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Digital Management and its Impact on Raising the Efficiency of Employee Performance (A field study on a sample of Iraqi private companies)

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Abstract

The advancement of technology and communication has necessitated changes in publicadministration worldwide. Countries must adapt to these changes to demonstrate growth. It iscrucial for organizations to empower employees through new digital methods overseen by administrative authorities. This ensures effective leadership across all departments to achieve organizational goals. Research suggests evaluating the company's organizational structure for digital management suitability, aligning with its goals, and prioritizing employee skill development and continuous education.

Keywords: Digital management, employee efficiency performance.

Introduction:

The science of management of the sciences of the last century, and the product of industrial progress that moved man from a modest life to a more complex life, and the science of management came in line with what man aspires to, and has emerged during the last century and before many theories and administrative principles, which relied on management in its development and reflected on its practices, and evolved with the development of these theories turned from the old style to the new depending on the schools of management theories from the classical perspectives that began their pioneers in research Ways to improve the productivity of workers in factories at thebeginning of the last century, and the modern perspective that emerged after the First World War, specifically after 1920 AD, the rapid developments of technology and the progress of means of communication and information technology, led to changing the methods of public administration from old to electronic, as it became necessary for all countries to keep pace with the change, which is one of the features that indicate growth, and this called for facing the challenges of interacting with the era of digital technology to develop administrative work through electronic management, This term, which has become associated with the ability to use electronic methods and exploit information wealth, is reflected in the effectiveness of administrative management (Al-Mukhtar, Walhiya, 2019). Most countries have taken an explicit trend towards digitizing management and expanding the scope of exploitation of electronic administration to transform into digital management, and in the situation in which the administration accepts digital transformation, this requires the existence of a digital society that digital management can interact with and respond to its requirements through electronic channels.

The adoption of the digital management project has become an urgent necessity to improve the performance of the administrative apparatus, imposed by information progress that has had a direct impact on various countries of the world to varying degrees, and the Arab administrative systems have had a sufficient share of this impact, as they also sought to adopt electronic administration in the management of public administration **(Bourzaka, 2021**).

Since the interest of the Authority requires maintaining its competent employees, motivating them continuously, giving them confidence and respect, and the interest of the worker requires staying in the organization that prepared and qualified him and contributed to satisfying his needs and loyalty to them, the relationship between employees and the organization is a relationship of integration and this is actually translated through the concept of administrative empowerment of employees by involving individuals in decisions in order to gain their commitment and improve their contribution (Khalafa and Issawi, 2018).

Through this important link between the organization in the administrative concept and the effective empowerment of workers in general and in light of the general situation and the permanent necessity of development, it can be concluded that it is necessary to determine the nature of the relationship between digital management and the efficiency of the performance of employees in private companies. This is as the management of digital resources is one of the factors that mainly affect the performance and behavior of employees by administrative authorities. This has been confirmed by a number of previous researches in this field.

General framework of the research

The problem of research:

The importance of the role played by Iraqi private bodies and companies in serving a large segment of society by securing products and services, in light of the state of intense competition associated with entering global markets and foreign investments, and the state of events and changes that hit global markets in light of Covid 19. As a result of the importance of loyalty to the organization by workers by empowering them administratively by the administrative authorities in new digital ways, which are the supervisor of leading all departments, sections and people in order to achieve the desired goals, and in a good way by working to successfully apply digital management tools,and this is what reflects positively on workers, develops their capabilities and increases the level of their empowerment.

Hence, the problem of research is represented in the following question:

Q: What is the impact of digital management in its divisions (digital structure, digital technology, digital operations, digital strategies) in achieving the efficiency of workers in selected Iraqi private companies?

To complete the answer to the question, it is broken down into the following descriptive secondary questions:

1. Is there an impact **of the application of digital management through (technology) on the efficiency of employees** in a series of Iraqi private bodies?
2. Is there an impact **of the implementation of digital management through the (structure) on the efficiency of employees** in a selected chain of Iraqi private companies?
3. Is there an impact of the implementation of digital management through (strategies) on the efficiency of staff in a selected series of Iraqi private bodies?
4. Is there an impact of the implementation of digital management through (processes) on the efficiency of staff in selected Iraqi private bodies?

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Importance of Research:

Research has a scientific interest and an applied interest, which can be shown as follows:

1- Scientific importance:

- Researching the concepts, sections and methods of electronic management, which helps to give results and recommendations that serve specialists and researchers in administrative thought.
- Showing the importance of the role of digital management in increasing the positive aspects of employee efficiency, which reflects positively on the work of the private company and preserves its market share.

2- Applied importance:

The importance of the research stems from testing the impact **of digital management in its departments (digital structure, digital technology, digital operations, digital strategies) in achieving the efficiency of employees in a selected series of Iraqi private bodies,** in addition to that it will provide a theoretical framework for the relationship between digital management and the efficiency of employees' work, and will be an important resource for researchers in the future.

Research Objectives:

The current research seeks to achieve the following objectives:

Demonstrate the concept of digital management with its sections (digital structure, digital technology, digital operations, digital strategies) and the motives for its use by Iraqi private bodies.

1. Identify the administrative empowerment of employees in private bodies in general and selected bodies in particular.
2. Knowing the impact of the use of digital management in its departments (digital structure, digital technology, digital operations, digital strategies) on the positive aspects of enabling the efficiency of individual employees through a questionnaire of the opinions of a category of directors, heads of departments and employees in Iraqi private bodies.

Research hypotheses:

Through the main problem of research, the following basic hypothesis can be formulated:

Basic hypothesis: **There is a statistically significant impact of digital management in its dimensions (digital structure, digital technology, digital processes, digital strategies) in achieving the efficiency of staff in a selected series of Iraqi private bodies.**

From the basic hypothesis the following hypotheses can be derived:

1. Is there a significant impact **of the application of digital management through (technology) on the efficiency of employees** in a selected series of Iraqi private bodies?
2. Is there a significant impact **of the implementation of digital management through the (structure) on the efficiency of staff** in a selected series of Iraqi private bodies?
3. Is there a significant impact **of the application of digital management through (strategies) on the efficiency of employees** in a selected series of Iraqi private bodies?
4. Is there a significant impact **of the application of digital management through (processes) on the efficiency of staff** in a selected series of Iraqi private bodies?

Search variables:

After a follow-up on the previous research related to the title of the research, and in line with the problem of the research and its objectives, the independent and dependent variables that serve the objectives of the research in terms of analyzing the research problem and reaching

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the achievement of its goals has been identified, and the research variables have been divided into:

1. **Independent variable:** Digital management with its divisions **(digital structure, digital technology, digital operations, digital strategies).**
2. **Dependent variable**: Efficiency of employees.

Research Limitations:

The research boundaries are formed as follows:

- ✓ Spatial boundaries: centers and branches of Iraqi private bodies.
- ✓ Time limits: 2022.
- ✓ Human Limits: A series of executives in selected private bodies.
- ✓ Objective limits: formed by research differences (digital management, staff efficiency).

Search parameters can be summarized as follows:

- ➢ The implementation of the current research is limited to the sections of Iraqi private bodies, and this makes it difficult to generalize the results of the research in bodies operating on the same scale in other countries.
- ➢ And the transparency and accuracy of the answers of the category researched on the research tool.

Research Methodology:

- ➢ To accomplish the objectives of the research and to answer the problem of research and to ensure the hypotheses set, the researcher will go to rely on the descriptive approach, which isthe researcher's description of the phenomenon to be studied or collect accurate descriptions and information about it, as it depends on studying the reality and the studied phenomenon and portraying it quantitatively for collecting codified information about the problem, classifying it, analyzing it and subjecting it to careful study (Gharbi et al., 2013). In theory, the current research will be based on the descriptive analytical approach so that a field questionnaire is conducted by distributing a questionnaire to a category of directors of Iraqi private bodies.

Research population and sample:

- ➢ The research community consists of all managers, employees and heads of departments in the selected Iraqi private bodies and their workers, and due to the large and distributed research community, the researcher will rely on the simple random category method, as the researcher will distribute (500) questionnaires to a category of managers in the departments of the Commission spread in a number of Iraqi provinces.

Search terms:

Electronic Management:

- ✓ In the language:
- ➢ Management: It is the source of management, management, departments, and it is the management of assets and liabilities in a way that achieves an optimal balance.
- ➢ Electron: A singular name, plural of electronics and attributed to the electron that is relied upon in the electronic mind of the computer used in offices to perform the most accurate calculations and as quickly as possible.
- ➢ Procedural definition: It includes changing the pattern and method of dealing with employees, institutions and customers, whether in the government or private sector, and through different orientations and types, through which transactions and services are organized, structured

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electronically and continuously improved in a way that attracts customers and achieves satisfaction with the institution **(Ben Ali et al., 2019).**

✓ Performance:

- In the language: he performed the thing, connected it, the name of the work, and performed his religion to perform i.e.: his judges (Lisan al-Arab by Ibn Muntour, article Ada 1/37.).
- In the terminology: it is doing something first at the time prescribed by Sharia (Ithaf with insights with the explanation of Rawdat al-Nazer, d. Abdul Karim al-Namlah 2/252).
- Procedural definition: The concept of work is related to both the behavior of the person and the organization and occupies a special place within it as the final product of the outcome of all activities in it at the level of the person, the organization and the state **(Tawam, Zahia,Kalakhi, Latifa (2021).**

Theoretical side of the research

Electronic Management

The concept of e-governance refers to a new methodology based on comprehensive understanding and conscious use, and the optimal investment of data technologies and technology in the exercise of the basic functions of management at various organizational levels in contemporary institutions to excellence. This is by enabling it to build effective competitive capabilities that make it able to quickly access a distinguished management in the business world, and therefore the organization can thanks to the methodology of electronic management to shift from the old management style to the electronic management style.

The definitions provided by researchers and international institutions varied in their definition of the term electronic management, as they dealt with this concept and interpreted it from different aspects and angles, including:

In 2006, e-governance was defined by the Organization for Economic Cooperation and Augmentation (OCDE) as the use of data and communication technology, especially the Internet, asa tool that allows access to better management, as it allows building and strengthening close relationships between the company, its customers, partners, and suppliers in a continuous and more effective manner.

It was also defined as the use of electronic methods and techniques with all that is needed for practice, organization or procedures (Ahmed, Mohamed Samir, 2009) and even affects non- administrative matters.

Electronic management was also referred to as the use of advanced data technology systems to enhance the role of strategic management of the enterprise and raise the level of its work, and it is also working on the implementation and implementation of a plan to use data technology tocomplete the work of the enterprise in order to help it reach the implementation of the e-business model as a whole in the future (Edenies, M. 2003).

It was also defined as: management without papers, time or routine requirements, as it relies on several elements, the most important of which are: electronic archive, e-mail, electronic directories and notebooks, and voice messages, and it is a smart network institution that relies on the knowledge factor (Yazid, Taqrat, Hanan, Salawti, Rima, Basri. 2020)

Performance of employees:

The concept of performance is one of the most important axes of professional work in any functional scope, the more this work is distinguished in a work environment of justice and equality, the more this indicates the success of the company in achieving its goals, as it is one of theimportant factors for its success, especially in light of the changing circumstances in the business world, and intense competition, which requires the company that is in a competitive position to be

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with a distinguished work (medal, salvation. (2021), and this work stems from the outcome of the work of people in the organization as a whole (Halaibeh, Ghazi. (2013)), the concept of work is one of the concepts that are related to both the behavior of the person and the company, as it takes a special place within any company as the final product of all activities in the company (Ofelia, R. and Alina. G. I. (2016), and the following is a series of definitions of the concept of work:

Finich defined work as "the ability to use a special skill, or functional skill in response to special requirements," and also defined it as "the completion of work as it should be done, in addition to the performance of employees and people in their duties and activities required to be performed."

F.W. Nickols defined work as "the product of behavior; behavior is the activity carried out by people, and the product of behavior is the conclusions drawn from that behavior" (Venus, Dhub. Najma, Tenamri. (2013).

Work is defined as the outputs, results, and achievements that are accomplished by an individual, group, or company, and it is also defined as the processes that include following methods and methods through which activities are carried out to reach the goals of these activities, using efficientresources and capabilities, and there are a series of factors included in the concept of work, which are (Abu Hamid, 2020):

Employee: Knowledge, skills, values, attitudes and motivations.

Job: It is characterized by requirements, challenges, and job opportunities it provides.

Position: It is characterized by the organizational environment, which includes the work climate, supervision, administrative systems and organizational structure.

The researcher Thomas Gilbert pointed out that it is necessary to distinguish between the concept of behavior, the concept of achievement, and the concept of work; behavior is what people do from the work in the company in which they work, such as holding meetings or implementing a model, or inspection, while achievement is what remains of the impact, or results after people stop working, that is, it is a way out or results, such as providing a specific service, or producing a commodity, while work is the interaction between behavior, and achievement, that is, it is the sum of behavior and results that Achieved together with these measurable results:

Work is defined as the outputs or goals that the system seeks to achieve, that is, it is a concept that links the aspects of activity, and the goals that these activities seek to accomplish within the company, and the work of employees can be defined as the person's activities, and the various tasks that make up his work during a specific period, and it expresses the net impact of the person'sefforts that begin with capabilities, and awareness of the role or tasks, which thus indicates the degree of completion and completion of the tasks that make up the person's job (Al-Obaidi,Suleiman. Mubarak, Carp. (2021))

The work of employees (Abu Jalida, Saeed, (2018) is defined as representing outputs, or the amount of production per worker estimated in a specific unit of time, and it represents a reflection of the extent of his ability or not to achieve the goals related to his work, whatever the nature of this work. One of the characteristics of this definition is that it is not limited to its use on a specific work without another, as it can be implemented on all works of any nature, due to the fact that any work, whatever its content, has specific goals, even if its dimensions and nature differ. From one business to another. It can be measured and therefore by comparing the actual work of each of the goals achieved as a result of the work with the standard and defined for it, the use of this definition in the process of measuring the work of all employees in the organization, whether the work is at the levelof people or within the overall work of a series of work. This comes through the appointment of the scorer at the level of the person or group, and then measuring the extent to which the person is able to accomplish it within the work assigned to him on a personal level or that falls within the ultimate goal of the series as a whole.

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It is noted from the above that the concept of work consists of the employee who is the center, and the basis on which the company is based, which is the main reason for its success through a series of scientific and practical skills, which express his performance in the company.

The practical side of the research

Authenticity and consistency of the research tool:

Authenticity of the tool:

It is intended that the research tool (questionnaire) measures what was actually developed tomeasure, as the researcher was limited to two types of honesty that meet the purpose, namely structural honesty, and the sincerity of internal consistency.

First: Structural Honesty:

Structural honesty measures the extent to which the goals that the questionnaire tool of the current study wants to reach, where the correlation coefficients "Pearson" were calculated between the degree of each axis of the resolution and the total degree of the resolution

Correlation coefficient between the degree of each axis of the resolution and the total degree of the resolution

P-Value **(sig)**	Pearson's correlation coefficient	Questionnaire axes
0.00	**1.000****	First Theme: Digital Management
0.00	**0.993****	Second Theme: Efficiency of Employees' Work

Source: Results of statistical analysis based on **SPSS** version 25

The table shows that the correlation coefficients "Pearson" in the axes of the resolution are statistically significant and to a strong degree at the level of ≥α (0.05), so the axes of the resolution are considered true to what they were developed to measure.

Second: Sincerity of internal consistency:

The researcher implemented the questionnaire tool for the current study on an exploratory category in a random manner from the original research community from outside the research category, the category reached (30) individuals, in order to calculate the validity of internal consistency, where the correlation coefficients were calculated between the degree of each paragraph and the total score of each axis of the questionnaire

The correlation coefficient of each paragraph of the resolution tool with the total degree of the axis to which it belongs

M		Correlation coefficient
	Digital Management Pillar	
1	The organizational structure adopted in the organization is characterized by its small size	0.973**
2	Management in the organization is characterized by interaction and speed of response	0.892**
3	The vertical hierarchical structure is not relied upon in various administrative dealings	0.936**
4	Administrative work is characterized by decentralization and delegation of authority	0.952**
5	Procedures and processes have been re-implemented in line with digital management	0.903**
6	Functions have been re-implemented and reoriented to fit the digital management formula	0.951**

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7	The principle of work teams is based on the implementation of various administrative tasks rather than working on the basis of organizational units.	0.950**
8	There is flexibility in administrative systems towards the implementation of digital management	0.975**
9	The organization has specialized departments for the implementation of digital management	0.984**
10	The relationship between departments and departments in the organization is commensurate with the requirements of digital management	0.930**
11	There is legal legislation that ensures dealing with all types of data and new technology	0.974**
12	Communication networks are available to carry out the tasks of digital management in the Organization (Internet)	0.967**
13	Computers required for digital management are available both in terms of class and specifications	0.971**
14	The electronic methods and tools required for communication between managers and subordinates are available, such as (dialogue forum services - conversation service - remote communication services ...)	0.975**
15	There is an effective website for the organization on the Internet	0.968**
16	There is a sufficient and effective database to save data and documents in the organization	0.967**
17	The organization relies on obtaining its resources and requirements through digital procurement tools.	0.966**
18	To meet its obligations, the organization relies on electronic payment methods and tools.	0.984**
19	Encryption is based on the transmission and delivery of data, data and commands	0.970**
20	Electronic distribution is based on used digital transactions	0.895**
21	Electronic control is exercised during the functioning of the organization	0.931**
22	There are clear and specific plans related to the provision of electronic products by the company	0.944**
23	Efficient and skilled human resources capable of implementing the digital management strategy are available in the organization	0.901**
24	Detailed and programmed research was conducted to present products digitally and identify the necessary devices and equipment for this	0.949**
25	The organization continuously enhances the infrastructure necessary to achieve the effectiveness of its digital management.	0.945**
26	Senior management prepares employees to deal with digital management strategy	0.973**
	Efficiency of staff work	
1	Employees have the skills and competencies necessary to carry out their tasks	0.976**
2	Employees have the required awareness of the roles and tasks assigned to them	0.927**

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3	Employees do their jobs accurately and without errors	0.967**
4	Employees perform their tasks and functions at the required speed without affecting the quality	0.963**
5	Employees in the organization have the necessary abilities to solve the work problems facing them	0.973**
6	Employees of the organization adhere to the working hours and breaks strictly	0.892**
7	Employees do not object to overtime until the completion of tasks and required work	0.936**

Source: Results of statistical analysis based on **SPSS** version 25

The table shows that all paragraphs have achieved significant correlations with the total score of the resolution axes to which they belong at the level of 0.05, and this confirms that the resolution tool has a high degree of internal consistency.

Resolution stability:

The researcher used the Cronbach alpha coefficient to calculate the stability of the scale used in the research, where the value of the alpha coefficient was found for the axes of the resolution, as well as for the total degree of the resolution tool, and the results of the statistical treatment using the Spss 25 program showed the following:

Cronbach alpha coefficient for the first axis: digital management

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0.995	**26**

Source: Results of statistical analysis based on **SPSS** version 25

Cronbach alpha coefficient for the second axis: the efficiency of staff work

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0.982	**7**

Source: Results of statistical processing using **SPSS** 25.

Cronbach alpha coefficient for the paragraphs of the resolution tool

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0.996	**33**

Source: Results of statistical processing using **SPSS** 25.

The results of the statistical treatment using the SPSS 25 program showed that the value of the total stability coefficient Cronbach's Alpha is 0.996, which is a statistically acceptable value, and therefore it can be considered that all the statements used in the survey have stability, and there isno need to cancel any of them.

Hypothesis testing:

The first sub-hypothesis: There is no impact of digital management with its departments (digital structure) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies.

To test this hypothesis, the researcher tested Correlations as follows:

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Correlations test for the first sub-hypothesis

Correlations			
		Digital Structure	Efficiency of staff work
Digital Structure	**Pearson Correlation**	**1**	**** **
	Sig. (2-tailed)		**.000**
	N	**263**	**263**
Efficiency of staff work	**Pearson Correlation**	**** **	**1**
	Sig. (2-tailed)	**.000**	
	N	**263**	**263**

Source: Results of statistical analysis based on **SPSS** version 25

It can be seen from the table that the value of the correlation coefficient between the two variables is 0.990** and therefore there is a very strong relationship between the two previous variables. Also, the value of SIG < 0.05 and therefore we reject the null hypothesis and accept the alternative hypothesis, i.e.: There is an impact of digital management with its departments (digital structure) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies, which is a very strong positive relationship.

The second sub-hypothesis: There is no impact of digital management in its departments (digital technology) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies.

To test this hypothesis, the researcher tested Correlations as follows:

Correlations test for the second sub-hypothesis

Correlations			
		Digital Technology	Efficiency of staff work
Digital Technology	Pearson Correlation	1	983**
	Sig. (2-tailed)		.000
	N	263	263
Efficiency of staff work	Pearson Correlation	983**	1
	Sig. (2-tailed)	.000	
	N	263	263

Source: Results of statistical analysis based on **SPSS** version 25

It can be seen from the table that the value of the correlation coefficient between the two variables is 0.983** and therefore there is a very strong relationship between the two previous variables. Also, the SIG value < 0.05 and therefore we reject the null hypothesis and accept the alternative hypothesis, i.e.: There is an impact of digital management in its departments (digital technology) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies, which is a very strong positive relationship.

Third sub-hypothesis: There is no effect of digital management with its departments (digital operations) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies.

To test this hypothesis, the researcher tested Correlations as follows:

Correlations test for the third sub-hypothesis

Correlations			
		Digital Operations	Efficiency of staff work
Digital Operations	Pearson Correlation	1	993**
	Sig. (2-tailed)		.000

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	N	263	263
Efficiency of staff work	Pearson Correlation	993**	1
	Sig. (2-tailed)	.000	
	N	263	263

Source: Results of statistical analysis based on **SPSS** version 25

It can be seen from the table that the value of the correlation coefficient between the two variables is 0.993** and therefore there is a very strong relationship between the two previous variables. Also, the value of SIG < 0.05 and therefore we reject the null hypothesis and accept the alternative hypothesis, i.e.: There is an impact of digital management with its departments (digital operations) on the efficiency of employees at the level of significance≥α (0.05) in Iraqi private bodies, which is a very strong positive relationship.

Fourth sub-hypothesis: There is no impact of digital management with its sections (digital strategies) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies.

To test this hypothesis, the researcher tested Correlations as follows:

Correlations test for the fourth sub-hypothesis

Correlations			
		Digital Strategies	Efficiency of staff work
Digital Strategies	Pearson Correlation	1	948**
	Sig. (2-tailed)		.000
	N	263	263
Efficiency of staff work	Pearson Correlation	948**	1
	Sig. (2-tailed)	.000	
	N	263	263

Source: Results of statistical analysis based on **SPSS** version 25

It can be seen from the table that the value of the correlation coefficient between the two variables is 0.948** and therefore there is a very strong relationship between the two previous variables. Also, the value of SIG < 0.05 and therefore we reject the null hypothesis and accept the alternative hypothesis, i.e.: There is an impact of digital management with its departments (digital strategies) on the efficiency of employees at the level of significance≥α(0.05) in Iraqi private bodies, which is a very strong positive relationship.

Main hypothesis: There is no effect of using digital management in its departments (digital structure, digital technology, digital operations, digital strategies) on the efficiency of employees at the level of significance 0.05 ≥α) in a selected series of Iraqi special bodies.

To test this hypothesis, the researcher tested Correlations as follows:

Correlations test for the main hypothesis

Correlations			
		Digital Management	Efficiency of staff work
Digital Management	Pearson Correlation	1	989**
	Sig. (2-tailed)		.000
	N	263	263
Efficiency of staff work	Pearson Correlation	989**	1
	Sig. (2-tailed)	.000	
	N	263	263

Source: Results of statistical analysis based on **SPSS** version 25

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It can be seen from the table that the value of the correlation coefficient between the two variables is 0.989** and therefore there is a very strong relationship between the two previous variables. Also, the value of SIG < 0.05 and therefore we reject the null hypothesis and accept the alternative hypothesis, i.e.: There is an impact of the use of digital management in its departments (digital structure, digital technology, digital processes, digital strategies) on the efficiency of employees at the level of significance ≥α (0.05) in a selected series of Iraqi private bodies, which is a very strong positive relationship.

Results:

1. There is a very strong positive relationship between the use of digital management in its departments (digital structure, digital technology, digital processes, digital strategies) and staff efficiency at a significance level of 0.05) ≥α) in a selection of Iraqi special bodies.
2. There is a very strong positive correlation between the use of digital management in its dimension (digital structure) and the efficiency of employees at the level of significance 0.05) ≥α) In Iraqi private bodies.
3. There is a very strong positive correlation between the use of digital management in its dimension (digital technology) and the efficiency of employees at the level of significance 0.05) ≥α) In Iraqi private bodies.
4. There is a very strong positive relationship between the use of digital management in its dimension (digital processes) and the efficiency of employees at the level of significance 0.05) ≥α) In Iraqi private bodies.
5. There is a very strong positive relationship between the use of digital management in its dimension (digital strategies) and the efficiency of employees at the level of significance 0.05) ≥α) In Iraqi private bodies.

Research recommendations:

1. Study the organizational structure of the company and evaluate its suitability for digital management and its objectives.
2. Determine the objectives of the digital management plan, provided that these goals are linked to the main objective of the company, and draw appropriate strategies to achieve them.
3. Prepare a plan to evaluate and review the efficiency of employees' work and compare it with the work required.

Reference

First: Arabic Sources:

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