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Organizational change and digital management: enhancing innovation and competitiveness in institutions. A field study at the directorate of commerce in Djelfa province.

ABSTRACT

This study aimed to analyze the impact of organizational change and digital management in enhancing innovation and competitiveness within institutions, focusing on the role of digital transformation in improving operational efficiency. The descriptive approach was adopted, and a questionnaire was used to collect data from a purposive sample of 43 employees at the Directorate of Commerce in Djelfa. The results showed that organizational change effectively contributed to improving institutional performance by streamlining procedures and enhancing operational efficiency. However, challenges such as internal resistance and traditional organizational culture remained major obstacles to achieving sustainable transformation. The findings also confirmed that the success of organizational change is reinforced by integrating digital transformation with effective management policies. Accordingly, the study recommends intensifying training programs and strengthening internal communication to reduce resistance and ensure a more effective integration between digital transformation and administrative strategies, thereby contributing to improving institutional performance.

Keywords: organizational change, digital management, institutional innovation, institutional competitiveness.

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Cambio organizacional y gestión digital: mejora de la innovación y la competitividad en las instituciones. Un estudio de campo en la dirección de comercio de la provincia de Djelfa.

RESUMEN

Este estudio tuvo como objetivo analizar el impacto del cambio organizacional y la gestión digital en la mejora de la innovación y la competitividad dentro de las instituciones, enfocándose en el papel de la transformación digital en la mejora de la eficiencia operativa. Se adoptó el enfoque descriptivo y se utilizó un cuestionario para recopilar datos de una muestra intencional de 43 empleados en la Dirección de Comercio de Djelfa. Los resultados mostraron que el cambio organizacional contribuyó eficazmente a mejorar el desempeño institucional al agilizar los procedimientos y aumentar la eficiencia operativa. Sin embargo, desafíos como la resistencia interna y la cultura organizacional tradicional siguieron siendo

obstáculos importantes para lograr una transformación sostenible. Los hallazgos también confirmaron que el éxito del cambio organizacional se refuerza mediante la integración de la transformación digital con políticas de gestión efectivas. En consecuencia, el estudio recomienda intensificar los programas de capacitación y fortalecer la comunicación interna para reducir la resistencia y garantizar una integración más efectiva entre la transformación digital y las estrategias administrativas, contribuyendo así a mejorar el desempeño institucional.

Palabras clave: cambio organizacional, gestión digital, innovación institucional, competitividad institucional.

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Mudança organizacional e gestão digital: melhoria da inovação e competitividade nas instituições. Um estudo de campo na direção de comércio da província de Djelfa.

RESUMO

Este estudo teve como objetivo analisar o impacto da mudança organizacional e da gestão digital na melhoria da inovação e da competitividade dentro das instituições, com foco no papel da transformação digital na melhoria da eficiência operacional. Foi adotada a abordagem descritiva, utilizando um questionário para coletar dados de uma amostra intencional de 43 funcionários na Direção de Comércio de Djelfa. Os resultados mostraram que a mudança organizacional contribuiu eficazmente para melhorar o desempenho institucional, agilizando os procedimentos e aumentando a eficiência operacional. No entanto, desafios como resistência interna e a cultura organizacional tradicional continuaram sendo obstáculos importantes para alcançar uma transformação sustentável. Os achados também confirmaram que o sucesso da mudança organizacional é reforçado pela integração da transformação digital com políticas de gestão eficazes. Consequentemente, o estudo recomenda intensificar os programas de capacitação e fortalecer a comunicação interna para reduzir a resistência e garantir uma integração mais eficaz entre a transformação digital e as estratégias administrativas, contribuindo assim para melhorar o desempenho institucional.

Palavras-chave: mudança organizacional, gestão digital, inovação institucional, competitividade institucional.

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INTRODUCTION

In light of the profound transformations currently taking place in the business world, organizational change and digital management have become essential pillars for enhancing innovation and competitiveness within institutions (Guerra & Zavarce, 2018). Rapid technological advancements have created a new reality that requires organizations to adopt advanced digital strategies and restructure their administrative processes to meet the demands of the digital age (Iglesias & Pecker, 2024; Alves, 2023).

Organizational change is considered a dynamic process through which institutions seek to redesign their structures and work methods in order to improve efficiency and effectively respond to internal and external environmental changes (Aguilar, 2018; Ambriz, 2009; Rojo et al., 2019). In this context, digital management serves as a critical tool in facilitating organizational transformation processes, offering vast opportunities to develop performance, enhance operational flexibility, and achieve integration between various administrative systems (Zimmermann, 2000; Garbanzo-Vargas, 2016).

The adoption of digital technologies by institutions not only aims to improve operational

processes but also extends to developing strategies based on big data, artificial intelligence, and predictive analytics, enabling them to make more accurate and proactive decisions (Gilli et al., 2013; Gómez & Pimiento, 2012). However, the success of digital transformation requires addressing fundamental challenges, including resistance to change within the organizational structure, lack of digital culture, and weak integration between technology and traditional administrative processes (Labarca et al., 2006; Álvarez, 2000).

Thus, studying organizational change in light of digital management is a key entry point to understanding the impact of digital transformation on the dynamics of institutional work and identifying the factors that either enhance its effectiveness or hinder its success (González, 2015; Pertúz, 2018). Through this field study, the research will explore how digital management is employed to support organizational change processes at the Directorate of Commerce in Djelfa Province and assess its contribution to fostering innovation and achieving a sustainable competitive advantage.

First: Methodological Framework of the Study:

1. **Research Objectives:** This study aims to provide an in-depth understanding of the role of organizational change and digital management in enhancing innovation and competitiveness within institutions, through the following:

Analyzing the impact of organizational change on innovation and competitiveness within institutions by studying the mechanisms of adapting to structural and administrative transformations.

Exploring the role of digital management in supporting innovative processes and enhancing competitive capabilities through the adoption of advanced technological solutions.

Identifying effective practices for implementing organizational change strategies and applying digital management in a way that ensures added value for institutions.

2. **Research Significance:** The significance of this study arises from the growing need to understand the relationship between organizational change and digital management in the context of contemporary challenges. It highlights:

Analyzing the fundamental effects of digital management on organizational change processes, contributing to the development of more flexible and sustainable business models.

Providing practical recommendations for institutions on how to leverage digital technology to achieve higher levels of innovation and competitiveness, thus enhancing institutional performance effectiveness.

Bridging the knowledge gap in studies related to digital transformation and organizational change by offering an analytical framework that combines theoretical concepts and practical applications.

Research Problem:

In light of the profound transformations occurring in the digital world, institutions are required to restructure their management models to keep up with the rapid changes in the business environment. Organizational change is a dynamic process aimed at improving institutional performance through redesigning structures and processes, which requires adopting a strategic approach based on innovation and organizational flexibility. In this context, digital management has emerged as a key driver for enhancing competitiveness, as it enables institutions to re-engineer their processes, achieve integration between management systems, and utilize artificial intelligence and big data analytics in decision-making support. However, the success of organizational change based on digital solutions faces multiple challenges, including resistance to change, skill gaps in digital competencies, and the need to reshape organizational culture to ensure effective adoption of technology.

These challenges become more complex in institutions with an administrative and regulatory nature, such as the Directorate of Commerce in Djelfa, which operates in an environment requiring continuous adaptation to regulatory laws and technological developments. Therefore, this field study seeks to explore the impact of organizational change and digital management on enhancing innovation and competitiveness at the Directorate of Commerce in Djelfa, by addressing the following research problem: What are the effective practices for implementing organizational change and applying digital management to enhance innovation and competitiveness within institutions, with a focus on the Directorate of Commerce in Djelfa?

The main research problem is accompanied by several sub-questions the study seeks to address, which are:

What is the impact of organizational change on the work dynamics within the Directorate of Commerce in Djelfa?

What are the organizational and technical factors that hinder the effective adoption of digital management within the Directorate?

What are the optimal strategies to ensure the success of organizational change processes in light of digital transformation?

4. Research Hypotheses:

Based on the previous literature and preliminary analysis of the organizational reality in administrative institutions, the study hypothesizes the following:

Organizational change has a positive impact on institutional performance at the Directorate of Commerce in Djelfa, through the restructuring of processes and enhancing operational efficiency.

Organizational culture and internal resistance to change represent key obstacles to digital transformation, requiring effective communication and training strategies.

The success of organizational change at the Directorate of Commerce depends on the degree of integration between digital management and existing administrative policies and organizational strategies.

5. Definition of Study Concepts

This study relies on a set of core concepts that require precise definition to ensure the clarity of the theoretical and practical framework of the research. Below are the linguistic and terminological definitions of each concept, along with a commentary on each definition and an operational definition suited to the context of the study.

1/ Organizational Change:

Linguistic Definition: Change, in language, means the transition from one state to another. In *Lisan al-Arab*, it is stated that "change is the creation of something new or the transition from one state to another" (Ibn Manzur, 2003, p. 230).

Terminological Definition: Organizational change is defined as: "A set of processes and strategies aimed at modifying the structure, culture, or processes of an organization to improve its performance and responsiveness to the surrounding environment" (Al-Khalidi, 2018, p. 112).

This definition emphasizes the dynamic nature of organizational change, as it includes various dimensions such as administrative structures, internal systems, and organizational culture.

Operational Definition: In this study, organizational change refers to all the actions taken by the Directorate of Commerce in Djelfa to restructure its processes and adapt them to

digital transformations, with the goal of enhancing efficiency and institutional innovation.

2/ Digital Management:

Linguistic Definition: Management, in language, means "organization, guidance, planning, and control of resources to achieve specific goals" (Al-Mujam Al-Waseet, 2004, p. 412), while "digital" is derived from the word "digit" and refers to the use of technology and data in processing information.

Terminological Definition: Digital management is defined as: "The process of using modern technology and digital systems to facilitate and improve administrative processes, leading to enhanced efficiency, transparency, and decision-making within organizations" (Al-Jaraf, 2021, p. 87).

This definition stresses that digital management is not just about using technical tools; it involves re-engineering processes and developing new management models based on data and technological integration.

Operational Definition: In the context of this study, digital management refers to the extent to which the Directorate of Commerce in Djelfa relies on modern tools and technologies such as information systems, artificial intelligence, and data analytics to improve administrative performance and enhance the quality of services provided.

3/ Institutional Innovation:

Linguistic Definition: Innovation, in language, refers to bringing something new and unprecedented. In Lisan al-Arab, it is stated that "innovation is the invention of something without a prior example" (Ibn Manzur, 2003, p. 134).

Terminological Definition: Institutional innovation is defined as: "The process of developing new ideas, products, services, or strategies within the organization, contributing to enhancing its efficiency and its ability to compete" (Al-Zawi, 2019, p. 204). The definition focuses on the fact that innovation is not limited to products alone but includes all processes and practices within the organization.

Operational Definition: In this study, institutional innovation refers to the organizational ability of the Directorate of Commerce in Djelfa to adopt new administrative and technical solutions that improve its services and functional performance, thus enhancing its competitiveness in the institutional environment.

4/ Institutional Competitiveness:

Linguistic Definition: Competitiveness is derived from competition, which is the pursuit of excellence and distinction among a group of parties (Al-Mujam Al-Waseet, 2004, p. 275).

Terminological Definition: Institutional competitiveness is defined as: "The ability of an organization to achieve a sustainable competitive advantage by offering high-quality services, reducing costs, and responding swiftly to market demands and regulatory requirements" (Al-Salmi, 2020, p. 156).

The definition indicates that competitiveness is not just an improvement in performance; it involves creating a long-term competitive edge that enables the organization to achieve its goals.

Operational Definition: In this study, institutional competitiveness is defined as the ability of the Directorate of Commerce in Djelfa to improve the quality of its services, adopt innovative strategies, and leverage digital technologies to enhance its position within the regulatory system.

Conclusion

These concepts represent the foundational pillars of the study, where organizational change

is closely linked to digital management in the context of enhancing innovation and competitiveness. Through these definitions, it becomes clear that digital transformation is not just a technical application, but a comprehensive restructuring that requires a deep understanding of organizational and cultural variables.

Second: Field Procedures of the Study

This study relies on a set of methodological procedures to ensure the accurate and objective achievement of its objectives. These procedures include selecting the appropriate research methodology, data collection tool, and research sample, along with providing scientific justifications for each choice.

1/ Research Methodology Used in the Study:

Linguistic Definition: Methodology, in language, is the path or approach followed to achieve a specific goal. In *Lisan al-Arab*, it is stated that "methodology is the clear path that a person follows to reach their goal" (Ibn Manzur, 2003, p. 205).

Terminological Definition: Descriptive methodology is defined as: "A research approach based on studying phenomena as they are in reality, with the aim of describing, analyzing, and interpreting them, without intervening in their core variables" (Al-Eisawi, 2017, p. 98). The descriptive methodology reflects an approach that relies on observation and interpretation, making it suitable for studying the impact of organizational change and digital management on innovation and competitiveness.

Scientific Justification for Choosing the Descriptive Methodology: The descriptive methodology was chosen because it allows for the description and analysis of the reality of organizational and digital transformations in the Directorate of Commerce in Djelfa, by monitoring the impact of organizational change on innovation and competitiveness, and understanding the relationship between these variables without intervening in them.

2/ Data Collection Tool: Questionnaire:

Linguistic Definition: The word "questionnaire" is derived from "statement," meaning the disclosure of information. In *Al-Mujam Al-Waseet*, it is stated that "a questionnaire is a means of collecting data about a specific phenomenon through a form containing a set of questions" (Arabic Language Academy, 2004, p. 327).

Terminological Definition: A questionnaire is defined as: "A research tool used to collect information from individuals by asking a set of written questions, aiming to measure their opinions and attitudes about a specific topic" (Al-Ghamdi, 2019, p. 214). The questionnaire is one of the most widely used tools in descriptive research, as it allows for the collection of data from a large sample in a short time and at a low cost.

Scientific Justification for Choosing the Questionnaire: The questionnaire was adopted as the primary data collection tool because:

It allows for the collection of quantitative data that can be statistically analyzed, which helps derive accurate results regarding the impact of organizational change and digital management.

It enables the collection of opinions and attitudes of employees in the Directorate of Commerce in Djelfa regarding the extent to which digital transformation impacts institutional performance.

It provides the ability to compare and analyze the responses of sample members, helping to identify general trends and challenges.

3/ Study Sample: Purposive Sample:

Linguistic Definition: A sample, in language, is derived from "eye," meaning a part taken

from the whole for the purpose of study. In Al-Mujam Al-Waseet, it is stated that "a sample is a small part that represents the larger community" (Arabic Language Academy, 2004, p. 289).

Terminological Definition: A purposive sample is defined as: "A non-random method of selecting sample members based on specific criteria, where individuals are chosen who are expected to provide relevant information about the research topic" (Al-Zaydi, 2020, p. 175). The purposive sample refers to selecting the most relevant individuals to represent the studied phenomenon, rather than random selection, which enhances the quality of the collected data.

Scientific Justification for Choosing the Purposive Sample: The purposive sample was chosen for several reasons, including:

Direct Relevance to the Research: The study includes 43 employees from the Directorate of Commerce in Djelfa, as they are the most affected by the implementation of organizational change and digital management.

Focus on Relevant Expertise: The sample includes employees directly involved in digital management and innovation, ensuring the collection of highly valuable scientific data.

Sample Suitability for Research Objectives: The sample enables the extraction of precise conclusions regarding the impact of organizational change on innovation and competitiveness, based on the opinions of those directly concerned.

Third: Presentation and Analysis of Data in Light of Hypotheses

1/ Presentation and Analysis of Personal Data:

Table 1. Distribution of the Study Sample by Gender

Gender	Frequency (N)	Percentage (%)
Males	30	70%
Females	13	30%
Total	43	100%

It appears from Table No. 01, that the study sample consists of 30 males, representing 70% of the total sample, while females make up 13, or 30%.

Statistically, this distribution indicates a male dominance in this administrative context within the Directorate of Commerce in Djelfa, reflecting an unbalanced gender representation. These percentages are indicative of organizational and structural practices that may affect the job opportunities available to individuals based on their gender.

The gender gap in this sample calls for an examination of various influencing factors, such as the organizational structure of the institution, where there may be unequal organizational practices leading to the preference of males in certain administrative or leadership positions.

The gender distribution in the study sample is an important indicator for understanding the organizational structure and social dynamics in the workplace within the Directorate of Commerce in Djelfa. According to organizational sociology concepts, the disparity between males and females in the sample reflects the influence of several sociological and organizational factors. Among these factors is the gender-based division of labor, which may be reflected in the allocation of certain jobs and positions based on gender. Males are often preferred for leadership and senior administrative positions, while the roles of females are limited to administrative or assistant positions. This gender distribution aligns with the gender inequality theory in work (Acker, 1990), which explains that organizational

structures often reflect gender patterns that lead to role differentiation based on gender, making certain jobs and positions more preferred by men.

Furthermore, organizational culture plays a pivotal role in shaping this gap, as recruitment and promotion practices can be influenced by prevailing social values that reinforce male dominance in some administrative activities. According to the organizational culture theory proposed by Thomas (1992), institutions adopt an organizational culture that may be biased towards a certain gender, thereby enhancing professional opportunity imbalances between males and females. This culture may be supported by traditional social relations concepts that place men in leadership positions while restricting women's roles to administrative tasks.

In the context of the gender inequality theory in work, which explains that institutions may unbalancedly reflect the opportunities available to males and females, this gap can be interpreted as part of the traditional social structure that reinforces role segregation based on gender. Supporting this interpretation, previous studies have shown that the representation of women in leadership and administrative positions in many public institutions remains low compared to men. This is evident in a study conducted by Al-Shafie (2017) in Algerian institutions, which showed that male dominance in senior positions is due to the prevailing bureaucratic organizational structure in public institutions, reinforcing gender imbalance in distribution.

Moreover, the social and economic challenges women face in promotions or reaching leadership positions can influence these ratios. Collectively, these factors demonstrate that gender distribution is not limited to individual factors but also reflects the cultural and social dynamics that shape the institutional organizational structure. In this context, studies by Al-Zahrani (2020) in Algeria support the theory of resistance to social change, where institutions often resist gender equality in the workplace, hindering the improvement of women's opportunities in employment and promotions.

In summary, the gender distribution in the sample reflects the continued male dominance in the administrative sector, and there is a need for more inclusive and balanced organizational policies to provide equal opportunities for both men and women in leadership and administrative positions.

2/ Presentation and Analysis of the First Partial Hypothesis Data: Organizational Change Has a Positive Impact on Institutional Performance in the Directorate of Commerce in Djelfa

Table 2. Distribution of Sample Responses to Organizational Change Questions and Its Impact on Institutional Performance

Question	Frequency	Percentage (%)
Do you think organizational change has contributed to improving operational efficiency?	30	69.8%
Has organizational change facilitated the flow of administrative processes?	25	58.1%
Do you believe that the new structure has contributed to improving the overall performance of the institution?	27	62.8%
Has organizational change affected the improvement of cooperation between different departments?	23	53.5%
Do you think that organizational change has positively impacted the quality of services provided?	28	65.1%

From the results in the table, it can be seen that 69.8% of respondents believe that organizational change has significantly contributed to improving operational efficiency. This indicates that the vast majority of employees in the Directorate of Commerce in Djelfa consider the restructuring of processes to have enhanced performance efficiency. This aligns with recent studies in the field of organizational management, such as Paul Godwin's study (2020), which highlights that organizational change improves institutional performance by focusing on administrative processes, reducing waste, and improving interaction between different departments.

It is also evident that 58.1% of respondents believe organizational change has contributed to facilitating the flow of administrative processes. Clearly, organizational change in this institution has created a more flexible environment, reflecting the principles of organizational adaptation theory as discussed by Meyer and Scott (2008). According to this theory, organizational change is a key element for enabling institutions to adapt to environmental changes and ensure the continued effectiveness of operations.

Regarding the question of improving the overall performance of the institution after restructuring, the result showed that 62.8% of respondents feel that the new structure has positively contributed to the institution's overall performance. These results reflect the impact of the structural change model emphasized by Michel Camier (2015), who noted that proper structuring in institutions leads to improved internal coordination and increased performance effectiveness.

From the perspective of organizational sociology, organizational change is an important tool for reshaping internal structures and relationships within institutions. The gender distribution and responses to the questions clearly show the impact on the internal dynamics within the Directorate of Commerce in Djelfa. Structural changes can contribute to achieving fairness in the distribution of responsibilities and opportunities among employees, which may require reshaping social relationships within the institution.

Concerning the improvement of cooperation between different departments, the results show that only 53.5% believe organizational change has positively impacted interdepartmental cooperation. Here, the organizational relations theory, as discussed by Thomas (1992), can be applied, emphasizing that cooperation between departments requires an organizational culture that supports effective communication and interaction between individuals across departments. These results suggest that resistance to change may be a factor affecting the effectiveness of cooperation between departments, which aligns with the structural model in organizational sociology, focusing on how organizational structure influences social interaction within institutions.

As for the quality of services provided, 65.1% of the responses indicate that organizational change has positively impacted service quality. This suggests that the restructuring of processes has contributed to improving public service, which aligns with total quality management theory in administration, which asserts that restructuring contributes to improving efficiency and service quality.

Through analyzing the results, it is clear that many previous studies in Algeria indicate that organizational change is an important factor in improving efficiency and innovation in government institutions. For example, Ben Hamou's study (2019) in the Algerian public sector confirmed that structural and administrative changes contribute to improving administrative performance and increasing the effectiveness of services provided.

These results can be explained based on the social adaptation theory in institutions, which posits that changes in organizational structures reflect an institution's desire to adapt to environmental and economic challenges. This change is not just a restructuring of the organization but also a change in the social relationships between individuals within the institution, contributing to increased operational efficiency and improved social interaction

among employees.

3/ Presentation and Analysis of the Second Partial Hypothesis Data: Organizational Culture and Internal Resistance to Change Represent Major Barriers to Digital Transformation, Requiring Effective Communication and Training Strategies.

Table 3. Distribution of Sample Responses to Questions Regarding the Impact of Organizational Culture and Internal Resistance to Change on Digital Transformation

Question	Frequency	Percentage (%)
Do you consider organizational culture to be an obstacle to digital transformation in the institution?	27	62.8%
Have you encountered internal resistance to change due to the adoption of digital management?	30	69.8%
Do you believe that training and effective communication can reduce resistance to change?	35	81.4%
Do you consider organizational culture to support digital change in the institution?	18	41.9%
Do you believe that digital management is capable of overcoming resistance to change within the institution?	29	67.4%

Through statistical analysis of the table, it appears that 69.8% of respondents believe internal resistance to change is a major barrier to digital transformation in the institution. This result confirms the theory of resistance to change proposed by Kotter (1996), who argued that resistance to change is a natural response from individuals within an organization to radical transformations that may affect their professional lifestyle. This result can be explained by the role of psychological and social factors in motivating employees to resist change, highlighting the need for effective strategies to address this resistance.

Regarding the impact of organizational culture on digital transformation, the results show that 62.8% of respondents consider organizational culture to be an obstacle to digital transformation. This finding aligns with the cultural change model affirmed by Hoflund (2012), who considered traditional organizational culture in institutions to be resistant to change due to established values and customs that may negatively affect the adoption of modern technology. If there is no transformation in the cultural values within the institution, digital technology may not be able to effectively influence improving institutional performance.

Regarding training and communication, the results show that 81.4% of respondents believe that training and effective communication can reduce resistance to change. This result supports the interactive communication theory proposed by Habermas (2008), who emphasized that effective communication between management and employees greatly contributes to facilitating organizational change. This also aligns with the training and development theory, which suggests that proper training enhances social acceptance of change.

From the perspective of organizational sociology, digital change represents a shift in the social structure within an institution. Organizational culture is often linked to values and beliefs that guide the behavior of individuals within the organization. When these values are rooted in old traditions, adopting digital change becomes difficult, creating an environment where resistance to change is a natural occurrence.

From a sociological standpoint, this suggests that organizational culture is often built on power relations and dominance within institutions. Therefore, the process of digital transformation requires cultural restructuring, which involves introducing effective communication strategies aimed at changing thinking patterns and motivating employees to collaborate with technological change.

Internal resistance to change often arises due to a loss of social stability within the institution, where individuals feel that the change threatens their personal interests or professional relationships. Based on these results, communication and training strategies must be highly effective in removing the psychological barriers that could lead to the failure of digital transformation.

The results of this study align with many previous studies that addressed resistance to change and the impact of organizational culture in institutions. For example, Mahmoud's study (2018) in Algeria confirmed that institutions that underwent digital transformation faced significant resistance due to traditional organizational culture. However, with the implementation of effective communication strategies, resistance was significantly reduced.

Additionally, Abdullah's study (2020) highlighted that training and communication are key factors that help facilitate digital transformation in government institutions, thereby enhancing the social acceptance of new technology.

From a sociological interpretation, it can be argued that resistance to change is a social phenomenon with psychological and behavioral dimensions. Leaders in institutions should adopt strategies to bring about cultural change within the organization, creating an environment that facilitates digital transformation more smoothly. This can be achieved through continuous training on modern technology skills, which enhances individuals' ability to positively adapt to digital changes.

4/ Presentation and Analysis of the Third Partial Hypothesis Data: The Success of Organizational Change in the Directorate of Commerce Depends on the Integration of Digital Management with Existing Administrative Policies and Organizational Strategies.

Table 4. Distribution of Sample Responses to Questions Regarding the Integration of Digital Management with Administrative Policies and Organizational Strategies

Question	Frequency	Percentage(%)
Do you believe that the integration of digital management with administrative policies enhances the success of organizational change?	33	76.7%
Do you think the current administrative policies support digital transformation in the Directorate of Commerce?	28	65.1%
Do you consider that organizational strategies need modification to align with digital changes?	30	69.8%
Do challenges in the integration of digital management with policies affect the effectiveness of organizational change?	32	74.4%
Do you think digital management plays a pivotal role in improving the effectiveness of administrative policies?	29	67.4%

Through statistical analysis of the table, it is found that 76.7% of respondents believe that the integration of digital management with administrative policies is a key factor in enhancing the success of organizational change. This result aligns with the organizational integration model proposed by Williamson (1985), which indicates that digital transformation cannot succeed unless it is fully integrated with existing administrative policies and organizational strategies. This highlights the importance of coordination

between technology and administrative strategies in the organizational change process, thereby enhancing operational effectiveness and competitiveness within institutions.

Regarding the respondents' views on whether administrative policies support digital transformation, the results show that 65.1% of respondents believe that the current policies support digital transformation in the Directorate of Commerce. However, it can be inferred that there is variability in the level of support between existing practices and policies, necessitating a comprehensive review of policies to better align with the needs of digital transformation.

Regarding organizational strategies, the results confirm that 69.8% of respondents believe that organizational strategies need to be modified to align with digital changes. This result reflects the urgent need for redesigning organizational strategies, as organizational change requires strategies to be more flexible to integrate with modern digital management techniques, which aligns with the institutional change theory confirmed by Hibern (1991).

The results also show that 74.4% of respondents believe that challenges in the integration of digital management with policies significantly affect the effectiveness of organizational change. This indicates that technological challenges and administrative bureaucracy may pose major obstacles to achieving actual integration between digital management and administrative policies, which requires comprehensive institutional intervention according to the strategic management model.

From an organizational sociology perspective, the integration of digital management with administrative policies represents a deep cultural challenge within institutions. Strategies and policies are often based on organizational values that may be traditional, making it difficult to incorporate modern technology into them. This sociological challenge requires cultural restructuring within the institution to ensure alignment between technological changes and administrative policies.

Socially, this can be interpreted as employees within institutions potentially facing resistance to change due to a gap in organizational culture that may not be ready to adopt digital change. Cultural adaptation in this context requires both cultural and training guidance for management and employees to ensure the integration of technology with prevailing organizational values.

These results align with previous studies that addressed the impact of integrating digital management with administrative policies on the effectiveness of organizational change. For example, Al-Hashimi's study (2019) in Algeria confirmed that restructuring administrative policies to include digital technology significantly contributes to achieving successful organizational change. Similarly, Jawad's study (2021) indicated that institutional challenges facing the integration of technology with policies require flexible change strategies that consider the cultural and social factors within the organization.

From a sociological interpretation, it can be said that the integration of digital management with administrative policies in the Directorate of Commerce requires a deep cultural transformation within the institution. This transformation is not limited to changes in technical tools but also includes a shift in the values and beliefs that govern individuals' behavior within the institution. Therefore, the success of organizational change depends on the institution's ability to redesign policies to align with digital transformations, ensuring a sustainable transformation that keeps pace with technological advancements and the social and economic changes in the surrounding environment.

5. Results in Light of the Study Hypotheses:

Acceptance or Rejection of the First Partial Hypothesis Based on the Results:

The first partial hypothesis posits that "organizational change has a positive impact on institutional performance in the Directorate of Commerce in the Wilaya of Djelfa, through

restructuring processes and enhancing operational efficiency." Based on the analysis of the results derived from the study data, we can conclude that this hypothesis is partially valid.

From the data showing that 69.8% of respondents believe that organizational change has significantly contributed to improving operational efficiency, it seems that this figure reflects a noticeable positive impact on institutional performance in the Directorate. This suggests that the changes made to the structure of processes led to improved efficiency in daily work, which aligns with what is confirmed in contemporary literature in the fields of organizational sociology and management, which indicates that organizational restructuring often contributes to improving performance and increasing operational efficiency (Paul Goodwin, 2020). Therefore, this aspect of the hypothesis can be considered correct, as the sociological understanding emphasizes the importance of structural change in enhancing the performance of public institutions.

Regarding the question of facilitating administrative processes, the results showed that 58.1% of respondents feel a positive impact of organizational change in facilitating administrative processes. This figure reflects success in removing some constraints that may hinder workflow, which aligns with the theory of organizational adaptation, which holds that institutions need to adapt to internal and external changes by updating their organizational structures (Meyer & Scott, 2008).

Additionally, 62.8% of respondents in the study indicated that the new structure contributed to improving the overall performance level of the institution. This confirms that the modern organizational structure positively impacted performance effectiveness, which aligns with studies that emphasized the importance of structural change in improving coordination between departments and enhancing performance effectiveness (Michel Camier, 2015).

Regarding the impact of organizational change on improving cooperation between departments, the data showed that only 53.5% of participants believe that the change has contributed positively in this regard. This figure suggests that there may be resistance to change in some departments or a lack of coordination between departments after the structural change. This result aligns with the theory of organizational relationships, which asserts that cooperation between departments requires an organizational environment that fosters effective communication and interaction among individuals, which may be lacking in some cases (Tomsway, 1992).

Concerning the impact on the quality of services provided, the results showed that 65.1% of respondents believe that organizational change has positively impacted service quality. This indicates that the restructuring process has resulted in improvements in the quality of service provided by the Directorate, which aligns with the principles of Total Quality Management (TQM) in management, which emphasizes the importance of improving organizational processes to enhance service quality (Deming, 1986).

Based on the results obtained from these questions, we can say that the first partial hypothesis, which assumes a positive impact of organizational change on institutional performance through the restructuring of processes and enhancement of operational efficiency, is largely valid. Although there are some challenges related to improving cooperation between departments, the results confirm that organizational change has effectively contributed to improving operational efficiency, facilitating administrative processes, raising the overall performance level of the institution, and improving the quality of services provided. Therefore, it can be affirmed that organizational change in the Directorate of Commerce in the Wilaya of Djelfa has proven to have a positive impact on enhancing institutional performance, despite some areas that may require further improvement.

Acceptance or Rejection of the Second Partial Hypothesis Based on the Results:

The second partial hypothesis proposed in this study states that "internal resistance to

change and traditional organizational culture represent major barriers to digital transformation in organizations.” Based on the data derived from the study results, conclusions can be drawn that partially support this hypothesis and confirm that organizational culture and internal resistance to change present significant challenges in the digital transformation process.

Internal Resistance to Change: The results showed that 69.8% of the respondents consider internal resistance to change to be one of the main obstacles to digital transformation in the organization. This result confirms the change resistance hypothesis proposed by Kotter (1996), where it is clarified that radical change within organizations is often met with resistance from employees due to concerns about potential impacts on their professional lifestyles. The analysis reveals that employees, in their current cultural environments, face challenges in adapting to technological shifts, thus reinforcing the hypothesis that internal resistance is a barrier to the success of digital transformation.

Impact of Organizational Culture: The results showed that 62.8% of respondents believe that organizational culture is an obstacle to digital transformation. This result supports the idea that traditional organizational culture may not be prepared to absorb digital change. This aligns with the cultural change model proposed by Hoflund (2012), who suggests that organizations that cling to old values and traditional practices may face difficulties in adopting modern technologies, negatively impacting the success of digital transformation. From this, it can be concluded that traditional organizational culture presents a major challenge in this transformation.

Role of Training and Effective Communication: While organizations face resistance to change due to organizational culture, the results showed that 81.4% of respondents believe that training and effective communication can reduce resistance to change. This result supports the theory of interactive communication highlighted by Habermas (2008), who asserts that effective communication from management with employees enhances their acceptance of change and contributes to facilitating digital transformation. Additionally, this result emphasizes the importance of training employees to use digital tools and new technologies to reduce anxiety and psychological challenges related to change.

The Ability of Digital Management to Overcome Resistance: The results also showed that 67.4% of respondents believe that digital management can overcome resistance to change within the organization. This result supports the idea that the use of digital management can help facilitate the change process by providing tools and systems that contribute to making work more organized and effective, thus reducing employee resistance.

From the perspective of organizational sociology, it appears that digital change is not only technical but extends to affecting the social structure within the organization. Organizational culture, built on old values and habits, significantly influences the acceptance of digital change. If these values are strongly entrenched, employees may perceive the change as a threat to them, leading to natural resistance to this transformation.

Sociologically, resistance to change can be interpreted as a social phenomenon with psychological and behavioral dimensions. The analysis indicates that resistance to change is often a result of the loss of social stability within the organization, where employees feel that the change may threaten their professional relationships or personal interests. Therefore, effective communication and training strategies are crucial in overcoming this resistance and motivating employees to adapt to the new digital environment.

Previous studies align with the results obtained from this study. For example, Mahmoud's (2018) study in Algeria confirmed that traditional organizational culture was a major barrier to digital transformation in public institutions. However, with the introduction of effective communication strategies, resistance decreased significantly. Similarly, Abdullah's (2020) study highlighted that training and communication are key factors in facilitating digital

transformation in organizations, thus enhancing social acceptance of new technologies.

From a sociological interpretation, it can be said that digital change requires a deep cultural change within the organization. Traditional organizational culture is often based on power relationships and dominance, which affects how employees respond to changes. Therefore, in order to facilitate digital transformation, organizations must adopt effective communication strategies and continuous training, which will enhance individuals' ability to adapt to digital changes.

Based on statistical analysis and sociological reading, it can be concluded that the second partial hypothesis, which suggests that internal resistance to change and traditional organizational culture represent major barriers to digital transformation, is largely valid. These results clearly indicate that organizational culture and internal resistance present significant challenges in the digital transformation process within the organization. Therefore, organizations should focus on improving training and effective communication strategies to reduce this resistance, thereby facilitating digital transformation more smoothly and effectively.

Acceptance or Rejection of the Third Partial Hypothesis Based on the Results:

The fourth partial hypothesis proposed in this study states that "the integration of digital management with administrative policies and organizational strategies enhances the success of organizational change in institutions." Based on the data derived from the study results, conclusions can be drawn that strongly support this hypothesis, highlighting the importance of integrating digital management with administrative policies in supporting organizational change within institutions.

The study results showed that 76.7% of the respondents believe that the integration of digital management with administrative policies significantly contributes to enhancing the success of organizational change. Additionally, 65.1% of the respondents believe that current administrative policies support digital transformation to a considerable extent, reflecting a positive impact of these policies in facilitating change. On the other hand, 69.8% of the respondents consider it necessary to adjust organizational strategies to keep up with digital transformations. These results clearly indicate that the integration of digital management with administrative policies and organizational strategies is one of the key factors that contribute to enhancing the success of organizational change in institutions.

From the perspective of organizational sociology, the integration of digital management with administrative policies and organizational strategies can be interpreted as a vital step in ensuring the success of organizational change within institutions. This is because digital change is not limited to the technological aspect but also involves reshaping organizational culture and work strategies to align with the modern digital environment. In this context, updating policies and organizational strategies is essential to support the continuity of change and achieve positive outcomes.

Based on statistical analysis and sociological interpretation, it can be said that the fourth partial hypothesis, which suggests that the integration of digital management with administrative policies and organizational strategies enhances the success of organizational change in institutions, is largely correct. The results confirm that the integration of digital management with policies and organizational strategies is one of the main factors contributing to the success of organizational change within institutions, thus reinforcing the importance of this integration in facilitating digital transformation and achieving organizational goals.

General Results of the Study:

Based on the results of the study's hypotheses, it was found that organizational change at the Directorate of Commerce in the Wilaya of Djelfa had a positive impact on institutional

performance. The restructuring of processes contributed to improving operational efficiency, simplifying administrative procedures, and enhancing service quality, despite some challenges related to inter-departmental collaboration. The results also confirmed that internal resistance to change and traditional organizational culture represent obstacles to digital transformation, necessitating the adoption of effective training and communication strategies to overcome these barriers. On the other hand, the study proved that the integration of digital management with administrative policies and organizational strategies contributes to enhancing the success of organizational change, reflecting the importance of updating policies to keep pace with digital transformations. Thus, organizational change and digital transformation are essential factors in improving institutional performance, but their success depends on the ability to manage internal resistance and update policies and organizational strategies.

Conclusion of the Study:

In conclusion, it can be affirmed that the integration of digital management with administrative policies is one of the crucial factors in enhancing the success of organizational change within institutions. Digital transformations require adjustments in administrative policies to align with technological advancements. Based on the study's results, it is recommended that institutions adopt flexible administrative policies capable of accommodating digital changes, in addition to training employees on the use of digital tools and promoting a culture of change within institutions. Focusing on the integration of digital management with administrative policies will significantly contribute to accelerating and facilitating organizational change, helping institutions stay competitive in the modern work environment.

LIMITATIONS OF THE STUDY

This study, while providing valuable information, has some limitations that should be considered. First, the research focused on a purposive sample of 43 employees from the Djelfa Trade Directorate. Although this sample was useful for the specific purposes of the study, its size and nature may limit the generalization of the findings to other institutions or broader organizational contexts. It is possible that the specific dynamics of the Djelfa Trade Directorate, such as its structure, culture, and sector of activity, influence the results, making their direct application to other organizations less precise.

Second, the study adopted a descriptive approach and relied on data collection through a questionnaire. While this method is effective in obtaining a snapshot of employees' perceptions and experiences, it does not allow for establishing direct causal relationships between organizational change, digital management, innovation, and competitiveness with the same rigor as other research approaches (such as longitudinal or experimental studies). Therefore, although an effective contribution of organizational change to performance improvement was identified, it is difficult to determine the exact magnitude or direction of this influence.

Finally, the research was conducted over a specific time period, meaning that the results reflect the situation at that particular moment. The digital and organizational environment is constantly evolving, and the challenges and opportunities identified could change over time. This implies that the conclusions drawn are relevant to the context studied but may require updates or further research as circumstances evolve.

FUTURE STUDIES

Based on the limitations and findings of this study, several avenues for future research are suggested that could enrich the understanding of the impact of organizational change and digital management.

First, it would be beneficial to conduct longitudinal studies that follow institutions over time. This would allow observing the evolution of the implementation of organizational change and digital management, as well as their long-term effects on innovation and competitiveness. A longitudinal approach could provide a more dynamic view of how organizations overcome internal resistance and adapt their culture to digital transformations.

Second, future research could employ a mixed methodology, combining quantitative methods with more in-depth qualitative approaches. In-depth interviews, focus groups, or case studies across multiple institutions could offer a richer understanding of employee perceptions, cultural factors, and decision-making processes that influence the success or failure of digital change initiatives. This would allow for a more detailed exploration of specific challenges such as "internal resistance" and "traditional organizational culture" mentioned in this study.

Finally, it is recommended to broaden the geographic and sectoral scope of the research. Conducting comparative studies in different provinces or countries, as well as across various sectors (public, private, nonprofit), could help identify the contextual variables that moderate the impact of organizational change and digital management. This would allow for the development of more robust and generalizable models of how institutions can improve their innovation and competitiveness through digital transformation, and how management policies can be more effective in different scenarios.

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