital goals, (Fahmi, et al., 2020). A study of Abu Za'ror, (2016) proves that the importance of digital talent lies in the fact that talent contributes to increasing the efficiency and effectiveness of the implemented organization's strategy.

2.1.2.3 Digital talent dimensions:

From the above perspectives, selected digital talent dimensions to be considered in our current study are:

i.   **Digital talent attitudes to change:** A study of Farahnak, et al., (2019), reveals that employees' attitudes to change are important for stimulating innovation in business organizations. Also, according to Lau, et al., (2021) study, talent must prepare themselves by enhancing their knowledge and skills through training and taking an active role in the learning process.

ii. **Digital talent capabilities:** A study of Soule, et al., (2016) indicates that digital capability includes three clusters: operations efficiency, customer experience, and employees' enablement. However, a study of Gurbaxani, and Dunkle, (2018) indicates that digital capabilities include the availability of digital expertise at the technical and strategic levels, in addition to the level of talent skills that they perform in order to implement digital strategy. Digital capabilities also

refer to the talents and skills of an organization that have a positive impact on the digital transformation process, improving the work – life balance of employees, as well as enhancing the performance of both employees and organizations, (Chatterjee, et al., 2023).

iii. **Digital workplace experience:** According to Mihalcea's (2017) study, digital maturity requires a shift from traditional employee patterns to learning and development patterns as well as talent attraction. It also refers to digital organizing, which includes digital technologies and services that employees use in order to get work done, (Hamburg, (2019). Also, Zimmer, et al., (2020) indicate that people understand the benefits that the workplace can gain from implementing new technology in order to enhance performance and develop the workplace experience.

iv. **Digital talent performance:** According to the Betchoo study, (2016), digital transformation plays an important role in business organizations and there is a positive impact of digital technologies on employees. Also, Khin's study, (2018) indicates that the development of digital technologies will create digital products and services, as well as enhance the performance of business organizations.

It is clear from what has been revealed through previous research and studies the importance of digital business strategy on all digital talents' dimensions, which include digital talent attitudes to change, digital talent capabilities, digital workplace experience, and digital talent performance.

2.1.3 Organizational culture

2.1.3.1 Organizational culture conceptual framework:

Organizational culture refers to a set of beliefs, norms, values, and claims that are shared by the organization's members that integrates organizational goals, policies, and practices, (Hofstede, et al., (2005).

Hofstede, (2015) defines culture as a set of shared values – mostly unwritten and socially transmitted- norms, rules, and entities, that organize the social life of people. However, organizational culture refers to the shared identity of the organizations' members.

Organizational culture is also defined as groups of people, who are likely to be from particular cultures. Organizational culture refers to the culture of the entire organization or any group of people working together within the organization, (Warrick, 2017).

According to Ramdhani, et al., (2017), organizational culture is one of the main factors that affect achieving organizational goals. Moreover, a study of Mohtaramzadeh, et al., (2018) indicates that differences in organizational culture influence the level at which new technologies can be adopted in business organizations because of different values, norms, and expectations, which may weaken or strengthen the adoption of new technologies' processes.

In order for business organizations to implement successful digital strategies, they require to consider their organizational culture as an important factor (Al-Faihani and Al-Alawi, 2020). Another study of Proksch, et al., (2021) indicates that digital culture can influence the digitalization process and the degree of its implementation.

Based on what was mentioned above, this study focused on the relationship between organizational culture as a moderating role and its impact on digital business strategy in building digital talent. However, previous studies revealed the direct and indirect impact

of organizational culture on the process of implementing digital strategy in business organizations and adopting new technologies.

2.1.3.2 Organizational Culture's Key Indicators:

Among the methods used to examine the moderate role of organizational culture, a study of Aktar and Pangil, (2018) indicates that organizational culture plays an important role in the relationship between employee engagement and behaviors, human resource management, and the entire organization's performance. Moreover, a study of Krishnakumar and Vasu P K (2021) highlights that organizational culture plays a major role in attracting talented employees and in retaining them in the organization for a long time. The organizations need to focus on improving the cultural factors for its success.

Business organizations must realize the role of organizational culture in achieving the desired goals, as well as building strong relationships between the different cultures to improve performance and achieve competitive advantage in the rapid world of digitization.

From what was mentioned above, organizational culture plays a critical role in organizations, especially when implementing digital strategy, and attracting digital individuals to work. It determines how people act and interact within the organization. In order for organizations to implement a digital strategy, they must take into account their employees' values, standards, and personal characteristics. Furthermore, it is very important for business organizations to support continuous learning, collaboration, and innovation in their workplaces.

2.2 Previous Studies:

1. **Bharadwaj, et al. (2013) study entitled: Digital Business Strategy: Toward a next generation of insight.**

The purpose of this study is to provide insights for how business processes and digital design influence the customer's response capabilities and digital business strategy, focusing on internal & external digital business strategy, which includes the competitive environment of the organization and its customer relationship. It also examines how to formulate and execute digital business strategy, and business models for digital products.

For data collection, the researchers used collective data from six research papers that examined the convergence of the information systems and strategy domains under digital business strategy's umbrella and had discussions with expertise in this field.

The result of this study revealed that digital business strategy helps the organization optimize its operations, respond to competitors, and enhance deep awareness and dynamic response to the competitive environment.

2. **Hock, et al., (2015)** study entitled: **The impact of organizational culture on a firm's capability to innovate the business model.**

The purpose of this study is to explore the idea that parts of the capabilities that enable business model innovation are determined by the firm's underlying cultural values. This study indicated that the organization's dynamism is dependent on the organizational culture.

The data set contained 305 completed questionnaires from small- and medium-sized enterprises (SMEs) with an engineering background from 28 countries. The survey

was mainly filled out by management, department leaders and team leaders, who have a say in the strategic decision making.

The researchers found that strategic sensitivity and resource fluidity significantly enhance the propensity to business model innovation.

3. **Meng, et al., (2016)** study entitled**: "The Influence of Organizational Culture on Talent Management: a case study of real estate company".**

The purpose of this study is to focus on the influence of OC on TM by adopting a case study of a real estate company. It also focuses on the impact of OC on TM in the unique organizational context of Greentown Group. This study adopted the method of case study on a company in China.

The researchers proposed that three factors of material treatment, spiritual pleasure and professional ideal should be adopted together to retain the talent.

The results of the study showed that most of the employees of Greentown group seem to have a good appreciation of the company's approach, the value and the efforts that have been put into developing the unique OC. The culture of organizational is extremely stable and sustainable, and explicitly or implicitly filters and affects every aspect of an organization. Moreover, it is necessary to build a talent pool in response to constantly varying demands of the organization and external environment. Further, the employee who is harmonious inside and identifies with OC achieves the transformation from the talent to the excellent.

One of the main recommendations was about conducting future studies that could take into consideration exploring the career paths of those highly competent and ambitious individuals who have had a successful career.

4. Kosgei, (2018) study entitled**: Talent Development Mentorship and Employees Performance: Moderating Effect of Organizational Culture**

The purpose of this study is to determine the moderating influence of organization culture on the relationship between talent development mentorship practice and employee performance. This comprised (110) employees working in manufacturing firms in Garissa County and adopted a cross-sectional survey design. Hence all the 110 employees of the small manufacturing firms in Garissa County were sampled. A questionnaire was used to collect data.

The study found a significant relationship between talent development mentorship and the performance of the employees. It was also found that organizational culture does moderate the relationship between talent development mentorship and performance. The results of the study will contribute to better management of firms through mentorship practices.

The study recommended that talent development mentorship practice be considered as part of the organization's strategy to improve the performance of the employees.

5. Barinova, et al., (2019) study entitled: **Digitalization of Business and Management: Realities and Prospects**

The purpose of this study is to emphasize the importance of digital talents as a new type of people who know and understand their values to the company, they could be entrepreneurial, and decision-oriented employees. Russian companies are showing interest in talent management systems.

Digital economy transformation demands the talent development program (Talent Management) to be aimed at creating a system of attracting, hiring, developing and using talented employees who can achieve exceptional business results.

The research was done in the frame of the state task of the Ministry of Education and Science of the Russian Federation.

Researchers identified four criteria for analyzing the digital economy: economic, technological, spatial, and demographic, associated with the sphere of employment.

Statistics showed an increase in the share of the working-age population employed in the services sector.

6. Borowska, (2019) study entitled: **Digital Leadership for Digital Transformation.**

The purpose of this study is to discuss the digital leadership concept, summarize best practices of competences derived from literature and practical business cases. It also analyzes leadership in the context of digital transformation as today's companies need digital leadership in order to ensure successful use of digitalization within an organization.

The results of this study showed the significant value of digital leadership for the purpose of successful transformation within a company. It was declared that it is not technologies that transform businesses; rather, it is leadership and skillful use of digital tools. Moreover, Digital leaders find ways to motivate employees, create effective teams, establish directions, influence others, and initiate sustainable change in a way that exploits the strengths of the organization and employees, while mitigating the weaknesses and risks.

7. **Kassem, et al., (2019)** study entitled**: Assessing the impact of organizational culture on achieving business excellence with a moderating role of ICT: An SEM approach.**

The purpose of this study is to discover the impact of different dimensions of organizational culture (mission culture, adaptability culture, involvement culture and consistency culture) on business excellence results criteria (customer results, people result, society results and business results) in the United Arab Emirates (UAE) and explore the moderating role of information and communication technology (ICT) use in both service and manufacturing industries.

Data were collected by distributing questionnaires to (448) managers in nine companies that have won the Sheikh Khalifa Excellence Award.

Finding of the study was: Organizational culture is significantly related to business excellence.

8. **Nair, (2019)** study entitled**: Overcoming today's digital talent gap in organizations worldwide.**

The purpose of this study is to identify the role of human resources departments in bridging the digital gap in organization. Digital business organizations face a challenge in building digital talent and are missing skilled people in light of the rapid digital development, which widened the gap of digital talent. In order to eliminate the gap in talent, business organizations recognize the need to develop digital capabilities and improve leadership to reduce digital talent gap.

The researcher distributed questionnaires during interviews conducted among employees of more than 100 banking, digital technology development, insurance, and medical institutions operating within the UAE and India.

The findings of the study showed that the surveyed organizations agreed that there is a significant gap in employees' digital talent compared to organizational needs and that this gap increases daily with the introduction and adoption of new technology.

9. **Awit and Marticio, (2020),** study entitled**: The Effect of Organizational Culture in the Organizational Commitment towards the Development of Talent Management Strategy in the Business Process Outstanding (BPO) Industry**

The purpose of this study is to examine the effect of Organizational Culture in the Organizational Commitment of the 298 rank and file employees from the BPOs within the Bonifacio Global City (BGC) and Makati Central Business District.

The researchers adopted both quantitative and qualitative research methods, using a questionnaire as well as structured interview questions, consisting of open-ended questions to corroborate in the assessment of their organization's current Organizational Culture.

The results of the study showed that Organizational Culture has a significant effect on the Organizational Commitment, and there is a significant difference between the demographic profiles of the respondents in terms of the Organizational Commitment.

10. **Fahmi, et al., (2020)** study entitled: **Digital Talent Capacity Model for Transforming Technology-Based Holding Companies**

The purpose of this study is to fill a research gap by uncovering digital talent capabilities that could accelerate digital transformation. Since many studies addressed the readiness of the organizations towards digital development, but few addressed talent capabilities.

The researchers conducted this research on a focus group of employees of "Telkom Indonesia" (Telkom), which is the largest telecommunication holding company in Indonesia. Data collection was conducted through an exploratory group discussion to understand Telkom's shareholders' aspirations and Telkom's partners' perspectives on business transformation, as well as another exploratory group discussion. Participants were asked semi-structured questions based on the current situation and the opportunity to improve Telkom's digital transformation, digital culture, talents, and skills.

The results of the study focused on understanding which digital talent capabilities can accelerate digital transformation and give a general overview of organizational capability readiness.

11. Lingmont, and Alexiou, (2020) study entitled**: The Contingent Effect of Job Automating Technology Awareness on Perceived Job Insecurity: Exploring the Moderating Role of Organizational Culture**

The purpose of this study is to explore the role of organizational culture in moderating the relationship between STARA awareness and perceived job insecurity. The targeted population, therefore, involves those whose jobs are at a relatively high risk of being automated by STARA.

This study investigated the contingent effect of STARA (Smart Technology, Artificial Intelligence Robotics and Algorithms) awareness on perceived job insecurity for employees working in industries that are expected to face high degrees of automation. More specifically the study empirically investigated the moderating role of learning culture and authoritative culture on the relationship between STARA awareness and job insecurity, among 291 individuals.

The findings of the study showed a significant positive relationship between STARA awareness and perceived job insecurity. An authoritarian organizational culture further enhances the effects of STARA awareness on perceived job insecurity. Contrary to expectations, the moderating effect of retraining expectations was not statistically supported.

12. TURUK, (2020) study entitled: **Digital Strategy**

The purpose of this study is to present a framework for digital business transformation and an inevitable requirement for achieving success in a digital world. Digital strategy is part of the organization's business strategy to respond to digital development and helps the organization survive in the digital era.

Moreover, this study aimed to address the definition of digital strategy and how it is developed. It will try to explain the purpose of a digital strategy and its position within an organization.

The results of this study indicated that the main purpose of having a digital strategy is to respond to digital disruption, allow organizations to survive in a digital world, and to find the best options to match consumer needs and therefore to achieve a competitive advantage.

The study recommended to conduct future research on how digital strategy affects business strategy, or how business strategy exploits digital assets and how this interrelationship may be continuously improved.

13. Olszewska, (2020). study entitled: **Fostering Digital Business Transformation and Digital Skill Development for Economic Growth and Social Inclusion in Poland: a preliminary study.**

The purpose of this study is to is to outline the problem of reducing the digital skill gap, which is vital for achieving an effective digital transformation, and to present solutions and initiatives in the field of systemic support for the improvement of digital skills. This study was conducted on Polish enterprises, particularly in the SMEs sector.

The findings of this study show that these enterprises suffer from a lack of properly trained staff who can use ICT solutions, which affects achieving a higher level of digital development and full digital maturity. In addition to the lack of, or insufficiently developed, digital skills to allow the use of ICT solutions in operational activities.

14. Hu, and Zhu, (2021). study entitled: **Talent Value Creation during Digital Transformation: An Inductive Model of HR Reengineering**

The purpose of this study is to explore the importance of business digitalization strategy and what is the talent priority of HR reengineering, including talent planning, talent acquisition, talent adjustment and talent development in the successful digital transformation of an organization.

For collecting data, unstructured interviews were conducted with 30 stakeholders of the selected single company in China.

The study found that the necessary and unique set of dimensions of business digitalization strategy and HR reengineering can drive the organization's digital transformation. The study also has shown the impact of digital technology use, data

integration, digital leadership, HR management, and business process management on the digital transformation of the organizations.

15. Gilch, and Sieweke, (2021). Study entitled: **Recruiting digital talent: The strategic role of recruitment in organisations' digital transformation.**

The purpose of this study is to focus on the recruitment role during the organization's digital transformation and the need to hire employees who have IT skills and abilities in order to digitalize the products and services provided by the company. The study examined the interaction between recruitment and digital transformation beyond the use of digital technology in recruitment, focusing on more strategic aspects.

Data has been collected from (26) HR professionals in recruiting and from (22) organizations located in Germany, and by using the semi-structured interviews.

The researchers found that digitalization creates a demand for digital talent in traditional business companies, as they need to transform their processes, products, and services. However, attracting digital talent creates severe challenges for recruiters from digital organizations. The study also found that hiring (recruiting) digital talent as a new target individual drives changes within the company, and this happens in three ways; first one, recruiters realize the need to adopt their procedures and processes to the new target group. Second one, recruiters have developed a new self-understanding. Third one, recruiters recognized the need to support the organization's digital transformation by acting as a bridge.

16. Suarta and Suwintana, (2021) study entitled: **The new framework of employability skills for digital business.**

The purpose of this study is to formulate a new framework for the employability skills needed by students for jobs in the digital business era. This study is intended to obtain

comprehensive information about the employability skills needed by digital business world of work.

This study was conducted by analyzing the contents of scholarly articles and policy documents relevant to employability skills issues. This study used two approaches of content analysis: conceptual analysis and relational analysis.

The results of the study revealed that employability skills and qualifications contribute positively to the digital age workplace. The discussion of research results was directed at developing a new conceptual framework for employability skills needed by the digital workforce.

17. Dan, et al. (2021) study entitled**: Digital Talent Management: Insight from the information Technology and Communication Industry.**

The purpose of this study is to examine the implications of managing digital talent to improve organizational attraction, development, and retention, which may contribute to the practices of talent management. The research identified digital talent as individuals who possess digital ability and high skills that link the personal and the digital ones.

The research presented in this book builds upon a research project, which ran throughout 2020 in Romania.

Data was collected from nine companies, interviewed 40 consultants with different digital expertise, plus 35 staff members and management levels members.

The findings of the study included that digital talent management strategies and practices depend on the characteristics of digital talent. Also, organizations need to adopt flexible work arrangements. Further, talent attraction and development can

function as early and ongoing retention strategies. Focusing on talent development may directly contribute to improved retention. Moreover, strategies of digital talent management are likely to be more closely tied to compelling digital talent value proposition, employer branding and the use of social media recruitment platforms.

18. Krishnakumar and Vasu P K (2021) study entitled**: "The Impact of Organization Culture on Talent Management".**

The purpose of this study is to focus on the impact of culture on various talent management components. Three talent management components which were taken for this study are recruitment, employee retention and training and development. The primary data was collected from 212 employees working in large, medium and small companies focusing on IT, manufacturing, and retail sectors.

The main finding from the study was that there is a significant relation between organization culture and talent management. It was found that there is a significant relation between the organization culture and recruitment and retention. The study revealed that organizational culture plays a major role in attracting talented employees and in retaining them in the organization for a long time. The organizations need to focus on improving the cultural factors for its success. This study confirmed the influence of culture on recruitment and retention, and culture needs to be always the source of influence for development as development is associated with culture.

19. Guerra, et al., (2023) study entitled: **The impact of digital transformation on talent management.**

The purpose of this study is to analyze the influence of digital transformation on talent management processes. Also, it determines whether companies make different

investments in each, the researchers analyze talent management by separating the variables that attract and retain talent.

The study sample was made up of (314) Spanish companies who are currently undergoing the process of digital transformation. Company data were obtained through a questionnaire answered by managers of these organizations.

The study results indicated that the organizational changes brought about by digital transformation are thus seen to influence talent management and to attract and retain talent. Furthermore, it also contributed to a better understanding of the impact of digital transformation on talent management, attraction, and retention.

The research recommended conducting more research to prove if proper talent management improves the digital transformation process or slows it down.

20. Khaira, et al., (2023) study entitled**: Examining the Mediating Role of Digital Culture on Digital Talent in The Telecommunication Sector**

The purpose of this study is to identify the characteristics of digital talent and analyze the influence of HR management, digital literacy, HR risk, digital leadership, and digital culture on digital talent.

This study uses primary data obtained from 140 respondents of PT Telkom Indonesia employees from 14 work locations of digital talent employees.

The results of this study indicate that HR management, digital literacy, HR risk, digital leadership, and digital culture affect digital talent. Then, digital culture can mediate HR management, digital literacy, HR risk on digital talent. Meanwhile, digital culture does not successfully mediate digital leadership. The managerial implication of this

research is that companies are expected to know the factors that form digital talent so that companies can prepare the right methods in managing digital talent.

2.3 What Distinguishes the Current Study from Previous Studies?

The important thing that distinguishes this study from other studies can be summarized as follows:

- This study is being the first of its kind, as it uses the literature review approach to study the three variables in the MBA thesis, within the limits of the researcher's scientific knowledge and based on the researcher's search through the web engines that enable to access it.

- The study linked three main variables (digital business strategy drivers, building digital talents, organizational culture) in one study, as none of the previous studies linked these three variables together in this order, in Jordanian Telecom companies. This would allow subsequent researchers to conduct high reliability and objective results.

- The study identified the most frequent dimensions on the two main variables of the study and classified them with lists that make it easier for researchers to obtain and test them in their studies.

- This study focused on investigating the impact of digital business strategy drivers on building digital talents in Jordanian telecom companies, which was not addressed in previous studies.

- This study examined the three variables from the point of view of the top, middle, and first-line management levels in the Jordanian telecommunications companies.

- This study focused on building digital talents, and the vital role of digital talent in which was not studied in previous studies. Rather, the focus was on talents in

general or talent management, but the researcher could not find a previous study focused on digital talents, in the telecommunications companies.

- This study could help the management levels in Jordanian telecom companies focus on building digital talent within their business strategies and enhance the role of digital talent in achieving the goals of the digital business strategy.

Chapter Three

Study Methodology (Methods & Procedures)

- Introduction
- **Study Methodology**
- Study Population & Sampling
- **Data Collection Methods & Tool**
- Validity & Reliability Tests
- **Statistical Methods**
- Study Procedures

CHAPTER THREE

Study Methodology (Methods & Procedures)

3.1 Introduction:

This chapter illustrates several methods and procedures that were used to accomplish the objectives of the study. This chapter consists of the study methodology, the study population and sample size, the study methods used to verify the validity and reliability of data collection, the statistical methods used to analyze the data in order to answer the study hypotheses, and the study procedures.

3.2 Study Methodology

This study is considered a causal study that adopts a descriptive analytical method in order to investigate "The contribution of digital business strategy drivers in building digital talent with the presence of organizational culture as a moderate role". The descriptive method is considered the most appropriate to achieve the objectives of the current study. Figure (3-1) shows the method and procedures for this chapter.
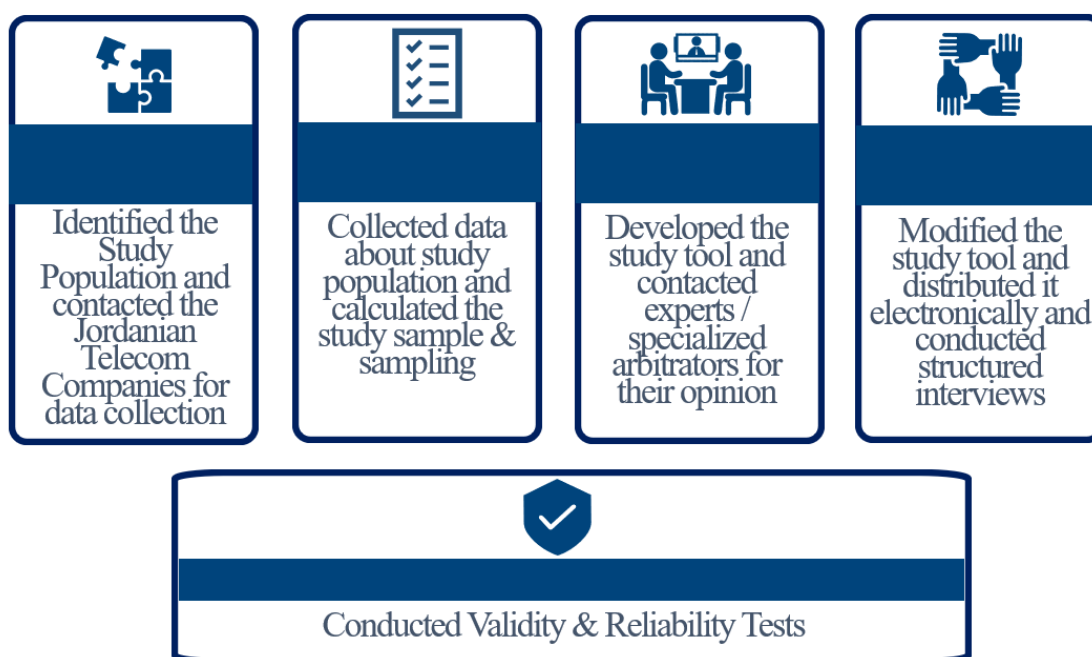
Figure (3-1) the methods and procedures for this chapter.

3.3 Study Population

The study's intended target population is the population of interest. Recruiting the entire population of interest is either inappropriate or impractical. Instead, researchers recruit a sample drawn from the total population of interest to be included in the study. In such cases, the research study's goal is to generalize the study results from the sample to the population of interest (Van den, Sandøy and Brestoff, 2013).

Populations are defined properly so that there is no ambiguity as to whether a particular unit belongs to the population. Inferences regarding a population cannot be drawn until the nature of the units composing it is clearly defined. If the population is not properly defined, the researcher won't determine which units to consider when selecting the sample (Taherdoost, 2016). Pilot and Hungler (1999) identify the population as the sum or totality of all objects, subjects or members that conform to a set of specifications. According to Sekaran and Bougie (2016), a target population refers to a group of individuals targeted by the researcher from whom to obtain data to achieve the research objectives of the study.

This study was meant to cover three companies (Zain, Orange, and Umniah), however, Umniah company refused to cooperate with the researcher in conducting the study.

The study population consists of (509) managers from the top, middle, and first-line management levels in the Jordanian Telecom companies (Zain, and Orange), (the Human Resource Management Departments - Zain & Orange, Appendix (2)).

3.4 Study Sample

In order to answer the research questions and test its hypotheses, it is doubtful that the researcher will be able to collect data from all cases. Therefore, it was necessary to choose a sample. The complete set of cases from which the researcher's sample is drawn is called the population. In addition, analyzing the entire population requires resources and takes

time, so researchers apply a sampling technique to reduce the number of cases (Taherdoost, 2016).

The researcher adopted a proportional, stratified random sample method to represent the study population (509) managers from the top, middle, and first-line management levels in the Jordanian Telecom companies (Zain, and Orange). The appropriate sample size was (222) individuals (Sekaran & Bougie, 2016). Table (3-1) shows the study sampling method and determining the sample size from the study population.

Table (3-1): Study sampling method, sample size, population, and proportional stratified random sampling.

Organizational level	Study Population	Study Sample	Study Sampling	Percentage
Top Management level	509	20	$20 \div 509 = 0.04 \times 222 = 9$	4%
Middle Management Level		182	$182 \div 509 = 0.36 \times 222 = 80$	36%
First-line Management Level		307	$307 \div 509 = 0.60 \times 222 = 133$	60%
Total	509	509	222	100%

3.5 Data Collection Methods (Tools)

Data collection is critical in statistical analysis. There are several methods for gathering information in research, all of which fall into two categories: primary and secondary data (Douglas, 2015). Primary data is original and unique information obtained directly by the researcher from a source such as notes, surveys, questionnaires, case studies, and interviews as needed. Secondary data, on the other hand, which is easily accessible but not pure, has been subjected to numerous statistical treatments. Government papers, websites, books, press stories, and internal records are examples of secondary data sources (Ajayi, 2017).

The current study is two-fold: theoretical part, and practical part. The researcher relied on social science studies in the theoretical part. However, the researcher relied on the descriptive and analytical methods for the practical part, to collect and analyze data, and then test hypotheses. The data collected was divided into two groups:

- **Secondary Data**: includes books, journals, dissertations, periodicals, publications, literatures, and articles related to the study, using the search-engines to collect data needed for building the theoretical framework of the study.

- **Preliminary Data**: includes a questionnaire, which was developed by the researcher according to the steps described below in the study tool section. Moreover, the researcher conducted structured interviews with 10 managers from the top, middle, and first-line managerial levels in the Jordanian Telecom companies (Appendix 3).

3.6 Study Tool

The researcher developed a special questionnaire consistent with the subject of the research "The Contribution of Digital Business Strategy Drivers in Building Digital Talents: The Moderate Role of Organizational culture".

A questionnaire was developed as a study tool based on previous studies' data collection from participants, as a questionnaire is one of the most important data collection tools in most analytical studies (Neuman, 2014). Below are the steps for developing the questionnaire:

Preparing questionnaire paragraphs:

The questionnaire was developed by referring to the sources provided in table (3-2), and consisted of (65) questions:

Table (3-2): Questionnaire's Variables' & Dimensions' References

Study Variables	References

Independent Variable:
Digital Business Strategy Drivers:
  – Scope of Digital Business Strategy
  – Scale of Digital Business Strategy
  – Speed of Digital Business Strategy
  – The Sources of value creation and capture
	– Bharadwaj, et al., (2013).
	– Turuk, (2020).
	– Chen, et.al., (2015).
	– Schallmo, et al., (2019)
	– Chi, et al., (2016).
	– Proksch, et al., (2021).

Dependent Variable: Digital Talents
  – Digital talent attitudes to change.
  – Digital talent capabilities
  – Digital workplace experience
  – Digital talent performance
	– Awit & Marticio. (2020)
	– Krishnakumar & PK (2021)
	– Fahmi, et al., (2020).
	– Kosgei, (2018)
	– Proksch, et al., (2021)
	– Meng, et al., (2016).

Moderating Role: Organizational Culture	– Setyawan & Nelson. (2021) – Vetrakova & SMEREK. (2015) – Proksch, et al., (2021).

3.7 Validity

Validity is concerned with measuring the validity of the study variables and the extent to which they are associated with the purpose of the study.

The validity of the study tool was verified through: Face Validity and Construct Validity, as follows:

3.7.1 Face Validity

To check the face validity of the study tool, the questionnaire was distributed to a group of (9) experts in Business Administration field and employees of the studied companies, (Appendix 4), in order to get their opinions on the items in terms of language, items' affiliation to dimensions, and tool validity for what it was developed for. After taking the arbitrators' opinions and recommendations, the study tool was modified by deleting (10) questions because of their meaning's similarity with other questions. After making the

modifications, the questionnaire became in its semi-final form, consisting of (55) paragraphs.

3.7.2 Construct Validity

In construction validity, attention is focused on the fact that each of the study variables is accurately represented by a group of items or phrases and that these items measure this variable. In this study, construct validity was measured through Correlation Analysis and Confirmatory Factor Analysis (CFA).

First, Correlation Analysis

The researcher used correlation analysis with the aim of ensuring that each of the study variables is accurately represented by a group of paragraphs or phrases in an appropriate manner and that these paragraphs actually measure this variable by measuring the relationship between each paragraph and the axis to which it belongs, and excluding paragraphs whose correlation coefficient is weak (less than 0.70), at the level ($\alpha \leq 0.05$) (Sekaran & Bougie, 2016), as follows:

Table (3-3)
Construct validity of the independent variable items (Digital Business Strategy Drivers)

Item	Correlation value	Sig. Level	Item	Correlation value	Sig. Level
1	0.719	0.000**	11	0.729	0.000**
2	0.735	0.000**	12	0.838	0.000**
3	0.925	0.000**	13	0.914	0.000**
4	0.778	0.000**	14	0.720	0.000**
5	0.811	0.000**	15	0.858	0.000**
6	0.829	0.000**	16	0.813	0.000**
7	0.882	0.000**	17	0.810	0.000**
8	0.872	0.000**	18	0.839	0.000**
9	0.768	0.000**	19	0.836	0.000**

| 10 | 0.778 | 0.000** | 20 | 0.796 | 0.000** |

It is clear from table (3-3) that the correlation coefficients of the item with the dimension to which it belongs in the independent variable (Digital Business Strategy Drivers) ranged between (0.719) and (0.914) and are statistically significant at the level (0.01), which indicates the presence of internal consistency between the paragraphs of this variable (Sekaran & Bougie, 2016).

Table (3-4)
Construct validity of the dependent variable items (Building digital talents)

Item	Correlation value	Sig. Level	Item	Correlation value	Sig. Level
21	0.823	0.000**	31	0.709	0.000**
22	0.719	0.000**	32	0.829	0.000**
23	0.714	0.000**	33	0.701	0.000**
24	0.879	0.000**	34	0.797	0.000**
25	0.798	0.000**	35	0.789	0.000**
26	0.717	0.000**	36	0.784	0.000**
27	0.877	0.000**	37	0.826	0.000**
28	0.865	0.000**	38	0.772	0.000**
29	0.711	0.000**	39	0.785	0.000**
30	0.930	0.000**	40	0.720	0.000**

It is clear from table (3-4) that the correlation coefficients of the item with the dimension to which it belongs in the dependent variable (Building digital talents) ranged between (0.701) and (0.930) and are statistically significant at the level (0.01), which indicates the presence of internal consistency between the paragraphs of this variable (Sekaran & Bougie, 2016).

Table (3-5)
Construct validity of the moderate variable items (Organizational culture)

Item	Correlation value	Sig. Level	Item	Correlation value	Sig. Level
41	0.777	0.000**	49	0.726	0.000**
42	0.838	0.000**	50	0.750	0.000**
43	0.757	0.000**	51	0.761	0.000**
44	0.715	0.000**	52	0.826	0.000**
45	0.745	0.000**	53	0.785	0.000**
46	0.797	0.000**	54	0.771	0.000**
47	0.774	0.000**	55	0.899	0.000**
48	0.737	0.000**			

It is clear from table (3-5) that the correlation coefficients of the item with the dimension to which it belongs in the moderate variable (Organizational culture) ranged between (0.715) and (0.899) and are statistically significant at the level (0.01), which indicates the presence of internal consistency between the paragraphs of this variable.

Second, the Confirmatory Factor Analysis (CFA)

To test the validity of the confirmatory factor analysis, the Statistical Software (AMOS) was used. The results of this analysis were as follows:

1- **The validity of the confirmatory factor analysis for the independent variable (Digital Business Strategy Drivers) dimensions**

Figure (3-2) below shows the confirmatory factor analysis of the independent variable (Digital Business Strategy Drivers), according to the (AMOS), and presents the standard regression weights for each dimension of the independent variable's dimensions, which are supposed to be representative for a part of this independent variable.
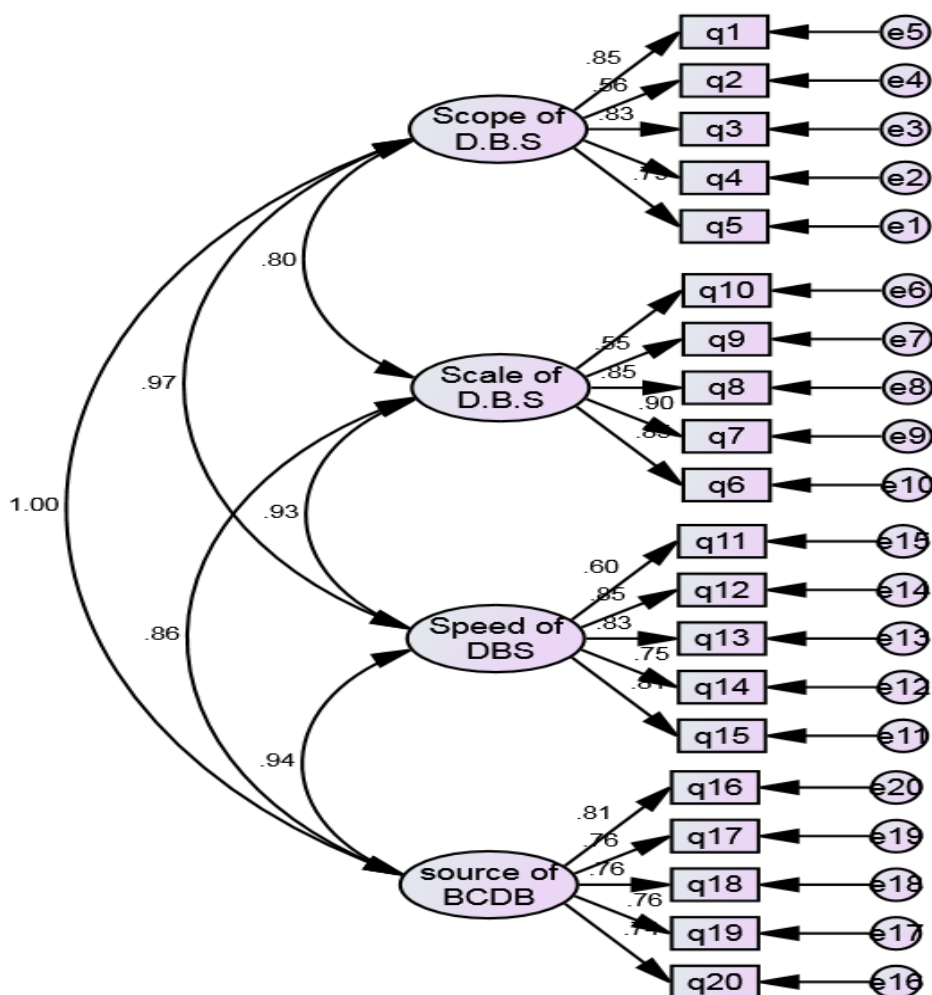
Figure (3-2): Confirmatory factor analysis of the independent variable (Digital Business Strategy Drivers)

It is noted from figure (3-2) above that the lowest value reached is (0.60), which is the value of (q11) in (speed of digital business strategy) dimension, and since this dimension value represents the least extracted value and is more than the accepted value in the confirmatory factor analysis of (0.40) (Hair, et al., 2010). These values are considered sufficient and express acceptable and sufficient standard regression weights for the dimensions of the independent variable.

Table (3-6)

The indicators values of the congruence between the expected model and the real data of the independent variable (Digital Business Strategy Drivers)

Indicator	Acceptance Standard	Indicator Value	Result
(CMIN/DF)	Greater than 2 and less than 3	2.191	**Acceptance**
(GFI)	Greater than 0.90 and less than 0.95	0.942	**Acceptance**
(AGFI)	Greater than 0.85 and less than 0.90	0.863	**Acceptance**
(CFI)	Greater than 0.95 and less than 0.97	0.961	**Acceptance**
(RMSEA)	Greater than 0.05 and less than 0.09	0.075	**Acceptance**

CMIN/DF: Chi-square/degrees of freedom)، GFI: Goodness of Fit Index، AGFI: Adjusted Goodness of Fit Index، CFI: The comparative fit index، RMSEA: root mean square error of approximation.

The data of table (3-6) indicates that the standard (CMIN/DF) reached (2.191), a value that lies between (2-3), and indicates an acceptable degree of conformity, the value of quality alignment (GFI) reached (0.942) which is greater than 0.90, which is an acceptable conformity value, the average quality suitability index (AGFI) reached (0.863) which is greater than 0.85, indicating an acceptable conformity value, and the comparative suitability index (CFI) value was (0.961), which is a value greater than 0.95 and is considered acceptable. The square root of the mean squares of estimation errors (RMSEA) reached (0.075), which is less than the upper limit that should not be exceeded (0.09) (Bian, 2011), indicates the appropriateness and compatibility of the data according to this indicator. In general, all indicators of the model came with acceptable values.

2- The validity of the confirmatory factor analysis for the dependent variable (Building digital talents) dimensions

Figure (3-3) below shows the confirmatory factor analysis of the dependent variable (Building digital talents), according to the (AMOS), and presents the standard regression weights for each dimension of the dependent variable's dimensions, which are supposed to be representative for a part of this dependent variable.
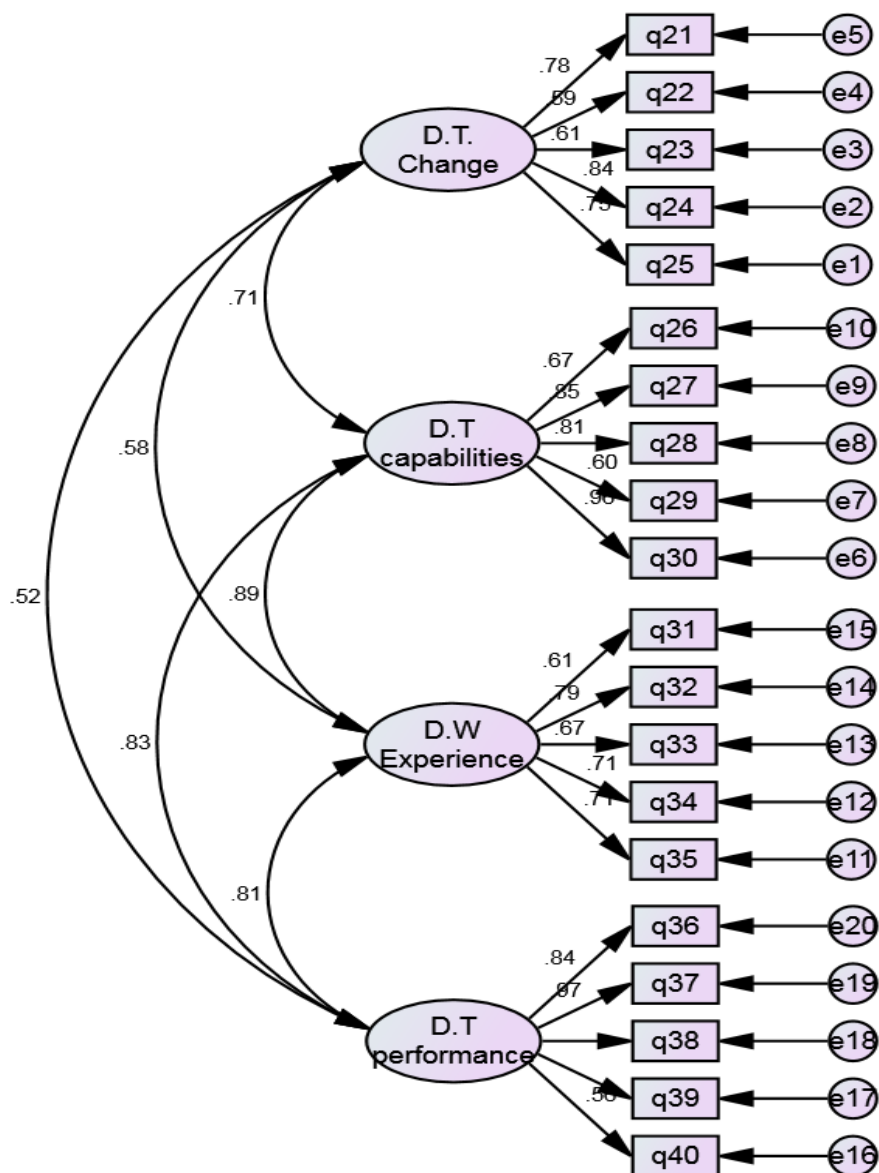
Figure (3-3): Confirmatory factor analysis of the dependent variable (Building digital talents)

It is noted from figure (3-3) above that the lowest value reached is (0.56), which is the value of (q39) in (Digital talent performance) dimension, and since this dimension value represents the least extracted value and is more than the accepted value in the confirmatory factor analysis of (0.40) (Hair, et al., 2010). These values are considered sufficient and express acceptable and sufficient standard regression weights for the dimensions of the dependent variable.

Table (3-7)

The indicators values of the congruence between the expected model and the real data of the dependent variable (Building digital talents)

Indicator	Acceptance Standard	Indicator Value	Result
(CMIN/DF)	Greater than 2 and less than 3	2.254	**Acceptance**
(GFI)	Greater than 0.90 and less than 0.95	0.931	**Acceptance**
(AGFI)	Greater than 0.85 and less than 0.90	0.874	**Acceptance**
(CFI)	Greater than 0.95 and less than 0.97	0.955	**Acceptance**
(RMSEA)	Greater than 0.05 and less than 0.09	0.078	**Acceptance**

CMIN/DF: Chi-square/degrees of freedom)، GFI: Goodness of Fit Index، AGFI: Adjusted Goodness of Fit Index، CFI: The comparative fit index، RMSEA: root mean square error of approximation.

The data of the previous table indicate that the standard (CMIN/DF) reached (2.254), a value that lies between (2-3), and indicates an acceptable degree of conformity, the value of quality alignment (GFI) reached (0.931) which is greater than 0.90, which is an acceptable conformity value, the average quality suitability index (AGFI) reached (0.874) which is greater than 0.85, indicating an acceptable conformity value, and the comparative suitability index (CFI) value was (0.955), which is a value greater than 0.95 and is considered acceptable. The square root of the mean squares of estimation errors (RMSEA) reached (0.078), which is less than the upper limit that should not be exceeded (0.09) (Bian, 2011), indicates the appropriateness and compatibility of the data according to this indicator. In general, all indicators of the model came with acceptable values.

3- **The validity of the confirmatory factor analysis for the moderate variable (Organizational culture) items**

Figure (3-4) below shows the confirmatory factor analysis of the moderate variable (Organizational Culture), according to the (AMOS), and presents the standard regression weights for all items of the moderating variable, which are supposed to be representative for a part of this moderating variable.
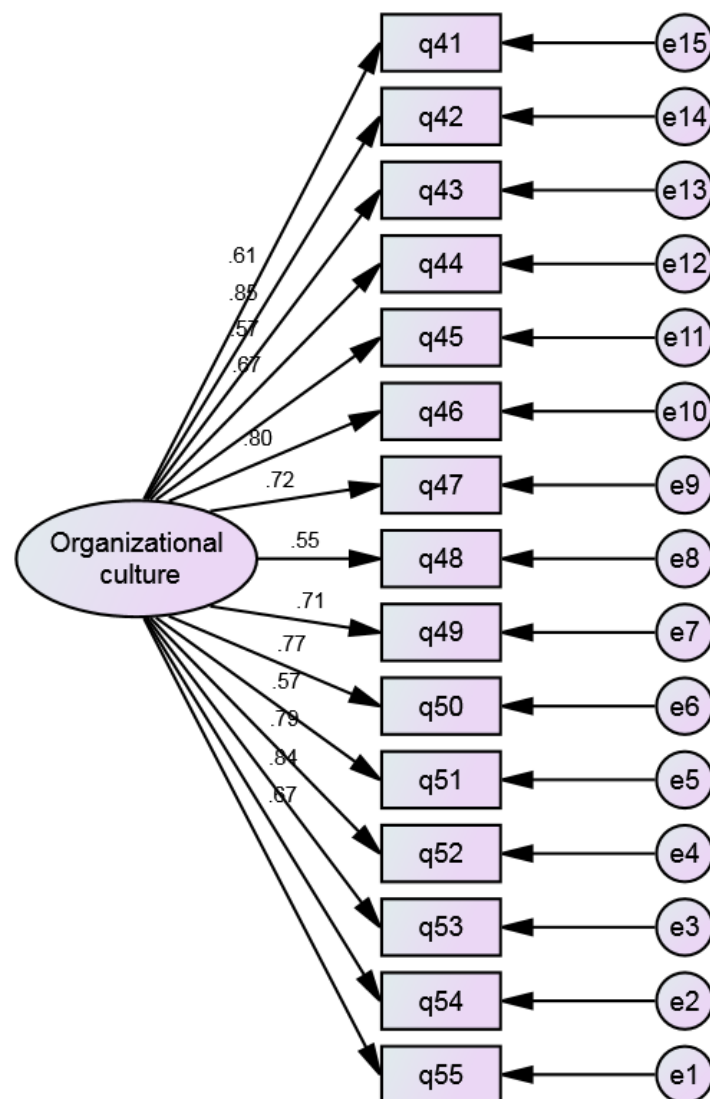
Figure (3-4): Confirmatory factor analysis of the moderate variable

(Organizational culture)

It is noted from figure (3-4) above that the lowest value reached is (0.55), which is the value of (q48) in organizational culture's items, and since this value represents the least extracted value and is more than the accepted value in the confirmatory factor analysis of (0.40) (Hair, et al., 2010). These values are considered sufficient and express acceptable and sufficient standard regression weights for all items of the moderating variable.

Table (3-8)

The indicators values of the congruence between the expected model and the real data of the moderate variable (Organizational culture)

Indicator	Acceptance Standard	Indicator Value	Result
(CMIN/DF)	Greater than 2 and less than 3	2.801	**Acceptance**
(GFI)	Greater than 0.90 and less than 0.95	0.925	**Acceptance**
(AGFI)	Greater than 0.85 and less than 0.90	.0880	**Acceptance**
(CFI)	Greater than 0.95 and less than 0.97	0.966	**Acceptance**
(RMSEA)	Greater than 0.05 and less than 0.09	.0084	**Acceptance**

CMIN/DF: Chi-square/degrees of freedom)، GFI: Goodness of Fit Index، AGFI: Adjusted Goodness of Fit Index، CFI: The comparative fit index، RMSEA: root mean square error of approximation.

The data of the previous table indicate that the standard (CMIN/DF) reached (2.801), a value that lies between (2-3), and indicates an acceptable degree of conformity, the value of quality alignment (GFI) reached (0.925) which is greater than 0.90, which is an acceptable conformity value, the average quality suitability index (AGFI) reached (0.880) which is greater than 0.85, indicating an acceptable conformity value, and the comparative suitability index (CFI) value was (0.966), which is a value greater than 0.95 and is considered acceptable. The square root of the mean squares of estimation errors (RMSEA) reached (0.084), which is less than the upper limit that should not be exceeded (0.09) (Bian, 2011), indicates the appropriateness and compatibility of the data according to this indicator. In general, all indicators of the model came with acceptable values.

3.8 Reliability

The reliability test of the study tool aims to ensure the stability of the study tool, the consistency and stability of respondents' responses on its various items (Sekaran & Bougie, 2016). The reliability of the study tool was verified via Cronbach Alpha coefficient test, and the Composite Reliability Test.

3.8.1 Reliability by Cronbach's alpha method & Composite stability

To ensure the reliability of the tool, an internal consistency according to the "Cronbach's alpha" coefficient and Composite stability were conducted for all the variables of the study, which indicate that the study tool has an acceptable level of reliability at an alpha value greater than or equal to (0.70), and that the alpha value is close to (100 %) indicating higher reliability of the study tool (Sekaran & Bougie, 2016). The results were as follows:

First - Independent Variable reliability (Digital Business Strategy Drivers)

Reliability levels for the dimensions of the variable were separately calculated (Digital Business Strategy Drivers), and then the reliability for the combined dimensions was calculated according to the (Cronbach-Alpha) coefficient. The questionnaire's items were considered to have internal consistency and stability when Cronbach alpha coefficient value is 70% at minimum. Table (3-8) shows the results of the reliability test:

Table (3-9)
Reliability for the independent variable (Digital Business Strategy Drivers) using Cronbach's alpha coefficient (n = 191)

Item	No. of paragraph	Cronbach's alpha coefficient	McDonal's Omega
First Dimension - The scope of digital business strategy	5	0.818	0.825
Second Dimension: The scale of digital business strategy	5	0.807	0.814
Third Dimension: The speed of digital business strategy	5	0.869	0.871
Fourth Dimension: The source of business value creation and capture in digital business strategy	5	0.876	0.877
Independent variable (Digital Business Strategy Drivers)	**20**	**0.955**	**0.957**

As shown in table (3-9) above, the Cronbach's alpha coefficient for all the dimensions of the independent variable (Digital Business Strategy Drivers) reached (0.955), and the Cronbach alpha coefficients for all the dimensions of the independent variable separately were high and greater than (70%), and based on the aforementioned rule, all values were

above 70%, which indicates the items' stability. It is also clear that McDonald's Omega

for all the dimensions of the independent variable reached (0.957), and that the values for

the items of the independent variable were above 70%, and thus the items of this variable

are stable.

Second - Dependent Variable reliability (Building digital talents)

Reliability levels for the dimensions of the variable were separately calculated (Building

digital talents), and then the reliability for the combined dimensions was calculated

according to the (Cronbach-Alpha) coefficient. The questionnaire's items were

considered to have internal consistency and stability when Cronbach alpha coefficient

value is 70% at minimum. Table (3-10) shows the results of the reliability test:

Table (3-10)
Reliability for the dependent variable (Building digital talents) using Cronbach's
alpha coefficient (n = 191)

Item	No. of paragraph	Cronbach's alpha coefficient	McDonald's Omega
First Dimension - Digital talent attitudes to change	5	0.822	0.821
Second Dimension: Digital talent capabilities.	5	0.879	0.877
Third Dimension: Digital workplace experience	5	0.821	0.819
Fourth Dimension: Digital talent performance	5	0.725	0.724
Dependent variable (Building digital talents)	**20**	**0.933**	**0.931**

As shown in table (3-10) above, the Cronbach's alpha coefficient for all the dimensions

of the dependent variable (Building digital talents) reached (0.933), and the Cronbach

alpha coefficients for all the dimensions of the dependent variable separately were high

and greater than (70%), and based on the aforementioned rule, all values were above 70%,

which indicates the items' stability. It is also clear that McDonald's Omega for all the

dimensions of the dependent variable reached (0.931), and that the values for the items of the dependent variable were above 70%, and thus the items of this variable are stable.

Third - Moderate variable reliability (Organizational culture)

Reliability levels for the items of the variable were calculated (Organizational culture), The questionnaire's items were considered to have internal consistency and stability when Cronbach alpha coefficient value is 70% at minimum. Table (3-11) shows the results of the reliability test:

Table (3-11)
Reliability for the moderate variable (Organizational culture) using Cronbach's alpha coefficient (n = 191)

Item	No. of paragraph	Cronbach's alpha coefficient	McDonald's Omega
Organizational Culture	**15**	**0.915**	**0.918**

As shown in table (3-11) above, the Cronbach's alpha coefficient for all the items of the moderating variable (Organizational culture) reached (0.915), greater than (70%), and based on the aforementioned rule, all values were above 70%, which indicates the items' stability. It is also clear that McDonald's Omega for all the items of the moderating variable reached (0.918), and that the values for the items of the moderating variable were above 70%, and thus the items of this variable are stable.

Thus, the questionnaire was formed in its final draft consisted of (55) paragraphs (Appendix 5), and four topics, as follows:

- **Part one (demographic and occupational data)**: includes: Gender, Educational Level, Age Group, Years of Experience, Organizational Level.

- **Part Two -independent variable dimensions' items (Digital Business Strategy Drivers), which includes four dimensions:**

  o First dimension: The scope of digital business strategy (items 1-5).

- o   Second dimension: The scale of digital business strategy (items 6-10).

- o   Third dimension: The speed of digital business strategy (items 11-15).

- o   Fourth dimension: The source of business value creation and capture in digital business strategy (items 16-20).

- **Part Three - Dependent Variable dimensions' items (Building digital talents), which includes four dimensions:**

  - o   First dimension: Digital talent attitudes to change (items 21-25).

  - o   Second dimension: Digital talent capabilities (items 26-30).

  - o   Third dimension: Digital workplace experience (items 31-35).

  - o   Fourth dimension: Digital talent performance (items 36-40).

- **Part four - Moderate variable items (Organizational culture), which includes 15 items (41-55).**

Each item of the study tool was given a score to identify the extent to which the study sample agreed on the statement related to the variables of the study model, according to the five-level Likert scale, as shown in table (3-12) below:

Table (3-12)
Items' scoring based on five-level Likert scale.

Response	Strongly Agree	Agree	Somewhat agree	Disagree	Strongly Disagree
Level	5	4	3	2	1

The following equation was also adopted to determine the relative significance adopted to comment on the variables' mean, as follows (Hsiao, 2014):

Relative significance = (maximum alternative - minimum alternative)/number of levels

$$= (5-1)/3 = 1.33$$

First: (less than 2.33) low level.

Second: (from 2.33 - less than 3.67) medium level.

Third: (from 3.67 - 5) high level.

Questionnaire's distribution:

The questionnaire was created online, consisted of (55) paragraphs, at the following link:

https://forms.gle/zdVmqbxdjaBBV6147.

The researcher distributed (222) questionnaires amongst managers from the top, middle, and first-line managerial levels in the Jordanian Telecom Companies (Zain and Orange). (212) questionnaires were retrieved, and during the process of reviewing the retrieved questionnaires, it was found that (21) of them had incomplete information, so they were excluded. The valid questionnaires for the purposes of statistical analysis were (191), which constitute (86%) of the distributed questionnaires, which formed the actual study sample. Table (3-13) presents a description of the study sample members through their demographic variables.

Table (3-13)
Distribution of the study sample according to their personal and functional data

Variable	Category	Frequency	Percentage
Gender	Male	136	71.2%
	Female	55	28.8%
Total		**191**	**100%**
Education level	Bachelor's	111	58.1%
	Master's	70	36.6%
	High Diploma	7	3.7%
	PhD	3	1.6%
Total		**191**	**100%**
Age	Younger than 30 years	10	5.2%
	30 - less than 45 years	130	68.1%
	45 – less than 60 years	51	26.7%
	60 years & above	00	00
Total		**191**	**100.0%**
	Less than 6 years	22	11.5%

Years of Experience	6 - less than 11 years	92	48.2%
	11 - less than 16 years	67	35.1%
	16 years & above	10	5.2%
Total		**191**	**100%**
Organizational level	Top Management Level	8	4.2%
	Middle Management Level	70	36.6%
	First-line Management Level	113	59.2%
	Total	**191**	**100%**

The above table (3-13) shows that the majority of the study sample members were male, who constituted (71.2%) of the total study sample while female constituted (28.8%), which indicates that most of the managers in the three managerial levels in Jordanian telecom companies are male.

It is also clear that most of the sample members are within the educational category (Bachelor), where their number is (111), and they constituted (58.1%) of the study sample, followed by those within the category (Master) at a rate of (36.6%), and that the least members of the sample were in the (PhD) category (1.6%).

Table (3-13) also shows that the majority of the study sample members were in the (30 - less than 45years) age category, with (130) individuals, who constituted (68.1%) of the total study sample, while the smallest percentage corresponded to the (Younger than 30 years) category, with (10) individuals constituting (5.2%) of the sample.

With regards to years of work experience, table (3-13) shows that the majority of the study sample members had (6 - less than 11 years) experience, with (92) individuals, constituting (48.2%) of the total, while the minority of the sample had experience in the (16 years & above) category, with (10) representatives, who constituted (5.2%) of the total sample.

The data of the previous table also indicates that (59.2%) were within the administrative

level (First-line Management Level), (36.6%) were within the administrative level (Middle Management Level), and (4.2%) were within the administrative level (Top Management Level).

3.9 Study Variables

The following variables were adopted:

Independent Variable: Digital Business Strategy Drivers, which represent four dimensions (the scope of digital business strategy, the scale of digital business strategy, the speed of digital business strategy, and the source of business value creation and capture in digital business strategy).

Dependent Variable: Building Digital Talents, which represent four dimensions (digital talent attitudes to change, digital talent capabilities, digital workplace experience, and digital talent performance)

Moderating variable: Organizational Culture

3.10 Statistical Methods:

The researcher used the following statistical methods:
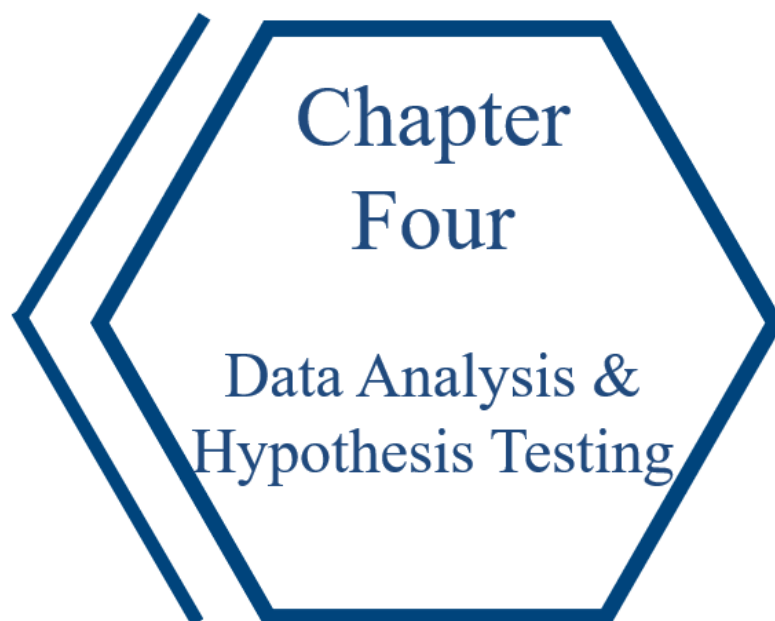
- Percentage and frequencies

- Arithmetic means & standard deviation

- Cronbach's alpha reliability (CR)

- Composite reliability

- Confirmatory factor analysis.

- T-test

- Normality distribution tests

- Skewness and kurtosis coefficients

- Variance Inflation Factor VIF, and tolerance test

–   Structural equation modeling (SEM) using AMOS software.

–   Hierarchical multiple regression analysis using SPSS software.

3.11 Study Procedures:

The researcher followed a set of procedures, such as:

1) The researcher reviewed the literature and studies related to the current study.

2) The researcher developed the study tool and verified its validity and reliability.

3) The researcher obtained the required approvals from all relevant authorities to carry out the field study.

4) The researcher determined the study population of the managers from the top, middle, and the first-line management levels in the Jordanian Telecom companies.

5) The researcher selected the sample using the proportional stratified random sampling method.

6) The researcher unpacked data and completed a statistical analysis.

7) The researcher examined the findings, analyzed them, and wrote a discussion and a set of recommendations.

Chapter Four

Data Analysis & Hypothesis Testing

- Introduction
- The descriptive analysis of the study variables
- Normality Distribution Tests
- Testing Hypothesis

CHAPTER FOUR

Data Analysis and Hypothesis Testing

4.1 Introduction

In this chapter, the results of the study were presented by analyzing the data obtained from the answers of the study sample members related to the study questions that aimed to identify the contribution of digital business strategy drivers in building digital talents: the moderate role of organizational culture - a field study on Jordanian telecom companies. The sections below present the results.

4.2 Analysis of the study variables

This part of the study presents a description of the study variables, by analyzing the answers of the study sample members to the items designated for measurement in the study tool. The results are shown in the following tables:

4.2.1 Independent variable (Digital Business Strategy Drivers)

The arithmetic means and standard deviations of the responses of the participants on the dimensions of the digital business strategy drivers, Table 4-1 shows the results.

Table (4-1)

Means and relative importance of the sample members' estimates of the dimensions of the digital business strategy drivers

No	Dimension	Mean	Rank	Relative importance
1	The scope of digital business strategy	4.40	2	High
2	The scale of digital business strategy	4.46	1	High
3	The speed of digital business strategy	4.39	3	High
4	The source of business value creation and capture in digital business strategy	4.24	4	High
digital business strategy drivers		**4.38**		High

It is clear from Table (4-1) that the relative importance of the dimensions of the digital business strategy drivers as an independent variable was high, as the general arithmetic

average was (4.38). The scale of digital business strategy dimension came in first place with an arithmetic mean of (4.46), and a high relative importance, while the dimension of the source of business value creation and capture in digital business strategy was in last place, with an arithmetic mean of (4.24), and high relative importance.

This result shows that Jordanian telecommunications companies have a high level of interest in their digital business strategy drivers' dimensions.

After the averages of the respondents' answers were calculated in relation to the dimensions of the digital business strategy drivers as a whole, the averages of the answers were calculated for the statement of each dimension; the results are as follows.

1- The scope of digital business strategy

The means and standard deviations of the responses from the study sample members regarding the paragraph of the scope of digital business strategy were extracted and shown in Table (4-2).

Table (4-2)
Means and standard deviation of the sample members' answers to the scope of digital business strategy paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
1	The company formulates its digital strategy in line with the corporate strategy.	4.48	0.63	98.05	High
2	The company is keen to ensure that the activities of digital strategy transcend the traditional functions.	4.30	0.80	74.72	High
3	The company seeks by digital strategy to achieve integration in its operations.	4.33	0.54	110.01	High
4	The company aims through digital strategy to gain more environmental opportunities.	4.57	0.59	106.31	High

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
5	By adopting a digital strategy, the company seeks to optimally invest in its resources.	4.35	0.70	85.75	High
	Average mean	**4.40**			High

It is clear from Table (4-2) that the level of relative importance of the scope of digital business strategy paragraph was high, with a general mean of (4.40). Statement (4) "The company aims through digital strategy to gain more environmental opportunities" came in first place with an arithmetic mean of (4.57) and a high relative importance, while statement (2), " The company is keen to ensure that the activities of digital strategy transcend the traditional functions" was in last place with a mean of (4.30), with high relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates that Jordanian telecommunications companies have a high level of integration of their digital strategy with their overall strategy in order to go beyond traditional functions and operations and enable them to capitalize on environmental opportunities and invest in their resources to develop digital products and services.

2- **The scale of digital business strategy**

The means and standard deviations of the responses from the study sample members regarding the paragraph of the scale of digital business strategy were extracted and shown in Table (4-3).

Table (4-3)
Means and standard deviation of the sample members' answers to the scale
of digital business strategy paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
6	The company invests in its digital infrastructure to increase the effectiveness of its digital strategy.	4.47	0.68	91.01	High
7	The company is keen to expand its digital infrastructure to provide competitive digital products.	4.48	0.72	86.30	High
8	The company benefits from its digital strategy in expanding its geographical growth.	4.45	0.74	83.37	High
9	The digital strategy helps the company to expand its business in the market.	4.54	0.58	108.75	High
10	Through digital strategy, the company can identify suitable partners to establish joint ventures.	4.36	0.65	92.90	High
Average mean		4.46			High

It is clear from Table (4-3) that the level of relative importance of the scale of digital business strategy paragraph was high, with a general mean of (4.46). Statement (9) "The digital strategy helps the company to expand its business in the market" came in first place with an arithmetic mean of (4.54) and a high relative importance, while statement (10), "Through digital strategy, the company can identify suitable partners to establish joint ventures" was in last place with a mean of (4.36), with high relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates that Jordanian telecommunications companies' digital business strategies are highly effective in terms of investing in infrastructure for geographical expansion, developing competitive digital products and services in the market, and expanding the size of their partnerships to establish digital projects.

3- **The speed of digital business strategy**

The means and standard deviations of the responses from the study sample members regarding the paragraph of the speed of digital business strategy were extracted and shown in Table (4-4).

Table (4-4)
Means and standard deviation of the sample members' answers to the speed of digital business strategy paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
11	The company leverages its digital strategy to accelerate strategic decision-making.	4.43	0.80	76.77	High
12	Through its digital strategy, the company achieves increased opportunities for strategic learning.	4.32	0.81	74.04	High
13	The company benefits from the opportunities available in the market to accelerate the launch of new digital products.	4.20	0.91	63.55	High
14	The company develops digital communication channels with customers to speed up its response to their requirements.	4.61	0.56	114.08	High
15	The company accelerates the dynamic coordination of the supply chain of new digital products.	4.42	0.74	83.18	High
Average mean		**4.39**			High

It is clear from Table (4-4) that the level of relative importance of the speed of digital business strategy paragraph was high, with a general mean of (4.39). Statement (14) "The

company develops digital communication channels with customers to speed up its response to their requirements" came in first place with an arithmetic mean of (4.61) and a high relative importance, while statement (13), "The company benefits from the opportunities available in the market to accelerate the launch of new digital products" was in last place with a mean of (4.20), with high relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates that Jordanian telecommunications companies' digital business strategies are highly effective in accelerating the launch of new digital products, accelerating strategic learning opportunities to improve strategic and operational decision-making, and enhancing the speed of dynamic supply chain coordination.

4- **The source of business value creation and capture in digital business strategy**

The means and standard deviations of the responses from the study sample members regarding the paragraph of the source of business value creation and capture in digital business strategy were extracted and shown in Table (4-5).

Table (4-5)
Means and standard deviation of the sample members' answers to the source of business value creation and capture in digital business strategy paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
16	Through its digital business strategy, the company seeks to add value to customers.	4.49	0.69	90.34	High
17	The company relies on generating innovation to enhance added value for customers.	4.27	0.77	76.96	High
18	The company provides free services to its customers to get them try new digital products.	3.93	0.80	67.78	High

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
19	The company develops a pricing structure for its digital products in order to compete with similar companies in the market.	4.17	0.83	69.46	High
20	The company aims to increase its market share by enhancing the concept of value among its shareholders.	4.35	0.78	77.13	High
Average mean		**4.24**			High

It is clear from Table (4-5) that the level of relative importance of the source of business value creation and capture in digital business strategy paragraph was high, with a general mean of (4.24). Statement (16) "Through its digital business strategy, the company seeks to add value to customers" came in first place with an arithmetic mean of (4.49) and a high relative importance, while statement (18), "The company provides free services to its customers to get them try new digital products" was in last place with a mean of (3.93), with high relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result suggests a high level of success of Jordanian telecoms providers' digital business strategies in bringing value to customers through competitiveness in providing digital products and services to their customers. And the amount to which it has improved the concept of added value among its consumers by developing fresh ideas, as well as among its shareholders by growing market share.

4.2.2 Dependent variable (Building digital talents)

Arithmetic means and standard deviations were calculated for participants' responses on the dimensions of building digital talent, and Table (4-6) shows the results.

Table (4-6)

Means and relative importance of the sample members' estimates of the dimensions of building digital talents.

No	Dimension	Mean	Rank	Relative importance
1	Digital talent attitudes to change	1.77	1	Low
2	Digital talent capabilities	1.81	2	Low
3	Digital workplace experience	1.94	3	Low
4	Digital talent performance	2.00	4	Low
Building digital talents		**1.88**		Low

It is clear from Table (4-6) that the relative importance of the dimensions of the building digital talents as dependent variable was low, as the general arithmetic average was (1.88). The Digital talent performance dimension came in first place with an arithmetic mean of (2.00), and a low relative importance, while the dimension of Digital talent attitudes to change was in last place, with an arithmetic mean of (1.77), and low relative importance.

This result indicates a low level of interest in building digital talent in Jordanian telecommunications companies.

After the averages of the respondents' answers were calculated in relation to the dimensions of building digital talents as a whole, the averages of the answers were calculated for the statement of each dimension; the results are as follows.

1- **Digital talent attitudes to change**

The means and standard deviations of the responses from the study sample members regarding the paragraph of the digital talent attitudes to change were extracted and shown in Table (4-7).

Table (4-7)
Means and standard deviation of the sample members' answers to the
digital talent attitudes to change paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
21	The company adopts various incentive policies to encourage its talent to digital change.	1.75	0.69	85.53	Low
22	The company seeks to increase the knowledge of digital talent to face the challenges.	1.73	0.72	81.54	Low
23	The company allocates a special budget to search for digital talent from outside.	1.88	0.74	76.88	Low
24	The company encourages its talent to organize their tasks to invest time in bringing about digital change.	1.85	0.67	85.23	Low
25	The company motivates talent who come up with unprecedented digital ideas.	1.63	0.75	80.66	Low
Average mean		**1.77**			Low

It is clear from Table (4-7) that the level of relative importance of the digital talent attitudes to change paragraph was low, with a general mean of (1.77). Statement (25) "The company motivates talent who come up with unprecedented digital ideas" came in last place with an arithmetic mean of (1.63) and a low relative importance, while statement (23), "The company allocates a special budget to search for digital talent from outside" was in first place with a mean of (1.88), with low relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates a low degree of willingness of talent in Jordanian telecommunications companies to accept and encourage the use of new digital tools or to reject their use.

2- Digital talent capabilities

The means and standard deviations of the responses from the study sample members regarding the paragraph of the digital talent capabilities were extracted and shown in Table (4-8).

Table (4-8)
Means and standard deviation of the sample members' answers to the digital talent capabilities paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
26	The company relies on enriching digital capabilities from assignments to challenging organizational roles.	1.91	0.81	69.96	Low
27	The company maintains digital talent capabilities for its sustainability.	1.92	0.89	63.48	Low
28	The company employs its talent capabilities to exploit emerging digital opportunities.	1.81	0.83	69.66	Low
29	The Company develops its digital technologies capabilities in order to protect customer information.	1.64	0.72	83.07	Low
30	The company utilizes the outcomes of its talent to implement improvements in digital services.	1.78	0.76	76.38	Low
	Average mean	**1.81**			Low

It is clear from Table (4-8) that the level of relative importance of the digital talent capabilities paragraph was low, with a general mean of (1.81). Statement (29) "The Company develops its digital technologies capabilities in order to protect customer information" came in last place with an arithmetic mean of (1.64) and a low relative importance, while statement (27),"The company maintains digital talent capabilities for its sustainability" was in first place with a mean of (1.92), with low relative importance. Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values

expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates a low level of effectiveness of the set of capabilities and organizational roles undertaken by Jordanian telecommunications companies and their employees to implement digital procedures in order to achieve the desired results.

3- **Digital workplace experience**

The means and standard deviations of the responses from the study sample members regarding the paragraph of the digital workplace experience were extracted and shown in Table (4-9).

Table (4-9)
Means and standard deviation of the sample members' answers to the digital workplace experience paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
31	The company allocates meetings between employees for knowledge sharing.	2.02	0.77	71.65	Low
32	The company develops its organizational structures design to allow the enrichment of expertise between departments.	2.01	0.84	65.50	Low
33	The company seeks to provide an attractive business environment for digital talents.	1.79	0.89	65.56	Low
34	The company is re-engineering digital services to match its digital talent expertise.	1.84	0.79	72.51	Low
35	The company helps its talent enrich their digital experiences by promoting a job rotation policy.	2.07	0.94	57.77	Low
Average mean		**1.94**			Low

It is clear from Table (4-9) that the level of relative importance of the digital workplace experience paragraph was low, with a general mean of (1.94). Statement (33) "The company seeks to provide an attractive business environment for digital talents" came in last place with an arithmetic mean of (1.79) and a low relative importance, while

statement (35), "The company helps its talent enrich their digital experiences by promoting a job rotation policy" was in first place with a mean of (2.07), with low relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates a low level of the efforts made by Jordanian telecom companies to deepen the expertise of their employees in the digital aspects by providing an appropriate work environment that encourages knowledge sharing, exchange of experiences and problem -solving.

4- Digital talent performance

The means and standard deviations of the responses from the study sample members regarding the paragraph of the digital talent performance were extracted and shown in Table (4-10).

Table (4-10)
Means and standard deviation of the sample members' answers to the digital talent performance paragraph

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
36	The company sets performance indicators while engaging digital talent.	2.04	0.75	72.668	Low
37	The company benefits from the outcomes of the organizational performance evaluation process in promoting the digital strategy.	2.10	0.90	60.050	Low
38	The company provides its talent with the opportunity to travel to digitally advanced countries to examine their digital progress.	2.15	1.00	50.844	Low
39	The company shares the results of its annual performance evaluation digitally with its employees.	1.63	0.76	79.186	Low
40	The company considers differences in digital capabilities when evaluating performance.	2.09	0.78	68.993	Low

No	Paragraph	Mean	St. Deviation	T-value	Relative importance
	Average mean	**2.00**			Low

It is clear from Table (4-10) that the level of relative importance of the digital talent performance paragraph was low, with a general mean of (2.0). Statement (39) "The company shares the results of its annual performance evaluation digitally with its employees" came in last place with an arithmetic mean of (1.63) and a low relative importance, while statement (38), "opportunity to travel to digitally advanced countries to examine their digital progress" was in first place with a mean of (2.15), with low relative importance.

Reviewing the t-test values in the table shows that all of these values were greater than the table value (1.96) at the level of (0.05), which indicates that the average values expressed by the study sample members were tending toward agreement and to a high degree.

This result indicates a low degree of the perceptions of Jordanian telecom companies about the performance of the employees and the organizational performance in general, which helps them achieve the objectives of digital strategy.

4.2.3 Moderate variable (Organizational culture)

The means and standard deviations of the responses from the study sample members regarding the paragraph of organizational culture were extracted and shown in Table (4-11).

Table (4-11)
Means and standard deviation of the sample members' answers to the organizational culture paragraphs

No	Paragraph	Mean	St. Deviation	Relative importance
41	The company adopts organizational values that are consistent with the objectives of the digital strategy.	4.48	0.64	High

No	Paragraph	Mean	St. Deviation	Relative importance
42	The company, through its organizational culture, encourages innovation in its digital initiatives.	4.32	0.79	High
43	The company enhances the role of organizational culture in attracting digital talent.	4.28	0.71	High
44	The company has organizational values that encourage participation in decision-making.	4.10	0.70	High
45	The company allows innovative ideas for digital initiatives to be tested even if they fail.	3.75	0.90	High
46	The company emphasizes the principle of inter-functional cooperation.	4.29	0.69	High
47	The company plays a pivotal role in shaping the organizational beliefs that support its digital business strategy.	3.99	0.51	High
48	The company is concerned with the principles of social responsibility.	4.64	0.64	High
49	The company promotes integration between organizational and strategic values, which increases the organization's ability to thrive in the digital scene.	4.43	0.59	High
50	The company contributes to the goals of sustainable development.	4.48	0.63	High
51	The company supports continuous learning.	4.65	0.62	High
52	The company stimulates openness to other cultures.	4.57	0.57	High
53	The company promotes a culture of taking calculated risks.	4.08	0.78	High
54	The company embraces the value of teamwork.	4.49	0.66	High
55	The company considers customer needs a strategic priority.	4.57	0.50	High
	Average mean	**4.34**		**High**

It is clear from Table (4-11) that the level of relative importance of the organizational culture paragraph was high, with a general mean of (4.34). Statement (51) "The company supports continuous learning" came in first place with an arithmetic average of (4.65) and a high relative importance, while statement (45), "The company allows innovative ideas

for digital initiatives to be tested even if they fail" was in last place with a mean of (3.75), with high relative importance.

This result indicates the existence of a set of behavioral beliefs, standards, and values included in the systems of Jordanian telecommunications companies, defining the relationships between the organization's individuals and their interactions with each other and with the organization. It determines how the organization deals with stakeholders.

4.3 Normality Distribution Tests

Before testing the study hypotheses, the researcher verified the suitability of the data for regression analysis, through the following tests:

4.3.1 Normal Distribution Test

To verify the normal distribution of the study data, the researcher used the Skewness and Kurtosis tests, and the results are shown in Table (4-12).

Table (4-12)

Normal distribution by applying the Skewness & Kurtosis tests.

Dimensions	Skewness Test	Kurtosis Test
The scope of digital business strategy	-0.300	-0.708
The scale of digital business strategy	-0.635	-0.980
The speed of digital business strategy	-0.487	-1.259
The source of business value creation and capture in digital business strategy	-0.422	-0.952
Digital talent attitudes to change	0.326	-0.702
Digital talent capabilities	0.321	-1.029
Digital workplace experience	0.028	-1.091
Digital talent performance	-0.160	-0.809
Organizational culture	-0.358	-0.900

It is clear from Table (4-12) above that the Kurtosis values were greater than (-3) and less than (3), while the Skewness values were greater than (-1) and less than (1), and this indicates that the data follows a normal distribution (Bai & Ng, 2005).
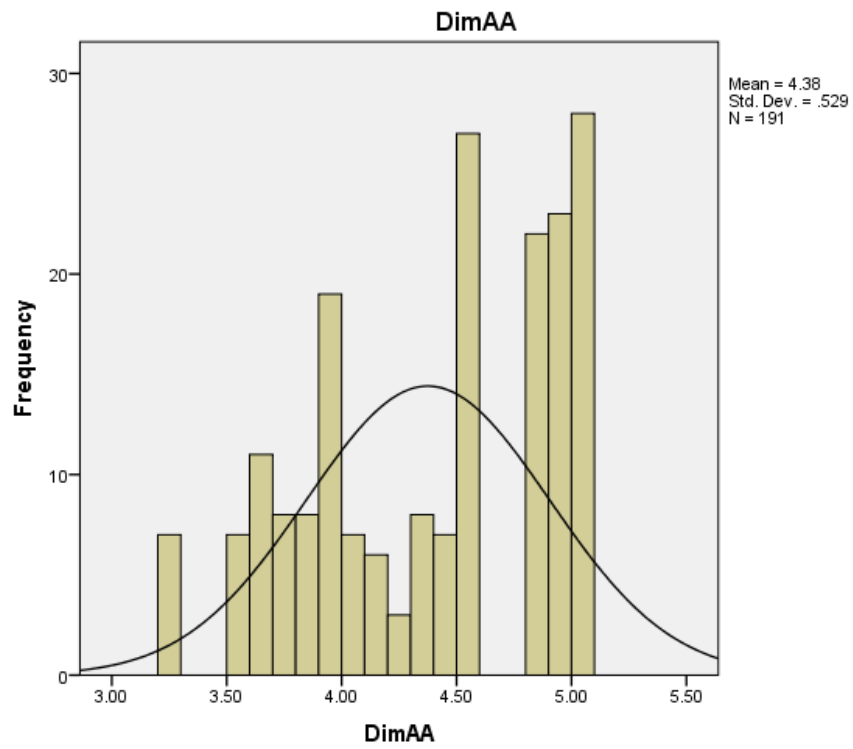
Figure (4-1): Normality Histogram for independent variable (Digital business strategy drivers
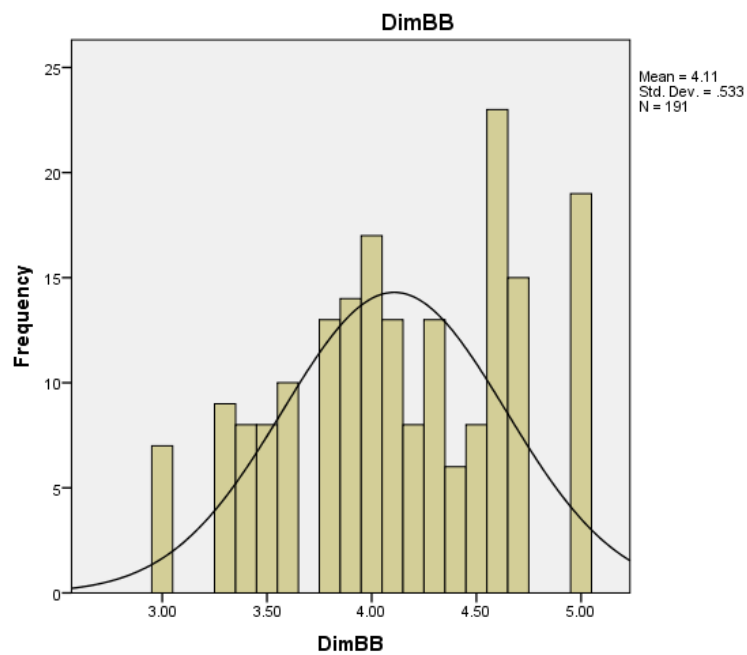
Figure (4-2): Normality Histogram for dependent variable (Building Digital Talents)
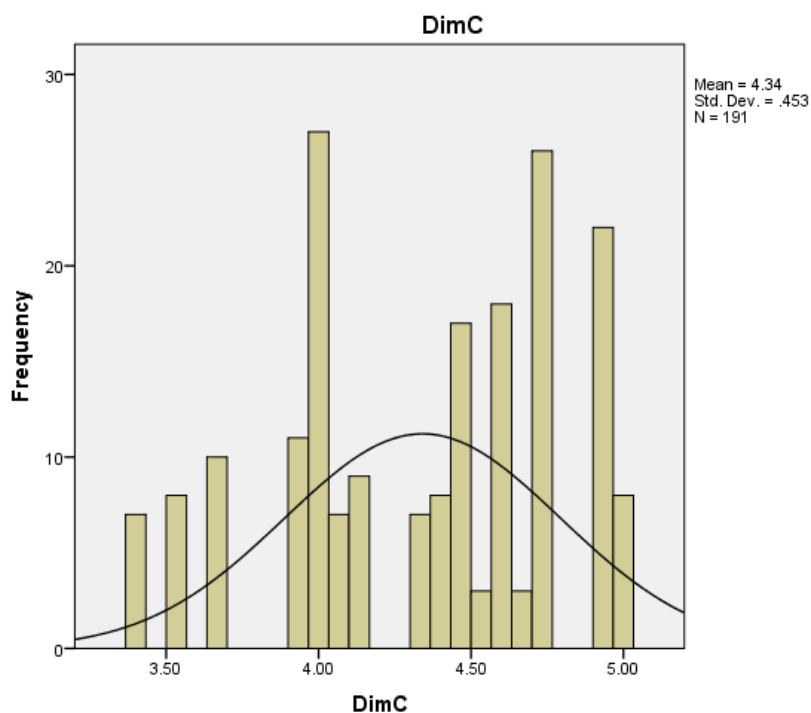
Figure (4-3): Normality Histogram for moderating variable (Organizational Culture)

4.3.2 Collinearity Test

The researcher used the Variance Inflation Factor (VIF) and the Tolerance test to verify the level of linear interference between the dimensions of the independent variable.

Table (4-13)
Results of the Collinearity test between the dimensions of the independent variable

Dimension	Collinearity Statistics	
	Variance Inflation (VIF)	Tolerance
The scope of digital business strategy	1.51	0.661
The scale of digital business strategy	2.11	0.474
The speed of digital business strategy	2.26	0.442
The source of business value creation and capture in digital business strategy	1.84	0.544

Table (4-13) shows that the values of variance inflation factor (VIF) were all greater than (1) and less than (5), and the values of the permissible variance (Tolerance) were limited between (0.01) and (1) (Hair et al., 2010), this indicates There is no problem of collinearity between the study variables.

4.3.3 Testing the Independence of the dimensions of independent variable

The Pearson correlation coefficient matrix was calculated to determine the relationship between the dimensions of the independent variable, and to determine the suitability of the study model data for analysis, with the aim of detecting the presence of a linear correlation problem. Between them. Table No. (4-14) shows the results of the correlation coefficients between the dimensions of the independent variable, as follows:

Table (4-14)
Correlation Coefficients between the dimensions of the Independent variable

Dimension	1	2	3	4
1- The scope of digital business strategy	1			
2- The scale of digital business strategy	0.497**	1		
3- The speed of digital business strategy	0.579**	0.657**	1	
4- The source of business value creation and capture in digital business strategy	0.381**	0.571**	0.543**	1

Table (4-14) shows that the correlational relationships between the dimensions of the study are statistically significant at the level of statistical significance ($\alpha \leq 0.05$), and that the correlation values between the dimensions of the independent variable was less than (0.80) (Lindner, Puck and Verbeke, 2020), and thus the data is judged to be the absence of a complete relationship between the dimensions of the independent variable.

4.4 Testing Hypothesis

4.4.1 First main hypothesis testing

H01: There is no statistically significant impact of digital business strategy drivers with all its dimensions on building digital talents at a level of significance ($\alpha \leq 0.05$) in the Jordanian Telecom companies.

To test this hypothesis, the researcher used the structured equation model (SEM) method through the (AMOS) program, as shown in the figure (4-4).

Figure (4-4): testing the first main hypothesis

Table (4-15) also shows the results of the first main hypothesis

Table (4-15)
Testing the impact of digital business strategy driver's dimensions at building digital talents

Direction of impact			β value	T value	Sig level*	R²
digital business strategy drivers	→	Building digital talents	0.821	19.786	0.000	**0.701**

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of the table (4-15) indicate that the value of the coefficient of determination is ($R^2 = 0.701$), which means that (digital business strategy drivers) variable has explained the (70.1%) of the variance in (building digital talents).

The coefficients table also shows that the value of (β= 0.821), that is, the change in one unit in one of the independent variable (digital business strategy drivers) leads to a change of (82.1%) in the dependent variable (building digital talents), and that the value of (T=19.786) at the level of significance (sig= 0.000), and this confirms the significance of the coefficient at the level of ($\alpha \leq 0.05$). This means that digital business strategy with all its dimensions highly contributes to building digital talents in the Jordanian Telecom companies by optimally investing in the company's resources.

Based on the results, the first null hypothesis was rejected, and the alternative hypothesis was accepted, that says:

Ha1: There is a statistically significant impact of digital business strategy drivers with all its dimensions on building digital talents at a level of significance ($\alpha \geq 0.05$) in the Jordanian Telecom companies.

After the first main hypothesis has been tested, the sub-hypotheses will be tested, as follows:

1- **H01-1: There is no statistically significant impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

To test this hypothesis, the researcher used the structured equation model (SEM) method through the (AMOS) program, as shown in the figure (4-5)

Figure (4-5): testing the first sub hypothesis

Table (4-16) also shows the results of the first main hypothesis

Table (4-16)
Testing the impact the scope of digital business strategy on building digital talents

Direction of impact			β value	T value	Sig level*	R²
Scope of D.B.S	⟶	Building digital talents	0.773	16.774	0.000	**0.598**

*Statistically significant at the level of significance (α ≤ 0.05)

The results of the table (4-16) indicate that the value of the coefficient of determination is (R^2 = 0.598), which means that the (scope of digital business strategy) dimension has explained the (59.8%) of the variance in (building digital talents).

The coefficients table also shows that the value of (β= 0.773), that is, the change in one unit in one of the dimensions of the independent variable (scope of digital business strategy) leads to a change of (77.3%) in the dependent variable (building digital talents), and that the value of (T= 16.774)) at the level of significance (sig= 0.000), and this confirms the significance of the coefficient at the level of (α ≤ 0.05).

Based on the foregoing analysis, the first sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: **There is a statistically significant impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance (α ≥ 0.05).**

2- **H01-2: There is no statistically significant impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance (α ≤ 0.05).**

To test this hypothesis, the researcher used the structured equation model (SEM) method through the (AMOS) program, as shown in the figure (4-6)
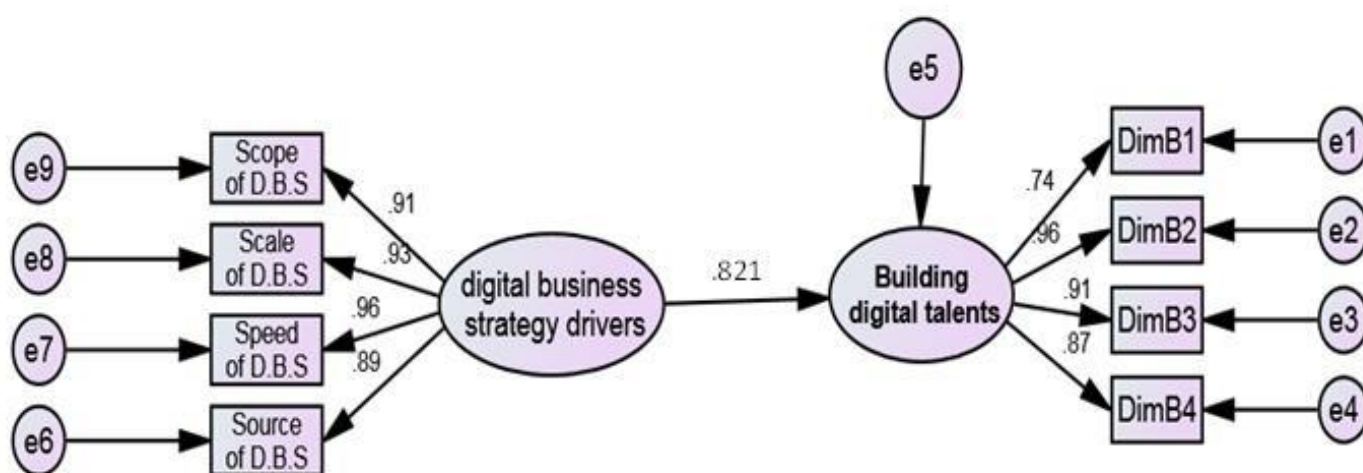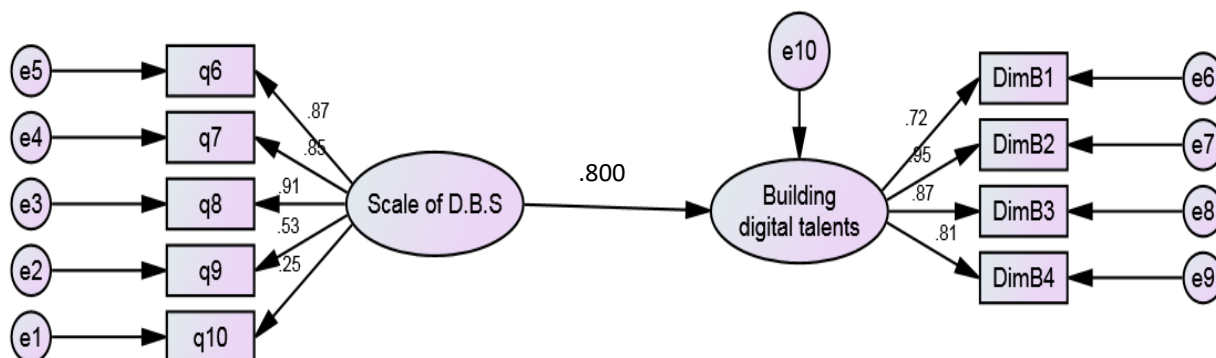

Figure (4-6): testing the second sub hypothesis

Table (4-17) also shows the results of the first main hypothesis

Table (4-17)
Testing the impact Scale of digital business strategy on building digital talents

Direction of impact			β value	T value	Sig level*	R²
Scale of D.B.S	⟶	Building digital talents	0.800	18.317	0.000	**0.640**

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of the table (4-17) indicate that the coefficient of determination is ($R^2 = 0.640$), which means that the (scale of digital business strategy) dimension has explained the (64.0%) of the variance in (building digital talents).

The coefficients table also shows that the value of (β= 0.80), that is, the change in one unit in one of the dimensions of the independent variable (scale of digital business strategy) leads to a change of (80.0%) in the dependent variable (building digital talents), and that the value of (T= 18.317)) at the level of significance (sig= 0.000), and this confirms the significance of the coefficient at the level of ($\alpha \leq 0.05$).

Based on the foregoing analysis, the second sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: **There is a statistically significant impact of**

the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).

3- **H01-3: There is no statistically significant impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

To test this hypothesis, the researcher used the structured equation model (SEM) method through the (AMOS) program, as shown in the figure (4-7).
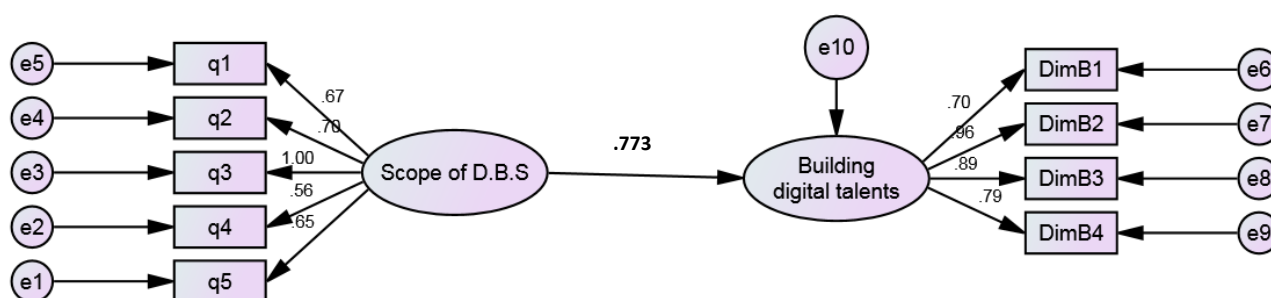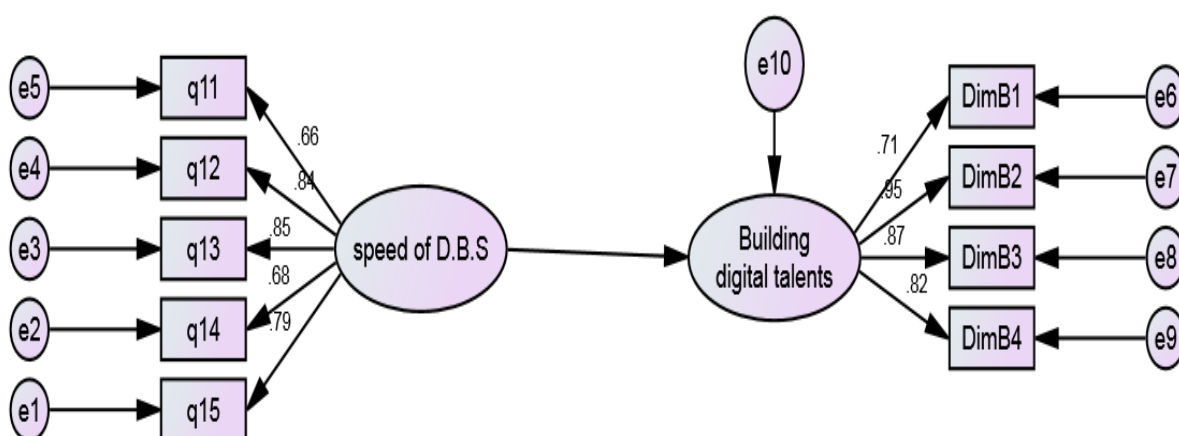

Figure (4-7): testing the third sub hypothesis

Table (4-18) also shows the results of the first main hypothesis

Table (4-18)
Testing the impact speed of digital business strategy on building digital talents

Direction of impact			β value	T value	Sig level*	R²
Speed of D.B.S	⟶	Building digital talents	0.756	15.854	0.000	**0.571**

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of the table (4-18) indicate that coefficient of determination is ($R^2 = 0.571$), which means that the (speed of digital business strategy) dimension has explained the (57.1%) of the variance in (building digital talents).

The coefficients table also shows that the value of ($\beta = 0.756$), that is, the change in one unit in one of the dimensions of the independent variable (speed of digital business

strategy) leads to a change of (75.6%) in the dependent variable (building digital talents), and that the value of (T= 15.854)) at the level of significance (sig= 0.000), and this confirms the significance of the coefficient at the level of ($\alpha \leq 0.05$).

Based on the foregoing analysis, the third sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: **There is a statistically significant impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).**

4- **H01-4: There is no statistically significant impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

To test this hypothesis, the researcher used the structured equation model (SEM) method through the (AMOS) program, as shown in the figure (4-8).
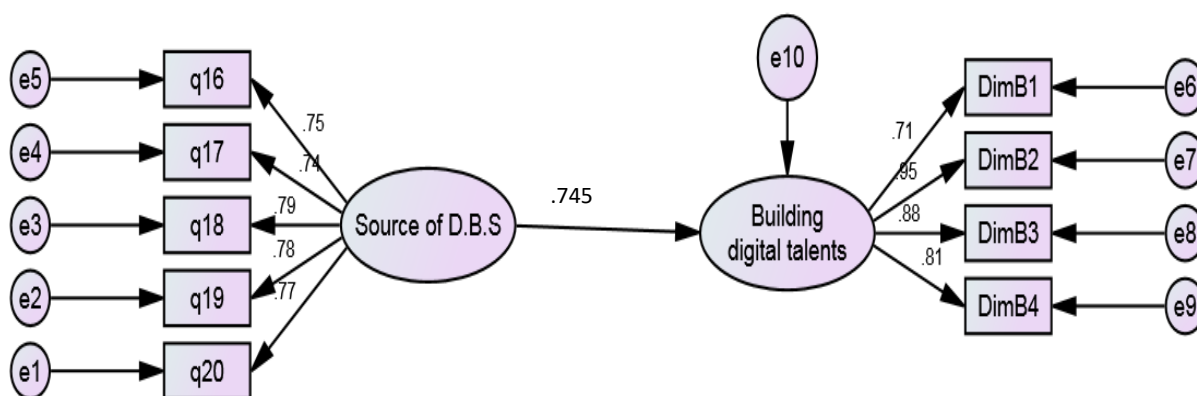
Figure (4-8): testing the fourth sub hypothesis

Table (4-19) also shows the results of the first main hypothesis

Table (4-19)
Testing the impact source of business value creation and capture in digital business strategy on building digital talents

Direction of impact			β value	T value	Sig level*	R²
Source of D.B.S	→	Building digital talents	0.745	15.352	0.000	**0.555**

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of the table (4-19) indicate that the coefficient of determination is ($R^2 = 0.555$), which means that the (source of business value creation and capture in digital business strategy) dimension has explained the (55.5%) of the variance in (building digital talents). The coefficients table also shows that the value of ($\beta = 0.745$), that is, the change in one unit in one of the dimensions of the independent variable (source of business value creation and capture in digital business strategy) leads to a change of (74.5%) in the dependent variable (building digital talents), and that the value of (T= 15.352)) at the level of significance (sig= 0.000), and this confirms the significance of the coefficient at the level of ($\alpha \leq 0.05$).

Based on the foregoing analysis, the fourth sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: **There is a statistically significant impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).**

4.4.2 Second main hypothesis testing

H02: Organizational culture does not moderate the impact of digital business strategy drivers on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).

To test the second main hypothesis, a hierarchical regression coefficient was used to test the moderating role of "organizational culture" in improving the impact of the "digital business strategy drivers" dimensions on "building digital talents".

Table (4-20)
Hierarchical regression test to demonstrate the moderating role of Organizational culture on the impact of the digital business strategy drivers on building digital talents

Dependent Variable	independent Variable	First step			Second step		
		B	t value	Sig t*	B	t value	Sig t*
building digital talents	Scope of D.B.S	0.363	4.195	0.000	0.267	3.300	0.001
	Scale of D.B.S	0.505	5.736	0.000	0.334	3.916	0.000
	Speed of D.B.S	0.059	0.689	0.492	0.105	1.330	0.185
	Source of D.B.S	0.119	1.746	0.082	0.003	0.046	0.964
	Organizational culture				0.553	6.049	0.000
	R^2	0.701			0.750		
	ΔR^2	0.701			0.049		
	ΔF	109.012			36.590		
	Sig ΔF	0.000			0.000		

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table (4-20) displays the results of the hierarchical regression based on two models. The results of the first model based on the first step reflected the presence of a statistically significant effect of the dimensions of (digital business strategy drivers) combined on (building digital talents), where the value was ($\Delta F = 109.012$) and at a significance level (Sig $\Delta F = 0.000$), which is less than (0.05), as the value of the determination coefficient ($R^2 = 0.701$), and this indicates that (digital business strategy drivers dimensions combined) explain (70.1%) of the variance occurring in (building digital talents).

In the second step, the variable (Organizational culture) was entered into the regression model, where the value of the determination coefficient R^2 increased by (4.9%), and this percentage is statistically significant, as the value of ($\Delta F = 36.590$) has a significance level of (Sig $\Delta F = 0.000$), which is less than (0.05). The value of (B = 0.553) was at (Organizational culture), with a significance level (Sig t = 0.000), and this confirms the difference in the significance impact of the digital business strategy drivers' dimensions on the building digital talents according to the difference in organizational culture.

Based on the foregoing analysis, the second main null hypothesis was rejected, and the alternative sub-hypothesis was accepted:

Ha2: Organizational culture moderates the impact of digital business strategy drivers on building digital talents in the Jordanian Telecom companies at a level of significance (α ≥ 0.05).

After the second main hypothesis has been tested, the sub-hypotheses will be tested, as follows:

1- **H02-1: Organizational culture does not moderate the impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance (α ≤ 0.05).**

Table (4-21)
Hierarchical regression test to demonstrate the moderating role of Organizational culture on the impact of the scope of digital business strategy on building digital talents

Dependent Variable	independent Variable	First step			Second step		
		B	t value	Sig t*	B	t value	Sig t*
building digital talents	Scope of D.B.S	0.733	16.774	0.000	0.293	4.628	0.000
	Organizational culture				0.602	9.518	0.000
	R^2	0.598			0.729		
	ΔR^2	0.598			0.131		
	ΔF	281.359			90.594		
	Sig ΔF	0.000			0.000		

*Statistically significant at the level of significance (α ≤ 0.05)

Table (4-21) displays the results of the hierarchical regression based on two models. The results of the first model based on the first step reflected the presence of a statistically significant effect of the (scope of digital business strategy) on (building digital talents), where the value was (F = 281.359) and at a significance level (Sig Δ F = 0.000), which is less than (0.05), as the value of the determination coefficient (R^2 = 0.598), and this

indicates that (scope of digital business strategy) explain (59.8%) of the variance occurring in (building digital talents).

In the second step, the variable (Organizational culture) was entered into the regression model, where the value of the determination coefficient R^2 increased by (13.1%), this percentage is statistically significant, as the value of ($\Delta F = 90.594$) has a significance level of (Sig $\Delta F = 0.000$), which is less than (0.05). The value of ($B = 0.602$) was at (Organizational culture), with a significance level (Sig t = 0.000), and this confirms the difference in the significance impact of the scope of digital business strategy on the building digital talents according to the difference in organizational culture.

Based on the foregoing analysis, the first sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: Organizational culture moderates the impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).

2- **H02-2: Organizational culture does not moderate the impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

Table (4-22)
Hierarchical regression test to demonstrate the moderating role of Organizational culture on the impact of the scale of digital business strategy on building digital talents

Dependent Variable	independent Variable	First step			Second step		
		B	t value	Sig t*	B	t value	Sig t*
building digital talents	Scale of D.B.S	0.800	18.317	0.000	0.342	5.088	0.000
	Organizational culture				0.551	8.196	0.000
	R^2	0.640			0.735		
	ΔR^2	0.640			0.095		
	ΔF	335.495			67.170		
	Sig ΔF	0.000			0.000		

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table (4-22) displays the results of the hierarchical regression based on two models. The results of the first model based on the first step reflected the presence of a statistically significant effect of the (scale of digital business strategy) on (building digital talents), where the value was (F = 335.495) and at a significance level (Sig Δ F = 0.000), which is less than (0.05), as the value of the determination coefficient (R^2 = 0.640), and this indicates that (scale of digital business strategy) explain (64.0%) of the variance occurring in (building digital talents).

In the second step, the variable (Organizational culture) was entered into the regression model, where the value of the determination coefficient R^2 increased by (9.5%), this percentage is statistically significant, as the value of (ΔF = 67.170) has a significance level of (Sig ΔF = 0.000), which is less than (0.05). The value of (B = 0.551) was at (Organizational culture), with a significance level (Sig t = 0.000), and this confirms the difference in the significance impact of the scale of digital business strategy on the building digital talents according to the difference in organizational culture.

Based on the foregoing analysis, the second sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: Organizational culture moderates the impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).

3- **H02-3: Organizational culture does not moderate the impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

Table (4-23)
Hierarchical regression test to demonstrate the moderating role of
Organizational culture on the impact of the speed of digital business
strategy on building digital talents

Dependent Variable	independent Variable	First step			Second step		
		B	t value	Sig t*	B	t value	Sig t*
building digital talents	Speed of D.B.S	0.756	15.854	0.000	0.209	3.018	0.003
	Organizational culture				0.663	9.597	0.000
	R^2	0.571			0.712		
	ΔR^2	0.571			0.141		
	ΔF	251.336			92.100		
	Sig ΔF	0.000			0.000		

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table (4-23) displays the results of the hierarchical regression based on two models. The results of the first model based on the first step reflected the presence of a statistically significant effect of the (speed of digital business strategy) on (building digital talents), where the value was (F = 251.336) and at a significance level (Sig Δ F = 0.000), which is less than (0.05), as the value of the determination coefficient (R^2 = 0.571), and this indicates that (speed of digital business strategy) explain (57.1%) of the variance occurring in (building digital talents).

In the second step, the variable (Organizational culture) was entered into the regression model, where the value of the determination coefficient R^2 increased by (14.1%), this percentage is statistically significant, as the value of (ΔF = 92.100) has a significance level of (Sig ΔF = 0.000), which is less than (0.05). The value of (B = 0.663) was at (Organizational culture), with a significance level (Sig t = 0.000), and this confirms the difference in the significance impact of the speed of digital business strategy on the building digital talents according to the difference in organizational culture.

Based on the foregoing analysis, the third sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: Organizational culture moderates the impact of

the speed of digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).

4- **H02-4: Organizational culture does not moderate the impact of the of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \leq 0.05$).**

Table (4-24)
Hierarchical regression test to demonstrate the moderating role of Organizational culture on the impact of the source of business value creation and capture in digital business strategy on building digital talents

Dependent Variable	independent Variable	First step			Second step		
		B	t value	Sig t*	B	t value	Sig t*
building digital talents	Source of D.B.S	0.745	15.352	0.000	0.178	2.572	0.011
	Organizational culture				0.689	9.937	0.000
	R^2	0.555			0.708		
	ΔR^2	0.555			0.153		
	ΔF	235.686			98.748		
	Sig ΔF	0.000			0.000		
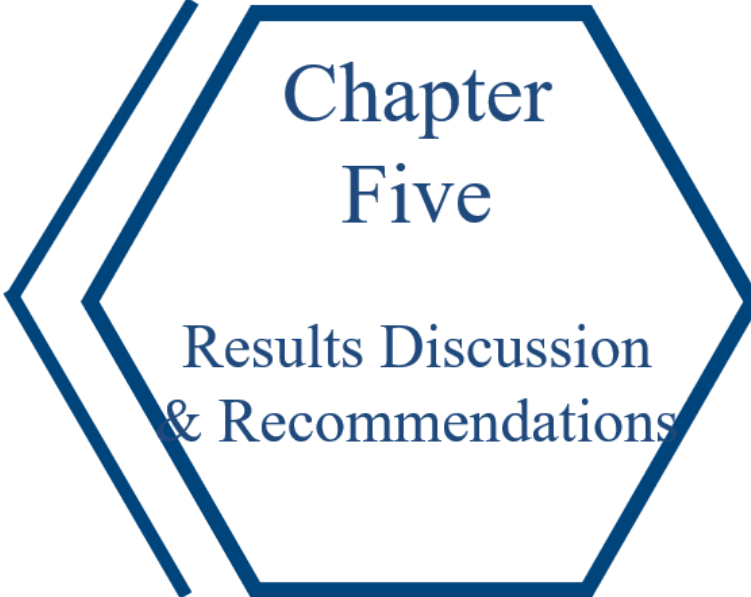
*Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table (4-24) displays the results of the hierarchical regression based on two models. The results of the first model based on the first step reflected the presence of a statistically significant effect of the (source of business value creation and capture in digital business strategy) on (building digital talents), where the value was (F = 235.686) and at a significance level (Sig Δ F = 0.000), which is less than (0.05), as the value of the determination coefficient (R^2 = 0.555), and this indicates that (source of business value creation and capture in digital business strategy) explain (55.5%) of the variance occurring in (building digital talents).

In the second step, the variable (Organizational culture) was entered into the regression model, where the value of the determination coefficient R^2 increased by (15.3%), this

percentage is statistically significant, as the value of (ΔF = 98.748) has a significance level of (Sig ΔF = 0.000), which is less than (0.05). The value of (B = 0.689) was at (Organizational culture), with a significance level (Sig t = 0.000), and this confirms the difference in the significance impact of the source of business value creation and capture in digital business strategy on the building digital talents according to the difference in organizational culture.

Based on the foregoing analysis, the fourth sub-null hypothesis was rejected, and the alternative sub-hypothesis was accepted: Organizational culture moderates the impact of the of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies at a level of significance ($\alpha \geq 0.05$).

Chapter Five

Results Discussion & Recommendations

Introduction

Discussion of descriptive analysis

Discussing the results of the study Hypothesis

Recommendations

Future Studies
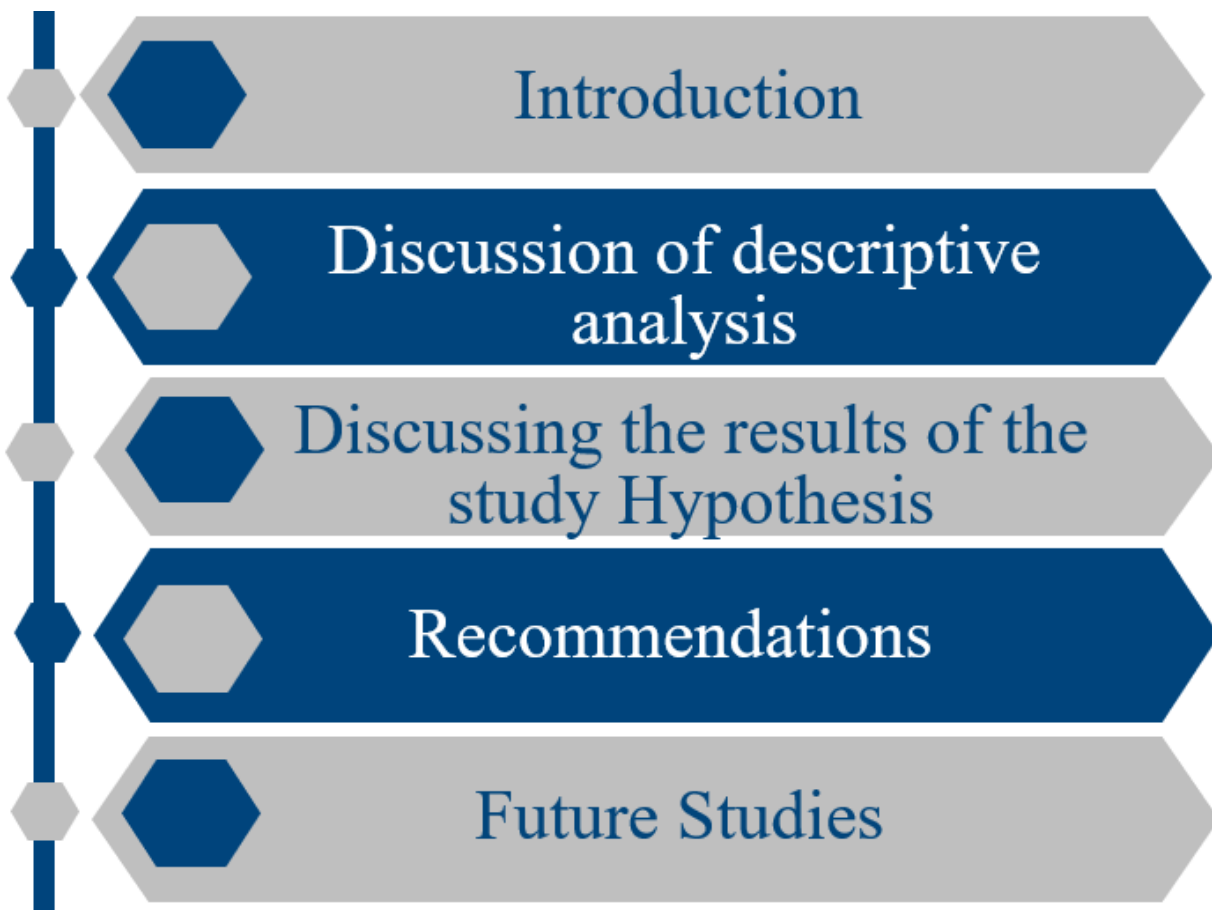
CHAPTER FIVE

Results Discussion and Recommendations

5.1 Introduction

In this chapter, the results were discussed in light of what resulted from the statistical analysis process of the sample members' answers to the study's variables, with the aim of identifying the contribution of digital business strategy drivers in building digital talents: The moderate role of organizational culture - a field study on Jordanian Telecom Companies.

5.2 Discussion of descriptive analysis

5.2.1 Independent variable (Digital Business Strategy Drivers):

The results of the study indicated that the relative importance of the dimensions of the digital business strategy drivers as an independent variable was high. This indicates that the level of application of digital business strategy drivers in Jordanian telecom companies is high, as telecom companies formulate the digital strategy in a way that is consistent with the comprehensive strategy. Providing a high level of application of digital business strategy operating programs in Jordanian telecom companies reflects their commitment to technological development and their understanding of the digital transformation taking place in the market. This commitment enhances their ability to improve customer experiences by providing advanced digital services, which enhances interaction with customers and achieves their satisfaction. A study of Katsikeas, et al. (2020) is compatible with this result by indicating that performing digital business strategy helps the organization achieve cost effectiveness, enhance brand awareness, generate profits, and reach new markets.

The scale of digital business strategy dimension came in first place, because Jordanian telecom companies invest in their digital infrastructure to increase the effectiveness of their digital strategy, in recognition of the importance of implementing the digital strategy in expanding their geographical growth, expanding the volume of their business in the market and identifying appropriate partners to establish joint projects. A study of TURUK (2020) is compatible with this result by confirming that digital strategy highly contributes to digital disruption and helps organizations survive in a digital world.

The scope of digital business strategy dimension came in the second place, due to the fact that Jordanian telecom companies are keen to ensure that digital strategy activities go beyond traditional functions and seek to achieve integration in their operations through the application of digital strategy, which agrees with the finding of a study of Proksch, et al. (2021) as it highlights the vital role of digital strategy in digitalization operations.

The speed of digital business strategy dimension came in the third place, because Jordanian telecom companies seek to enhance the efficiency of companies' operational processes and make effective decisions by leveraging big data analysis and artificial intelligence technology, improving their response to customer needs, and improving strategic growth planning. This finding is in line with a study of D'Cruz, et al (2016) which highlights the importance of digital strategy in improving an organization's operations, enhancing the customer experience, and achieving business model transformation.

The source of business value creation and capture in digital business strategy came in the fourth place, due to the intense competition between Jordanian telecom companies to provide diverse and integrated digital services. These modern technological programs

enhance companies' abilities to innovate and develop new solutions faster in order to strengthen their position in the market. This result is compatible with Bharadwaj, et al. (2013) in the sense that digital business strategy helps the organization respond to competitors and enhance a dynamic response to the competitive environment.

Overall, this high level of implementation of digital business strategy programs reflects an important shift towards the future of communications in the region.

5.2.2 Dependent variable (Building digital talents):

The results of the study indicated that the relative importance of the dimensions of building digital talents as dependent variable was low. The digital talent performance dimension came in first place with a low relative importance, while the dimension of digital talent attitudes to change came in last place, with a low relative importance. A study of Olszewska, (2020) is in line with this result as it highlights the lack of digital skills that allow the use of ICT solutions in operational activities.

This result indicates that Jordanian telecom companies have challenges in linking employees' performances with the digital development, due to the incompatibility between digital talent performance and the companies' digital business strategy. Additionally, Jordanian Telecom companies do not take a proactive role in building digital talent within their human resources system. A study of Kosgei (2018) is compatible with this result as it confirms that digital talent performance depends heavily on employee's development mentorship.

Moreover, the result shows a low consideration level of the importance of building digital talents and the benefits that can be obtained from this application. The lack of building digital talents in Jordanian telecom companies can be explained by several factors, such as, the shortage in investing in personal development and training programs in the field

of digital technology. A study of Olszewska, (2020) agrees with the above result in the sense that there is a lack of trained talents who can use ICT solutions.

The results show that some companies may suffer from a lack of effective business strategies towards developing the digital skills of their employees, which leads to their inability to fully benefit from digital transformation. Furthermore, the companies' perception still links traditional talent skills with digital talent skills. A study of Nair (2019) agrees with this result as it indicates that there is a gap in employees' digital talent compared to organizational needs.

Some companies may also suffer from challenges in activating a culture of innovation and change. If there is resistance from executive teams or employees towards digital transformation, this may lead to a delay in adopting strategies for building digital talent. A study of Khaira, et al. (2023) is in line with this result as it reveals that digital talent problems include the lack of digital talent with global ICT competence in the telecommunications sector, due to the wars between companies in offering attractive compensation and careers.

In addition to the above, some challenges may arise in the recruiting and attracting systems, which lead to a shortage of digital talent. In a competitive and high demand labor market, it may be difficult for some companies to attract qualified employees, who have the required digital skills, which affects their ability to build strong teams. A study of Guerra, et al. (2022) agrees with the above result as it highlights the importance of attracting, managing, and developing talent for the digital transformation of an organization.

Moreover, companies face challenges in the integration process between digital business strategy and the companies' business strategy. In addition to that, some challenges may

also arise in managing change, if adequate support is not provided by senior management to motivate and empower employees to acquire digital skills, implementing digital talent building strategies may fail. A study of Borowska, (2019) agrees with this result as it confirms that technology does not transform businesses, but rather the leadership and skillful use of digital tools, which motivate digital talent to implement digital transformation.

5.2.3 Moderate variable (Organizational culture).

The results of the study indicate that the level of (organizational culture) and its relative importance was high, and most employees in Jordanian telecom companies within the three administrative levels agreed that the company adopts organizational values that are consistent with the objectives of the digital strategy and encourages innovation in its digital initiatives through its organizational culture.

Also, it seeks to enhance the role of organizational culture in attracting digital talent and the integration between organizational and strategic values, which increases its ability to thrive in the digital landscape. In addition to that, the company plays a pivotal role in shaping the organizational beliefs that support its digital business strategy. The studies of (Vetrakova and Smerek, 2015); (Await and Marticio, 2020); and (Imron, et al. 2021) agree with this result because they show that organizational culture attracts high potential talents and retains them for long time. The studies also reveal that organizational culture inspires and motivates innovation, engages talents with challenging work, and attracts talents from other companies.

The high level of application of organizational culture in Jordanian telecom companies can be explained by the firm strategic direction towards digital transformation. Senior leaders in these companies adopt a vision that derives from the digital strategy as a main

goal, which enhances the encouragement of innovation and the development of an organizational culture, which enhances digital transformation. Enhancing innovation and attracting digital talents also form part of the success of this culture, which makes telecom companies pay special attention to attracting digital talents by creating a work environment that encourages continuous learning and development, which contributes to enhancing the company's flexibility and ability to adapt to technological transformations. A study of Krishnakumar and Vasu P K (2021) is compatible with this result as it confirms that organizational culture plays a major role in attracting talented employees and retaining them in the organization for a long time.

In addition to the above, the integration of organizational values with the company's strategy directs efforts towards achieving digital goals. The company does not simply implement an organizational culture, but rather adopts a pivotal role in shaping organizational beliefs, which reflects a deep understanding of the importance of culture in digital success and comprehensive digital transformation. A study of Mburugu (2017) agrees with the above result as it confirms that the success of implementing any projects in business organizations refers to their organizational culture.

Moreover, the results show that organizational culture in Jordanian telecom companies supports digital business strategy by developing the organizations' values, norms, and beliefs in order to fit the new digital revolution in the telecommunication sector. It also stimulates the exchange of experiences and knowledge of digital progress in other countries by sending talents and experts to view and practice the latest digital development methods, in order to compete in the local and global telecommunication markets. A study of Duerr, et al (2018) is compatible with this result in the sense that organizational culture must be shaped to meet the requirements of digital talent.

5.3 Discussing the results of the study hypotheses:

Testing the study hypotheses is the basis upon which scientific research is based to arrive at conclusions and recommendations that would consolidate the dimensions of rational scientific thought. The results of analyzing and testing the study hypotheses can be summarized as follows:

5.3.1 First Hypothesis

The results related to the first main hypothesis showed that:

Ha1: There is a statistically significant impact of digital business strategy drivers with all its dimensions on building digital talents in Jordanian Telecom Companies

This result is related to the first main hypothesis shows that there is a statistically significant impact of digital business strategy drivers with all its dimensions on building digital talents in the Jordanian telecom companies, as the coefficient of determination reached (0.674), and the level of statistical significance is less than 0.05). This also means that workers in Jordanian telecom companies, the study sample, at various administrative levels, agreed that the company applies the dimensions of digital business strategy drivers (scope of digital business strategy- scale of digital business strategy- speed of digital business strategy- source of business value creation and capture in digital business strategy), and that digital business strategy drivers affect building digital talents statistically.

The researcher explains this result by saying that the various dimensions of digital business strategy, such as its scope, scale, speed, and source of creating and capturing business value digitally, play an important role in enhancing and developing the digital skills and competencies of employees in companies. One possible reason for this result is that employees in companies have a consistent vision and understanding of the

importance of digital business strategy. They may have consensus about the company's application of different dimensions of digital strategy, showing that they see it as an essential element in improving the company's performance and enhancing its competitiveness in the market. The studies of Bharadwaj, et al. (2013) and TURUK, (2020) indicate that implementing digital strategies using digital technologies helps the organization optimize its operations and respond to competitors.

Moreover, the impact of digital business strategy drivers on building digital talent can result from effective guidance by senior management in companies, as digital business strategy contributes to setting priorities and enhancing the importance of digital transformation in the organizational structure. Ultimately, these results show that the integration of digital business strategy with building digital talent represents a vital element for Jordanian telecommunications companies, as it contributes to improving employee competencies and enhancing the achievement of digital goals in general.

By testing the sub-hypotheses of the main hypothesis, the results showed the following:

Ha1.1 There is a statistically significant impact of the scope of digital business strategy on building digital talents in the Jordanian Telecom companies.

This finding has resulted because defining the scope of a digital business strategy can relate to focusing on a company's overall digital goals, such as improving the digital customer experience, developing new digital products and services, or improving internal processes using digital technology. If the digital business strategy is clearly reflected in the company's directions and goals, this significantly enhances the building of digital talent. For example, the scope of a digital business strategy may include a focus on developing employee skills in specific areas such as data analysis, information security, or digital marketing techniques. This focus contributes to the formation of a work

environment that enhances digital competencies and gives importance to the acquisition and development of these skills. A study of Halme and Niinikoski, (2019), confirmed that digital strategy contributes to the innovation initiatives and creates a need for digital capabilities to efficiently implement digital solutions.

In general, this effect, which appears statistically, reflects the importance of integrating the digital business strategy with the strategy of building digital talent, which enhances the success of companies in adapting to the requirements of the digital age and achieving excellence in the Jordanian telecom market.

Ha1.2 There is a statistically significant impact of the scale of digital business strategy on building digital talents in the Jordanian Telecom companies.

The result indicates that there is a statistically significant impact of the scale of the digital business strategy on building digital talent in Jordanian telecom companies and means that impact can be measured and analyzed in a strong way for the scale of digital business strategy on developing and enhancing the digital skills of workers in these companies.

The scale of digital business strategy refers to the extent to which the company's strategies are directed and influenced towards digital transformation. If there is a clear scale of this strategy that covers various aspects of the business, such as improving digital processes, providing digital services to customers, and using modern technology, this indicates the company's commitment to digital transformation. A study of Piaskowska, et al. (2021) is compatible with this result in the sense that investing in utilizing digital technologies enables the fast growth of digitization activity.

Overall, this result indicates the importance of digital strategy roles and directions in supporting and developing digital skills in the context of telecom companies in Jordan.

Ha1.3 There is a statistically significant impact of the speed of digital business strategy on building digital talents in the Jordanian Telecom companies.

The result indicates that there is a strong and statistically positive effect of the speed of implementation of the digital business strategy on developing and enhancing the digital skills of employees in these companies. The researcher attributes this result to the fact that the speed of the digital business strategy expresses the ability to implement plans and changes related to digital transformation quickly and effectively. If the company responds quickly to the requirements of the changing digital environment, and adopts strategies characterized by flexibility and speed, this enhances the building of the digital skills of the working team. A study of TURUK (2020) agrees with this result as it indicates the importance of digital business strategy to respond to digital disruption, and allow organizations to survive in a digital world.

This positive effect can be explained by the fact that the speed in implementing a digital business strategy contributes to providing greater opportunities for workers to acquire digital skills and experiences. This speed may include adapting to new technologies, improving digital processes, and developing and implementing digital transformation projects.

Ha1.4 There is a statistically significant impact of the source of business value creation and capture in digital business strategy on building digital talents in the Jordanian Telecom companies.

The result means that there is a statistically strong and positive effect of how business value is created and captured within the framework of a digital business strategy on developing and enhancing the digital skills of workers in these companies.

The researcher believes that the source of creating and capturing business value can refer to the ability to transform technology and innovations into effective values for the company and customers. If the digital business strategy focuses on improving internal processes and providing innovative digital services to customers, this means that there are great efforts to understand and improve how to create value and benefit from it effectively. Overall, this positive impact shows that a digital business strategy focused on generating effective and well-capturing business value plays an important role in advancing an organization's progress in the digital age. A study of TURUK (2020) is compatible with this result by agreeing on digital strategy's efficiency in generating and obtaining value from business models.

5.3.2 Second Hypothesis:

The results of the study showed that organizational culture moderates the impact of digital business strategy drivers on building digital talents in the Jordanian Telecom companies. Whereas the change in the value of the explanatory power of the model means that the moderate variable (organizational culture) explains the increase and clarifies the effect of the independent variable (digital business strategy drivers) on the dependent variable (building digital talents) that raises the value of variance in interpreting the overall model.

This result indicates that organizational culture plays a vital role in moderating the impact of digital business strategy drivers on building digital talent in Jordanian telecommunications companies.

The positive impact of organizational culture shows that the formation of values and beliefs within the company plays an important role in enhancing or undermining the impact of digital business strategy drivers on building digital talent. If organizational culture encourages digital interaction and innovation, it increases the impact of digital

strategy drivers. The result also shows that organizational culture positively moderates the impact of digital business strategy drivers, which means that this culture contributes to increasing and clarifying the overall impact of those drivers on building digital talent in Jordanian companies.

5.4 Recommendations

Based on the results attained in this study, the researcher put forward a number of recommendations, which are as follows:

1- Continuing to pay attention to the digital development process and enhance awareness of its importance among employees and at all levels of the company, by organizing training courses and workshops to educate the team about the benefits and necessity of digital transformation to build strong digital talents.

2- Enhancing digital interaction and innovation, by encouraging employee participation in finding digital solutions to organizational challenges, and stimulating the digital experience, and motivating them to participate in digital initiatives.

3- Strengthening the integration between organizational culture values and digital business strategy objectives, and constantly reviewing and improving organizational culture strategies to better reflect the requirements of digital transformation.

4- Stimulating innovation and updating employees' skills to develop their digital skills and constantly update their knowledge, by providing training courses and innovation opportunities to enhance the development of digital talent.

5- Adopting a flexible framework, which allows employees to adapt to digital changes quickly, including stimulating participation and providing opportunities for learning and personal development by linking promotion with capacity building.

6- Developing the capabilities and skills of digital talent through exchanging digital experiences between these companies and other digital companies in developed countries globally.

7- Emphasizing the necessity of investing in the relationship between digital business strategy and digital talent, as they are the main drivers for achieving the success of the digital strategy as well as the success of the company's business strategy. Jordanian Telecom companies must involve their digital talent in formulating the company's business strategy, and re-engineer digital services to match the experiences of digital talent.

8- Emphasizing the necessity of investing in the relationship between organizational culture and digital talent by stimulating organizational culture as a supportive pillar for building digital talent. Jordanian Telecom companies must adopt organizational values that encourage digital talent to participation in decision-making and stimulate innovation in their digital initiatives.

9- Emphasizing the necessity of investing in the relationship between the three variables (digital business strategy, building digital talent, and organizational culture) so that they are present to enhance the integration of the relationship. Jordanian Telecom companies must realize the importance of building digital talent within the company's digital business strategy, and develop the strategic values that enhance the organization's ability, capability and potential to thrive in the digital scene.

5.5 Future studies:

The researcher suggests conducting the following future studies:

- A similar study related to the same variables that focus on the contribution of digital business strategy drivers on building digital talent in different business sectors.

- A study that explores the impact of digital business strategy drivers on building digital talent, with digital maturity as a moderator variable.

- A study that explores the impact of digital business strategy drivers on the competitive sustainability of the organizations.

- Studies that focus on the importance of building digital talent in different business sectors.

References in English Language:

Abdul'aal, A. F. A. S. (2018). The impact of talent management on organizational excellence: An applied study on Jordan Telecommunication Company. *European Journal of Business and Management*. Retrieved May 27, 2023.https://www.researchgate.net/profile/Ahmad-Alheet/publication/332652079_The_Impact_of_Talent_Management_on_Organizational_Excellence_An_Applied_Study_on_Jordan_Telecommunication_Company/links/5cc1bce3a6fdcc1d49ae62e0/The-Impact-of-Talent-Management-on-Organizational-Excellence-An-Applied-Study-on-Jordan-Telecommunication-Company.pdf

Ajayi, V. (2017). Primary Sources of Data and Secondary Sources of Data. *10.13140/RG.2.2.24292.68481*.

Aktar, A., and Pangil, F. (2018). The relationship between human resource management practices and employee engagement: The moderating role of organizational culture. Journal of Knowledge Globalization, 10(1), 55-89.

Albukhitan, S. (2020). Developing digital transformation strategy for manufacturing. *Procedia computer science*, 170, 664-671.

Al-Faihani, M., and Al-Alawi, A. I. (2020). A literature review of organizational cultural drivers affecting the digital transformation of the banking sector. *In 2020 International conference on data analytics for business and industry: Way towards a sustainable economy (ICDABI)* (pp. 1-6). IEEE.

Almaaitah, M. F., Harada, Y., and Bin, M. F. (2015). Core Principles for Talent Management System and its Impact on Competitive Advantage "Applied study cellular communications companies in Jordan." *International Journal of Academic Research in Business and Social Sciences*, 5(6). 2222-6990 https://doi.org/10.6007/ijarbss/v5-i6/1680

Awit, N. T., and Marticio, R. M. (2020). The effect of organizational culture in the organizational commitment towards the development of talent management strategy in the business process outsourcing (BPO) industry. *Journal of Contemporary Social Science Research*, 4(1), 1-11.

Bai, J., & Ng, S. (2005). Tests for skewness, kurtosis, and normality for time series data. *Journal of Business & Economic Statistics*, 23(1), 49-60.

Barinova, E.P., Sheremetyeva, E.N., and Zotova, A.S. (2020). Digital Talents: Realities and Prospects. In: Ashmarina, S., Vochozka, M., Mantulenko, V. (eds) Digital Age: Chances, Challenges and Future. ISCDTE 2019. *Lecture Notes in Networks and Systems*, vol 84. *Springer, Cham*. https://doi.org/10.1007/978-3-030-27015-5_39

Bejaković, P., and Mrnjavac, Ž. (2020). The importance of digital literacy on the labour market. *Employee Relations: The International Journal*, 42(4), 921-932.

Betchoo, N. K. (2016, August). Digital transformation and its impact on human resource management: A case analysis of two unrelated businesses in the Mauritian public service. In *2016 IEEE International Conference on Emerging Technologies and Innovative Business Practices for the Transformation of Societies (EmergiTech)* (pp. 147-152). IEEE.

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., and Venkatraman, N. V. (2013). Digital business strategy: toward a next generation of insights. *MIS quarterly*, 471-482.

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., and Venkatraman, N. (2013, February 2). Visions and Voices on Emerging Challenges in Digital Business Strategy. *MIS Quarterly*, 37(2), 633–661. https://doi.org/10.25300/misq/2013/37.2.14

Bian, H. (2011). *Structural Equation Modelling with AMOS II*. Office For Faculty Excellence.

Borowska, G. (2019). Digital leadership for digital transformation. *Współczesna Gospodarka*, 10 (3), 11-19. DOI:10.26881/wg.2019.4.02

Bradley, S. P., Madnick, S. E., & Kim, C. (2016). Digital Business (p. 4). Chicago, IL, USA: *Chicago Business Press*.

Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. (2023). Digital workplace and organization performance: Moderating role of digital leadership capability. *Journal of Innovation & Knowledge*, 8(1), 100334.

Chen, Y., Wang, Y., Nevo, S., Benitez-Amado, J., and Kou, G. (2015). IT capabilities and product innovation performance: The roles of corporate entrepreneurship and competitive intensity. *Information & Management*, 52(6), 643-657.

Chi, M., Zhao, J., and Li, Y., (2016). "Digital Business Strategy and Firm Performance: The Mediation Effects of E-collaboration Capability". *WHICEB 2016 Proceedings*. 58. http://aisel.aisnet.org/whiceb2016/58

Dan, S., Ivana, D., Zaharie, M., Metz, D., and Drăgan, M. (2021). Digital Talent Management doi:10.1007/978-3-030-76750-1.

D'Cruz, M., Timbrell, G., and Watson, J. (2016). Strategy in a digital world. *arXiv preprint arXiv*:1606.03530.

Douglas, M. (2015). Sources of data, Retrieved on 03/07/2021 from (http://www.onlineetymologydictionary/data).

Duerr, S., Holotiuk, F., Wagner, H. T., Beimborn, D., and Weitzel, T. (2018). What is digital organizational culture? Insights from exploratory case studies. *Springer Nature Swizerland AG*. https://scholarspace.manoa.hawaii.edu/server/api/core/bitstreams/9d50bec2-8b5d-4d38-82b1-bb571eb99a92/content

Farahnak, L. R., Ehrhart, M. G., Torres, E. M., and Aarons, G. A. (2020). The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership & Organizational Studies*, 27(1), 98-111.

Fahmi, T. A., Tjakraatmadja, J. H., and Ginting, H. (2020). Digital talent capability model for transforming technology-based holding companies. *The Asian Journal of Technology Management*, 13(3), 190-201. http://dx.doi.org/10.12695/ajtm.2020.13.3.1

Gawer, A. (2021). Digital platforms' boundaries: The interplay of firm scope, platform sides, and digital interfaces. *Long Range Planning*, *54*(5), 102045

Gilch, P. M., and Sieweke, J. (2021). Recruiting digital talent: The strategic role of recruitment in organisations' digital transformation. *German Journal of Human Resource Management*, *35*(1), 53-82.

Guerra, J. M. M., Danvila-del-Valle, I., and Méndez-Suárez, M. (2023). The impact of digital transformation on talent management. *Technological Forecasting and Social Change*, 188, 122291. https://doi.org/10.1016/j.techfore.2022.122291

Gurbaxani, V., and Dunkle, D. (2019). Gearing up for successful digital transformation. *MIS Q. Executive*, 18(3), 6.

Haddud, A., and McAllen, D. (2018, August). Digital workplace management: exploring aspects related to culture, innovation, and leadership. *In 2018 Portland international conference on management of engineering and technology (PICMET)* (pp. 1-6). IEEE.

Hair, J. F. Jr., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed). Upper Saddle River, New Jersey: Pearson Education International.

Halme, K., and Niinikoski, M. L. (2019). Innovation policy to renew the economy and society. *Publications of the Ministry of Economic Affairs and Employment*, 7. Available at: http://urn.fi/URN:ISBN:978-952-327-394-8

Hamburg, I. (2019). Implementation of a digital workplace strategy to drive behavior change and improve competencies. *Strategy and Behaviors in the Digital Economy*, 13, 19-34.

Hock, M., Clauss, T., and Schulz, E. (2016). The impact of organizational culture on a firm's capability to innovate the business model. *R&d Management*, *46*(3), 433-450.

Hofstede, G., Hofstede, G. J., and Minkov, M. (2005). Cultures and organizations: Software of the mind (Vol. 2). New York: Mcgraw-hill.

Hofstede, G. J., (2015),"Culture's causes: the next challenge", *Cross Cultural Management*, Vol. 22 Iss 4 pp. 545 - 569 Permanent link to this document: http://dx.doi.org/10.1108/CCM-03-2015-0040

Hsiao, C. (2014). Analysis Of Panel Data (3rd Ed., Econometric Society Monographs). Cambridge: Cambridge University Press. doi:10.1017/cbo9781139839327

Hsu, C. C. (2018). Artificial intelligence in smart tourism: A conceptual framework. *In Proceedings of The 18th International Conference on Electronic Business* (pp. 124- 133). ICEB, Guilin, China, December 2-6

Hu, H. H., and Zhu, Y. (2021). Talent Value Creation during Digital Transformation: A Inductive Model of HR Reengineering. *Journal of Business Administration Research*, 4(4).

Imron, M. A., Munawaroh, U. I., Farida, R. D. M., Paramarta, V., Sunarsi, D., Akbar, I. R., ... and Masriah, I. (2021). Effect of organizational culture on innovation capability employees in the knowledge sharing perspective: Evidence from digital industries. *Annals of the Romanian Society for Cell Biology*, 4189-4203.

ITU. (2018). World Telecommunication Development Conference (WTDC-17): https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf

Karaboga, U., and Vardarlier, P. (2020). Examining the use of artificial intelligence in recruitment processes. *Bussecon Review of Social Sciences* (2687-2285), 2(4), 1-17.

Kassem, R., Ajmal, M., Gunasekaran, A., and Helo, P. (2019). Assessing the impact of organizational culture on achieving business excellence with a moderating role of ICT. An SEM approach. *Benchmarking: An International Journal*, 26(1), 117–146. https://doi.org/10.1108/bij-03-2018-0068

Katsikeas, C., Leonidou, L., and Zeriti, A. (2020). Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions. *International Marketing Review*, 37(3), 405-424.

Khaira, N., Triyonggo, Y., and Sukmawati, A. (2023). Examining the Mediating Role of Digital Culture on Digital Talent in the Telecommunication Sector. *Jurnal Aplikasi Manajemen*, Volume 21, Issue 2, Pages 439–454. Malang: Universitas Brawijaya. DOI: http://dx.doi.org/10.21776/ub.jam. 2023.021.02.13.

Khin, S., and Ho, T. C. (2018). Digital technology, digital capability and organizational performance: A mediating role of digital innovation. *International Journal of Innovation Science,* 11(2), 177-195.

Kosgei, B. C. (2018) Talent Development Mentorship and Employee Performance: Moderating Effect of Organizational Culture. *International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH).* Vol. 5, Issue 1, pp: (175-183). www.paperpublications.org

Krishnakumar, S., and PK, K. V. (2021). The Impact of Organization Culture on Talent Management. *Dr. Srinidhi K. Parthasarathi*.

Lau, S. E. N., Aminudin, E., Zakaria, R., Saar, C. C., Roslan, A. F., Abd Hamid, Z., ... and Ahamad, A. H. (2021, November). Talent as a Spearhead of Construction 4.0 Transformation: Analysis of Their Challenges. *In IOP Conference Series: Materials Science and Engineering* (Vol. 1200, No. 1, p. 012025). IOP Publishing.

Lerner, S. (2015). Digital business strategy. *Touro Accounting & Business Journal*, 48.

Leischnig, A., Wölfl, S., Ivens, B., and Hein, D. (2017). From digital business strategy to market performance: insights into key concepts and processes. *Association for*

Information System (AIS) Electronic Library (AISeL).
https://web.archive.org/web/20200709183844id

Lindner, T., Puck, J., and Verbeke, A. (2020). Misconceptions about multicollinearity in international business research: Identification, consequences, and remedies. *Journal of International Business Studies*, *51*, 283-298. https://doi.org/10.1057/s41267-019-00257-1

Lingmont, D. N., and Alexiou, A. (2020). The contingent effect of job automating technology awareness on perceived job insecurity: Exploring the moderating role of organizational culture. *Technological Forecasting and Social Change*, *161*, 120302.

Matt, C., Hess, T., and Benlian, A. (2015). Digital transformation strategies. *Business & information systems engineering,* 57, 339-343.https://www.dga.or.th/wp-content/uploads/2018/08/file_cd634d3f094a12a6e57730d750e75c6f.pdf

Mburugu, K. N., Mulwa, A. S., and Kyalo, D. N. (2017). Organizational Culture and Implementation of Electronic Project Monitoring Information System in Public Tertiary Institutions in Kenya. *International Academic Journal of Information System and Technology. 2(1), 61-77*

Meng, F., Wang, X., Chen, H., Zhang, J., Yang, W., Wang, J., and Zheng, Q. (2016). The influence of organizational culture on talent management: A case study of a real estate company. *Journal of Chinese Human Resource Management*, Vol. 7 No. 2, pp. 129-146. https://doi.org/10.1108/JCHRM-07-2016-0010.

Mergel, I., Edelmann, N., and Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government information quarterly*, *36*(4), 101385.

Mihalcea, A. (2017). Employer branding and talent management in the digital age. *Management Dynamics in the Knowledge Economy*, 5(2), 289-306.

Mohtaramzadeh, M., Ramayah, T., and Jun-Hwa, C. (2018). B2B e-commerce adoption in Iranian manufacturing companies: Analyzing the moderating role of organizational culture. *International Journal of Human–Computer Interaction*, 34(7), 621-639.

Nair, K. (2019), "Overcoming today's digital talent gap in organizations worldwide". Development and Learning in Organizations. Vol. 33 No. 6, pp. 16-18 https://doi.org/10.1108/DLO-02-2019-0044

Neuman, W. (2014) Social Research Methods: Qualitative and Quantitative Approaches. UK: Pearson, Essex.

Olszewska, K. (2020). Fostering digital business transformation and digital skill development for economic growth and social inclusion in Poland: a preliminary study. DOI:10.15584/nsawg.2020.2.18

Piaskowska, D., Tippmann, E., and Monaghan, S. (2021). Scale-up modes: Profiling activity configurations in scaling strategies. *Long Range Planning*, 54(6), 102101.

Pilot, D. F., and Hungler, B. P. (1999). Nursing research: principles and methods. Phildelphia: *JB Lippincott Company*.

Proksch, D., Rosin, A. F., Stubner, S., and Pinkwart, A. (2021). The influence of a digital strategy on the digitalization of new ventures: The mediating effect of digital capabilities and a digital culture. *Journal of Small Business Management*, 1-29.

Purnamawati, I. G. A., Jie, F., Hong, P. C., and Yuniarta, G. A. (2022). Analysis of Maximization Strategy Intangible Assets through the Speed of Innovation on Knowledge-Driven Business Performance Improvement. *Economies,* 10(6), 149.

Ramdhani, A., Ramdhani, M. A., and Ainisyifa, H. (2017). Conceptual framework of corporate culture influenced on employees commitment to organization. *International business management*, 11(3), 826-830.

Ronteau, S., Muzellec, L., Saxena, D., and Trabucchi, D. (2022). Digital Business Models: The New Value Creation and Capture Mechanisms of the 21st Century. *Walter de Gruyter GmbH & Co KG.*

Ross, J., Sebastian, I., Beath, C., Mocker, M., Moloney, K., and Fonstad, N. (2016). Designing and executing digital strategies: completed research paper. *In Digital innovation at the crossroads: ICIS 2016, International Conference on Information Systems, December 11-14, 2016, Dublin, Ireland: practice-oriented research* (pp. 1-17). Association for Information Systems.

Schallmo, D. and Williams, C. & Lohse, J. 2019. "Digital Strategy — Integrated Approach And Generic Options," *International Journal of Innovation Management*, World Scientific Publishing Co. Pte. Ltd., vol. 23(08), pages 1-24, December.

Sekaran, U., and Bougie, R. (2016). Research methods for business: A skill-building approach. *John Wiley & Sons*.

Setyawan, A., and Nelson, A. (2021). The Role of Organizational Culture in the Influence of HR Practices, Knowledge Management, and Talent Management on Organizational Performance. *Jurnal Dinamika Manajemen*, 12(2), 275-284.

Soule, D. L., Puram, A., Westerman, G. F., and Bonnet, D. (2016). Becoming a digital organization: The journey to digital dexterity. *Available at SSRN 2697688*.

Suarta, I. M., and Suwintana, I. K. (2021). The new framework of employability skills for digital business. *In Journal of Physics: Conference Series* (Vol. 1833, No. 1, p. 012034). IOP Publishing.

Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)*, 5(2), 18-27.

Teece, D. J., and Linden, G. (2017). Business models, value capture, and the digital enterprise. *Journal of organization design*, 6, 1-14.

Turuk, M. (2020). Digital strategy. *International journal of contemporary business and entrepreneurship*, 1(1), 62-76. https://hrcak.srce.hr/file/356366

UNAHD Report 2021-2022: hdr2021-22_report_english.pdf (undp.org).

Ustundag, A., Cevikcan, E., and Karacay, G. (2018). Talent development for Industry 4.0. *Industry 4.0: Managing the digital transformation*, 123-136.

Van den J., Sandøy IF., and Brestoff, JR. (2013). The Recruitment, Sampling, and Enrollment Plan. *In Epidemiology: Principles and Practical Guidelines* (pp. 171-196). Springer Netherlands.

Vetrakova, M., and SMEREK, L. (2015). The Impact of Corporate Culture On Human Resources Development In An Intercultural Environment. *Human Resources Management & Ergonomics*, 9(1).

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The journal of strategic information systems*, 28(2), 118-144.

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons, 60*(3), 395-404.

Zimmer, M. P., Baiyere, A., and Salmela, H. (2020). Digital Workplace Transformation: The Importance of Deinstitutionalising the Taken for Granted. In *ECIS*.

References in Arabic Language:

Abu Za'ror, M. F. H. (2016). Talent Management and Its Impact on Strategic Planning at the Royal Medical Services Hospitals.

References in Arabic Language:

Appendices

Appendix (1)

Interview Summary

Interview questions:

1. The company is keen to implement its digital business strategy by replacing traditional functional activities with digital activities, which contributes to the integration between the company's business strategy and its digital business strategy.

.1 تحرص الشركة على تطبيق استراتيجية الاعمال الرقمية لديها من خلال احلال الانشطة الوظيفية الرقمية محل الانشطة الوظيفية التقليدية مما يساهم في عملية التكامل بين استراتيجية اعمال الشركة واستراتيجية الاعمال الرقمية لديها

2. The company is expanding its infrastructure and investing in its resources based on the outputs and results of studies and research conducted by its digital talents in a way that allows it to enhance its competitive advantage in the Jordanian telecommunications sector.

.2 تتوسع الشركة في بنيتها التحتية وتستثمر بمواردها بناء على مخرجات ونتائج الدراسات والابحاث التي تقوم بها المواهب الرقمية لديها بشكل يتيح لها تعزيز ميزتها التنافسية في قطاع الاتصالات الاردنية

3. By applying the digital strategy, the company identifies future partnerships that contribute to developing its products and services and launching new digital products and services, which will create and enhance the business value for its customers and shareholders.

.3 تحدد الشركة من خلال تطبيق الاستراتيجية الرقمية الشراكات المستقبلية التي تساهم في عملية تطوير منتجاتها وخدماتها وطرح المنتجات والخدمات الرقمية الجديدة مما يجعلها تعزز القيمة المضافة للعملاء والمساهمين

4. The company adopts motivational policies and organizational values within its organizational culture that motivate digital talent to introduce innovative initiatives and take calculated risks.

.4 تعتمد الشركة سياسات تحفيزية وقيما تنظيمية ضمن الثقافة التنظيمية لديها تحفز المواهب الرقمية على طرح مبادرات ابتكارية وتحمل المخاطر المحسوبة

5. The company is re-engineering its functions and organizational structure in a way that helps it attract and retain its digital talent for a long time, and thus helps the company improve its performance and enhance its competitive advantage.

.5 تعيد الشركة هندسة وظائفها وهيكلها التنظيمي بشكل يساعدها على جذب واستقطاب المواهب الرقمية والاحتفاظ بهم لفترة طويلة، وبالتالي يساعد الشركة على تحسين أداءها وتعزيز ميزتها التنافسية

6. The researcher also presented a set of variables dimensions and asked about the interviewees' opinion on the dimensions that are most appropriate and related to the nature of the company's work and its digital strategy.

.6 كما طرحت الباحثة مجموعة من المتغيرات والأبعاد والاستفسار عن رأي المشاركين بالابعاد الأكثر ملائمة وارتباطا مع طبيعة عمل الشركة واستراتيجيتها الرقمية

7. How do you evaluate building digital talent in your company?

.7 ما تقييمك لبناء المواهب الرقمية في شركتكم؟

Appendix (2)

Data collection from Jordanian Telecom Companies

Zain Company - Jordan

A meeting with the executive management has been conducted on July 25th in order to get an approval on providing the required information and facilitate the research process. During the meeting, the required data has been collected:

- Total number of the board of directors of Zain company - Jordan (5)
- Total number of the employees in Zain-Jordan (1700)
- Total number of Executives (Chief Officers) in Zain - Jordan (10)
- Total number of Departments' Managers (middle management level) (31)
- Total number of Section Heads (first-line management level) (120)

Orange Company - Jordan

Dear Lara,

Kindly find below :

- total number of the members of the board of directors (Local) (7)
- total number of the employees of Orange company in Jordan (1641)
- total number of Executives (Chiefs) in Jordan (10)
- total number of the departments' managers in Jordan (151)
- the total number of departments' heads/ sections' heads in Jordan (187)/(151)

Regards,

Executive Assistant to the

Chief Legal,Regulatory,Sourcing,Supply Chain

and Human Resources Officer

Orange Jordan

Hashemite Kingdom of Jordan

Umniah Company – Jordan

Dear,

Hope all is great,

Unfortunately, I am afraid we cannot share information pertaining to headcount. However, if you have a survey that needs to be completed, we can arrange to ensure that requirement is fulfilled.

Best Regards,

HR Planning & Development Supervisor

⊙ 🅕 ▶ 🅨 @umniah 🅣 @umniahjo 📱 app

This World Deserves Life
Be green. Choose screens over print

Appendix (3)

List of interviewees from the Jordanian Telecom Companies

N.	Title	Interview time
1	Credit and Collection Manager	10 minutes
2	HR Communications and Youth Manager	10 minutes
3	Learning and Development Manager	15 minutes
4	Network & Security Manager	15 minutes
5	Organizational Development team leader	15 minutes
6	Product Development Manager	15 minutes
7	Quality Assurance and Automation Manager	15 minutes
8	Regulatory Affairs Manager	10 minutes
9	Roaming & International Business Manager	15 minutes
10	Talent Acquisition Manager	15 minutes

Appendix (4)

List of Academic Professors/Experts

Name of Expert	University
Prof. Azzam AbouMoghli	Middle East University (MEU)
Prof. Khaled Bany Hamdan	Amman Arab University
Prof. Mohammed Abu Zaid	Al Balqa'a University
Prof. Salem S. Al-Oun	Al Albayt University
Associate Prof. Khaled Al-Shawabka	The World Islamic Sciences and Education University
Associate Prof. Mohammad AlMaaytah	Middle East University (MEU)
Associate Prof. Sameer Al-Jabali	Middle East University (MEU)
Dr. Abdallah AlBataineh	Al-Zaytoonah University
Mr. Mohammad Azzouqa	Organizational Development Manager – Zain Company- Jordan

The names of the experts were arranged according to scientific rank and alphabetic

letters.

MEU جـــامـــعـــة الـــشـرق الأوسـط
MIDDLE EAST UNIVERSITY
Amman - Jordan

Ladies and Gentlemen

Greetings

The concept of the digital revolution has captured the attention of business organizations due to its vital role in their operations, particularly in the face of intensifying competition across all levels. However, this competition is no longer confined to the products and services offered by these organizations; it has extended beyond that to encompass these companies within a distinguished community of talented individuals.

Given the importance of this topic, the researcher is currently conducting a study entitled: (**The Contribution of Digital Business Strategy Drivers in Building Digital Talents: The Moderate Role of Organizational Culture - a field study on Jordanian Telecom Companies**), which is required for obtaining a master's degree in the business administration program from the Middle East University-Amman-Jordan.

In acknowledgment of your esteemed, well known, and extensive experience, the researcher will highly appreciate your effort in evaluating the attached questionnaire. Your opinion and directive will enrich the questionnaire's paragraphs, making them more valid for the purpose they were composed for. Therefore, the researcher requests that you to put a mark (√) in front of the answer you deem appropriate for each question.

I assure you that all responses will be treated with the utmost confidentiality.

Thank you for your cooperation with the utmost respect and appreciation.

Yours Sincerely,

Researcher name: Lara Qanouq   Supervisor name: Prof. Ahmad Ali Salih

Part One: General Information (Demographic Characteristics)

Please choose the appropriate answer by ticking (✔) the appropriate place:

1) Gender:

   Male ( )   Female ( )

2) Educational level:

   Bachelor's ( )   Master's ( )

   High Diploma ( )   PhD ( )

3) Age group:

   Younger than 30 years ( )   30 - less than 45years ( )

   45 – less than 60 years ( )   60 years & above ( )

4) Years of Experience:

   Less than 6 years ( )   6 - less than 11 years ( )

   11 - less than 16 years ( )   16 years & above ( )

5) Organizational level:

   Top Management Level ( )   Middle Management Level ( )

   First-line Management Level ( )

Part Two: Questionnaire paragraphs

The questionnaire relates to all the information related to the subject of the study, choosing the appropriate answer by placing a sign (✔) in the appropriate place:

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
	Independent Variable: Digital Business Strategy Drivers refer to the engines that include the scope of digital business strategy, the scale of digital business strategy, the speed of digital business strategy, and the source of business value creation and capture in digital business strategy, which direct the mechanisms of digital work in Jordanian telecom companies to enhance organizational performance, expand growth, and achieve competitive advantage. **المتغير المستقل: محركات استراتيجية الاعمال الرقمية** مجموعة من المحركات التي تشمل نطاق استراتيجية الاعمال الرقمية، وحجم استراتيجية الاعمال الرقمية، وسرعة استراتيجية الاعمال الرقمية، ومصدر إضافة القيمة والاحتفاظ بها في استراتيجية الأعمال الرقمية، التي توجه آليات العمل الرقمي في شركات الاتصالات الأردنية لتعزيز الأداء التنظيمي وتوسيع النمو وتحقيق الميزة التنافسية.					
	The scope of digital business strategy refers to the extent to which the digital strategy of Jordanian telecom companies integrates with their corporate strategy in order to transcend traditional functions and operations and enable them to exploit environmental opportunities and invest in their resources to develop digital products and services. **نطاق (مجال) استراتيجية الاعمال الرقمية:** يشير إلى مدى تكامل الاستراتيجية الرقمية لشركات الاتصالات الأردنية مع استراتيجيتها الشاملة من أجل تجاوز الوظائف والعمليات التقليدية وتمكينها من استغلال الفرص البيئية والاستثمار في مواردها لتطوير المنتجات والخدمات الرقمية.					
1	The company formulates its digital strategy in line with the corporate strategy. تصيغ الشركة الاستراتيجية الرقمية بشكل يتوافق مع الاستراتيجية الشاملة					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
2	The company is keen to ensure that the activities of digital strategy transcend the traditional functions. تحرص الشركة على ان تكون أنشطة الاستراتيجية الرقمية متجاوزة للوظائف التقليدية					
3	The company seeks by its digital strategy to achieve integration in its operations. تسعى الشركة من وراء الاستراتيجية الرقمية لتحقيق التكامل في عملياتها					
4	The company aims through digital strategy to gain more environmental opportunities. تهدف الشركة من خلال الاستراتيجية الرقمية لكسب المزيد من الفرص البيئية					
5	By adopting a digital strategy, the company seeks to optimally invest in its resources. تسعى الشركة بتبني الاستراتيجية الرقمية إلى الاستثمار الأمثل بمواردها					
NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

The scale of digital business strategy refers to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in investing in their infrastructure for geographical expansion, developing competitive digital products and services in the market, and expanding their partnerships to establish digital projects.

حجم استراتيجية الاعمال الرقمية:
يشير إلى مدى فعالية استراتيجية الأعمال الرقمية في شركات الاتصالات الأردنية في الاستثمار في بنيتها التحتية من اجل التوسع الجغرافي وتطوير منتجات وخدمات رقمية منافسة في السوق، وتوسيع حجم شراكاتها لاقامة المشاريع الرقمية.

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
6	The company invests in its digital infrastructure to increase the effectiveness of its digital strategy. تستثمر الشركة في بنيتها التحتية الرقمية لزيادة فعالية استراتيجيتها الرقمية					
7	The company is keen to expand its digital infrastructure to provide competitive digital products. تحرص الشركة على التوسع في بنيتها التحتية الرقمية لتوفير منتجات رقمية منافسة					
8	The company benefits from its digital strategy in expanding its geographical growth. تستفيد الشركة من استراتيجيتها الرقمية في توسع نموها الجغرافي					
9	The digital strategy helps the company to expand its business in the market. تساعد الاستراتيجية الرقمية الشركة على توسيع حجم اعمالها في السوق					
10	Through digital strategy, the company can identify suitable partners to establish joint ventures. تتمكن الشركة من خلال الاستراتيجية الرقمية من تحديد الشركاء المناسبين لاقامة المشاريع المشتركة.					
NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

The speed of digital business strategy refers to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in accelerating new digital products launches, speeding up strategic learning opportunities for improving strategic and operational decision-making process, and enhancing the speed of dynamic supply chain orchestration.

<div dir="rtl">

سرعة استراتيجية الاعمال الرقمية:

تشير إلى مدى فعالية استراتيجية الأعمال الرقمية في شركات الاتصالات الأردنية في تسريع إطلاق منتجات رقمية جديدة، وتسريع فرص التعلم الاستراتيجي لتحسين عملية صنع القرارات الاستراتيجية والتشغيلية، وتعزيز سرعة التنسيق الديناميكي لسلسلة التوريد.

</div>

11	The company leverages its digital strategy to accelerate strategic decision-making. تستفيد الشركة من استراتيجيتها الرقمية في تسريع اتخاذ القرارات الاستراتيجية					
12	Through its digital strategy, the company achieves increased opportunities for strategic learning. تحقق الشركة من خلال استراتيجيتها الرقمية زيادة فرص التعلم الاستراتيجي					
13	The company benefits from the opportunities available in the market to accelerate the launch of new digital products. تستغل الشركة الفرص المتاحة في السوق من اجل تسريع اطلاق منتجات رقمية جديدة					
14	The company develops digital communication channels with customers to speed up its response to their requirements. تطور الشركة قنوات التواصل الرقمي مع العملاء لتسريع الاستجابة لمتطلباتهم					
15	The company accelerates the dynamic coordination of the supply chain of new digital products. تعزّز الشركة سرعة التنسيق الديناميكي لسلسلة توريد المنتجات الرقمية الجديدة					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

The source of business value creation and capture in digital business strategy refers to the extent of the effectiveness of digital business strategy in Jordanian telecom companies in creating value to customers by competing to provide digital products and services to their customers. As well as the extent of their effectiveness in enhancing the concept of added value among their customers by generating innovative ideas, and among their shareholders by increasing market share.

<div dir="rtl">

مصدر إضافة القيمة والاحتفاظ بها في استراتيجية الأعمال الرقمية:

تشير الى مدى فعالية استراتيجية الأعمال الرقمية في شركات الاتصالات الأردنية في اضافة قيمة للعملاء من خلال المنافسة في توفير المنتجات والخدمات الرقمية لعملائها. ومدى فعاليتها في تعزيز مفهوم القيمة المضافة لدى عملاءها من خلال توليد افكار ابتكارية، ولدى مساهميها من خلال زيادة حصتها السوقية.

</div>

16	Through its digital business strategy, the company seeks to add value to customers. تسعى الشركة من خلال استراتيجية الاعمال الرقمية إلى إضافة قيمة للعملاء					
17	The company relies on generating innovation to enhance added value for customers. تعتمد الشركة على توليد الابتكار في تعزيز القيمة المضافة للعملاء					
18	The company provides free services to its customers to get them try new digital products. توفر الشركة خدمات مجانية لعملائها لحثهم على تجربة المنتجات الرقمية الجديدة					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
19	The company develops a pricing structure for its digital products in order to compete with similar companies in the market. تطور الشركة هيكلا لتسعير منتجاتها الرقمية لتستطيع منافسة مثيلاتها في السوق					
20	The company aims to increase its market share by enhancing the concept of value among its shareholders. تهدف الشركة الى زيادة حصتها السوقية من خلال تعزيز مفهوم القيمة لدى مساهميها					
NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

Dependent variable:

Building digital talents refers to the ability of Jordanian telecom companies to build digital talents from within and attract them from outside. Building and attracting are the two main pillars for building digital talents through digital talents attitudes to change, digital talents capabilities, digital workplace experience and digital talent performance.

المتغير التابع: بناء المواهب الرقمية

قدرة شركات الاتصالات الأردنية على صناعة المواهب الرقمية من داخلها واستقطابها من خارجها، إذ ان الصناعة والاستقطاب هما الركنين الأساسيين لبناء المواهب الرقمية، من خلال مواقف المواهب الرقمية نحو التغيير، قابليات المواهب الرقمية، الخبرة في مكان العمل الرقمية وأداء المواهب الرقمية.

Digital talent attitudes to change refer to the degree of the talent's willingness in Jordanian telecom companies to accept and encourage using new digital tools or reject using them.

مواقف المواهب الرقمية نحو التغيير:

تشير إلى درجة استعداد المواهب في شركات الاتصالات الأردنية لقبول وتشجيع استخدام الأدوات الرقمية الجديدة أو رفض استخدامها.

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
21	The company adopts various incentive policies to encourage its talent to digital change. تعتمد الشركة سياسات تحفيزية متعددة لتشجيع الموهوبين على التغيير الرقمي					
22	The company seeks to increase the knowledge of digital talent to face the challenges. تسعى الشركة الى زيادة معرفة المواهب الرقمية لمواجهة التحديات					
23	The company allocates a special budget to search for digital talent from outside. تخصص الشركة موازنة خاصة للبحث عن المواهب الرقمية من خارجها					
24	The company encourages its talent to organize their tasks to invest time in bringing about digital change. تشجع الشركة الموهوبين على تنظيم مهامهم لاستثمار الوقت في احداث التغيير الرقمي					
25	The company motivates talent who come up with unprecedented digital ideas. تقوم الشركة بتحفيز الموهوبين الذين يبادرون بطرح الافكار الرقمية غير المسبوقة					
NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

Digital talent capabilities a set of capabilities and organizational roles played by Jordanian telecom companies and their employees to implement digital procedures in order to achieve the desired results.

قابليات المواهب الرقمية:

مجموعة القدرات والادوار التنظيمية التي تقوم بها شركات الاتصالات الاردنية والعاملين فيها لتنفيذ الإجراءات الرقمية من أجل تحقيق النتائج المرجوة.

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
26	The company relies on enriching digital capabilities from assignments to challenging organizational roles. تعتمد الشركة على إثراء القابليات الرقمية من التكليفات بالأدوار التنظيمية الصعبة					
27	The company maintains digital talent capabilities for its sustainability. تحافظ الشركة على قدرات الموهوبين الرقمية لاستدامتها					
28	The company employs its talent capabilities to exploit emerging digital opportunities. توظف الشركة قدرة الموهوبين في استغلال الفرص الرقمية الناشئة					
29	The Company develops its digital technologies capabilities in order to protect customer information. تطور الشركة قابليات تقنياتها الرقمية من أجل حماية معلومات العملاء					
30	The company utilizes the outcomes of its talent to implement improvements in digital services. تستخدم الشركة مخرجات نتاج اعمال الموهوبين من اجل تنفيذ تحسينات في الخدمات الرقمية					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة

Digital workplace experience refers to the efforts made by Jordanian telecom companies to deepen the expertise of their employees in the digital aspects by providing an appropriate work environment that encourages knowledge sharing, exchange of experiences and problem-solving.

الخبرة في مكان العمل الرقمية:

الجهود التي تبذلها شركات الاتصالات الأردنية في تعميق خبرات العاملين لديها بالجوانب الرقمية من خلال توفير بيئة عمل مناسبة تشجع على التشارك المعرفي وتبادل الخبرات وحل المشكلات.

NO.	Topic	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
31	The company allocates meetings between employees for knowledge sharing. تخصص الشركة أوقات لقاءات بين العاملين للتشارك المعرفي					
32	The company develops its organizational structures design to allow the enrichment of expertise between departments. تحدّث الشركة في تصميم هياكلها التنظيمية بما يسمح لاثراء الخبرات بين الأقسام					
33	The company seeks to provide an attractive business environment for digital talents. تسعى الشركة الى توفير بيئة اعمال جاذبة للمواهب الرقمية					
34	The company is re-engineering digital services to match its digital talent expertise. تعيد الشركة هندسة الخدمات الرقمية بحيث تتوافق مع خبرات المواهب الرقمية لديها					
35	The company helps its talent enrich their digital experiences by promoting a job rotation policy. تساعد الشركة الموهوبين لديها من اثراء خبراتهم الرقمية من خلال تعزيز سياسة التدوير الوظيفي					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree	Somewhat agree	Disagree	Strongly disagree

			أوافق	أوافق الى حد ما	لا أوافق	لا أوافق بشدة
Digital talent performance refers to the perceptions of Jordanian telecom companies about the performance of their employees and the organizational performance in general, which helps them achieve the objectives of the digital strategy. **أداء المواهب الرقمية:** يشير إلى تصورات شركات الاتصالات الاردنية عن أداء موظفيها وعن الاداء التنظيمي بشكل عام والذي يساعدها في تحقيق اهداف الاستراتيجية الرقمية						
36	The company sets performance indicators while engaging digital talent. تضع الشركة مؤشرات تقييم الأداء مع اشراك المواهب الرقمية					
37	The company benefits from the outcomes of the organizational performance evaluation process in promoting the digital strategy. تستفيد الشركة من نتائج عملية تقييم الأداء التنظيمي في تعزيز الاستراتيجية الرقمية					
38	The company provides its talent with the opportunity to travel to digitally advanced countries to examine their digital progress. توفر الشركة لموظفيها الموهوبين فرصة السفر الى دول متقدمة رقميا للاطلاع على التقدم الرقمي لديهم					
39	The company shares the results of its annual performance evaluation digitally with its employees. تقوم الشركة بمشاركة نتائج تقييم أداءها السنوي مع موظفيها رقميا					
40	The company considers differences in digital capabilities when evaluating performance. تراعي الشركة الفروق في القدرات الرقمية عند تقييم الأداء					

NO.	The topics of the questionnaire and its operational definitions and paragraphs	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق الى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
Moderating variable: **Organizational culture** refers to a set of beliefs, standards and behavioral values that are included in Jordanian telecom companies' systems to define the relationships between the organization's members, and their interactions with each other and with the organization. It also defines how the organization deals with its stakeholders. **المتغير المعتدل** **الثقافة التنظيمية:** يشير إلى مجموعة من المعتقدات والمعايير والقيم السلوكية التي تتضمنها أنظمة شركات الاتصالات الأردنية لتحديد العلاقات بين أفراد المنظمة وتفاعلاتهم مع بعضهم البعض ومع المنظمة. كما أنه يحدد كيفية تعامل المنظمة مع أصحاب المصلحة.						
41	The company adopts organizational values that are consistent with the objectives of the digital strategy. تتبنى الشركة قيما تنظيمية تتوافق مع اهداف الاستراتيجية الرقمية					
42	The company, through its organizational culture, encourages innovation in its digital initiatives. تشجع الشركة من خلال ثقافتها التنظيمية الابتكار في مبادراتها الرقمية					
43	The company enhances the role of organizational culture in attracting digital talent. تعزز الشركة دور الثقافة التنظيمية في جذب المواهب الرقمية.					

44	The company has organizational values that encourage participation in decision-making. تمتلك الشركة قيما تنظيمية تشجع على المشاركة في اتخاذ القرارات					
45	The company allows innovative ideas for digital initiatives to be tested even if they fail. تسمح الشركة بتجريب الأفكار الابتكارية للمبادرات الرقمية حتى لو فشلت					
46	The company emphasizes the principle of inter-functional cooperation. تؤكد الشركة على مبدأ التعاون بين الوظائف					
47	The company plays a pivotal role in shaping the organizational beliefs that support its digital business strategy. تلعب الشركة دورًا محوريًا في تشكيل المعتقدات التنظيمية التي تدعم استراتيجية اعمالها الرقمية					
48	The company is concerned with the principles of social responsibility. تهتم الشركة بمبادئ المسؤولية الاجتماعية					
49	The company promotes integration between organizational and strategic values, which increases the organization's ability to thrive in the digital scene. تعزز الشركة التكامل بين القيم التنظيمية والاستراتيجية مما يزيد قدرة المنظمة على الازدهار في المشهد الرقمي					
50	The company contributes to the goals of sustainable development. تساهم الشركة بأهداف التنمية المستدامة					
51	The company supports continuous learning. تدعم الشركة التعلم المستمر					
52	The company stimulates openness to other cultures. تحفز الشركة الانفتاح على الثقافات الأخرى					
53	The company promotes a culture of taking calculated risks. تشجع الشركة ثقافة تحمل المخاطر المحسوبة					
54	The company embraces the value of teamwork. تتبنى الشركة قيم العمل الجماعي					
55	The company considers customer needs a strategic priority. تعتبر الشركة ان احتياجات العملاء أولوية استراتيجية					

Appendix (6)
Facilitation Letters

MEU
جـامـعـة الـشـرق الأوسـط
MIDDLE EAST UNIVERSITY
Amman - Jordan

مكتب رئيس الجامعة
Office of the President

الرقم: در/خ/2170
التاريخ: 2023/07/24

السادة وزارة الاقتصاد الرقمي والريادة المحترمون

تحية طيبة وبعد،

تهديكم جامعة الشرق الأوسط أطيب وأصدق الأمنيات، لغايات توفير وربط أسس التعاون مع خدمة المجتمع المحلي؛ نرجو التكرم بالموافقة على تقديم التسهيلات الممكنة لطالبة الماجستير **لارا علي هاشم قانوق** ، ورقمها الجامعي (40212011)، المسجلة في تخصص إدارة الأعمال / كلية الأعمال في جامعة الشرق الأوسط، والتي تتولى القيام بإعداد دراسة بحثية أكاديمية في رسالتها المعنونة بـــ " مساهمة موجهات استراتيجية الاعمال الرقمية في بناء المواهب الرقمية : الدور المعدل للثقافة التنظيمية – دراسة ميدانية في شركات الاتصالات الأردنية)"، علماً بأن المعلومات سيتم استخدامها لأغراض البحث العلمي وبصورة سرية.

وتفضلوا بقبول فائق الاحترام والتقدير...

رئيس الجامعة

أ.د. سلام خالد المجالين

Tel. (+9626) 4790222 Fax: (+9626) 4129613 P.O.Box. 383 Amman 11831 Jordan e-mail: dir-presdepart@meu.edu.jo   www.meu.edu.jo

الرقم: در/خ/2171
التاريخ: 2023/7/24

سعادة الأستاذ فهد الجاسم المحترم
الرئيس التنفيذي شركة زين

تحية طيبة وبعد،

تهـديكم جامعـة الشـرق الأوسـط أطيـب وأصـدق الأمنيـات، لغايـات تـوفير وربط أسس التعـاون مـع خدمـة المجتمـع المحلـي؛ نرجـو التكـرم بالموافقة علــى تقـديم التسـهيلات الممكنـة لطالبـة الماجسـتير لارا علــي هاشــم قــانوق ، ورقمهـا الجــامعي (40212011٤)، المسـجل فــي تخصــص إدارة الاعمــال / كليــة الأعمال فـي جامعـة الشـرق الأوسـط، والتـي تتـولى القيـام بإعـداد دراسـة بحثيـة أكاديميـة فــي رسـالتها المعنونـة بـــ " مسـاهمة موجهـات اسـتراتيجية الاعمــال الرقميـة فـي بنـاء المواهـب الرقميـة : الـدور المعـدل للثقافـة التنظيميـة – دراسـة ميدانيـة فــي شــركات الاتصــالات الأردنيــة)"، علمــاً بــأن المعلومــات ستبتم استخدامها لأغراض البحث العلمي وبصورة سرية.

وتفضلوا بقبول فائق الاحترام والتقدير...

رئيسة الجامعة

أ.د. سلام خالد المحادين

الرقم: د/خ/2169
التاريخ: 2023/7/24

سعادة المهندس فيليب منصور المحترم
الرئيس التنفيذي شركة أورانج

تحية طيبة وبعد ،

تهـــديكم جامعـــة الشــرق الأوسـط أطيــب وأصــدق الأمنيــات، لغايـــات تـــوفير
وربط أسس التعـــاون مـــع خدمـــة المجتمـــع المحلـــي؛ نرجـــو التكـــرم بالموافقـــة علـــى
تقـــديم التســـهيلات الممكنـــة لطالبـــة الماجســـتير لارا علـــي هاشـــم قـــانوق، ورقمهـــا
الجـــــامعي (402120114)، المســـــجل فـــــي تخصـــــص إدارة الاعمـــــال / كليـــــة
الأعمال فـــي جامعـــة الشــرق الأوسـط، والتـــي تتـــولى القيـــام بإعـــداد دراســـة بحثيـــة
أكاديميـــة فـــي رســـالتها المعنونـــة بـــــ " مســـاهمة موجهـــات اســـتراتيجية الاعمـــال
الرقميـــة فـــي بنـــاء المواهـــب الرقميـــة : الـــدور المعـــدل للثقافـــة التنظيميـــة – دراســـة
ميدانيـــة فـــي شـــركات الاتصـــالات الأردنيـــة)"، علمـــا بـــأن المعلومـــات ســـيتم
استخدامها لأغراض البحث العلمي وبصورة سرية.

وتفضلوا بقبول فائق الاحترام والتقدير...

رئيسة الجامعة

أ.د. سلام خالد المحادين

الرقم: در/خ/2168
التاريخ: 2023/7/24

سعادة السيد فيصل قمحية المحترم
الرئيس التنفيذي شركة أمنية

تحية طيبة وبعد،

تهـــديكم جامعـــة الشـــرق الأوســـط أطيـــب وأصـــدق الأمنيـــات، لغايـــات تـــوفير
وربط أسس التعـــاون مـــع خدمـــة المجتمـــع المحلـــي؛ نرجـــو التكـــرم بالموافقـــة علــى
تقـــديم التســـهيلات الممكنـــة **لطالبـــة الماجســـتير لارا علــي هاشـــم قـــانوق**، ورقمهـــا
الجـــــامعي (402120114)، المســـــجل فـــــي تخصـــــص إدارة الاعمـــال / كليـــة
الأعمال فـــي جامعـــة الشـــرق الأوســـط، والتـــي تتـــولى القيـــام بإعـــداد دراســـة بحثيـــة
أكاديميـــة فـــي رســـالتها المعنونـــة بـــ " مســـاهمة موجهـــات اســـتراتيجية الاعمـــال
الرقميـــة فـــي بنـــاء المواهـــب الرقميـــة : الـــدور المعـــدل للثقافـــة التنظيميـــة – دراســـة
ميدانيـــة فـــي شـــركات الاتصـــالات الأردنيـــة)"، علمـــاً بـــأن المعلومـــات ســـيتم
استخدامها لأغراض البحث العلمي وبصورة سرية.

وتفضلوا بقبول فائق الاحترام والتقدير...

رئيسة الجامعة

أ.د. سلام خالد المحادين

Appendix (7)

Consent for Conducting Interview

Hello,

Thank you for your email!

Please find my responses, below:

1. Number of managers needed: 10 managers.
2. The questions are attached.

Many thanks,

Lara Qanouq

On Tue, Oct 17, 2023 at 12:19 PM wrote:

Hi Lara,

Hope you are doing well.

As per our phone call earlier, in order to assist you with the interview we need the following information from your side:

1. Number of managers needed to be interviewed.
2. The questions that will be asked during the interviews.

Thank you,

HR Communications and Youth Team Member - Human Resources and Administration
Zain Jordan