

Exploring the Impact of HR Initiatives on Strategic Fit: The Mediating Role of Digital Skills in Jordanian Telecommunication industry

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ABSTRACT

This research emphasizes how essential HR initiatives are to building a strategic fit in telecom business, and how digital skills play a vital mediating role in this relation. Examining how HR initiatives affect the strategic fit mediated by digital skills is the goal of this study. All 1200 workers of the top 6 Jordanian telecom companies—Zain Jordan, Orange Jordan, Umniah, Xpress, Mobily Jordan, and Wimax—at the management and administrative levels comprise the study population. A simple random sample drawn from the company was used by the researchers. The SPSS software was utilized to evaluate the exploratory factor analysis. HR initiatives are shown to have a influence that is statistically significant, on strategic fit. The findings highlight the significance of digital skills in tying HR initiatives to strategy fit.

Keywords: Digital skills, Strategic fit, Digital transformation, HR initiatives, Telecommunication, Training and development.

INTRODUCTION

Any organization that wants to create and impact successful organisations must have human resources because, without individuals with skills at all levels who can achieve the goals in an effective manner, no matter how much money is available, how laws change, or how advanced machinery is available, these elements alone cannot make organisations achieve excellence and remain in existence. Because it can maximise the usage of organisational and physical components as well as their combination to achieve maximum efficiency, the human factor is more important than other elements (Imam, 2018). Since business organisations cannot grow or accomplish their objectives without employees to support them, the HR department is a department that specialises in all aspects of the human aspect within organisations, including recruiting, selection, hiring, and training personnel. Employment is the process of recruiting and motivating workers to work for an organisation. (Abadi and Bu Tahra, 2018; Bustami et al., 2025).

According to Holbeche (2022) Firm strategy, which in turn relates to the company's environment and structural growth, is closely related to human resources management. It is generally agreed upon that a company's HRM practices ought to align with the overall business strategy. The significance of this association is well acknowledged, however unexpectedly little emphasis is paid to its underlying nature (Pertiwi, 2023; Khawaldeh et al., 2025). According to HRM, a company could acquire a competitive advantage and hence exhibit better performance if its employees are viewed and managed as strategic assets (Alfawaire & Atan, 2021; Wreikat & Awamleh, 2025). This indicates that as Each strategy profile has different goals and specifications, human resource management should align with the corporate strategy (Mukhuty et al., 2022; Shwawreh et al., 2025).

Contingency theory is the foundation for the idea that corporate strategy and HRM techniques are closely related. This theory emphasises how HRM techniques are chosen based on the kind of competitive strategy a

company has chosen (Battour et al., 2021). Companies which integrate their corporate strategy with their HR management procedures are seen to perform better than those that don't. Organisational capabilities are closely linked to human resource capabilities, and HR is in the greatest position to provide these results as the HR function shifts its emphasis from managing human resources to maintaining organisational success (Swanson, 2022; Awamleh et al., 2024). According to Pacheco-Cubillos et al. (2024), a collection of organisational qualities that result in success is likely to depend on a variety of organisational, strategic, and environmental variables, which is why the contingency approach is valuable in this situation.

Businesses worldwide are beginning to understand how crucial it is to integrate HR strategies with broader organisational goals in order to preserve their competitive edge in today's rapidly evolving business context. This integration, or strategic fit, is especially crucial for businesses operating in the Middle East as cultural, technical, and economic shifts are changing several industries there (Hjeij, 2023). Achieving strategic fit through effective HR practices is becoming increasingly crucial for success in Jordan, since there have been significant economic shifts and an increased emphasis on digital transformation (Qatawneh, 2019; Awamleh et al., 2024). To make sure that Employees are capable and skilled to achieve organization's strategic goals, HR programs like management of performance, development for leadership, training, and recruiting talent are crucial.

However, HR's role in developing organisational alignment becomes increasingly difficult since technology is developing so rapidly. According to Mazurchenko and Maršíková (2019), digital skills are now essential for organisational success in the digital age, not only a desired personnel attribute. HR programs that concentrate on equipping the staff with digital skills are in great demand in Jordan, since the government has actively promoted digitalization across industries (Al-Fugaha et al., 2023). Businesses in sectors including information technology, education, and finance are increasingly seeking people who can handle new technologies and adjust to digital environments. Like other companies, the Jordanian telecommunication industry is aware of the need of hiring skilled and productive employees, since an effective workforce is essential to the success of the company (Shaheen & Almohtaseb, 2020). To create a strong strategic fit, Jordanian telecom companies employ several HRM initiatives, like employment, training, evaluation of performance, & offering compensation that is competitive (Alzoubi, 2022; Awamleh et al., 2025).

In addition to enhancing individual employee performance, these HR initiatives aim to link workers with the company's overarching strategic goals. To ensure that staff members are equipped to adapt to new technologies and contribute to the company's long-term success, these companies particularly encourage the development of digital skills. HR activities must be in accordance with organisational strategies if businesses are to maintain a competitive advantage in the continually evolving telecoms industry, which necessitates that they be adaptable and attentive to changing customer needs and market conditions (Alzoubi, 2022; Awamleh et al., 2025). Strategic incorporation of HR initiatives and organisational aims is therefore vital to improving performance and achieving long-term success in the sector.

Even though there are many studies and research projects on assessing the degree of strategic fit in the workplace, particularly in international settings, there are still a lot of unanswered questions. One of these is how HR initiatives like training, leadership development, and payment plans can effectively assist organisations in achieving strategic fit. Specifically, how can these HR practices be assessed in light of business goals and worker digital competencies? Furthermore, how may these processes be changed to ensure that employees' skills—particularly their digital skills—align to the company's strategic objectives, enhancing flexibility and productivity?

Additionally, how do HR initiatives ensure that the workforce is both competent and dedicated to advancing the organization's long-term goals by bridging the gap between the firm's business strategy and employee competencies? In the case of Jordanian telecom firms, the growth of digital skills—which are essential to coordinate with the industry's rapid technological advancements—is having an increasing impact on strategic fit. Rapid technological advancements and a digital transformation in Jordan's telecom sector have made it challenging for companies to align their HR initiatives with their strategic goals (Hijazin, 2024; Al-Zu'bi et al., 2025). HR initiatives have traditionally aimed to improve employee performance, but little is known about how these practices may be strategically fitted to offer a sustainable competitive edge in relation to digitization. For Jordanian telecom companies, the lack of research in the literature is a significant problem, especially when it comes to the impact of HR initiatives on strategic fit when mediated by digital skills.

It is difficult to understand how to optimize these HR processes to achieve a strategic fit that enhances organisational performance and fills the skills gap caused by the ongoing digital revolution. We addressed the following problem statement, focusing on the function of mediation for digital skills in telecommunication companies of Jordan: *Particularly with regard of digital evolution, the Jordanian telecom industry has difficulties integrating HR initiatives with organisational strategy in order to attain strategic fit.* In light of the aforementioned, the study problem is clarified by responding to the primary question: How do HR initiatives affect strategic fit and how digital skills mediates this relation in Jordanian telecom firms?

The primary question is composed of the following sub-questions:

Q1: How HR initiatives effects Strategic fit in the Jordanian telecommunication companies?

Q2: How enhancing strategic fit through the development of digital skills inside HR initiatives may help organisations to achieve success and viability in the digital economy?

So, on the basis of above-mentioned problem and questions, this study's objective is *to ascertain the effect of HR initiatives on strategic fit in Jordanian organisations, with a particular emphasis on digital skills' mediating function*. By examining how HR practices could fit with organisations' strategic goals, especially in the setting of digital transformation, it provides important insights into how they might effectively support corporate objectives in Jordan.

The study's significance is demonstrated by its focus on to relevant concerns in human resource management, which are reflected in HR initiatives, digital skills, and strategic fit. This research will focus on a crucial and productive industry in the Jordanian economic environment that deals with a lot of the problems and obstacles brought on by the global slowdown caused by the coronavirus. The practical study's significance is further demonstrated by the primary variables' components and sub-dimensions, that help improve the level of transformation of generated strategies into a specific and practical future. Additionally, the study's findings can help business organisations, including Jordanian telecommunication, better face challenges.

The paper's structure is as follows. Next part addresses the review of literature; 3rd part focusses on the methodology; 4th part covers the findings and discussion; and 5th part concludes and discusses the limitation and future recommendations.

REVIEW OF LITERATURE

It is clear that a variety of internal and external elements impact the strategy creation process whenever it is targeted (Haessler, 2020). According to Fombrun (2019), the political, social, cultural, and technical environments are interrelated external elements that influence how organizations formulate their strategies. Strategical planning provides HR practitioners with both considerable opportunities and challenges.

A large proportion of employees in HR positions feel that developing strategies is part of their work, and virtually all HR leaders in the largest worldwide firms interact with the organization's strategy team and participate in strategic planning (Al-Qudah et al., 2020; Altarawneh et al., 2025). In contrast, HR professionals seldom engage in structural or functional strategy development in SME. An organization's capacity to predict and address customer requirements and sustain competitive advantage increases with the degree of integration among HR and its overarching business strategy (Holbeche, 2022). The SHRM (strategic human resource management) literature is the greatest place to analyses the link between HRM practices and business outcomes, and recent academic research has tried to show how HRM affects firm performance (Moustaghfir et al., 2020; Altındağ, E., & Bilaloğlu, 2020; Almajali et al., 2025). Early research connected the financial performance of the company to certain HR procedures such training, hiring, performance reviews. Traditional HRM factors are no longer sufficient to support firm strategy. HR teams were once considered administrative departments inside organizations; However, their objective was to find innovative & adaptable means to provide facilities in circumstances that are always changing (Burke & Morley, 2023). It is becoming more and more required of HR professionals to be flexible, successful, and eventually contribute strategically to their organisation.

Having a workforce of specialists which can operate in the digital landscape produced by the digital shift represents one of the primary challenges that organisations will confront in the next years (Ismail et al., 2019). This will unavoidably need changing how organisations manage their workforce with the goal of to support the Theological transition needed to adapt to the new types of employment. According to Porfirio et al. (2021), this study examines how HR practices in the digital era may help the digital strategy accomplish its stated goals.

The level whereby the information technology strategy supports and shares the business strategy's goals, plans, and mission (Gerow et al., 2014) and serves as a unifying factor between them is known as digital technology business alignment of strategy (Ismail et al., 2019). According to Li et al., (2021) Flexible and efficient decision-making is made possible by an established partnership between the two domains, this accelerates the widespread use of technological advances, especially when drastic corporate changes are required in uncertain markets. Akhter et al., (2020) states that these adjustments might be carried out by structural modifications or internal abilities.

According to Bartsch et al., (2020), by influencing and changing workers' abilities and behaviours, HRM techniques aim to accomplish organisational goals. The literature has demonstrated that a number of HR strategies are beneficial to DT, including encouraging individual autonomy and cohesiveness among teams and collaboration. Techniques that might lead to workers adopting behaviours that support the company's DT are still not widely recognised though. When HR practices are according to the organisational strategy, businesses can gain a long-term competitive advantage (Chowhan, 2016).

Additionally, the literature demonstrates the significance of a contingency method for strategic human resource management and the supportive role that an acceptable HR management plays in the strategical match of business and IT operations (Oehlhorn et al., 2020; Aldalaien et al., 2025). In addition to ensuring that Workers are

driven to function in accordance with the business's strategic plan, HR practices may be used by an organisation to guarantee that individuals possessing the necessary skills are employed and retained. In this manner, it stands to reason that strategic alignment encourages the implementation of several practical HR management techniques in the technological age.

Indeed, Potemkin and Rasskazova (2020) show that in order to accomplish the company's strategic objectives, management must view employees as the most important resource. According to contingency theory, employee behavior has a significant impact on how well the strategy is implemented. However, Bag et al. (2021a) demonstrate the significant relation between e-HRM systems and business performance. Thus, in light of the aforementioned considerations, this study suggests a positive correlation between the variables depicted in the figure, and the hypotheses are formulated based on the aforementioned justifications.

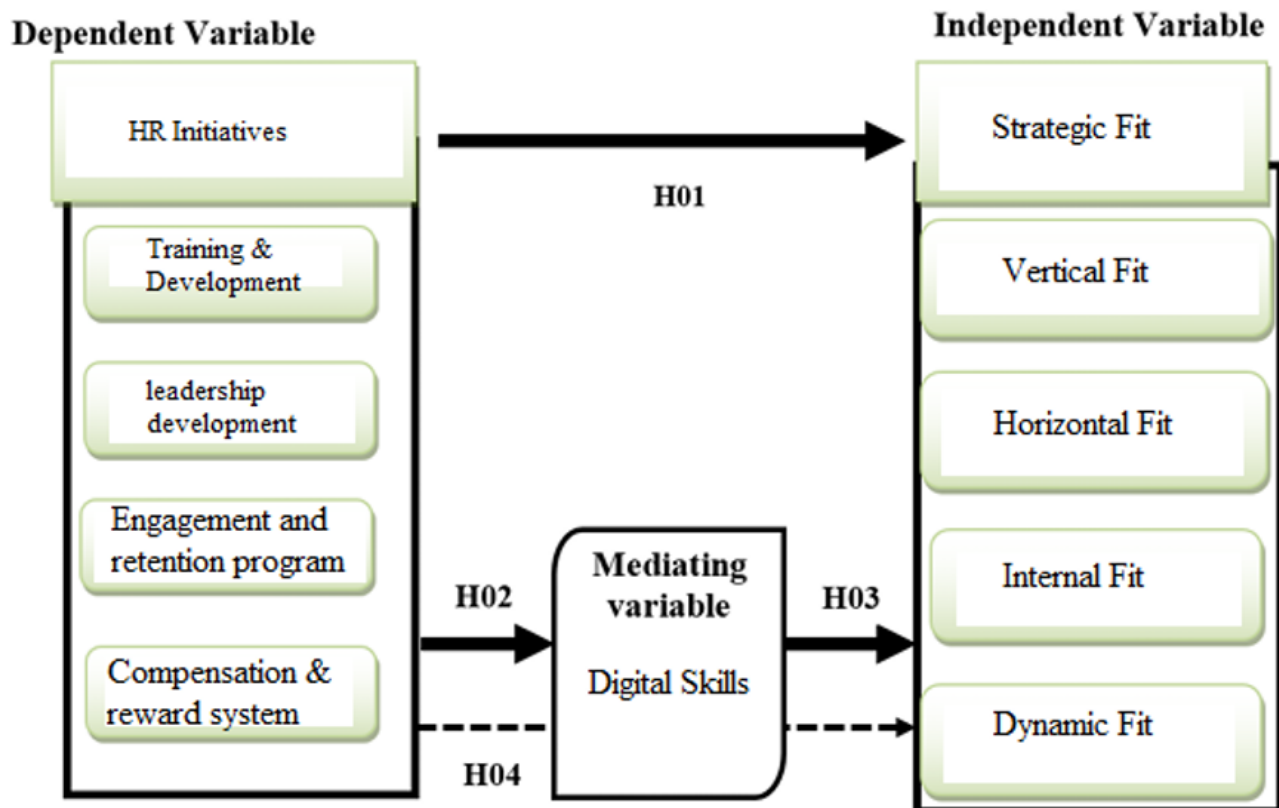


Figure 1. Research Model.

H₁: In Jordanian telecommunications firms, human resources initiatives with their dimensions—training and development, leadership development, engagement and retention program, and compensation and rewards system—have a statistically significant impact on strategic fit.

H₂: HR initiatives, including training and development, leadership development, engagement and retention programs, and compensation and rewards systems, significantly and statistically effects digital skills of Jordanian telecom firms.

H₃: In Jordanian telecommunication firms, digital skills significantly and statistically effects strategic fit across its dimensions (horizontal, vertical, internal, and dynamic).

H₄: In Jordanian telecommunications firms, HR initiatives have a statistically significant impact on strategic fit, which is mediated by digital skills.

METHODOLOGY

In order to achieve an accurate evaluation of the problems and its exact description, the researcher depends on the descriptive and analytical technique. This method goes beyond gathering data on a problem to examine its different consequences and relationships; It also comprises analysis, correlation, interpretation, and verification of the connection that connects a collection of variables and aims to identify the degree of association between two or more quantifiable variables.

Population and Sample

All 1200 workers of the top 6 Jordanian telecom companies—Zain Jordan, Orange Jordan, Umniah, Xpress, Mobily Jordan, and Wimax—at the management and administrative levels comprise the study population. A simple random sample drawn from the company was used by the researchers.

Given The context of the researcher work, accessibility of the sample members, & significance of Jordanian telecommunications to the local economy, we depended on the management-level staff of the company.

Data Collection

The study's questionnaire was given to the companies manually. six post-graduate surveyors gathered the questionnaire. Over the course of two days, the surveyors received training on data gathering ethics and procedures. three months and fifteen days were spent on the entire data collecting procedure.

Between July 2024 and September of 2024, the questionnaire was distributed to employees at managerial and administrative level. Consequently, 442 respondents in all were targeted. Merely 360 surveys were returned, indicating an 81% response rate. fifteen surveys in all were rejected because of the large amount of missing data. As a result, only 345 surveys were employed, resulting in a 78% response rate. Since the non-responding pattern was discovered to be randomly dispersed among the chosen respondents, it did not exhibit any bias issues. In conclusion, we can say that the chosen sample accurately reflected the target population.

RESULTS AND FINDINGS

Construct validity

The extent to which an instrument assesses what it says it will measure is known as construct validity (Harrison, 1983). In order to conceptualise the latent variable, researchers purposefully generate abstractions called constructs. The realisation that every research variable is adequately represented by a collection of EFA (Exploratory Factor Analysis) is used in this study for measuring construct validity. The SPSS software has been utilized to evaluate the exploratory factor analysis's validity, and the findings were as follows:

Table 1. Validity for HR initiatives.

Dimensions	Eigen Value	% of Variance	KMO Value
Training and Development	6.89	34.9	0.852
Leadership development	5.21	28.2	
Engagement and retention program	3.98	22.1	
Compensation and reward system	3.76	14.8	

Table 1's results show that the KMO value was 0.852, over the acceptable minimum value of 0.50 (Kaiser, 1974). Thus, size of the sample is deemed adequate and suitable for the research. Deniz & Alsaffar (2013) state that if the Eigen-values are larger than 1, the dimensions exhibit confirmatory factor validity. It is evident from the data that all of the factors that were extracted out of the study had Eigen values larger than 1. The TnD value was 6.89, the LD value was 5.21, the ERP value was 3.98, and the CRS value was 3.76.

Table 2. Validity for Strategic Fit.

Dimensions	Eigen-value	% of variance	KMO Value
Vertical Fit	9.01	45.8	0.72
Horizontal Fit	7.23	31.7	
Internal Fit	5.27	13.9	
Dynamic fit	4.79	8.6	

According to Table 2's results, the dimensions have confirmatory factor validity when its Eigen-values are more than 1, and the KMO value of 0.72 is higher than the lowest acceptable value of 0.50 (Kaiser, 1974). The results in Table indicates evidently that all of the components that were extracted out of the study had Eigen values larger than 1. The values for the vertical fit, horizontal fit, internal fit, and dynamic fit were 9.01, 7.23, 5.27, and 4.79, respectively.

Table 3. Validity for Digital skills.

	Eigen-value	% of variance	KMO Value
Digital Skills	9.64	88.6	0.81

The KMO value of 0.81, as shown in Table 3, is more than the lowest allowable value of 0.50 (Kaiser, 1974). As a result, the sample size is deemed adequate and suitable for the research. The information in Table 3 makes it evident that the factors extracted from the digital skills analysis have an Eigen value of 9.64, which is more than 1.

Stability Test

The stability test is designed to make sure both the tool's reliability and stability as well as the Consistency of participants' answers to the various questions (Sekaran & Bougie, 2016). To verify the stability of the questionnaire's items, and our research tool's stability is examined by Cronbach's coefficient of α test. After examining the internal consistency of each variable, we discovered that the questionnaire had a satisfactory level of stability, with an alpha value near 100 and larger than or equal to 0.70.

Table 4. Reliability & Stability test using Cronbach α .

Variables	Dimensions	No of question	Cronbach α	
HR initiatives	Training and Development	8	0.855	0.911
	Leadership development	9	0.824	
	Engagement and retention program	7	0.799	
	Compensation and reward system	7	0.825	
Strategic Fit	Vertical fit	6	0.853	0.924
	Horizontal fit	5	0.829	
	Internal fit	5	0.845	
	Dynamic fit	4	0.836	
Digital skills		10		0.891

Before calculating the collective dimension's stability, the stability level for each of the variables' dimensions is determined independently. Since the Cronbach α coefficient value is at least 70%, the items were deemed to exhibit internal consistency and stability. Table 4 revealed that the independent variable, HR initiatives, has a value of Cronbach's α i.e. 0.911, while the dependent variable, strategic fit, had a value of Cronbach's α is 0.924. All of the dependent and independent variable's dimensions individually had high Cronbach α coefficients, exceeding 0.70, indicating the items' stability and reliability.

According to the previously indicated criteria, the coefficient of Cronbach's α for all of the items in the mediating variable i.e. digital skill is 0.891, which is higher than 70%. This suggests that the items are stable.

Hypotheses Testing

First Hypothesis

H₁: In Jordanian telecommunications firms, human resources initiatives with their dimensions—training and development, leadership development, engagement and retention program, and compensation and rewards system—have a statistically significant impact on strategic fit.

Table 5. Multiple regression analysis for hypothesis 1.

Dependent Variable	Model summary		Anova			Coefficient					
	R	R sq	F	D.f	Sign*	Variables	β	SE	B	t	Sign*
Strategic Fit	0.766	0.586	166.21	3	0.00	Training and Development	0.228	0.033	0.158	4.84	0.000
						Leadership development	0.521	0.034	0.414	12.25	0.002
						Engagement and retention program	0.234	0.034	0.113	2.871	0.004
						Compensation and reward system	0.452	0.032	0.126	3.57	0.000

HR initiatives' impact on strategic fit is assessed using standard multiple regression analysis. With a 0.766 value of R and an R-squared value of 0.586, table 5's results demonstrate the model's high fit, meaning that the HR initiatives account for around 58.6% of the variance in strategic fit. The regression model is statistically significant, as indicated by the ANOVA findings, which demonstrate a significant overall model with $f = 166.21$ & $p = 0.00$.

The effect of HR initiatives on strategic fit can be observed in the Coefficients table. With t-values of 4.84 and 12.25, respectively, and p-values less than 0.05, suggesting substantial significance, TnD with β of 0.228 and LD with β of 0.521 have significant positive benefits. Additionally, there are positive and significant relationships between strategic fit and ERP with β value of 0.234 and CRS with β of 0.452. All of these factors significantly contribute to strategic fit, as evidenced by their p-values being less than 0.05. The findings support the acceptance of hypothesis H1. Similarly, according to Aiko (2021), HR procedures are crucial for improving strategic fit.

Second Hypothesis

H₂: HR initiatives, including training and development, leadership development, engagement and retention programs, and compensation and rewards systems, statistically and significantly effects the digital skills of Jordanian telecom firms.

Table 6. Multiple regression Analysis for Hypothesis 2.

Dependent Variable	Model summary		Anova			Coefficient					
	R	R sqr	F	D.f	Sign*	Variables	β	SE	B	t	Sign*
Digital Skills	0.611	0.373	74.12	3	0.00	Training and Development	0.191	0.046	0.161	3.84	0.000
						Leadership development	0.411	0.045	0.371	8.22	0.002
						Engagement and retention program	0.126	0.047	0.008	2.071	0.000
						Compensation and reward system	0.365	0.039	0.124	3.57	0.000

With a R value of 0.611, Table 6 shows a moderate fit, indicating that HR initiatives account for about 37.3% of the variation in digital skills having R² of 0.373. The regression model's statistical significance is confirmed by the ANOVA test ($F = 74.12$, $p = 0.00$), indicating that these HR initiatives significantly affect digital skills. Each HR initiative has a positive impact on digital skills, according to the Coefficients table. Tn D ($\beta = 0.191$) positively impact with a t-value of 3.84 ($p = 0.000$), indicating that it significantly influences the improvement of digital skills.

Likewise, LD ($\beta = 0.411$) has an even more pronounced favourable impact with t and p values of 8.22, 0.002 respectively, suggesting an important role to the development of digital skills. ERP also has a lesser but significant effect with t and p and β values of 2.071, 0.000, 0.126 respectively. Additionally, CRS ($\beta = 0.365$) has a positive contribution, with a t-value of 3.57 ($p = 0.000$). These findings support the acceptance of hypothesis 2.

Third Hypothesis

H₃: In Jordanian telecommunication firms, digital skills statistically and significantly effects strategic fit across its dimensions (horizontal, vertical, internal, and dynamic).

Table 7. Multiple regression Analysis for Hypothesis 3.

Dependent Variable	Model summary		Anova			Coefficient					
	R	R sqr	F	D.f	Sign*	Variables	β	SE	B	t	Sign*
Strategic fit	0.685	0.469	378.47	1	0.00	Digital skills	0.685	0.032	0.625	15.65	0.000

This table presents the results of a regression analysis in which the dependent variable was Strategic Fit and the independent variable was Digital Skills. The value of R i.e. 0.685 specifies a strong positive relation of digital skills and strategic fit. The value of R-squared i.e. 0.469 indicates that 46.9% of the variance in strategic fit can be explained by digital skills. The model is shown to be statistically significant by the F-value of 378.47 and the p-value of 0.00. The positive correlation for digital skills with β value of 0.685 indicates that strategic fit is significantly increased by higher digital skills.

Several authors have discovered evidence to back up the claims made above. Wang et al., (2020) claim that implementing digital strategies has a substantial effect on financial performance (Longterm and short-term) and significantly related with digitization (Eller et al., 2020).

Fourth Hypothesis

H4: In Jordanian telecommunications firms, HR initiatives have a statistically significant impact on strategic fit, which is mediated by digital skills.

Table 8. Path Analysis.

Direct Impact		
Path	Std value	Sign
HR initiatives → Strategic Fit	0.268	0.000
HR initiatives → Digital skills	0.372	0.000
Digital skills → Strategic Fit	0.685	0.000
Indirect Impact		
HR initiatives → Digital skills → Strategic Fit	0.194	0.000

The AMOS analysis program was utilised to test this hypothesis. The direct impact of HR initiatives on Digital Skills ($\beta = 0.372$) and Strategic Fit ($\beta = 0.268$) is significant, and Digital Skills have a strong impact on Strategic Fit ($\beta = 0.685$). All of these relationships are statistically significant ($p = 0.000$), and the indirect impact indicates that Digital Skills partially mediates the effect of HR initiatives on strategic fit with β value of 0.194. This highlights the significance of digital skills in tying HR initiatives to strategy fit, and H4 is accepted.

CONCLUSION AND DISCUSSION

Our research emphasizes how essential HR initiatives are to building a strategic fit in telecom business, and how digital skills play a vital mediating role in this relation. Examining how HR initiatives affect the strategic fit mediated by digital skills is the goal of this study. HR initiatives are shown to have a statistically significant impact on strategic fit.

These findings have a significant impact on Jordanian telecom managers' understanding of the value of HR initiatives, which are among the most crucial organisational components due to their emphasis on the human element. Any organization's success depends on its ability to manage its human resources effectively. Human resource initiatives like TnD, CRS, LD and ERP all help organizations perform better by increasing employee and organisational performance and productivity. The result also suggests that HR initiatives have a favorable effect on alignment with the firm's strategy, specifically on the development of employees' leadership and training abilities, since these factors boost an employee's productivity. Similarly, according to Aiko (2021), HR procedures are crucial for improving strategic fit.

These results are according to earlier studies that emphasize the significance of HR management initiatives and company strategy. Paauwe and Farndale (2017) emphasized the need of integrating HRM with organisational strategy to enhance organisational performance. They also highlighted the potential for HR initiatives, such as training and leadership development, to increase organisational performance. In the context of this study, digital skills are crucial in moderating the link between HR operations and strategic fit. The results of the research show that HR initiatives, such as training, development, and leadership programs, significantly influence workers' enhancement of their digital abilities, which in turn positively affects the strategic alignment of the company. The results indicate that digital skills are no longer only an edge but are now required to achieve a strong strategic fit inside telecoms companies.

Because the industry relies so heavily on technology, having staff members with strong digital skills ensures that the company strategy can be properly implemented and modified to fit the constantly changing technological context. In order to promote organisational and individual performance in a digitalised corporate environment, it is imperative that funds be allocated for the development of digital skills as a critical component of HR initiatives (Li et al., 2021; Akter et al., 2020; Alarabiat et al., 2025). The findings show how HR initiatives, like as training, leadership development, and compensation plans, enhance employee skills while also affecting performance and strategic fit. However, there are certain limitations of this study.

First of all, the results cannot be generalised to other industries because the study was restricted to a particular sector—Jordanian telecommunications businesses. Secondly, the study only looked at a small number of HR initiatives; additional research might look at other HR initiatives that might have an impact on strategic fit. It is suggested that future research expand its scope to include a range of sectors and geographic regions in order to offer a more thorough understanding of the connections between HR initiatives, digital skills, and strategic fit. To further understand how these interactions are evolving over time, academics should also look at how HR policies affect digital skills and strategic fit over the long run.

Future studies may also examine the effects of emerging technology on HR initiatives and strategic fit, including as automation and artificial intelligence. Finally, examining the ways in which employee attitudes and individual digital proficiency enhance organisational strategic fit may offer an additional perspective.

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