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STRENGTHENING THE INTERCONNECTION OF SCIENCE, ISLAMIC CIVILIZATION, AND GLOBAL TRANSFORMATION

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ABSTRACT

This study investigates the impact of digital transformation in Human Resource Management Systems (HRMS) on employee performance in Libya's banking sector, focusing on Al-Wahda Bank in Benghazi. Digital transformation is recognized as a strategic tool to address administrative challenges, improve operational efficiency, and support decision-making through effective information management. Using a descriptive-analytical method, data was collected through questionnaires distributed to 94 randomly selected employees across five bank branches. The questionnaire assessed five key dimensions: employment, evaluation, training and development, reduction of customer issues, and job performance. Results showed that digital transformation in all dimensions had a statistically significant positive effect on employee performance. No significant differences were found in perceptions of digital transformation based on gender, age, education, job type, or years of experience except for job performance, where male employees reported higher outcomes. The findings emphasize the need for ongoing investment in digital technologies, employee training, and infrastructure development to ensure the successful implementation of digital transformation strategies in the banking sector.

Keywords: Digital transformation; human resource management; employee performance; banking sector; Libya

1. INTRODUCTION

Technology has become an integral part of our daily lives, revolutionizing the way businesses operate and transforming industry-based economies into knowledge-based societies. Governments worldwide are embracing digital transformation to improve public service delivery, interaction between citizens and their governments, and achieve positive effects at the individual and governmental levels. E-management has contributed to employee satisfaction and provided greater support to the administration by facilitating access to personal data, providing basic services, and managing individuals more effectively.

Digital human resources management has the potential to change the function of human resources themselves in organizations and provide innovative solutions continuously.

Technology has played a crucial role in the growth of several industries, including banking, education, entertainment, and agriculture. It has also led to the restructuring of

many businesses. The impact of technology is immeasurable as it continues to transform the way we conduct everything we do (L Ramesh,2017).

Addition, Technology has become an integral part of our daily lives, revolutionizing the way businesses operate and transforming industry-based economies into knowledge-based societies. Governments worldwide are embracing digital transformation to improve public service delivery, interaction between citizens and their governments, and achieve positive effects at the individual and governmental levels. E-management has contributed to employee satisfaction and provided greater support to the administration by facilitating access to personal data, providing basic services, and managing individuals more effectively. Digital human resources management has the potential to change the function of human resources themselves in organizations and provide innovative solutions continuously.

Governments worldwide are embracing digital transformation to improve public service delivery, interaction between citizens and their governments, and achieve positive effects at the individual and governmental levels (Mergel et al, 2019).

Using electronic management is a great way to improve performance. It can help boost the effectiveness and productivity of employees, develop their skills, and reduce their administrative workload.

Electronic methods are efficient, effective, and fast, and can help solve traditional management problems. (Alqudah and Muradkhanli, 2021).

According to Stone et al (2019), New digital technologies can enhance communication and provide better opportunities for employees to understand performance feedback One way to do this is by using high-definition cloud-based virtual conferencing tools for performance management meetings between supervisors and subordinates, even when they're in different locations.

Achieving their goals without human resources improves the job performance of employees, whereas Career performance is the result of real investment by the organization in capabilities, skills, and knowledge.

The level of performance of employees depends on what the organization has to offer. Training courses, workshops, symposia, and numerous actions that helpto improve performance in the staff of the organization, the better the performance of the staff, the closer the organization is to an investigation

This allows for a clearer understanding of the feedback. Another way is through the use of internal social platforms, like social media, to collect performance data and provide more frequent feedback and recognition. Technological advancements and the digital revolution have made it necessary for countries to keep pace with this movement, and Libya is no exception. As a result, many governmental and commercial banks have launched electronic services that help facilitate the procedures of workers and citizens alike, (Lsac and Drigă, 2014) note the banking industry is going through significant changes due to globalization, competition, innovation and the evolving needs of customers. With the emergence of a knowledge-based economy and society, the progress in information and communication technology (ICT) has led to significant transformations in banking services over recent years. Nevertheless, it is yet to be determined whether these digital advancements have contributed to enhancing job performance for employees in the banking sector.

The development and operationalization of electronic management and human resources are essential to the achievement of the Organization’s objectives, whatever its activity, and thus to improve the quality of the work. Improve the performance of the organization, Continuous improvement of the organization’s electronic management processes and development of the functioning of the organization's human resources, Conduct research to provide information on an urgent basis that will help to identify and

address recurring administrative problems and obstacles in improving the functioning of the Organization.

Since information technology has permeated many aspects of workers' organizations' administrative chores, we are unable to locate an organization. Nowadays, the business needs databases to carry out a lot of administrative duties.

And without it, the organization cannot keep working, and with the advent of the Internet and the evolution of technology ,Information and modern communication methods, human resources functions, marketing, and accounting, And the different processes in electronics and the organizations became completely dependent on me, Technology in carrying out all their daily work, as there is an electronic link between the organization and its branches, Between the organization and government services, this has a positive impact on the organization’s work.

The digital transformation of Human Resource Management Systems cess help users to perform procedures, financial payments, and other services and to make use of marginal technologies to enhance and develop online banking services, as well as to provide easy access to user accounts and customers.

After Covid recent pandemic emerged, the phenomenon of digital banking services was further accelerated to become one of the main everyday habits of companies, customer's individuals, and the world at large, and was demonstrated by the creation of a digital platform for each bank.

In recent years, the banking sector in Libya has encountered several challenges. Libyan commercial banks, both public and private, face significant obstacles in adopting E-Banking. These barriers can be categorized as electronic, regulatory, and cultural (ALNaas,2022).

The implementation of digital technologies in the banking sector can enhance their services, leading to improved business performance and a competitive edge (Næss-Schmidt et al cited in Mathapati, 2021). This study aimsto examine the influence of the digital transformation of Human Resource Management Systems and their Impact on job Quality's performance within the Libyan banking sector, with particular.

For studying the digital transformation of human resources management systems and their Impact on Job quality's performance, he has chosen Libya's banking sector researcher, as represented by the banks A perfect model for studying and keeping pace with changes in the environment because they contribute to the changes in the environment. Basically in the service of society and the promotion of civilization The researcher selected his study community from the Libyan banking sector as a case study of the Wahda bank.

RESEARCH BACKGROUND

One of the most important aspects of modern company is the digital transformation of HRM systems. Gaining knowledge of information technology management techniques can instantly make you a valuable asset to forward-thinking businesses. Managing the transmission, storage, and analysis of information is crucial in today's environment. Understanding the expectations placed on employees and potential future ethical dilemmas can be gained by researching the digital transformation of HRM systems (Ehow, 2012).

Government agencies in Libya and the Arab world at large have many difficulties with administrative work when employing conventional task management techniques. The digital transformation of human resource management systems is one of the systems that can address administrative problems in terms of collecting, processing, classifying, and archiving the data and information needed by decision-makers to complete all administrative tasks in terms of planning, organizing, directing, monitoring, and all other areas of work within the organization.

In addition to the technological means that contributed to the establishment of information systems that primarily rely on computer use, public organizations demonstrated a significant change in information systems with regard to the use of computers, databases, and networks. The bulk of administrative problems in state institutions, such as the Benghazi branch of the WAHDA bank, were essentially informatics problems when identification and telemetrics were limited to paper and records. The complexity of administrative labor and the unnecessary loss of time that could be utilized to transmit data and make choices swiftly are presented by the fact that handling these massive numbers of leaves has been a longstanding practice since the introduction of information technology.

In order to ascertain the impact of To Solutions to administrative problems in terms of gathering, processing, classifying, and archiving data and information required by decision makers for administrative functions, we would like to investigate the efforts made by the Libyan government and local governments to improve HR systems. Additionally, the impact of the digital transformation of HRM systems on job quality performance. (Aarev, 2008) Our knowledge of certain facets of digital transformation has grown thanks to the study and literature, which also sought to ascertain the reality of the use of electronic human resources management in the banking industry and the effect that it has on the standard of working life. Gregory (2019)

HYPOTHESES

H1: There is no statistically significant effect between the use of digital transformation in employment and employee performance at Al-Wahda Bank branches in Benghazi.

H2: There is no statistically significant effect between the use of digital transformation in evaluation and employee performance at Al-Wahda Bank branches in Benghazi.

H3: There is no statistically significant impact of digital transformation in training and development on employee performance at Wahda Bank branches in Benghazi.

H4: There is no statistically significant impact of using digital transformation to reduce customer issues on employee performance at Wahda Bank branches in Benghazi.

2. RESEARCH METHODE

Descriptive Method

To determine the effect of digital transformation of Human Resource Management Systems on job performance, the descriptive-analytical method was employed.

Population

The study population consists of employees affiliated with Al-Whada Banks in the city of Benghazi, totaling (577) individuals, distributed across 19 branches, as shown in Table 1.

Table 1**.** illustrates the employee population of Al-Waha Banks by branch in the city of Benghazi.

Banks	Employee Gender		**Total**
	Females	Males	
Souq Branch	8	29	37
Al-Ruwaisat Branch	11	25	36
Al-Sabri Branch	13	24	37
Al-Nahr Branch	8	17	25

Al-Manara Branch	10	20	30
Al-Madina Branch	4	28	32
Tebisti Branch	8	20	28
Main Branch (Al Wahada)	10	27	37
Al-Hadiqa Al-Sha'ab Branch	8	20	28
Business men's Branch	6	26	32
Al-Mukhtar Branch	9	27	36
Al-Qarya Al-Siyahiya Branch	11	18	29
Al-Islami Branch			
Al-Abyar Branch	1	33	34
Jardina Branch	8	19	27
Alkalaj Branch	7	18	25
Almarj Branch	8	29	37
Almadan Branch	13	24	37
Deryana Branch	5	25	30
Total Number of Employees	148	429	577

Sample

Based on the study methodology and its objectives, the sample was selected using simple random sampling. This random selection method ensures that various levels of potential variables, which may vary randomly among the sample members, are distributed across the sample. Then, 5 banks were randomly selected from the branches of Al-Wahda Bank located in the city of Benghazi. The scale was then applied to the employees of the selected banks using the simple random sample, with 120 questionnaires distributed and (94), (36) Females, (58) Males forms collected as the primary sample. The following table illustrates this.

Table 2. illustrates the study sample

Banks	Employee Gender		**Total**
	Females	Males	
Souq Branch	7	14	21
Al-Ruwaisat Branch	9	13	15
Al-Sabri Branch	7	14	16
Al-Nahr Branch	6	10	16
Al-Manara Branch	7	7	12
Total Number of Employees	36	58	94

Tools

Digital Transformation Questionnaire Prepared by the Researcher

To determine the effect of digital transformation of Human Resource Management Systems on job performance, the researcher developed a questionnaire to measure its impact on the employees of Al-Whada Bank in Benghazi. The questionnaire is one of the research tools used to collect data related to a specific research problem through the verbal responses provided by the respondents to the questions included in the questionnaire (Atifa, 1996).

It is one of the most commonly used tools for data collection in descriptive studies, as it helps obtain data from a large number of individuals in a short period of time (Sabir & Khafaja, 2002).

The researcher took several steps that led to an initial version of the questionnaire. It was necessary to follow certain procedures to verify the validity of the scale and ensure an appropriate level of internal consistency among the items included in each of its aspects, as well as the aspects included in the overall questionnaire. These steps and procedures resulted in a standardized tool suitable for use. The researcher will present these steps in some detail:

Firstly, the researcher collected a number of statements related to digital transformation. These statements were obtained from two primary sources. The first source consists of the items included in the tools that the researcher reviewed, which were used in previous studies. The researcher benefited from these questionnaires in preparing and organizing the items for the questionnaire to be developed. The second source consists of the information collected by the researcher through conducting an open-ended questionnaire with a group of bank employees, numbering 20 individuals.

The researcher arrived at a large set of 60 statements, which were divided into five dimensions: (employment, evaluation, training and development, reduction of customer problems, and job performance).

Secondly, the previous statements (60 items) were presented to five experts from faculty members in Libyan universities, specializing in administration, evaluation, and measurement, with the aim of identifying statements that may carry multiple meanings or are difficult to understand, so they could be excluded from the initial version of the proposed questionnaire. After receiving feedback from the experts and considering their opinions and observations, the researcher removed several items that the experts agreed should be excluded, either because their meaning was repeated in other items, they were weak, or they did not belong to any of the study's areas. Additionally, new items were added, and some were reworded. The final number of items was 44, which made up the questionnaire, and the researcher organized them into five dimensions. The experts recommended including job performance as part of the questionnaire's dimensions rather than dedicating a separate questionnaire for it.

Table 3**.** illustrates the number of items in the questionnaire for each dimension of digital transformation.

Dimension	Items	Total Items
Employment	(9-1)	9
Evaluation	(18-10)	9
Training and Development	(28-19)	10
Reduction of Customer Problems	(36-29)	8
Job Performance	(44-37)	8
Total		44

Verification of the Psychometric Properties of the Scale: (Validity- Reliability)

- Validity

Validity was calculated using the following methods: **Pilot Study**: The questionnaire was applied to a pilot sample of 30 employees who were not part of the main sample.

A. Interrater Validity

The initial version of the questionnaire was presented to 5 experts from the faculty members of the University of Benghazi and Al-Sidra. Annex number (2) provides details about the experts. After retrieving the evaluation forms and considering their feedback, the experts agreed on the validity of the questionnaire, provided that the suggestions and comments were taken into account.

B. Internal Consistency Validity

The correlation coefficient between the total score of the questionnaire and each of the four dimensions was calculated. The results are as follows:

Table 4**.** shows the internal consistency validity of the digital transformation questionnaire between the total score of the questionnaire and the score of each dimension.

NO	Dimension	**Correlation Coefficient**	**Significance**	**Significance Level**
1	Employment	**.831****	**000**	**0.05**
2	Evaluation	**.831****	**000**	**0.05**
3	Training	**.831****	**000**	**0.05**
4	Reduction of Customer Problems	**.828****	**000**	**0.05**
5	Performance	**.830****	**000**	**0.05**

It can be seen from the table that all dimensions of the digital transformation questionnaire are statistically significant at the significance level (0.00). This is because the correlation coefficient between the dimensions and the total score is high, exceeding (0.50) for all dimensions, and the significance value (Sig) equals (0.00). Therefore, the questionnaire possesses a high degree of validity.

Second: Reliability

The researcher calculated the reliability of the scale using:

A. Cronbach's Alpha. The results are as follows:

Table 5**.** shows the Cronbach's Alpha coefficient for the language skills scale.

Cronbach's Alpha Coefficient	Number of Items
.938	44

The table shows that the Cronbach's Alpha value is (0.938), which confirms that the questionnaire is reliable.

b. Split-Half Reliability:

Table 6. shows the Cronbach's Alpha coefficient for the language skills scale.

N	Correlation Coefficient Before Correction	Spearman-Brown Correction Coefficient
30	.938	.968

It can be seen from the table that the value of the correlation coefficient after applying the correction is 0.968, which is a high value, indicating that the questionnaire possesses a high degree of reliability.

3. RESULT AND DISCUSSION

Results

First Main Hypothesis:

There is no statistically significant effect between digital transformation of Human Resource Management Systems and employee performance at Al-Whada Bank in Benghazi. The main hypothesis was divided into the following sub-hypotheses:

Sub-Hypothesis1:
There is no statistically significant effect between the use of digital transformation in employment and employee performance at Al-Whada Bank branches in Benghazi.

The alternative hypothesis is:There is statistically significant effect at the level of (0.05).

To test the first sub-hypothesis, simple linear regression analysis was used to examine the relationship between the independent variable (digital transformation in the employment dimension) and the dependent variable (employee performance). The results are shown in Table 7.

Table 7. The Effect of Digital Transformation (Employment Dimension) on Employee Performance at Al-Whada Bank, Benghazi Branch, Using Simple Linear Regression.

Model	Regression Coefficients (β)	t-Test	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**F-Test**
Constant	**28.188**	****4.137**	**248**	**62.**	**6.034**
Digital Transformation (Employment)	**453.**	****2.457**			

To test the first sub-hypothesis, simple linear regression analysis was used to examine the relationship between digital transformation in employment and employee performance. It is evident from Table (1) that the value of the F-test is 6.034.

The significance of the F-test value indicates the statistical significance of the regression model. As shown in the table, the regression coefficient for the independent variable (digital transformation in employment) in the model is 0.453, which is a positive value with statistical significance according to the t-test value. Additionally, the correlation coefficient between the independent variable (digital transformation in employment) and employee performance is 0.248, indicating a positive relationship between the two variables. The coefficient of determination (R^2) is 0.62, which suggests that 62% of the variation in

employee performance can be attributed to the independent variable, digital transformation in employment.

The alternative hypothesis is accepted and the first sub-hypothesis of the study is refuted. This suggests that employee performance at the Al-Waha Bank branches in Benghazi is statistically significantly impacted by the digital transformation of employment at the 0.05 level. The study attributes this result to how workplace digital transformation speeds up the hiring process by enabling the receipt of applications, scheduling of interviews, and reduction of wait periods.

Sub-hypothesis 2: There is no statistically significant effect between the use of digital transformation in evaluation and employee performance at Al-Whada Bank branches in Benghazi. The alternative hypothesis states: There is a statistically significant effect at the 0.05 level.

To test the second sub-hypothesis, simple linear regression analysis was used to examine the relationship between the independent variable (digital transformation in the evaluation dimension) and the dependent variable (employee performance). The results are shown in Table (8).

Table 8. The effect of digital transformation (evaluation) on employee performance at Al-Waha Bank, Benghazi branch, using simple linear regression.

Model	Regression Coefficients (β)	t-Test	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**F-Test**
Constant	24.992	4.028	.318[a]	.101	10.357
Digital Transformation (Employment)	.571	3.218			

To test the second sub-hypothesis, simple linear regression analysis was used to study the relationship between digital transformation in evaluation and employee performance. As shown in Table (4.2), the F-test value was 10.357.

The result was significant, indicating the significance of the regression model. As shown in the table, the regression coefficient for the independent variable related to the use of digital transformation in evaluation in the model (β) was 0.571, which is a positive value and statistically significant according to the t-test value.

The correlation value between the independent variable, represented by the use of digital transformation in evaluation, and employee performance (R) was 0.318, indicating a positive relationship between the two variables. Additionally, the coefficient of determination (R^2) was 0.101, suggesting that the independent variable, the use of digital transformation in evaluation, contributes to the variation in employee performance.

It can be said that the alternative hypothesis is accepted and the study's second sub-hypothesis is rejected. This indicates that the use of digital transformation in the assessment process has a statistically significant impact on employee performance at the 0.05 level in the Benghazi branches of Al-Whada Bank. The researcher attributes this to the employees' perception that using digital transformation for evaluation is more accurate, objective, and faster, allowing for the assessment of employee performance according to specific criteria on a regular and continuous basis. This motivates employees to exert more effort to achieve outstanding performance levels.

Sub-Hypothesis 3: There is no statistically significant impact of digital transformation in training and development on employee performance at Whada Bank branches in

Benghazi. The alternative hypothesis states that there is statistically significant impact at the **0.05** level.

To test the third sub-hypothesis, **simple linear regression analysis** was employed to examine the relationship between the independent variable (**digital transformation in the dimension of training and development**) and the dependent variable (**employee performance**). The results are presented in **Table (9)**.

Table 9. The Impact of Digital Transformation (Training and Development Dimension) on Employee Performance at Wahda Bank, Benghazi Branch, Using Simple Linear Regression.

Model	Regression Coefficients (β)	t-Test	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**F-Test**
Constant	16.543	2.845	.455[a]	.207	23.970
Digital Transformation (Employment)	.724	4.896			

To test the third sub-hypothesis, **simple linear regression analysis** was used to examine the relationship between digital transformation in the field of training and development and employee performance. As shown in **Table 9**, the **F-test value** of **23.970** was found to be statistically significant, indicating the significance of the regression model. The table also presents the **regression coefficients** for the independent variable, which is the use of digital transformation in training and development, with a value of **β = 0.724**.

It is a positive and statistically significant value according to the **t-test** value. The correlation coefficient between the independent variable, represented by the use of digital transformation in training and development, and employee performance is **R = 0.455**. This indicates a positive relationship between the two variables. Additionally, the **coefficient of determination (R^2)** is **0.207**, which suggests that the independent variable (the use of digital transformation in training and development) of the variance in employee performance.

It can be said that the alternative hypothesis is accepted and the third sub-hypothesis of the study is rejected. In other words, the digital transformation of training and development has a statistically significant influence on employee performance at the 0.05 level at the Wahda Bank headquarters in Benghazi. According to the researcher, employees believe that implementing digital transformation in training enhances manager-employee interaction by giving direct feedback through digital platforms, which aids in performance improvement. Additionally, it makes it possible to determine the training requirements of the employees and evaluate how training initiatives affect output, which promotes performance enhancement.

Sub-Hypothesis 4: There is no statistically significant impact of using digital transformation to reduce customer issues on employee performance at Wahda Bank branches in Benghazi. The alternative hypothesis states that there is statistically significant impact at the **0.05** level.

To test the fourth sub-hypothesis, **simple linear regression analysis** was used to examine the relationship between the independent variable (**digital transformation in reducing customer issues**) and the dependent variable (**employee performance**). The results are presented in **Table 10**.

Table 10: The Impact of Digital Transformation (Reducing Customer Issues) on Employee Performance at Wahda Bank, Benghazi Branch, Using Simple Linear Regression**.**

Model	Regression Coefficients (β)	t-Test	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**F-Test**
Constant	24.132	5.424	.440[a]	.194	22.120
Digital Transformation (Employment)	.671	4.703			

To test the fourth sub-hypothesis, **simple linear regression analysis** was used to examine the relationship between digital transformation in reducing customer issues and employee performance. As shown in **Table 10,** the **F-test value** of **22.120** was found to be statistically significant, indicating the significance of the regression model. The table also presents the **regression coefficients** for the independent variable, which is the use of digital transformation in reducing customer issues, with a value of **β = 0.671**.

It is a positive and statistically significant value according to the **t-test** value. The correlation coefficient between the independent variable, represented by the use of digital transformation in reducing customer issues, and employee performance is **R = 0.440**. This indicates a positive relationship between the two variables. Additionally, the **coefficient of determination (R^2)** is **0.194**,

This indicates that the independent variable, the use of digital transformation in reducing customer issues, contributes to the change in employee performance. Therefore, it can be concluded that the third sub-hypothesis of the study is rejected, and the alternative hypothesis is accepted. That is, there is a statistically significant effect at the **0.05** level of digital transformation in reducing customer issues on employee performance at Wahda Bank branches in Benghazi. The researcher attributes this to the employees' perception that the use of digital transformation in reducing customer issues helps speed up the resolution of complaints and problems by improving the interaction experience, accelerating response to their needs, providing quicker and more flexible access to services, and tracking employee complaints. This fosters trust in securing their rights, which in turn enhances performance.

As for the total score, it was as follows:

Table 11: The Impact of Digital Transformation on Employee Performance at Wahda Bank, Benghazi Branch, Using Simple Linear Regression

Model	Regression Coefficients (β)	t-Test	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**F-Test**
Constant	11.572	1.706	.457[a]	.209	24.267
Digital Transformation (Employment)	.235	4.926			

As shown in **Table 11,** the **F-test** value of **267.20** was found to be statistically significant, indicating the significance of the regression model. The table also presents the **regression coefficient (β)** for the independent variable, which is the use of digital transformation, with a value of **0.235**. This is a **positive and statistically significant** value according to the **t-test**. Additionally, the **correlation coefficient (R)** between the independent variable (**use of digital transformation**) and the dependent variable (**employee performance**) is **0.457a**.

This indicates a **positive relationship** between the two variables. Additionally, the **coefficient of determination (R^2)** is **0.209**, which suggests that the independent variable (**use of digital transformation**) accounts for **20.9%** of the variance in **employee performance**.

Therefore, it can be concluded that the **first main hypothesis is rejected**, and the **alternative hypothesis is accepted**. That is, **there is a statistically significant effect at the 0.05 level of digital transformation on employee performance at Wahda Bank branches in Benghazi**.

This is consistent with the findings of the **2020 study by Guzman-Ortiz et al.**, the **2024 study by Yildiz et al.**, and the **2016 study by Ying-Yu Kerri Chen et al.**

Result The second Main Hypothesis:

There are no statistically significant differences in the opinions of the sample members regarding the study variables attributed to **(gender, age, educational qualification, years of service, or job type).**

To examine this hypothesis, the independent samples t-test and one-way ANOVA were used to analyze the differences in the mean responses of the study sample regarding the study instrument's dimensions based on personal variables, as follows:

Table 12: Results of the Independent Samples t-Test for Examining Differences in Means Based on Gender

Variables	Gender	Count	Mean	Standard Deviation	t-Test Value	Statistical Significance
Digital Transformation	**Male**	58	143.1552	12.75794	1.540	.127
	Female	36	138.8333	13.96424		
Job Performance	**Male**	58	46.5172	4.97447	2.802	.007
	Female	36	42.1389	8.51604		

The table 12 shows the results of the T-test for independent samples to study the differences in the average responses of the sample according to the gender variable. By following the T-test values, we find that in the digital transformation variable, it was greater than the significance level (0.05), and thus:

There are no statistically significant differences between the average responses of the sample regarding (digital transformation) according to gender, as the corresponding p-value was (0.127), which is greater than the significance level (0.05).

On the other hand, it was found that there are statistically significant differences between the average responses of the sample regarding (job performance) according to gender, as the corresponding p-value was (0.007), which is smaller than the significance level (0.05), in favor of males.

Table 13: Results of One-Way ANOVA Analysis for Studying Differences in Averages According to the Age Variable

Variables	Sources of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-Test Value	Statistical Significance
Digital Transformation	**Between Groups**	443.983	3	147.994	.829	.482
	Within Groups	16073.517	90	178.595		
	Total	16517.500	93			
Job Performance	**Between Groups**	59.419	3	19.806	.413	.744
	Within Groups	4315.188	90	47.947		
	Total	4374.606	93			

By following the value of the F-test and comparing the significance values with the significance level of 0.05, it is clear that there are no statistically significant differences in the average responses of the study sample towards digital transformation and job performance due to the age variable, as the significance level for both variables was greater than 0.05.

Table 14: Results of One-Way ANOVA Analysis for Studying Differences in Averages According to the Educational Qualification Variable

Variables	Sources of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-Test Value	Statistical Significance
Digital Transformation	**Between Groups**	115.102	3	38.367	.211	.889
	Within Groups	16402.398	90	182.249		
	Total	16517.500	93			
Job Performance	**Between Groups**	113.724	3	37.908	.801	.497
	Within Groups	4260.883	90	47.343		
	Total	4374.606	93			

The results of the one-way ANOVA analysis, as shown in Table 14 indicate that there are no statistically significant differences in the averages of the sample responses towards the study variables (digital transformation and job performance) attributed to the educational qualification variable. The significance level for both variables was greater than 0.05.

Table 15: Results of One-Way ANOVA Analysis for Studying Differences in Averages According to Job Type

Variables	Sources of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-Test Value	Statistical Significance
Digital Transformation	**Between Groups**	343.045	2	171.523	.965	.385
	Within Groups	16174.455	91	177.741		
	Total	16517.500	93			
Job Performance	**Between Groups**	162.194	2	81.097	1.752	.179
	Within Groups	4212.413	91	46.290		
	Total	4374.606	93			

The table 15 shows the results of the one-way ANOVA analysis to study the differences in the average responses of the sample individuals towards the study variables according to the variable of job type. By following the F-test value and comparing the statistical significance values with the significance level of 0.05, it is evident that there are no statistically significant differences between the average responses of the sample individuals regarding digital transformation and job performance due to the variable of job type, as the significance level for both variables was greater than 0.05.

Table 16: Results of One-Way ANOVA Analysis for Studying Differences in Averages According to Years of Experience

Variables	Sources of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-Test Value	Statistical Significance
Digital Transformation	**Between Groups**	945.595	2	472.798	2.763	.068
	Within Groups	15571.905	91	171.120		
	Total	16517.500	93			
Job Performance	**Between Groups**	13.235	2	6.617	.138	.871
	Within Groups	4361.371	91	47.927		
	Total	4374.606	93			

The table 17 shows the results of the One-Way ANOVA analysis to study the differences in the averages of the sample's opinions regarding the study variables according to the experience years variable. By following the F-test value and comparing the statistical significance values with the significance level of 0.05.

It is evident that the years of experience variable does not account for any statistically significant differences in the sample's average replies regarding job performance and digital transformation, as the significance threshold for both variables was more than 0.05.

The researcher attributes this to the fact that employees, in general, agreed on the importance of digital transformation. This is due to the fact that the work environment has become increasingly dynamic, and the need for digital transformation has become a clear reality for everyone, regardless of their characteristics, ages, or educational qualifications. This contrasts with the findings of Al-Zahrani's study in 2024.

4. CONCLUSION AND RECOMMENDATIONS

Conclusion

The digital transformation of human resource management systems and its effects on work performance have been examined in this study, along with the connection between the use of DHR and problem-solving.

It is reasonable to say that MIS is essential to any organization. Prior to making judgments, the public and private sectors must be dedicated to obtaining formal or structured information. However, one of the systems that can solve administrative issues is the digital transformation of human resource management systems. This includes gathering, processing, classifying, and archiving the data and information required by decision-makers to carry out all administrative tasks, including organizing, planning, directing, and monitoring all areas of the organization's operations. Through computer simulations and approaches, precise solutions to management challenges will be presented.

Instead of receiving precise, really useful information, managers today may be inundated with details that are just marginally relevant, so they must be careful. To increase the effectiveness of WAHDA Banking's Benghazi branch

Recommendations

According to the results of the study, the researcher provides the following recommendations:

1. Commercial banks should invest in the latest technologies to improve workflow, increase productivity, and enhance internal processes.
2. Efforts should be made to train employees periodically on how to use digital tools effectively to ensure benefiting from digital transformation.
3. Creative employees in using digital tools should be encouraged.
4. Increasing awareness of the benefits that employees and citizens will gain from the use of modern smart services through training courses and financial incentives.
5. It is essential to focus on preparing the infrastructure and developing plans to enhance digital transformation methods in banks, relying on expert systems and cloud computing, as they have advantages that can assist banks in their operations.

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