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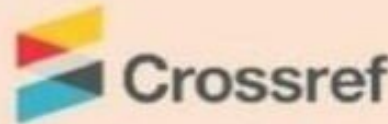
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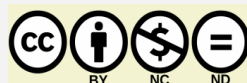
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The Role of Digital Human Resource Management Practices in Achieving Employee Well-being: An Analytical Study within the Civil Aviation Authority

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Abstract:

The research aims to test the role of digital human resources management practices in achieving the well-being of workers in the Civil Aviation Authority, and to diagnose and explain the relationship between the research variables and their dimensions, and based on the basic problem by asking the extent of the impact of digital human resources management practices as an indicative variable represented by its four dimensions (learning and electronic development (Electronic performance evaluation, electronic reward and appreciation, electronic self-service for employees) in achieving employee well-being as a responding variable. Represented by its three dimensions (psychological well-being, workplace well-being, and life well-being), the data was collected into the research variables through a structured questionnaire specifically designed to look into the relationship between digital human resource management practices and employee well-being. The data were analyzed using different statistical methods, including descriptive analysis, correlation, and regression analysis. SPSS-26 software was used to process and extract the results. The study was conducted at the Civil Aviation Authority, focusing on evaluating discipline data to test the proposed speculations. Through the results, it was found that there is a significant impact of digital human resources management practices in achieving workers' well-being, which indicates that digital human resources management practices play an active and influential role in enhancing workers' well-being. Which indicates that digital HRM practices play an active and influential role in enhancing employee well-being. We therefore recommend expanding digital education programs to cover a variety of topics that are relevant to employees and aligned with their professional needs. In addition, Inspire employees to participate in multiple applications to enhance their diverse talent pools. This study uniquely explores the

impact of digital HRM practices on the well-being of Civil Aviation Authority workers, providing insights into how digital HRM impacts workplace well-being.

Keywords: Digital HR Management Practices, Employee Well-being, E-learning and development, psychological well-being, the Civil Aviation Authority

1. problem of the Study:

The research trouble lies within the agency's potential to understand the have a look at variables—digital human aid management practices and employee properly-being—amid the uncertainty surrounding the nature, fashions, and effective methods of each within postmodern groups.

2. Aims of the Study:

In evaluation, the examine goals to determine the quantity to which digital HR practices contribute to the properly-being of employees on the Civil Aviation Authority and to explore approaches to beautify their overall performance, providing hints for development in both quantity and first-rate.

3. Significance of the Study:

Given the importance of the take a look at variables and the urgent need for research on the implementation of contemporary digital HR practices, this examines objectives to spotlight this critical issue within the Civil Aviation Authority. This quarter, vital to country wide coverage, contributes to societal growth and stability through offering essential offerings, yet it simplest in part applies digital HR practices. Furthermore, there was no assessment of these practices or their impact on employee nicely-being, underscoring the necessity for reinforcing HRM practices.

4. Research Limitations:

- ✓ Space Boundaries: The boundaries of the study are defined by the Civil Aviation Authority of Baghdad International Airport, which includes ten main departments: Air Transport, Aviation Safety, Aviation Safety, Finance, Legal, Contracts, HR , Central Audit and Monitoring, Planning and Analysis, and Airport Analysis and Security.
- ✓ People Boundaries: People Boundaries are randomly selected employees from the Civil Aviation Authority, ranging from the Deputy Director General to the Division Directors, their Deputies, Section Heads and staff.
- ✓ Temporary Limit: Time limit means the period from (2024/7/1), to (2024/9/4), when the trustee is appointed and title is established.
- ✓ Scientific Boundaries: The scientific boundaries focus on two key areas: digital human resource management practices as the independent variable, and employee well-being as the dependent variable.
- ✓ Study Limitations: The limitations of the study include the following variables: digital human resource management practices, and employee well-being.

5. Hypothesis Development:

Previous research contributed to deriving and adopting the research tool and identifying the main variables, in addition to forming a vision for the researcher to formulate the questionnaire paragraphs. The hypothesis expresses an initial opinion, suggested guesses, and possible metaphorical solutions to solve the research problem that the researcher proposes and adheres to temporarily in order to explain

and prove or deny its validity in the practical aspect, and it is presented in the form of a relationship between the main and sub-variables of the research. On this basis, the researcher formulated his research hypotheses in light of the research problem and its questions, and to achieve the research objectives, and in a manner consistent with the proposed hypothetical model, which are as follows:

- ✓ The first main hypothesis: (There is a significant correlation between digital human resources management and the well-being of employees in the institution).
- ✓ The second main hypothesis: (There is a significant effect of digital human resources management on the well-being of employees in the institution)

6. Research population and sample:

In the current research, the research community represents all employees in the Civil Aviation Authority, numbering (326) according to statistics obtained from the Statistics Department in the Civil Aviation Authority. The researcher used a random sample, which included the Director General, the Assistant Director General, department heads and their assistants, division officials, as well as employees. To ensure that the research requirements were met, the researcher distributed (210) questionnaires to the research sample, of which (203) were retrieved. When they were separated, the number of questionnaires valid for statistical analysis was (201) questionnaires, representing the total number of the research sample.

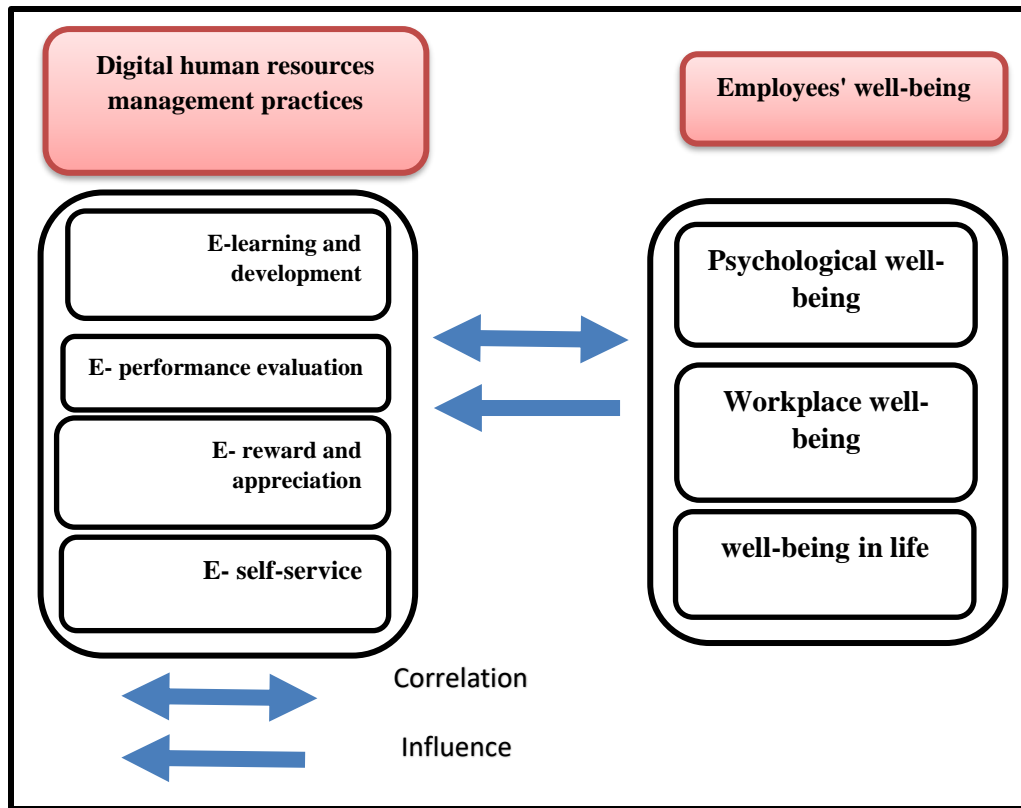
7. Data Analysis Techniques:

Various statistical techniques including mean, standard deviation, coefficient of variation, Cronbach's alpha, distribution analysis, Pearson correlation coefficient, simple linear regression were used in this study. The researchers used Excel 2019 and SPSS to analyze questionnaire data in order to ensure high accuracy and representativeness of findings. Even in these cases, they were used in the field.

8. Methodology:

The hypothetical research plan embodies the set of logical relationships and their nature between the main research variables and their sub-dimensions, which determine the main features and the research path in a planned manner, contributing to supporting the research problem, achieving its objectives and formulating its hypotheses. Accordingly, the hypothetical research plan model was designed based on solid standards obtained through reviewing the literature and scientific research, employing and modifying them in a manner consistent with the environment of the sample being researched, and reflecting the relationships of influence between the two variables adopted in the research. As shown in Figure (1), they are as follows:

- ✓ The indicative variable (X): It is represented by digital human resources management practices with its main dimensions: (electronic learning and development, electronic performance evaluation, electronic reward and appreciation, and electronic self-service) (Subramanya, 2020).
- ✓ The responsive variable (Y): It is represented by achieving the well-being of workers in its main dimensions: (psychological well-being, workplace well-being, and well-being in life) (Zheng et al., 2015)



9.Introduction:

In the third millennium, digital HR management practices have emerged as key concepts, facilitating transfer of administrative knowledge to achieve acceptable performance levels. These practices, driven by senior management's focus on intellectual collaboration, have become crucial in enhancing employee well-being, especially in public service institutions aiming to improve employee satisfaction. This interest has grown significantly with the rise of information technology and the shift toward e-government. Clearly, researchers disagree on the precise and unified definition of this concept. Definitions of digital technology are diverse and varied, reflecting different perspectives in the field. The term "digital" was first introduced by Robert and Schall in 1979 to describe the digitization of society, emphasizing its origin as a result of the widespread use of digital technologies (Mazurchenko & Marsikova, 2019). Digital technology can be defined as widening real and digital worlds enabled by information and communication technology, connecting people and things (Samson & Agrawal, 2020) Employee wellness is a complex process involving two main concepts in particular. The concept of happiness refers to psychological well-being resulting from employees' cognitive-emotional assessment of their work life, which emphasizes positive affect and happiness dominating affect over negative affect and dissatisfaction at work (Mosca, 2020). Meanwhile, psychological well-being reflects satisfaction with work life, is related to employee aspirations, and refers to an individual's disclosure and loyalty to the organization (Wiklund et al., 2019).

10 .Concept of Digital HRM Practices:

To benefit a deeper expertise of digital human resource control practices, it's far essential to deal with the concept of HRM practices. Digital HRM practices may be interpreted as HRM practices that beautify and reap organizational boom (Halid et al., 2020). The advancement of statistics technology has played a vital position within the improvement of HRM practices, remodeling every issue of HRM—from attracting and hiring new personnel to education, overall performance assessment, and repayment. Concepts together with "digitization" or "digital transformation" talk to the increasing use of era in various business and societal domains, inclusive of HRM, leading to the emergence of digital HRM practices. The middle idea at the back of this concept is to modernize employee training, skill improvement, expertise acquisition, and streamline included solutions through interactive real-time platforms, mobile applications, and superior HRM technologies (Galgali, 2017). Digital HRM practices encompass the use of social networks, cell programs, cloud technology, and augmented fact to beautify employee and candidate reviews and boom engagement (Rudakova et al., 2020). In different words, digital HRM practices involve all functions and activities associated with HRM within an organization, implemented via to be had technological solutions, which permit extra efficiency and effectiveness in dealing with personnel and developing human resources (Hacioglu, 2020). Thus, the idea of digital HRM practices can be viewed as the overall performance of HR functions using the net, presenting HR management with the opportunity to access employee records as needed and empowering employees to manipulate their personal statistics (Bektas, 2021). Consequently, digital HRM practices are defined as technology that allow HR management to broaden and implement HR guidelines and procedures successfully, dealing with human assets in a greater green and effective way (Mia & Faisal, 2020). Digital human aid management practices affect all regions of HR control inside companies, supporting organizational leaders and personnel transition to a digital mind-set in administration, organization, and change management (Diromualdo et al., 2018). The adoption of these practices has improved for the reason that mid-1990s, especially as using generation has grow to be crucial for present day companies aiming to draw, develop, and keep a cutting-edge workforce. Studies have observed that the adoption of digital applications is associated with decrease HR control charges and better overall performance tiers (Njoku et al., 2019). The significance of digital HR practices lies of their capacity to revolutionize the entire employee enjoy by using transforming HR techniques and structures through digital platforms, programs, and techniques that offer HR offerings and sports (Zakaria et al., 2018). Implementation of digital HR practices can increase employee productivity and engagement (Min & Faisal, 2020), ensuring flexibility in developing and implementing HR policies and practices over time briefly and short-term, has facilitated the automation of HR practices, and helped to introduce digital communities and remote work (Wang et al.,2022).

11. Concept of Employee well-being:

Employee wellness is a complex process that incorporates two main perspectives. The first perspective, known as the happiness perspective, focuses on psychological well-being from employees' cognitive and emotional assessments of their work lives, and focuses on positive affect and happiness relative to negative affect and dissatisfaction at work so (Musa, 2020) is. The second concept relates to psychological well-being, which refers to satisfaction with work life and relates to

employee aspirations, which refers to an individual's self-disclosure and loyalty to the organization (Wiklund et al., 2019). Also, (Cignitas et al.2022) emphasizes that employee well-being includes physical, physical, social, emotional (happiness), developmental, and functional aspects. Employee well-being is a holistic concept with positive indicators focusing on the development of positive personal qualities, including satisfaction, positive emotions, life satisfaction and quality of work life (Okun, 2022). Negative symptoms affecting well-being include work-related stress and reduced social relationships at work due to personal mental health issues (Hong et al., 2016). The Chartered Institute of Personnel and Development defines nicely-being at work as developing an surroundings that fosters personal pride, empowering individuals to live and work in step with their ability at the same time as accomplishing desires that benefit both themselves and the organization (Kowalski et al., 2017). Additionally, (Cignitas et al.2022) emphasize that the dynamic importance of worker well-being has brought about pupils and researchers in human useful resource control, psychology, sociology, and economics to behavior in addition studies and surveys to apprehend the elements contributing to high-quality of life within the place of business and their impact on worker properly-being and organizational consequences. The issue of employee well-being has received considerable attention from scholars and researchers due to its importance, which in turn reflects the reality in various organizations and industries. Most of the studies and surveys show that there is a positive relationship between employee well-being, productivity, individual creativity and performance (Koreva & Wechtler, 2018). Moreover, it is a comprehensive framework for job satisfaction and well-being (Chin-Wen et al., 2012). According to (Okun, 2022), where there is well-being, individuals perform exceptionally well, giving organizations a competitive advantage. The ability of human capital to influence positive outcomes of work, organizational performance, and outcomes further contributes to the understanding of the relationships among various psychological variables (Okun, 2022). Organizations that recognize the importance of well-being are able to achieve positive and long-term growth (Okun, 2022). (Cignitas et al.,2022) argue that employee well-being is about improving the mental and physical health of employees, enhancing their capabilities, and increasing organization-wide competitiveness. Individual behaviors, emotions, and well-being are important contributors to employee well-being. Studies have shown the importance of employee well-being through happiness; For example, a 10% increase in positive emotions among employees can increase productivity by 45% (Al-Awar, 2019). Empirical evidence on the three-way relationship between HR performance, employee well-being and performance indicates that HR activities positively influence individual well-being, thus influencing different aspects of employee performance (Koreva & Wechtler, 2018).

12.Studies on digital HRM practices:

- ✓ Kirilmaz (2020) - Digital Transformation in HR Management: A Case Study of Digital HR Practices in Industry. The aim of this study is to identify the impact of changes in the digital world on human resource management practices. The study employed a qualitative research approach to content analysis, using a sample of sixteen companies. Data were collected through interviews with business managers and HR managers. Findings showed that companies have shifted many HR practices to a digital environment, including increased use of chatbots, QR code-based job applications, mobile

HR management applications, data-driven analytics using dashboards role, use of artificial intelligence in recruitment and strategies.

- ✓ Wang et al. (2022) - Linking Digital HRM Practices to HRM Practices: The Moderating Role of HRM Capacity Maturity from an Adaptive Structure Perspective. This study aims to explore when and why digital human resource management improves human resource performance. A survey approach was adopted, involving a sample of HR professionals from 1770 organizations in China. Data were collected through interviews, through employee survey methodology, and online surveys. The study found that the implementation of digital HRM practices positively impacts HR efforts, contributing to the literature on implementation of digital HRM practices.

13. Studies on Employee well-being:

- ✓ Escrig-Tena et al. (2022) - An examination of the relationship between employee working conditions and work behavior: Does employee well-being matter?. This study aims to investigate the role of employee well-being in the relationship between work environment and work behaviors, specifically whether well-being (work engagement and emotional labour) mediates the relationship between work environment and employee attitudes. The analysis was carried out using a quantitative method using an assessment tool available in Spanish technology. The study population consisted of 400 employees and the sample size was 257. The findings show that different working conditions are related in different ways to measures of employee work behaviors. Furthermore, job demands are associated with new work behaviors, and there is a relationship between feelings of engagement and work behaviors, with feelings of exhaustion associated with risk-taking behaviors inclusion plays a mediating role between job factors and work behaviors.
- ✓ Borkowska, A., & Czerw, A. (2022) - The vitamin model of workplace well-being – application to research in an automotive company. This study examines: (1) nonlinear well-being based on the first group of "vitamins" from the sample, and (2) linear based on the second group of functional concepts, materials and processes. The sample size was 277 employees, and the mean number of employees was 197. The results provide partial confirmation of a linear relationship in the first group of hypotheses (for the 6 attributes). in 3) and an absolute emphasis on linear relationships for all of the second group coefficients

14. Results:

14.1, Normal Distribution Test:

The Kolmogorov-Smirnov test was used to check the normal distribution of the data for digital human resources management practices and Employee well-being variables The results showed that the errors of both variables exceeded statistics internal significance level of 0.05, indicating that the data follows a normal distribution, as a shown in Table:(1)

Table (1): Normal distribution test of variables

Variable	Test Statistic	Sample Size (N)	Error Probability
digital human resources management practices	0.086	201	0.075
Employee well-being	0.073	201	0.090

Source: Prepared by the researcher based on the results of the SPSS statistical program.

14.2. Reliability Coefficient:

The reliability coefficient is a statistical tool used to assess the stability of study data. In management research, a common threshold for reliability is 0.70, where a reliability coefficient value above this indicates that the scale has good reliability. Table (2) below presents the reliability values for the variables:

Table (2): Reliability Test for the Questionnaire

Variable or Questionnaire	Items	Cronbach's Alpha
Digital Human Resource Management	1 – 17	0.869
Employee well-being	18 – 32	0.708
Overall Questionnaire	1 - 32	0.731

Source: Prepared by the researcher based on the results of the SPSS statistical program.

14.3. Descriptive Analysis of Research Variables:

The dimensions of the independent variable, digital human resources management, are analyzed and explained. This variable consists of four dimensions: (electronic learning and development, electronic performance evaluation, electronic reward and appreciation, and electronic self-service for employees). The dimensions of the dependent variable, employee well-being, are also analyzed and explained. This variable consists of three dimensions: (psychological well-being, workplace well-being, and life well-being). The results of the analysis are shown in the following Table 4.

Table (4): Descriptive Analysis of Research Variables

Variables	mean	Standard deviation	Coefficient of variation
electronic learning and development	3.119	1.091	34.98%
electronic performance evaluation	3.690	0.698	18.92%
electronic reward and appreciation	3.823	0.590	15.43%
electronic self-service for employees	3.802	0.582	15.32%
Digital Human Resource Management	3.609	0.376	10.42%
psychological well-being	3.165	0.522	16.49%
workplace well-being	3.222	0.518	16.07%
life well-being	3.070	0.478	15.57%
employee well-being	3.152	0.589	18.67%

Source: Prepared by the researcher based on the results of the SPSS statistical program.

- ✓ The first dimension: e-learning and development came with an arithmetic mean of 3.119, indicating relatively moderate availability. The standard deviation is 1.091, indicating a large variation in employees' opinions. The coefficient of variation shows that there is a relative variation of 34.98%. These results indicate that there is a variation in the effectiveness of the e-learning and development

methods used, which calls for improving the training programs and technologies used to achieve better interaction and effective development of employees' capabilities .

- ✓ The second dimension: e-performance evaluation came with an arithmetic mean of 3.960, indicating relatively high availability. The standard deviation is 0.698, indicating low variation in employees' opinions. The coefficient of variation shows that there is a relative variation of 18.92%. These results indicate that the majority of employees believe that e-performance evaluation is accurate and objective, which reflects the efficiency of the system used and emphasizes the need to continue and develop it to improve job performance.
- ✓ The third dimension: Electronic reward and recognition came with an arithmetic mean of 3.823, indicating relatively high availability. The standard deviation is 0.590, indicating low variance in employees' opinions. The coefficient of variation shows that there is a relative difference of 15.43%. These results indicate that employees feel highly satisfied with the electronic reward and recognition system, which enhances the sense of motivation and belonging and stimulates outstanding performance.
- ✓ The fourth dimension: Electronic self-service for employees came with an arithmetic mean of 3.802, indicating relatively high availability. The standard deviation is 0.582, indicating low variance in employees' opinions. The coefficient of variation shows that there is a relative difference of 15.32%. These results indicate that electronic self-service is highly appreciated by employees, which contributes to improving work efficiency and facilitating access to information and services related to human resources.

The independent variable digital human resource management came with an arithmetic mean of 3.609, indicating relatively high availability. The standard deviation is 0.376, indicating low variance in employees' opinions. The coefficient of variation shows that there is a relative difference of 10.42%. These results reflect employees' satisfaction with digital human resource management systems in general, and indicate the effectiveness of these systems in improving performance and facilitating administrative processes within the organization.

- ✓ The first dimension: Psychological well-being came with an arithmetic mean of 3.165, indicating relatively moderate availability. The standard deviation is 0.522, indicating low variance in employees' opinions. The coefficient of variation shows that there is a relative difference of 16.49%. These results indicate that there is general satisfaction among employees with their psychological health, reflecting a psychologically supportive work environment. However, there is room for improvement to increase this satisfaction further .
- ✓ The second dimension: Workplace well-being came with an arithmetic mean of 3.222, indicating relatively moderate availability. The standard deviation is 0.518, indicating low variance in employees' opinions. The coefficient of variation shows that there is a relative difference of 16.07%. These results indicate that employees feel comfortable in the workplace, which enhances their productivity and reduces stress, and highlights the importance of continuing to improve the work environment to ensure employee well-being.
- ✓ The third dimension: well-being of life came with an arithmetic mean of 3.070, indicating a relatively moderate availability. The standard deviation is 0.478, indicating a low variance in the opinions of workers. The coefficient of variation shows that there is a relative difference of 15.57%.

These results indicate that workers feel generally satisfied with their professional and personal lives, which enhances the balance between work and personal life and emphasizes the importance of providing the necessary support to achieve this balance.

The dependent variable, employee well-being, had a mean of 3.152, indicating relatively moderate availability. The standard deviation is 0.589, indicating low variance in employee opinions. The coefficient of variation shows that there is a relative difference of 18.67%. These results reflect the general satisfaction of employees with their well-being at work, and emphasize the importance of continuing to provide the necessary support to improve all aspects of employee well-being to ensure a positive and productive work environment.

14.4. Testing the First Main Hypothesis:

The first main hypothesis states: There is a significant correlation between digital human resource management and the well-being of employees in the organization.

Table (5): Correlation coefficient values between digital human resource management and the well-being of employees in its dimensions

Variables		Psychological well-being	Workplace well-being	Life well-being	Employee well-being
Digital human resource management	Correlation value	.681**	.640**	.554**	.559**
	Significance	0.000	0.000	0.000	0.000
	N	201			
**. Correlation is significant at the 0.01 level					

Source: Prepared by the researcher based on the results of the SPSS statistical program

Table (5) shows the Pearson correlation coefficient between digital human resource management and the various dimensions of employee well-being. The coefficient value between digital HR management and psychological well-being was (0.681**), between digital HR management and workplace well-being (0.640**), between digital HR management and life well-being (0.554**), and between digital HR management and overall employee well-being (0.559**). The number of degrees of freedom for the test is 201, and the probability value of error for all these tests is (0.000), which is much lower than the statistical significance level (0.05). This indicates that there is a strong positive correlation between digital HR management and various employee well-being. Accordingly, the first main hypothesis is accepted. The implementation of digital HR management technologies has contributed significantly to improving employee well-being. The more digital HR management relies on technologies, the better employee well-being will be.

14.5. Testing the Second Main Hypothesis:

Table (6) The impact of digital human resource management on employee well-being

α	β	t(β)	Sig.	R ²	F	Sig
1.448	0.449	9.380	0.000	0.307	87.985	0.000

Source: Prepared by the researcher based on the results of the SPSS statistical program

By analyzing the results in Table (39), it was found that the value ($\alpha = 1.864$) represents the lowest possible value for the employee well-being variable. In addition, it can be seen that the value ($\beta = 0.357$) indicates a direct effect of digital human resource management on employee well-being. The coefficient of determination shows a value of (0.312), which means that 31.2% of the variance in the digital human resource management variable can be explained by employee well-being, while the rest (68.8%) is attributed to other variables outside the scope of the study. Based on the test value ($F=90.327$), it is clear that there is a statistically significant effect of digital human resource management on employee well-being, as the probability value reached (0.000), which is much lower than the common statistical significance level (0.05). The regression equation for the second main hypothesis is as follows:

$$\text{Employee well-being} = 1.864 + 0.357 * \text{Digital human resource management}$$

15. Conclusion:

In conclusion, this study provides valuable insights into the relationship between digital human resource management practices and employee well-being. The analysis of independent variables, digital human resource management, which includes elements such as e-learning, performance appraisals, reward systems, and employee self-service, reveals the positive impact of these practices on employee satisfaction and engagement increased involvement has been reflected. Furthermore, an examination of the dimensions of employee well-being—psychological, workplace, and social well-being—reveals a general sense of satisfaction among employees, emphasizing the importance of a supportive work environment .

The strong positive correlation found between digital HR initiatives and employee well-being dimensions suggests that the adoption of digital tools and practices can significantly improve the overall work experience. Furthermore, the results show that effective use of digital human resources not only contributes to employee satisfaction but also to their performance and organizational commitment.

These findings highlight the importance of organizations investing in digital HR practices, ensuring that they are not only implemented but continuously adapted to meet the evolving needs of the workforce. By doing so, organizations can create a more healthy and productive work environment, ultimately increasing organizational productivity and employee retention.

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