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RESEARCH ARTICLE

DIGITAL TRANSFORMATION, SOFT SKILLS, THE PERFECT PRODUCTIVITY COMBINATION!

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Abstract

Around the world, organizations must evolve at breakneck speed to integrate new technologies, revolutionize the market and improve performance. Certainly, in the current era, technological developments will cause significant disruption in the way we work. The organizations that will be the most successful will be those that have embraced digital transformation from the start and have been able to leverage their productivity. Technological developments will lead to significant cost savings, a crucial point for industrial companies where margins are often thin. Organizations that cannot adapt will disappear very quickly, allowing other players to take over. Tasks that are part of a process will have to be executed with the help of intelligent technological tools to reduce errors and increase efficiency and productivity. The digital transformation will create new challenges but also new opportunities for organizations that will evolve in a very changing market. Artificial Intelligence (AI), blockchain and robotics are prospects for improving productivity by measuring and anticipating workloads, all with a macro vocation, that will be the re-parameterization of the economy of each nation.

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Introduction:

Private and public organizations in all sectors of activity must evolve to ensure their sustainability, as we live in a world where new technologies, digital communication, process automation and data availability require significant changes in their business model.

We typically talk about digital transformation and how it can drive revenue, provide stability, and prepare for the future of a business. We focus on how it opens up channels for collaboration within and between companies and improves the customer experience. However, the digital transformation of HR is happening alongside all of this, and the possibilities are vast and mostly exciting.

This article will shed light on a topic that has been put on the sidelines: what does digital HR transformation really mean, and how does it differ from digitalization. What are the ways in which we can see digital HR transformation manifesting itself in day-to-day HR activities and processes, and what benefits the organization ultimately gains. As mentioned by Edgar Morin: "We are in a world of transformation where transformation should be transformed". A Tweet from September 23, 2017

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We are currently going through a profound transformation in our society. For many people, this is profoundly changing the way they communicate, collaborate, learn from each other and work together. So, we can say, that two worlds coexist.

On the other hand, members want a direct relationship and will not see the benefit of changing practices they have always adopted. However, the invisible part of this is much deeper. The references of the one and the other to the reflection on the world, to the reflection on the functioning of the world are not the same. While a transformation of the world is taking place in an irreversible way, this is how we experience the coexistence of the two modes of functioning. If today it is only perceived as a clash of cultures, tomorrow, if each world continues to follow its own path without bothering to build bridges between the two, we could witness a real rupture.

Moreover, the company, being part of society, is also subject to this dynamic shift, to the internal (and external) coexistence of the two modes of thought. Its employees, transformed externally, are transformed internally. Its use, practiced externally, modifies the uses proposed by the company.

To face up to this, to account for these transformations, to effectively bring these two worlds together, the company must tackle a real change management project, built with all of its internal components and nourished by what is going on outside.

Change management will be successful if the project emphasizes the flexibility of its operation and organization and if it avoids the trap of a superficial change that only involves replacing technological tools.

Therefore, to support the company and its employees, HR must develop skills that will allow them to navigate serenely in a digitalized world, but also under the effect of human change. Beyond the digital skills required to use the new tools, intangible skills, or even soft skills, allow HR to support change.

Today, companies have no choice but to adopt this change to remain competitive. Digital transformation is a real development lever for organizations and is also synonymous with agility and resilience in the event of a crisis, such as the one we recently experienced. However, the big question is how to manage this digital transformation and what issues facilitate a successful transition.

Indeed, technological evolutions create a real rupture in the managerial approach. As a result, it is vital that managers have the skills to anticipate and adapt to change. Therefore, before transforming the company, they will have to transform themselves and change their posture, then accompany the development of the culture. Employees must be aware of the challenges and opportunities presented by digital technology. To make them as recognizable as possible, it is necessary to go through a period of acculturation.

Subsequently, the digital revolution is accompanied by an organizational and cultural revolution. Indeed, the success of the digital transformation of an organization depends above all on the people who created it and the human factor. Hence the interest of soft skills¹ as a lever for the success of the digital transformation of companies.

Uncertainty, complexity and ambiguity are at the heart of modern societies. Transformations are accelerating and represent an inescapable challenge for all organizations, public and private. organizations, both public and private. The solution is often sought through processes and organization charts, when in fact it is above all a collective approach by men and women. collective approach of women and men. Thus, a better understanding of innovation and transformation in organizations requires, on the one hand, understanding the individual, collective and environmental and environmental characteristics of the actors who contribute to it and, on the other hand, to understand the specific skills of innovators. However, many of these skills are not technical or professional, but socio-behavioral in nature.

The objective of the study is to understand which of these transversal skills, or soft skills, are mobilized by these men and women in order to innovate and lead the transformation of their organizations. Training men and women, our talents, to know how to recognize and develop their soft skills, engage and prepare their teams to be transformed and innovation are major challenges, as they are vectors of growth, competitiveness and growth, competitiveness and employment. It is a question of moving France further ahead in the knowledge economy¹.

¹Arntz M., Gregory T. et Zierahn U., « The Risk of Automation for jobs in OECD Countries: A Comparative Analysis », OECD Social, Employment and Migration, Working Papers, n° 189, 2016.

The world of work 4.0 combines machines and human intelligenceAlgorithm-driven call centers, autonomous vehicles, predictive maintenance, powerful collaborative tools... ²New technologies promise a less painful and more efficient world of work. In the coming years, employees will be massively supported by machines and digital technology in performing complex, dangerous or time-consuming tasks, while companies will gain significantly in productivity, with smarter production lines, advanced data analysis and real economies of scale. A more efficient world of work in which technical skills will be largely pre-empted by new technologies, creating a new imperative for companies: to focus on the soft skills of employees.

Soft skills, which could be translated as "emotional skills" or "socio-emotional skills"³, are the counterpart of the so-called technical skills that are the "hard skills", and in tomorrow's working world, they will be indispensable. According to a study by McKinsey, the demand for physical and manual skills is expected to drop by 16% by 2030 in Europe, but employees with soft skills will be increasingly sought after to ensure the smooth running of the 4.0 world of work.

As the Organisation for Economic Co-operation and Development (OECD) points out, in hyper-connected environments, soft skills will play a structuring role in team coordination, decision-making, analysis and problem-solving. So many human qualities that are beyond the scope of machines and, as Accenture points out, soft skills will be essential to fully exploit the potential of new technologies and make them a real added value for companies.

In short, in the face of artificial intelligence, we need human intelligence. The kind of intelligence that will enable us to step back, make choices, put results into perspective, measure the impact of a technology on a field or an organization and avoid possible abuses.

In simple language, digital HR transformation involves the adoption of digital HR tools, practices, and strategies to improve the employee experience and optimize operational performance through automated and data-driven practices.

There are two aspects to digital HR transformation: one, HR operations are being changed by technology, and two, the workforce and the way things are done in the workplace are being transformed

DIGITALTRANSFORMATION	DIGITIZATION
Use of digital tools to implement a digitization strategy to improve employee, customer and user experience...	Convert manual paper processes into digital processes (rewriting): instead of a manual register, you use a digital application. Digitalization uses technology to change a business model and create new revenue opportunities.

Figure 1:- Digitalisation VS Digital Transformation.

Transformation is a trend (buzz) word today in all industries, meaning it's time to increase capabilities to meet the changing demands of the market, and the business. In an environment of rapidly changing opportunities and technology, evolution is the key to any brand's success. It is necessary to constantly evaluate, adjust and advance to stand out from the competition.

But what exactly does it mean to transform? Are business and digital transformation services the same thing? And if not, what's more critical in business transformation versus digital transformation trends?

The short answer is that digital business transformation is part of a larger business transformation, but each has unique subtleties that brands must embrace.

²Roland Berger Strategy Consultants, *Les classes moyennes face à la transformation digitale. Comment anticiper ? Comment accompagner?* 2014. L'étude très controversée de Florida a popularisé l'idée que ces nouveaux métiers concerneraient la création artistique et l'innovation intellectuelle : Florida. Dans ses livres: Florida R., *The Rise of the Creative Class*, New York:Perseus Book Group, 2002.

³Deming D., *The growing importance of social skills in the labor market*, NBER, Working Paper No. 21473, 2015.

The two terms that make this word more powerful are Business and Digital. Both are part of the "demand of the day" and the "need of the hour" for almost every organization around the globe.

Business transformation is a change management strategy that aligns people, processes and technology with the organization's core business objectives and future vision. Such transformation naturally drives innovation and opens the door to new business strategies.

Business transformation often refers to major corporate goals, such as becoming a truly customer-centric company, strengthening through a serial acquisition, becoming a global partner, or becoming an agile company. In practice, the HR department, or change management specialists, refers to a significant change in the way a business operates. It involves *adjustments to structures, incentives, mindset, processes, habits, core capabilities and technology*. Digital transformation technologies include **IoT**⁴, robotics, artificial intelligence, virtual reality, drones, etc,

Most companies have different strategies for transforming their HR teams. However, here are some typical solutions companies are using:

1. **Automation:** This alleviates the need for HR employees to perform repetitive tasks, such as filling out forms, entering data, etc. Instead of performing these types of tasks, they can work on more pressing issues and use critical thinking and creative ideas, resulting in more resourceful and engaging work.
2. **Online onboarding| Digitalized onboarding:** This allows new employees and visitors to take their time to familiarize themselves with the workplace, and reduces the workload for HR. *According to the American adage "Keep great people on board with great onboarding".*
3. **HR Chatbots**⁵: Instead of relying on a member of the HR team to answer common questions and FAQs, a chatbot can help solve day-to-day problems. It's also more accessible to employees in case a particular HR staff member isn't available at the time.

It is important to mention that the first HRMS (Human Resource Management Systems) appeared at the end of the 1980s and marked the arrival of computers in the HR field.

A few years later, the advent of the internet was the most disruptive revolution in HR history. Job recruitment moved from local newspapers to the web, while tools like Monster were born.

New HR search and selection technologies have created the need to manage a huge amount of data.

4. **AI-driven recruiting:** Sifting through hundreds of resumes and portfolios can be exhausting and difficult. However, these days, most organizations are using AI-related recruiting techniques to "read" resumes and screen out those with incorrect format, misinformation and the like. This reduces the workload for HR, which can then perform a second check.

The advent of this digital transformation has positively impacted HR, as it expands what HR can do for the business, and vice versa. Technologies and tools designed to revolutionize HR operations can offer things like interactive online training programs, self-service applications for all employees. This provides agility for HR and all personnel involved and helps ensure stability for all in times of disruption.

Furthermore, digital transformation is about people and experiences. This is where HR becomes indispensable as it plays a major role in shaping the company culture. HR can be used to help create a more open-minded and transparent culture in the workplace, enabling all employees to buy into further digital transformation and collaboration strategies. Long story short, HR will be your number one ally when it comes to creating a smart, open, and dynamic workforce.

⁴ GSMA, April 2019, The contribution of IoT to economic growth Modelling the impact on business productivity

⁵ <https://iotbusinessnews.com/2022/06/15/19100-environmental-and-economic-impacts-of-the-iot/>

Soft skills and contextual elements are for the most part likely to influence each other, especially in a influence each other, especially in situations of change. In addition, soft skills related to innovation are innovation are susceptible to transformation and evolution. This can result from experiential learning, but also from the influence of other factors such as the work environment in which such as the work environment in which the teams are in a transformation situation.

Digital transformation represents a tremendous opportunity for the personnel function: to take its place at the heart of the company's strategy and become the guarantor of a successful digital transition process. More than an opportunity, digital transformation is a key to survival for companies wishing to survive in today's world. When properly negotiated, this shift allows organizations to gain efficiency by instilling more relevant work habits and processes, guided by the performance imperative.

A good performance today is first and foremost healthy performance. It has not escaped anyone's attention that the world of work is claiming its humanity and performance is no longer an end in itself: positive social impact is becoming an important criterion in the evaluation of performance. The subject of digital transformation is not immune to this issue.

But who can ensure that a healthy transformation is carried out and how? HR professionals, with their specific qualities and skills, have a key role to play.

A realistic and indispensable HR approach to launching the digital transition. First, a healthy transformation must be led by a humanistic and realistic approach. How can you implement a profound organizational change without considering the people it will affect? We cannot consider a relevant digital transformation without questioning its compatibility with the company's culture, the ways of doing things that are already in place and the human support needed to revise them. Human resources professionals are valuable allies in leading these changes, as initiators rather than executors.

What assets do they have to lead this organizational revolution? A human approach, a global vision of the organization's teams and a precise understanding of each person's role, and of course, a mastery of internal processes.

As such, the HR function has the ability to take decisive action upstream of the transformation: conduct an audit at the heart of the organization concerned. It would not be appropriate to launch into the process headlong without first taking stock of the situation. On the one hand, the audit allows us to survey employees about their difficulties, their needs and their vision of the change. HR managers are then able to identify the levers of commitment and any irritants that could hinder their commitment or their adherence to the transition. On the other hand, the audit also offers a digital diagnostic virtue: it allows to evaluate the organization's digital maturity (particularly with regard to business objectives), and to identify the priority tools and processes to be renewed. Thanks to the data collected, HR professionals can fully understand the organizational environment in order to make the best strategic choices and tools to integrate it.

THE DIGITAL TRANSFORMATION AND HUMAN RESOURCES COMBO.

The digital transformation and HR mix didn't suddenly arrive at organizations' doorsteps. It is a gradual learning process, integrating or automating various functions and capabilities over the past two decades.

As organizations transform to meet the realities and opportunities of today's economy, "CEOs⁶ and HR leaders are focused on understanding and creating a shared culture, designing a work environment that engages people, and building a new model for leadership and career development."

Leaders are embracing digital technologies to reinvent the workplace, focusing on diversity and inclusion as a business strategy, and realizing that without a strong culture of learning, they will not succeed."

For many HR practitioners, the entry into the digital age began with portals, which have started to reshape the way HR interacts with the business.

⁶ Thevenet M., (2017), Le bien-être au travail, une dimension collective, in Bachelard O., Le bien-être au travail. Pour un service public performant et bienveillant, Presses de l'EHESP

In an increasingly digital world, digital transformation isn't just about implementing more and better technology. It involves digital congruence - aligning your company's culture, people, structure and tasks.

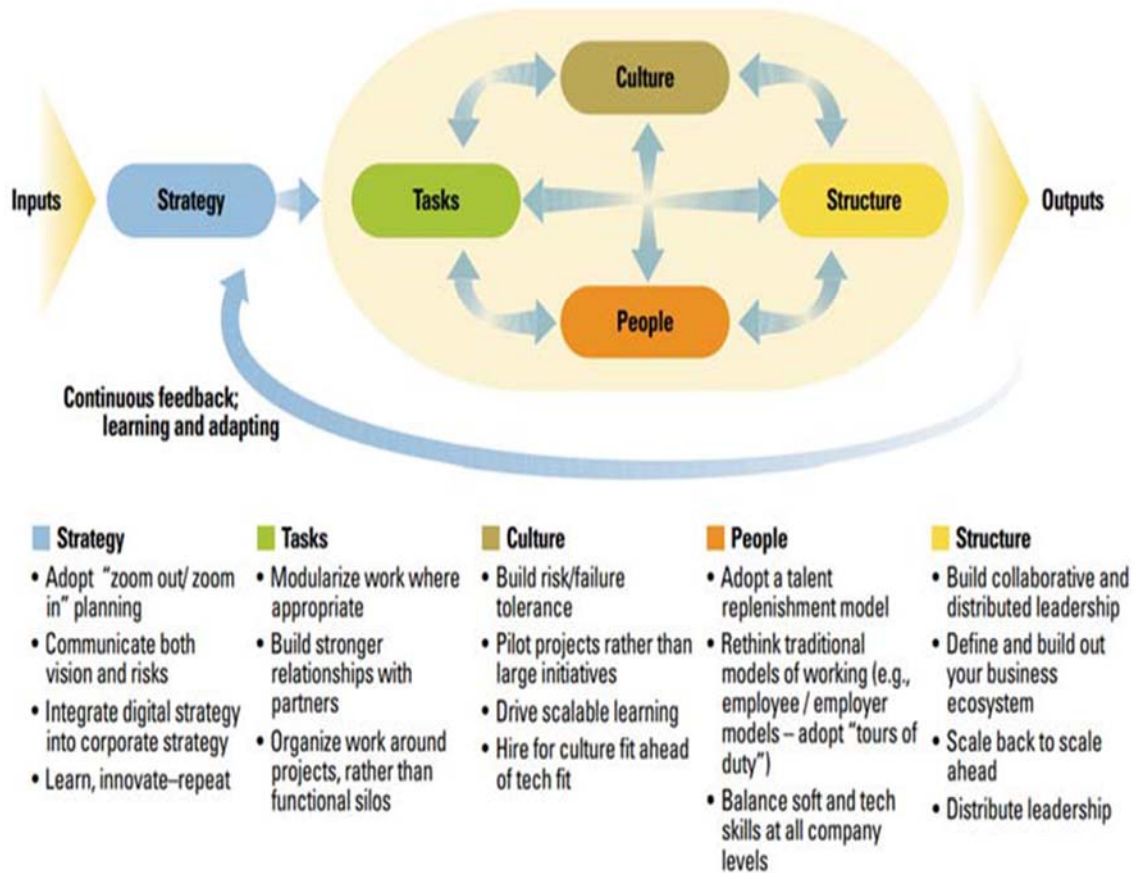


Figure 2 The alignment of several key ingredients -Digital transformation and soft skills

Source: MIT SLOAN RESEARCH REPORTM *Aligning the Organization for Its Digital Future* *Aligning the Organization for Its Digital Future.*

In today's era, the ongoing transformation to digital interfaces and services has had an impact on human resources management. Not only are HR costs significantly reduced - due to fewer manual processes and fewer documents to be distributed - but also more HR services.

That's because the ability to find and manage the best available talent is critical to innovation. As much of the work of businesses is digitized, there is a growing need for skilled people to design, implement and maintain these systems.

Many years ago, organizations created silos (very narrow subcultures, processes and communication patterns) to control the flow of information. This team does one thing, this team does another. Operational efficiency reigned supreme and as long as everyone did their job, it didn't matter how the teams interacted.

Today's business environment requires the free flow of data and information to drive innovation. With speed, collaboration and information sharing essential, the silos as originally constituted no longer work.

Departmental, data and channel silos are now detrimental to empathizing with the customer, taking ownership of their journey and building trust.

The age of the customer has seen a shift in control from institutions to customers. Aligning an organization around its customer makes it possible to be more streamlined and make decisions about what is important. Creating better experiences often comes down to maintaining an outsider's perspective that considers market needs and perspectives. This allows the customer's ideas to permeate and guide the organization. Digital transformation creates a holistic approach, beyond automation, with improved business agility, intelligent services and the skills of a diverse workforce.

An important reality of any digital transformation is that technology alone will not build a culture or engage employees. Creating meaningful work will be even more important than in the past, especially for Generation Y , who will make up the majority of tomorrow's workforce. Employees are looking for purpose in what they do at work and will be reluctant to use new technologies if the work itself or the content of the apps they interact with is not interesting, relevant and motivating. Employees need to know that they have the opportunity to create the future by being empowered to innovate.

The need for a clear vision to plan the process in strategic stages : Second, a healthy digital transformation is a planned, phased transition. This planning stage is essential. It must be thought through, so as to result in a structured action plan that aligns the various priority objectives of the company.

For HR professionals, steering the company's digital transformation therefore means not only planning a realistic transformation based on the data collected during the audit, thought out in strategic stages, but also anticipating the effects that will be linked to it and organizing the responses that will be provided. Which activities, services and products do we want to optimize? Which tasks will be automated? Which jobs will disappear, be created, transformed or outsourced? What will be the workload required to train talent? How can we adapt their environment and work methods? What support measures should be put in place?

To lead this transition, HR should not be afraid of change. A gradual pilot project can be an excellent way to start: you can make adjustments along the way, encourage the team's collective commitment and give the talent time to adapt.

Communication and agile leadership: HR qualities for an adopted transformation: Finally, a healthy digital transformation is also an agile and well-communicated transition, one that gets employees on board and engaged. Who better to be an excellent ambassador than HR professionals who have experienced digital transition in their role?

Indeed, agile leadership and communication skills are excellent qualities that HR professionals can mobilize to work towards the success of a digital transformation adopted by employees. Communication with all stakeholders, including employees, is essential to ensure employee buy-in. This can include open discussions about the vision and goals set, and the reasons for the revisions. This requires listening to employees so that they are supported in the changes and find meaning in them. The support of their HR advisors is essential to reassure them, answer their questions and link the change to their career development.

Therefore, organizations have everything to gain by promoting the driving role of the HR function in digital transformation processes! These professionals are excellent catalysts for the success of these internal revolutions.

Human resources management plays an important role in managerial activities, whether for SMEs⁷ or large companies. Although everyone recognizes its importance, it was not until the industrial revolution at the end of the 19th century that HR was recognized.

HR must evolve according to the times and historical contexts, involving the fields of psychology, sociology and economics.

⁷Bouret, J. Mauléon, F. Hoarau, J. (2018). *Soft Skills. Développez vos compétences comportementales, un enjeu pour votre carrière.* Dunod, « Management / Leadership

Since the onset of the pandemic, human resources around the world have had to adapt to new challenges, prompting them to make constant changes and rethink their workflow. To meet the challenges that the pandemic presents, it is human resources itself that must change and find the momentum to innovate and implement digital HR transformation.

In a very real way, HR should work to integrate automated processes into teams. One way to do this is to treat them as full-fledged employees. It is quite possible to give them a name, celebrate their birthdays, etc.

The idea is to materialize a process, to humanize it, to make it "acceptable" for the employees. For example, how they can be used to manage activity peaks or absences due to illness. Above all, show the direct impacts on the daily life of employees: estimate the time saved, the time-consuming and alienating tasks they no longer have to perform, etc.

Indeed, it is possible that the arrival of automation within an organization generates mistrust. It is therefore up to human resources to reassure business teams: no, automation does not kill jobs.

To prove it, you have to communicate. Show that the company continues to invest in people, that it is recruiting, that it is training its employees and integrating them into its digital transformation process. For example, how they can be used to manage peaks in activity or absences due to illness. Above all, show the direct impacts on the daily life of employees: estimate the time saved, the time-consuming and alienating tasks they no longer have to perform, etc.

A. FUTURE GENERATIONS, HR AND DIGITAL TRANSFORMATION

The workforce of the future will continue to become more diverse, with five different generations on staff, a sharp increase in freelancers and the creation of global talent pools. These changes increase the complexity of HR, yet new technologies are enabling better strategic planning and management of HR-related tasks.

As the workforce evolves, HR must continue to find new ways to deliver business results with greater simplicity, global relevance and in a way that is appealing, not scary, to Millennials, Baby Boomers, unions, contract workers, executives - everyone.

Educating this diverse workforce during digital transformation is a necessity, and leaders have a key role to play in driving cultural change:

- a. **Using technology as a catalyst:** Just as smartphones revolutionized us as individuals and employees, we need to realize that new products will continue to change the way we do almost everything, both at work and at home. When virtual reality goggles, avatars, and autonomous cars begin to creep into the workplace, embrace them sooner rather than later.
- b. **Change Management:** The old quote "change is the only constant" is truer today than ever. Change is a must. The nature of change is different today than in the past, and the speed of change is faster than ever. The result is a greater lack of predictability, new variables that we don't easily understand, and unclear cause-and-effect relationships, because many things are less linear than in the past. Things are more disordered. *Edgar Morin "We must live with uncertainty". 2020.*⁸
- c. **Information technology:** adopting social media for better and faster results. "Information is power" **Grisham John Ray. 2008.**

PRODUCTIVITY AND SOFT SKILLS:

In this context, marked by macro-economic crises, pandemic, strong technological changes, job transformations of jobs and renewals of skills, it is becoming necessary for organizations to rethink their management models, their skills management. "Professions are changing. It is easier to change branches and professions. We work more with others in project mode, and therefore with different people.

The human element is taking precedence over expertise. In a world that favors multidisciplinary, agility and cooperation, organizations value human qualities. Faced with the obsolescence of technical skills, soft skills are becoming essential in companies and in company and in recruitment", notes Bertrand (2016).

⁸ Veit, C. T., & Ware, J. E. (1983). The structure of psychological distress, & wellbeing in general populations. *Journal of consulting and clinical psychology*, 51(5), 730.

This intensive change that the world of organizations is experiencing, insists all the actors of the world to adapt, to make more effort. For Hoarau (2014) "The evolution of the world of work, particularly with robotization, automation and artificial intelligence, requires us to focus on human capital, i.e. soft skills". Investing in human capital through the development of technical skills, but above all, soft skills and human and behavioural skills and human and behavioral qualities (team spirit, adaptability, flexibility and emotional intelligence, positive thinking, etc.). "Soft skills will be the last skills that can be delegated to a machine. In a period of development of artificial intelligence, human intelligence is indispensable". Hoarau (2014).

In this perspective, and with the effect of market globalization, the world of work is changing and changing culturally. It is important today to know how to collaborate with different people, who speak different languages, have different mentalities and a different lifestyle. Soft skills help to overcome these cultural barriers and to international collaboration. It is thanks to the team spirit, the collective spirit and communication, that the different actors of the company will be able to work together towards a common goal, which will inevitably benefit the company. Personal and relational qualities are essential in the company. Nowadays it is absolutely important to recruit candidates who have all the technical and hard skills required for a position, but it is also necessary to have the behavioral and human behavioral and human skills, including emotional intelligence, empathy, communication skills, motivation, positive thinking and creativity.

The rise of digital technology and the changes it is imposing on economic players are profoundly altering the way in which everyone must approach their business and structure their economic model.

The resulting imperatives are numerous, and all companies (large corporations, small and medium-sized businesses) are confronted with them: the need to adapt corporate cultures, to implement change management, to build a true digital strategy, to make the best use of data (the raw material of the digital transition), to move towards a high-performance customer experience, to train employees in digital technology and to develop new skills...

Digital technology has become essential in companies. In addition to its direct impact on the business, digital technology is now integrated into all areas of the company. To the point that we no longer only determine a "digital strategy" but use digital to serve the company's strategy. From the use of new tools to the redefinition of communication modes, all employees are now concerned. What benefits do they get from it?

The dematerialization...

The use of online information sharing, storage, and consultation: companies, in their digital transformation phase, have gradually adopted the dematerialization of media. The benefits are considerable: saving paper and printing, simplifying, and optimizing processes and communication, reducing the risk of error through automation... The networking of data and individuals has allowed them to focus on efficiency and gain autonomy.

Putting people back at the heart of the company

Technology and innovation can be perceived as threats to employment. However, they have generated new jobs by changing the needs in technical profiles for the implementation of networks, for example, and in more commercial or service profiles to initiate and train employees in new platforms and collaborative tools. According to many experts, digital transformation would support employment and put people back at the heart of the company's strategy. Indeed, in companies that have acquired an advanced digital maturity, we observe a less marked hierarchy, allowing each employee to take responsibility for his or her missions and to become more autonomous. The employees concerned also note better access to information, available on the platforms and tools made available, via an Enterprise Social Network for example. Interaction between employees is also facilitated, which is not unpleasant for employees of larger organizations. Saving precious time, better involvement of teams, project-based operations...: digital tools seem to bring employees closer together and simplify exchanges.

Digital technology at the service of employee well-being

Digitalization has enabled companies to involve their employees more strongly. Daily life is made easier by simplified access to information and the social climate is improved. Employees of companies that are more mature in their digital transformation express a level of satisfaction in their professional life that is 50% higher than those of less advanced companies. A positive signal for the future.

The current transformations of work are the subject of considerable attention and research. According to some authors, the technological and organizational and organizational revolution that we are currently will have a positive impact on society by on society by freeing up unprecedented individual of individual production and by offering more choices of activities to workers. For others, on the on the contrary, it suggests an organization of work managed from anonymous digital platforms, the use of which will alienate a large part of the latitude of self-organization of individuals. The current technological upheaval technological upheaval suggests that for some foreshadow, for some, a freer society, for others, a new form of collectivized of collectivized society⁹.

The digital also defines a culture and a totalizing representation of the "digital "society": it creates new behaviors through the behaviors through the compression of the time of exchanges towards instantaneity and the questioning of the traditional trustworthy actors to the benefit of social networks. It disrupts consumption by a generalized market economy by lowering transaction costs and multiplying the platforms for evaluation, auctions and price fixing for all products such as travel, training, hotels travel, training, hotels, or financial investments.

Production is transformed accordingly. The Boston Consulting Group distinguishes nine innovations that define the digital revolution: mass data management data management (Big Data), new forms of forms of robotization, simulation, horizontal information horizontal and vertical information systems and vertical information systems, cybersecurity, cloud storage data storage (Cloud), additive manufacturing (layer additive manufacturing (production by successive layers by 3D printers)¹⁰, augmented reality (the ability to act in a virtual environment) . At the heart of the production system, digital technology tends to finally renew the way of work.

The current social and technological transformations technological transformations around work are more than a new economy to emerge it is the economy: it is the whole society which is modified by the digital technical system and the transformations of work that it implies. In summary, this new economy is characterized by **1)** an organization of the productive system based on both on large, centralized platforms and on decentralized and on a decentralization of the use of the means of production down to the level **2)** a parallel tendency to a very strong a very strong individualization of work within the framework of a technological system **3)** a mutation of paid jobs, which results in the disappearance of some of them and the appearance of new ones, without it being possible to predict the balance of these transfers **4)** a transformation of the forms of remuneration of work in all its forms towards more individualized contractualization and marginal incomes.¹¹

These developments will affect in particular the middle class, whose rise in recent decades has been the last few decades, has been based on qualified skilled jobs. We are likely to see to a modification of the current social balance, with a downgrading of a part of the of the population of employees and executives.

In our context of inflation and sluggish growth, the issue of productivity takes on particular importance. But it too has been lagging behind for years. The information is rather counter-intuitive regarding soft skills. We tend to think of productivity as a matter of technology. Not only!

Cognitive and conative dimensions

Some studies show that they account for one third of the capacity to achieve productivity gains. In particular, they allow us to increase our capacity for innovation and to promote the necessary transformations. Behind the term soft skills are four dimensions.

Cognitive abilities, i.e. the way in which information is processed, which includes mental flexibility, convergent and divergent thinking and logical thinking. The conative dimension, which describes the way to take action. For example, perseverance, risk-taking, openness or conciliation.

Emotional and relational abilities

The third brick is made up of emotional capacities. They concern the use of one's emotions and the understanding of emotional states in others.

⁹Keyes, C. L. M., Shmotkin, D., & Ryff, C. D. (2002). Optimizing well-being: The empirical encounter of two traditions. *Journal of Personality and Social Psychology*, 82(6), 1007–1022

¹⁰Acemoglu D. et Restrepo P., Robots and Jobs: Evidence from US Labor Markets. Boston University March 17, 2017 <https://economics.mit.edu/files/12763>

¹¹Bradberry, J. & Greaves, J. (2009). *Emotional intelligence 2.0*. San Diego, CA: TalentSmart.

Finally, there are the relational skills which are based on the three previous registers. In order to flourish, all these skills must benefit from a favorable managerial environment: quality of the relationship between the players, autonomy, appreciation, etc.

Evaluation and promotion

These skills can be developed if they are given importance. It is not just a matter of integrating them into a training program, but of taking them into account in the evaluation and promotion of the actors.

This is often what is missing. The trainings are deployed. Everyone attends them and finds them interesting. But it doesn't count for anything in terms of performance. Therefore, it is often more comfortable to go back to one's usual practices that do not require the effort to change.

For the International Labour Organization (ILO) "well-being at work relates to all aspects of working life aspects of life at work, the quality and safety of the work environment, the work climate at work, and the organization of work". It is a psychological state characterized by the satisfaction of the quality of life at work. "Well-being at work is obviously a collective phenomenon since it concerns all institutions. In just a few years, it has become an element of social responsibility, a political concern, an objective, a standard", Thévenet (2017) ¹²emphasizes.

Thévenet (2017) points out. Similarly, the World Health Organization defines well-being at work as "a dynamic state of mind dynamic state of mind characterized by a satisfactory harmony between, on the one hand, the abilities needs and aspirations of the worker, on the one hand, and the constraints and possibilities of the the constraints and opportunities of the work environment.

According to the APA (American Psychological Association)¹³, "well-being at work is the result of six factors: work-life balance, employee engagement, health and safety, employee recognition and safety, employee recognition and employee development, all linked together through communication.

It is therefore a mix of several factors, associated with each other through communication. Similarly, Cotton and Hart (2003) approach job wellness as a construct consisting of satisfaction, morale (individual and collective) and distress (individual and collective). Their work is based on psychological health at work and well-being. Dagenais-Desmarais (2010)¹⁴ associated well-being at work with several variables such as interpersonal relations at work, the feeling of competence, personal fulfillment, recognition at work, and organizational commitment.

For Biétry and Creusier (2013), well-being at work is determined by four essential relationships which have several dimensions: a positive relationship with work colleagues, with managers and with managers and superiors, with social time and with the physical work environment. the physical work environment.

In this sense, Chatillon and Richard (2015)¹⁵ also proposed four components that determine well-being at work: meaning (the work performed must have a meaning), the Link (the links and interpersonal relationships maintained in the workplace, as well as the support provided by colleagues), Activity (the ability to act and react to oneself and to work situations) work situations) and Comfort (the quality of the workplace, the spatial dimensions, the location of dimensions, furniture placement, hygiene and cleanliness).

¹²Bender, K. A., Donohue, S. M., & Heywood, J. S. (2015). Job satisfaction and gender segregation. *Oxford Economic Papers*, 57(3), 479-496. <https://doi.org/10.1093/oenp/gpi015>

¹³Hochwarter, W. (2014), "The interactive effects of pro-political behavior and politics perception on job satisfaction and affective commitment", *Journal of Applied Social Psychology*, Vol. 33 No. 7, pp. 1360-1378

¹⁴Robbins, P. S. (2006). *Organization Behavior* (10th ed.). Benyamin Molan (Alih Bahasa) *Perilaku Organisasi*, Edisi lengkap. Gramedia. Jakarta, Indonesia

¹⁵Stoker J.I. (2006), *Leading middle management: consequences of organizational changes for tasks and behaviours of middle managers*, *Journal of General Management*, Vol. 32:1, pp. 31-42

CONCLUSION: -

Accelerated digital adoption is changing the way organizations do business both externally and internally. Human capital managers could significantly increase the value of their role within their organizations through digital workflows, services, and functions.

Digital technologies and services enable more effective attraction and retention of needed talent, and retention of needed talent, as well as managing services and requirements in a more streamlined manner.

Modern HR is also about self-service, offering current and potential employees the ability to manage their work through online services, ensuring higher levels of satisfaction and efficiency.

It is clear that digital transformation is a critical enabler between today's enterprise and tomorrow's enterprise. While digital investments are accelerating, the digital return in the form of growth and competitive advantage remains elusive. For every organization, a strategic approach to digital transformation is critical. Digital opportunities must shape strategy. And technology and operational decisions must be adaptable and aligned. To succeed in this flight, there is no magic recipe; it is important that all stakeholders align their ideas on how organizations can discover and capture the full value of technology and innovation to radically transform their business.

The unprecedented nature of the tsunami that Covid-19 has caused in our lives has caused everyone to reflect on their internal drivers. Teleworkers, frontline and backline staff, employees on short time working, professionals already in the process of retraining, all have been thinking during the period of containment.

Faced with an economic crisis that is becoming more pronounced by the day, many are now wondering, in the midst of a gradual unraveling, if the career they felt destined for three months ago will take the path they initially planned... "after". Worried, they anticipate many changes in the way they work and cooperate with their peers and managers.¹⁶

Leverage for action

Beyond individual reflections and initiatives, the urgent need in companies is to transform the entire hierarchical line. At each level, it is important to understand that it is no longer a question of undergoing training or coaching, but of resolutely changing one's job or even retraining (the pros speak of "upskilling" and "reskilling").

From now on, it is impossible to ignore technology, data and automation techniques, nor to refrain from working on one's behavioral aptitudes or "soft skills"! In other words:

- to improve one's leadership,
- assertiveness,
- emotional intelligence,
- their collaboration skills,
- his management skills at a distance,
- optimal time management...

The employee will thus become more comfortable in a professional group that is on the way to becoming permanently "physical" ¹⁷and the top manager will find himself able to unite his work community, wherever it may be. This is a radical change for those who have the intellectual flexibility to move from a technical and managerial leadership to a more human and collective one.

Against all odds, the health crisis offers companies a lever for action that they must urgently seize. The cards have been reshuffled, giving primacy to leaders capable of transmitting a vision that makes people want to follow them.

Far from being legion, with self-assertion and respect for others, these leaders know how to combine individuality and teamwork brilliantly. It would never occur to them to deny the anxiety of their collaborators and to evade - through lack of time or empathy, annoyance, or phlegm - their requests, even if they are judged irrational.¹⁸

¹⁶ Unlocking the potential of the Internet of Things

<https://iotbusinessnews.com/2022/06/15/19100-environmental-and-economic-impacts-of-the-iot/>

¹⁷ Stoker J.I. (2006), *Leading middle management: consequences of organizational changes for tasks and behaviours of middle managers*, *Journal of General Management*, Vol. 32:1, pp. 31-42

¹⁸ Bouffard, L., & Lapierre, S. (1997). *La mesure du bonheur [The measurement of happiness]*. *Revue Québécoise de Psychologie*, 18(2), 271-310

It is true that we are living in a period described as the "fourth industrial revolution". Digital technologies are transforming our daily activities. On a larger scale, artificial intelligence, massive data and open government are forcing public organizations to rethink how they produce and deliver production and delivery of goods and services. Digital transformation requires a rethinking of the way work was organized in the 1960s, which was organized in a hierarchical manner around a rational planning cycle.

In the new environment, the work model is more structured around reaction and rapid adaptation. This means that the digital age is changing the professional context, which is becoming more open to integrate various points of view in the decision-making process by relying on massive data. This is about fostering a citizen-centric approach. In this respect, the highest stage of digital maturity is reached when a public organization is able to offer a personalized service to a person or a company based on the business on the basis of the information it already has at its disposal. The digital age is changing the professional context which becomes more open to integrate diverse points of view into the decision-making process by relying on massive data.

With each technological advance, both public, private sector organizations and their employees had to adapt, and their employees have had to adapt and face new challenges related to leadership and governance challenges that come with it. The same is true today with digital transformation, a powerful driver of change in public of the various administrations.

Certainly, digital innovations such as geolocation, massive data, the cloud, the Internet of Things, learning machines, robotics, 3D design and printing, are radically transforming economic and social sectors. At the same time, changes associated with artificial intelligence (AI) are rapidly transforming the lives of individuals, companies, governments and industries. IA is no longer science fiction (OECD, 2019)¹⁹. These transformative phenomena are universal and are spreading rapidly in most spheres of activity. The new information and communication technologies (NICTs), now called "digital technologies" are used daily by the population - and they will be used even more in the future. Three (interrelated) dimensions are driving this digital revolution: pace, scope, and scale. These factors have a propensity to revolutionize the methods of producing goods, but also the processes of service delivery.

Therefore, governments must respond to this technological wave by adopting digital technologies to provide better services to their citizens. However, this rapid technological development must not be accomplished at the expense of some important missions of the state, including the promotion of the public good and prosperity, the protection of individual and collective rights, and protecting democracy.

These digital transformations, often referred to as the "fourth industrial revolution," are characterized by a complex interplay between the introduction of new digital technologies into workplaces, changes in workers' skills, reforms in organizational structure and job titles, and organizational structure and job titles, increased worker mobility, and diversification of employment status.

Digital skills can therefore be considered as "the ability to locate, organize, understand, evaluate, create and disseminate information through digital technology." Digital skills require knowledge of current communications technologies and their use. They are a set of skills that enable citizens [and employees] to communicate and evolve in the job market of today and tomorrow.

It's time for business leaders to ask themselves questions; their organization's strategies for dealing with pressing issues shape its future. How well do they work? Whether it's defining corporate or business unit strategy, identifying new growth opportunities, and more, we're driven to use cutting-edge approaches combined with deep industry knowledge to develop and execute integrated, tailored strategies to face the future with confidence.

Today's business environment is highly dynamic. The demographic and socio-economic changes, technological development, specialization and globalization are all phenomena that can lead to previously unknown risks, but also to new risks, but also new opportunities for organizations.

¹⁹Keyes, C. L. M., Shmotkin, D., & Ryff, C. D. (2002). *Optimizing well-being: The empirical encounter of two traditions. Journal of Personality and Social Psychology, 82*(6), 1007–1022

To survive and improve their competitiveness, companies must react quickly to these changes and the challenges they and the challenges they pose (Nyhan, 1998). It is often using that organizations respond to these changes and project management has become an essential project management has become an essential management method over the last twenty years.

This omnipresence of the project mode refers to an idealized vision of this mode of action which allows "man to no longer simply undergo events, but to be able to control the course of history and forge the future in his own way. (Asquin et al. 2005). Project management is still too often considered as a toolbox allowing to operationalize a to operationalize a cybernetic model where control is based on the famous trio of "time-cost-quality which keeps companies in a kind of "illusion of control" (Mispelbom, 2012).». In this vision, the mastery of project management tools.

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