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## Digitization and restructuring organizational relationships: a social study of the impact of technology on work structures and social policies.

### ABSTRACT

This article aims to study the impact of recent digital transformations on organizational relationships and social policies within organizations, focusing on the Main Public Library of Djelfa. In light of the rapid development of digital technology, digitization has become a fundamental factor reshaping work structures and organizational relationships within institutions. The study explores how digitization affects relationships among individuals within the library and how it contributes to improving organizational performance and enhancing efficiency. This study adopted a descriptive analytical methodology, collecting data through in-depth interviews with library leaders and employees to understand how digital technology influences their internal interactions, organizational relationships, and the challenges they face in adopting digital transformations. Emphasis was placed on dimensions such as resistance to change, the digital divide among employees, and the impact of technology on daily workflows. The study also aims to provide a comprehensive view of how digitization affects organizational structures within the library, highlighting the challenges and opportunities presented by these transformations. The research presents recommendations to enhance digital innovation and develop organizational policies that support digital transformation and ensure more effective organizational performance.

**Keywords:** digitization, organizational relationships, digital transformation, work structures, social policies, public libraries, organizational leadership.

## **Digitalización y reestructuración de las relaciones organizacionales: un estudio social del impacto de la tecnología en las estructuras de trabajo y las políticas sociales**

### **RESUMEN**

Este artículo tiene como objetivo estudiar el impacto de las recientes transformaciones digitales en las relaciones organizacionales y las políticas sociales dentro de las organizaciones, centrándose en la Biblioteca Pública Principal de Djelfa. A la luz del rápido desarrollo de la tecnología digital, la digitalización se ha convertido en un factor fundamental que está reconfigurando las estructuras de trabajo y las relaciones organizacionales dentro de las instituciones. El estudio explora cómo la digitalización afecta las relaciones entre los individuos dentro de la biblioteca y cómo contribuye a mejorar el desempeño organizacional y aumentar la eficiencia. Este estudio adoptó una metodología analítica descriptiva, recopilando datos a través de entrevistas en profundidad con líderes y empleados de la biblioteca para comprender cómo la tecnología digital influye en sus interacciones internas, relaciones organizacionales y los desafíos que enfrentan al adoptar transformaciones digitales. Se hizo hincapié en dimensiones como la resistencia al cambio, la brecha digital entre los empleados y el impacto de la tecnología en los flujos de trabajo diarios. El estudio también pretende ofrecer una visión integral de cómo la digitalización afecta las estructuras organizacionales dentro de la biblioteca, destacando los desafíos y las oportunidades que presentan estas transformaciones. La investigación presenta recomendaciones para mejorar la innovación digital y desarrollar políticas organizacionales que respalden la transformación digital y aseguren un desempeño organizacional más efectivo.

**Palabras clave:** digitalización, relaciones organizacionales, transformación digital, estructuras de trabajo, políticas sociales, bibliotecas públicas, liderazgo organizacional.

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## **Digitalização e reestruturação de relacionamentos organizacionais: um estudo social do impacto da tecnologia nas estruturas de trabalho e políticas sociais**

### **RESUMO**

Este artigo tem como objetivo estudar o impacto das recentes transformações digitais nos relacionamentos organizacionais e nas políticas sociais dentro das organizações, com foco na Biblioteca Pública Principal de Djelfa. À luz do rápido desenvolvimento da tecnologia digital, a digitalização se tornou um fator fundamental na remodelação das estruturas de trabalho e dos relacionamentos organizacionais dentro das instituições. O estudo explora como a digitalização afeta os relacionamentos entre os indivíduos dentro da biblioteca e como ela contribui para melhorar o desempenho organizacional e aumentar a eficiência. Este estudo adotou uma metodologia analítica descritiva, coletando dados por meio de entrevistas em profundidade com líderes e funcionários da biblioteca para entender como a tecnologia digital influencia suas interações internas, relacionamentos organizacionais e os desafios que eles enfrentam na adoção de transformações digitais. A ênfase foi colocada em

dimensões como resistência à mudança, a exclusão digital entre os funcionários e o impacto da tecnologia nos fluxos de trabalho diários. O estudo também visa fornecer uma visão abrangente de como a digitalização afeta as estruturas organizacionais dentro da biblioteca, destacando os desafios e oportunidades apresentados por essas transformações. A pesquisa apresenta recomendações para aprimorar a inovação digital e desenvolver políticas organizacionais que apoiem a transformação digital e garantam um desempenho organizacional mais eficaz.

**Palavras-chave:** digitalização, relacionamentos organizacionais, transformação digital, estruturas de trabalho, políticas sociais, bibliotecas públicas, liderança organizacional

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## INTRODUCTION

In the last two decades, the world has witnessed widespread digital transformations that have fundamentally impacted various aspects of social, economic, and organizational life. Digitization has become an essential element in developing institutions and improving internal work efficiency. In the context of social and service institutions such as public libraries, digital technology has become an indispensable tool for restructuring organizational processes to enhance performance and improve the quality of services provided. This digital transformation represents both a challenge and an opportunity; it necessitates rethinking traditional organizational structures and reshaping relationships among individuals within organizations.

The Main Public Library of Djelfa serves as a vivid example of the transformations that social institutions are undergoing in the face of digitization. While technology offers limitless possibilities for performance development, it simultaneously imposes challenges related to resistance to change and complexities in adopting new digital systems. This study addresses the impact of these digital transformations on organizational relationships within the library, focusing on how work structures and social policies are reshaped as a result of the increasing reliance on technology.

### Research Problem:

With the rapid advancement in digitization and the proliferation of digital technology, institutions across various sectors are compelled to reconsider their organizational structures and operational mechanisms. The increasing reliance on technology fundamentally alters the organizational dynamics within institutions, requiring a swift adaptation to new digital tools. In this context, public libraries emerge as one of the institutions significantly impacted by digital transformation (Espinoza et al., 2018). While digitization presents a substantial opportunity to enhance efficiency and develop working methods, there are numerous challenges associated with adopting technology, such as resistance to change, the digital divide among employees, and the increasing pressure to improve performance.

The core problem of this research lies in understanding how digital transformations affect work structures and organizational relationships within social institutions, with a focus on the Main Public Library of Djelfa. The main research question can be posed as follows: How does digitization affect work structures and organizational relationships within the Main Public Library of Djelfa? From this, several sub-questions arise:

How does digitization impact organizational relationships among employees within the Main Public Library of Djelfa?

What are the primary challenges the library faces in adopting digital technology at the level of work structures?

How does digitization contribute to improving the decision-making process within the library?

Research Hypotheses:

First Partial Hypothesis: Digitization enhances organizational relationships among employees by improving communication and coordination.

Indicators for the First Partial Hypothesis:

Increased use of digital tools such as email and online platforms for communication between departments.

Improved speed of coordination among employees and reduced time gaps in information exchange.

Higher levels of job satisfaction among employees due to the ease of interaction and communication.

Second Partial Hypothesis: The library faces significant challenges in adopting digitization due to resistance to change and the skills gap among employees.

Indicators for the Second Partial Hypothesis:

Difficulties in training employees to use new digital tools.

Variation in digital skill levels among employees and its impact on the efficiency of task execution.

Emergence of resistance from some employees to change and to the adoption of technology in daily operations.

Third Partial Hypothesis: Digitization contributes to improving the decision-making process by providing accurate and timely data that supports decision-making.

Indicators for the Third Partial Hypothesis:

Increased use of digital systems for collecting and analyzing data related to library and employee performance.

Rapid and transparent availability of digital data to support strategic decisions.

Improved quality of administrative decisions due to the availability of accurate information that helps mitigate risks and enhance planning.

Research Objectives:

This study aims to explore the impact of digitization on organizational relationships and work structures within the Main Public Library of Djelfa. This includes examining how technology interacts with daily operations and relationships among employees, as well as its effect on the social policies that govern these relationships. The study also seeks to identify the opportunities that digitization offers for improving organizational performance and the challenges that hinder it.

Importance of the Research:

The significance of this research lies in highlighting the epistemic gaps related to the impact of digital transformations on social policies and organizational relationships. While many studies focus on the technical benefits of digitization, there remains a need for a deeper understanding of how technology affects human relationships within institutions. This study illustrates how digitization can change organizational dynamics and open new avenues for improving performance and efficiency in social institutions, while also providing recommendations for adopting policies that effectively support this transformation.

#### Definition of Key Concepts:

##### Digitization

First Definition: "Digitization is the process of converting traditional information into a digital format that can be stored and processed using modern technology, facilitating access and analysis (Ahmed, 2019, p. 28)." This makes digitization fundamentally about translating data into digital codes that are used and relied upon when addressing issues related to the institution.

Second Definition: "It is the process of converting analog content, such as texts and images, into a digital format that can be processed through computing and networking technologies" (Mahmoud, 2020, p. 45). This means that digitization is not limited to merely converting information into a digital format (Espinoza & Calva, 2022); it also includes the ability to process and analyze it easily, contributing to improved organizational performance.

Operational Definition: In this study, digitization refers to the use of digital technology to convert data and administrative processes into digital systems that enhance work efficiency and internal communication within the institution.

##### Organizational Relationships

First Definition: "Organizational relationships are the interactions and connections that arise among individuals within the organization and define the distribution of roles and responsibilities to achieve common goals" (Mahmoud A., 2021, p. 58). These are the practices and interactions between individuals within a structured and organized framework (Guamán et al., 2023).

Second Definition: "Organizational relationships refer to how individuals and teams interact within the organization to achieve coordination and collaboration in performing the required tasks efficiently (Ahmed S., 2018, p. 77)." The organizational relationship is a key element for achieving harmony among employees, directly affecting their ability to adapt to transformations such as digitization.

Operational Definition: In this study, organizational relationships refer to how the interaction between employees and teams within the institution is influenced by the adoption of digital technology and the effect of that on the distribution of tasks and authority (Ordoñez et al., 2021).

##### Digital Transformation

First Definition: "Digital transformation is the process of changing business and operational models by leveraging digital technology to improve performance and productivity (Khaled, 2020, p. 92)." It encompasses processes that rely on archiving data and retrieving it automatically to increase output and efficiency.

Second Definition: "Digital transformation includes restructuring processes and procedures within institutions using digital technology to enhance efficiency and flexibility" (Ali, 2021, p. 66). Digital transformation illustrates how technology contributes to changing work methods within institutions, not only at the tool level but also in organizational systems and structures (Ley et al., 2021).

Operational Definition: In this study, digital transformation means reorganizing the institution's processes and daily tasks through digital technology with the aim of improving performance and developing organizational relationships.

#### Work Structures

First Definition: "Work structures are the ways in which tasks are organized and responsibilities are distributed within the institution to achieve strategic objectives (Ali S., 2018, p. 52)." Work structures are fundamentally linked to the strategy that underpins the institution's work through task and responsibility distribution to achieve higher productivity and performance.

Second Definition: "Work structure refers to the formal frameworks that organize how individuals and teams interact within the institution by defining roles and responsibilities (Al-Haj, 2020, p. 39)." The organizational structure of the institution is the backbone that supports the overall performance of the institution and facilitates the effective distribution of tasks and responsibilities.

Operational Definition: In this study, work structures refer to the ways in which roles and responsibilities are distributed within the institution in the context of digital transformation and how these structures are affected by the adoption of digital technology.

#### Social Policies

First Definition: "Social policies are a set of rules and regulations aimed at improving the welfare of individuals and communities by regulating the distribution of resources and services (Soumya, 2021, p. 2021)." This means that social policies are fundamentally based on a network of rules, laws, and regulations that work to organize tasks and individuals to serve the institution for more productive outcomes and better resource utilization.

Second Definition: "Social policies include the actions taken by governments and institutions to promote social justice and provide essential services to individuals (Youssef, 2019, p. 70)." The focus on social policies as a tool for improving individual welfare reflects the importance of modern technology in delivering more effective and equitable services.

Operational Definition: In this study, social policies refer to the policies adopted by institutions to adapt their strategies in line with digital transformations to enhance service delivery and achieve social justice.

#### Public Libraries

First Definition: "Public libraries are community institutions that provide diverse educational and cultural resources to the public with the aim of enhancing knowledge and providing digital and printed resources (Mohamed, 2020, p. 60)."

Second Definition: "Public libraries offer free educational and cultural services to the public, contributing to enhancing awareness and knowledge within the community (Hassan, 2019, p. 55)." Public libraries play a vital role in promoting education and community awareness by providing diverse resources and facilitating access to them.

**Operational Definition:** In this study, public libraries refer to cultural institutions that utilize digital technology to improve the delivery of educational and informational services to the community.

#### Organizational Leadership

**First Definition:** "Organizational leadership is the ability to influence individuals within the organization to achieve common goals by directing and coordinating collective efforts (Hani, 2019, p. 110)." The leader, through organizational leadership, works to enable individuals within and outside the institution to utilize all available resources, whether from their capabilities or the structures and tools provided by the institution.

**Second Definition:** "Organizational leadership includes the process of setting goals, motivating individuals, and making necessary decisions to ensure these goals are achieved efficiently (Faisal, 2021, p. 78)." Organizational leadership is related to managing resources and motivating individuals to achieve the institution's goals efficiently, playing a key role in guiding digital transformation processes.

**Operational Definition:** In this study, organizational leadership refers to the role that leaders play in guiding digital transformation processes and directing employees towards achieving integration between technology and administrative processes.

### THEORETICAL FRAMEWORK

**Theoretical Approach of the Study:** In this study, the analysis is based on the theoretical concepts of "New Rationality" and "Digital Capitalism" to understand digital transformations and their impact on organizational relationships and work structures. Studying the impact of digitization on organizational relationships and work structures requires an in-depth understanding of the concepts and theories that analyze digital transformations in institutions. The theoretical framework of this study relies on interpreting these transformations through the "New Rationality" and "Digital Capitalism" theories, as these two theories provide a comprehensive understanding of how digital technology affects organizational relationships and social policies.

**New Rationality Theory:** The New Rationality theory is an evolution of traditional theories that focused on efficiency and achieving goals within organizational contexts in the digital age. Rationality takes a new direction that relies on improving digital processes and facilitating organizational interaction within institutions.

#### Technology and Its Impact on Organizational Rationality:

The New Rationality perceives that digital technology contributes to increasing productivity within institutions, as it enhances the speed of task execution and the flow of information within the organizational context. Instant communication and information exchange become more effective, improving the decision-making process and reducing time gaps between operations.

According to this framework, technology enables institutions to achieve more effective performance by enhancing transparency and speeding up decisions based on accurate data. However, there are challenges associated with adapting to technology, which require new technical skills and capabilities from employees, potentially leading to an efficiency gap among workers.

#### Challenges Associated with Digital Rationality:

Institutions face significant challenges primarily related to resistance to change among many

employees, especially regarding adapting to new tools and technologies. Skills gaps emerge between employees who possess the ability to handle digital technology and those who lack these skills, affecting harmony within the institution (Jones, 2018, pp. 45-48).

Digital Capitalism Theory: The Digital Capitalism theory suggests that digital technology not only changes how institutions operate but also affects social relationships within them. According to this theory, institutions increasingly rely on data as a primary resource, enhancing their ability to make better decisions and increasing control over information.

Organizational Impacts of Digital Capitalism:

Restructuring Work Structures: Digital capitalism leads to a significant shift in the structuring of work from its traditional model within institutions to a model primarily based on digitization as a reference. Institutions no longer rely solely on manual or mental labor; instead, they increasingly depend on digital technology to manage organizational processes. This transformation has enhanced institutional efficiency but has changed the distribution of power within the institution, where managing technology and controlling data have become critical factors in decision-making.

Transformations in Social Relationships: Relationships among individuals within institutions are now based on reliance on digital data and information. This change has strengthened collaboration among teams through digital communication tools, while at the same time potentially exacerbating social disparities between individuals who have the capacity to handle technology and those who struggle to employ and utilize digital means and tools.

Cultural and Organizational Transformations: In the context of digitization, organizational values have shifted from a focus on traditional work to reliance on digital skills and digital communication. This shift indicates that institutions have come to depend on values that promote innovation, the ability to handle data, and balance between innovation and technology (Fuchs, 2020, pp. 25-29).

Application of Digital Capitalism Theory:

The Digital Capitalism theory provides an explanation of how relationships within institutions are shaped and how this affects interactions among individuals. In our study, we highlight the Public Library of Guelma, where the impact of digitization can be analyzed through the lens of digital capitalism, as controlling and managing data has become an essential part of the decision-making process.

A) Restructuring Work Structures: The library relies on automation and the management of digital data as part of its strategy to enhance efficiency and improve services. This makes the library increasingly dependent on digital technology to organize its relationships with users and coordinate work among employees. Consequently, job roles within the institution have adapted to these changes, making tasks associated with data management and controlling digital systems more central to daily operations.

Practical Application in the Library: Employees tasked with managing digital systems, such as databases and administrative programs, occupy a central position in organizing operations, reflecting the concept of control over digital technology within work structures. The organizational structure has become more reliant on those with technological expertise, which explains the second hypothesis regarding the restructuring of work structures due to digitization.

B) Impacts on Social and Organizational Relationships: Digital technology has enhanced collaborative relationships among library staff through digital communication means, such as shared databases and instant messaging systems. At the same time, it has exacerbated social hierarchies among employees who have the ability to engage with digital technology and those who lack these skills.

Practical Application in the Library: The disparity between employees who possess digital skills and those who struggle to adapt to new tools leads to changes in organizational relationships and the emergence of new dynamics for interaction and collaboration.

Hypothesis Indicator: The impact of digital capitalism can be measured by analyzing the distribution of job roles and interactions among employees within the institution, especially regarding the applications of digital technology in daily activities.

The application of theories in this study relies on linking theoretical concepts with the actual changes witnessed in the Public Library of Guelma. By studying the impact of new rationality and digital capitalism on work structures and organizational relationships, it is possible to analyze how digitization affects organizational efficiency, the capacity to adapt to technology, and the reshaping of job roles and social relationships.

## **RESEARCH METHODOLOGY**

The research methodology is a fundamental part of any scientific study, providing the necessary foundations for collecting and analyzing data in a coordinated manner based on scientific principles. In this research, a descriptive-analytical approach will be used to collect and analyze data regarding the impact of digitization on organizational structures in the Public Reading Library of Djelfa. This will focus on the use of in-depth interviews as the primary data collection tool, while also emphasizing the analysis of quantitative data to provide in-depth insights into the studied phenomenon.

### **1) Approach Used:**

The main approach in this research is the descriptive-analytical method, which aims to provide a detailed description and deep analysis of the effects of digitization on the organizational structures of the library. This method is suitable for studying the impact of technology on organizational structures as it allows for identifying patterns and relationships among various variables and understanding how digitization influences organizational processes and administrative structure.

Descriptive Method: This method focuses on providing a comprehensive description of the various effects digitization has on the library, allowing for data analysis through collecting information from interviews to provide a clear perspective on how digitization affects organizational activities and processes. The descriptive method can be defined as follows:

First Definition: "The descriptive method is a research approach aimed at describing phenomena as they are, through the collection and analysis of related data in an objective and organized manner." (Sami, 2018, p. 45).

Second Definition: "The descriptive method includes the collection and analysis of data to present an accurate and comprehensive picture of the studied phenomenon without interfering with or attempting to change the variables." (Ali A., 2020, p. 38).

### **Justification for Choosing the Descriptive Method:**

The descriptive method seeks to objectively describe the current situation of the impact of digitization on organizational relationships and social policies. It helps provide a

comprehensive analysis of the studied phenomenon by collecting data from respondents about their experiences and opinions.

b) Analytical Method:

The analytical method allows for the analysis of data obtained from interviews to identify patterns and trends and to understand how digitization influences work structures and organizational relationships. It also provides a deep interpretation of the changes occurring in the library due to digitization, offering practical and strategic insights to address challenges and opportunities.

First Definition: "The analytical method is a research approach that relies on analyzing data and information with the aim of interpreting relationships among variables and extracting patterns and core concepts." (Ahmed A., 2019, p. 65). The analytical method seeks to provide explanations and justifications for the relationships existing between phenomena through the analysis of available data.

Second Definition: "The analytical method is used to understand the causes and relationships among different variables through the organized analysis of data and scientific interpretation." (Khaled A., 2021, p. 77).

Justification for Choosing the Analytical Method:

The analytical method was employed in the study to understand the relationship between digitization and the transformations in organizational relationships and social structures. This method allows for the analysis of qualitative data extracted from interviews and its interpretation through theories and concepts related to digital transformation.

2) Data Collection:

Sample: Interviews will be conducted with 8 branch managers at the library using purposive sampling, selected for their direct experience in managing different departments and interacting with digital technology.

A) Purposive Sampling:

First Definition: "Purposive sampling is a technique for selecting participants based on their knowledge and experiences related to the studied subject, where they are chosen for a specific purpose." (Mahmoud A., 2020, p. 30). A specific category is chosen for data collection due to their familiarity with the subject being studied.

Second Definition: "Purposive sampling refers to selecting participants who directly represent the case being studied, thereby increasing the accuracy of the results related to the subject." (Imad, 2019, p. 48).

Justification for Choosing Purposive Sampling:

Purposive sampling was selected because the researchers needed to involve leaders and employees within the institution who have direct knowledge and experience regarding the impact of digitization on work. This helped obtain relevant and valuable data for the study.

B) In-Depth Interviews:

In-depth interviews will be used as the primary data collection tool from branch managers at the library. These interviews will help obtain precise and comprehensive insights into how digitization affects operations and organizational structure. The focus will be on the personal opinions and experiences of the managers to gain a deeper understanding of the effects of digitization.

First Definition: "An in-depth interview is a qualitative research technique in which long and detailed conversations are conducted with participants to obtain in-depth data about their experiences and opinions." (Al-Saeed, 2019, p. 72). In-depth interviews are an effective data collection tool due to their detailed and accurate conversation, placing them in a significant position in such research.

Second Definition: "In-depth interviews are considered an effective tool for collecting rich qualitative data because they provide the researcher with the opportunity to understand the personal experiences and precise opinions of participants regarding the studied topic." (Rachid, 2021, p. 105).

Justification for Choosing In-Depth Interviews:

In-depth interviews were used because they provide a deep understanding of participants' personal experiences related to digitization and its impact on organizational relationships. They also allow participants to freely elaborate on their experiences and opinions, contributing to the collection of rich and detailed data.

Interview Design:

Interview questions will be designed to cover multiple aspects of the impact of digitization, including efficiency improvements, technology-related challenges, and the effects of digitization on organizational relationships.

Data Analysis:

Responses from the interviews will be analyzed using qualitative analysis techniques to identify key patterns and recurring themes. The data will be classified according to specified impacts and the results interpreted based on theory.

C) Analysis of Quantitative Data:

Quantitative data analysis will be used to support the qualitative findings obtained from the interviews.

Quantitative Data: This includes data related to performance indicators before and after the implementation of digitization, such as task execution speed and administrative efficiency. This data will be collected from library records and administrative reports.

Analysis Methods: Statistical analysis techniques will be employed to analyze quantitative data, such as descriptive statistics and trend analysis. This will involve comparing data before and after the application of digital technologies to identify quantitative changes in performance.

Interview Question Design:

To cover multiple aspects of the impact of digitization on the Public Reading Library of Djelfa, a set of questions will be designed as follows; each question aims to gather information about efficiency improvements, technology-related challenges, and the effects of digitization on organizational relationships.

Data Analysis:

After collecting data from the interviews, qualitative analysis techniques will be used to identify key patterns and recurring themes. Here's how responses will be analyzed:

### **1. Qualitative Analysis:**

A) Data Collection and Organization:

Recording Responses: Answers will be documented, and if interviews are recorded, they will be transcribed.

Data Classification: Responses will be classified according to research areas such as efficiency improvements, technological challenges, and the impact of digitization on organizational relationships.

#### B) Identifying Patterns and Key Themes:

Thematic Analysis: Responses will be reviewed to identify recurring patterns and key themes. For example, a common pattern may emerge regarding how efficiency is improved or common challenges related to technology.

Data Categorization: Use classifications to group relevant information into specific categories. For example, technological challenges can be classified into categories such as software difficulties and hardware issues.

#### C) Interpreting Results:

Results will be interpreted by linking them to theory, providing an explanation of key patterns and themes based on theories mentioned, such as New Rationality Theory and Digital Capitalism Theory. For instance, the analysis may show how digitization has contributed to enhancing organizational efficiency, aligning with New Rationality Theory that emphasizes improving efficiency through technology.

Recommendations: Practical recommendations will be provided based on the findings derived from data analysis. For example, recommendations for improving employee training may be offered based on identified technological challenges.

#### Data Analysis for Each Participant:

The questions and answers will be analyzed for each participant. We will begin with an analysis of each participant based on the questions directed to them, followed by interpreting the results based on the theories used in the study.

#### **Participant One:**

1. How has digitization affected work efficiency in your library?  
"The use of digital systems has significantly accelerated procedures and reduced errors."

Analysis: This response aligns with New Rationality Theory, which posits that digitization improves efficiency by enhancing the accuracy of procedures and reducing errors. The theory

supports the idea that automation and technology contribute to overall performance improvement.

2. What are the main technical challenges you faced when adopting new technology?  
"The biggest challenges were integrating old systems with new ones and data security."  
Analysis: Integration challenges and data security resonate with Digital Capitalism Theory, which indicates that companies face difficulties adapting to modern technology, necessitating additional investment in security and technical solutions.

3. How has digitization affected the relationship between different teams in the library?  
"Relationships between teams improved thanks to digital collaboration tools that facilitated communication."

Analysis: The improvement in team relationships aligns with the idea that digitization

enhances collaboration and improves internal organization, as illustrated in Digital Capitalism Theory.

4. Have you noticed any changes in the library's social policies as a result of technology? If so, what are they?

"Yes, policies have become more flexible and keep pace with digital developments."

Analysis: Changes in policies to become more flexible align with the concept of Digital Capitalism, which suggests that digitization supports the adoption of more flexible and effective policies.

5. How do you assess the impact of digitization on improving the experience of library service users?

"User experience has improved thanks to digital facilities such as quick searches and access to resources."

Analysis: The enhancement of user experience aligns with the idea that digitization enhances efficiency and services, reflecting the positive impact of technology on library performance.

6. What measures have you taken to address digital security challenges?

"We installed advanced security systems and trained staff on data protection."

Analysis: The measures taken to address security challenges align with Digital Capitalism Theory, which highlights the importance of companies investing in information security.

7. Did you encounter any resistance from employees when implementing new technology?

How did you deal with it?

"Yes, there was some resistance, but we addressed it by providing training and ongoing support."

Analysis: Employee resistance and managing it through training align with New Rationality Theory, which points to the importance of rational management in dealing with resistance to change.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction increased due to improved work and communication tools."

Analysis: The increase in employee satisfaction reflects the positive impact of digitization on the work environment, supported by theories of digitization and efficiency improvement in the workplace.

### **Respondent Two:**

1. How has digitization affected work efficiency in your library?

"Digitization has accelerated processes and improved the quality of service provided."

Analysis: The improvement in service quality reflects the application of new rationality theory, which posits that digitization enhances performance efficiency by streamlining procedures.

2. What are the main technical challenges you faced when adopting new technology?

"We faced challenges in training staff and integrating systems."

Analysis: The challenges in training and system integration align with digital capitalism theory, which suggests the necessity for companies to invest in staff training and system updates to keep pace with technology.

3. How has digitization affected the relationship between different work teams in the library?

"Collaboration between teams has become smoother thanks to digital communication tools."

Analysis: The improvement in team collaboration supports the idea of digital capitalism theory, which highlights how digitization fosters internal cooperation.

4. Have you noticed changes in the library's social policies as a result of technology? If so, what are they?

"Yes, the policies have become more inclusive and keep up with technological changes."

Analysis: The shift towards more inclusive policies reflects the impact of digitization on social policy, which is supported by digital capitalism theory.

5. How do you evaluate the impact of digitization on improving the experience of library service users?

"The experience of users has significantly improved due to technological enhancements."

Analysis: The improvement in user experience reflects the positive impact of digitization on service delivery, aligning with new rationality theory.

6. What measures have you taken to address digital security challenges?

"We conducted regular system updates and enhanced security levels."

Analysis: The measures taken to address digital security support the idea of the necessity for companies to invest in digital security, as outlined in digital capitalism theory.

7. Did you encounter any resistance from employees when implementing new technology?

How did you deal with that?

"Some employees were hesitant, but we provided them with training and support."

Analysis: Addressing resistance to change through training aligns with new rationality theory, which supports the importance of effective management in handling resistance to change.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction has improved due to the facilitation of work and improved communication."

Analysis: The improvement in employee satisfaction reflects the positive impact of digitization on the work environment, which is supported by theories of digitization and efficiency enhancement.

### **Respondent Three:**

1. How has digitization affected work efficiency in your library?

"We are now able to complete tasks faster and more efficiently."

Analysis: The improved efficiency aligns with new rationality theory, which asserts that digitization enhances operational efficiency through automation and improved information flow.

2. What are the main technical challenges you faced when adopting new technology?

"Difficulties in training staff and ensuring system stability."

Analysis: The challenges in training and system stability align with digital capitalism theory, which highlights the importance of investing in staff training and ensuring the stability of technological systems.

3. How has digitization affected the relationship between different work teams in the library?

"Collaboration between teams has become more effective due to new communication tools."

Analysis: The improvement in team collaboration supports the idea that digitization enhances internal cooperation, as illustrated in digital capitalism theory.

4. Have you noticed changes in the library's social policies as a result of technology? If so, what are they?

"The policies have become more aligned with technological changes and new needs."

Analysis: The changes in policies to become more aligned with technology support the idea that digitization positively influences social policies.

5. How do you evaluate the impact of digitization on improving the experience of library service users?

"The user experience has improved significantly due to the new technology."

Analysis: The improvement in user experience reflects the positive impact of digitization on service delivery, aligning with new rationality theory.

6. What measures have you taken to address digital security challenges?

"We added new security layers and increased protection levels."

Analysis: Security measures reflect the importance of investing in digital security.

7. Did you encounter any resistance from employees when implementing new technology?

How did you deal with that?

"Yes, there was some hesitation, but we organized training sessions and workshops to facilitate the transition."

Analysis: Resistance to change and handling it through training aligns with new rationality theory, which indicates that effectively managing change through training and support helps reduce resistance.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction has increased due to improved work tools and simplified procedures."

Analysis: The increase in employee satisfaction reflects the positive impact of digitization on the work environment, which aligns with the findings of digital capitalism theory that emphasizes enhancing the work environment through technology.

#### **Respondent Four:**

1. How has digitization affected work efficiency in your library?

"Work has become faster and more effective thanks to automation and technological improvements."

Analysis: This response aligns with new rationality theory, which posits that digitization enhances efficiency by improving processes and speeding up performance.

2. What are the main technical challenges you faced when adopting new technology?

"The main challenges were system maintenance and dealing with unforeseen technical issues."

Analysis: The challenges in system maintenance and unforeseen technical issues reflect difficulties in adapting to technology, as explained by digital capitalism theory.

3. How has digitization affected the relationship between different work teams in the library?

"Communication and coordination between teams improved thanks to the use of digital tools."

Analysis: The improvement in communication and coordination among teams aligns with the idea that digitization enhances internal cooperation, which is supported by the concept of digital capitalism theory.

4. Have you noticed changes in the library's social policies as a result of technology? If so, what are they?

"Yes, the policies have become more suitable for the needs of the digital age."  
Analysis: The changes in policies to become more suitable for the digital age reflect the impact of digitization on the development of social policies, as indicated by digital capitalism theory.

5. How do you evaluate the impact of digitization on improving the experience of library service users?

"The user experience has become more interactive and suitable thanks to technological improvements."

Analysis: The improvement in user experience reflects the positive impact of digitization on service delivery, aligning with new rationality theory.

6. What measures have you taken to address digital security challenges?

"We updated the security system and increased awareness among employees about data protection."

Analysis: The measures taken to address digital security support the idea of the importance of investing in digital security and training employees, as illustrated in digital capitalism theory.

7. Did you encounter any resistance from employees when implementing new technology?

How did you deal with that?

"Yes, there was some hesitation, and we dealt with it by organizing educational sessions and direct support."

Analysis: Addressing resistance to change through education and support aligns with new rationality theory, which supports the importance of effective management in overcoming resistance to change.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction has noticeably improved due to facilitation and technological updates."

Analysis: The improvement in employee satisfaction reflects the positive impact of digitization on the work environment, supported by digital capitalism theory.

#### **Fifth Respondent:**

1. How has digitization affected work efficiency in your library?

"Digitization has helped improve task completion speed and reduce errors."

Analysis: The improved efficiency aligns with the New Rationality Theory, which asserts that digitization enhances efficiency by improving process accuracy and reducing errors.

2. What are the main technical challenges you faced when adopting new technology?

"The challenges were in system maintenance and security breaches."

Analysis: Challenges in system maintenance and security align with Digital Capitalism Theory, which indicates that companies face difficulties when adapting to modern technology.

3. How has digitization affected the relationship between different teams in the library?

"Team collaboration has become more effective thanks to digital tools."

Analysis: The improvement in inter-team collaboration supports the idea that digitization enhances internal organization, as outlined in Digital Capitalism Theory.

4. Have you noticed any changes in the library's social policies as a result of technology? If so, what are they?

"Yes, policies have become more interactive with technological developments."

Analysis: Changes in policies to become more interactive with technology support the impact of digitization on developing social policies.

5. How do you assess the impact of digitization on improving the experience of library service users?

"The user experience has improved significantly thanks to the new technology."

Analysis: The improvement in user experience reflects the positive impact of digitization on service delivery, consistent with New Rationality Theory.

6. What measures have you taken to address digital security challenges?

"We updated security procedures and educated staff on data protection."

Analysis: Digital security measures reflect the importance of investing in digital security, as indicated by Digital Capitalism Theory.

7. Did you encounter any resistance from employees when implementing new technology? How did you deal with it?

"We faced some resistance, but we overcame it through awareness and training."

Analysis: Addressing resistance to change through awareness and training aligns with New Rationality Theory, which supports the importance of effective change management.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction has increased due to the updates and technological conveniences."

Analysis: The increase in employee satisfaction reflects the positive impact of digitization on the work environment, supported by theories of digitization and efficiency improvement.

#### **Sixth Respondent:**

1. How has digitization affected work efficiency in your library?

"Digitization has helped speed up procedures and increase work effectiveness."

Analysis: The improved efficiency aligns with New Rationality Theory, which emphasizes that digitization enhances efficiency by improving performance and effectiveness.

2. What are the main technical challenges you faced when adopting new technology?

"The main challenges were in the compatibility between new and old systems."

Analysis: The challenges in compatibility between systems support the idea that adapting to technology requires addressing integration issues, as outlined in Digital Capitalism Theory.

3. How has digitization affected the relationship between different teams in the library?

"Team collaboration has improved thanks to technological tools that facilitated communication."

Analysis: The improvement in team collaboration aligns with Digital Capitalism Theory, which suggests that digitization enhances internal collaboration.

4. Have you noticed any changes in the library's social policies as a result of technology? If so, what are they?

"Yes, policies have become more aligned with the digital age".

Analysis: Changes in policies to become more aligned with the digital age reflect the impact of digitization on social policies.

5. How do you assess the impact of digitization on improving the experience of library service users?

"User experience has improved significantly thanks to technological enhancements, which helped speed up access to information".

Analysis: The improvement in user experience reflects the positive impact of digitization in enhancing service quality. This aligns with New Rationality Theory, which emphasizes improving customer experiences through technological innovation.

What measures have you taken to address digital security challenges?

6. "We relied on continuous updates to security systems and educated staff on how to protect data."

Analysis: The measures taken to address digital security challenges underscore the importance of cybersecurity in the digital environment, as indicated by Digital Capitalism Theory.

7. Did you encounter any resistance from employees when implementing new technology? How did you deal with it?

"Yes, we faced resistance, but we engaged employees in the implementation process through workshops and training."

Analysis: Managing resistance to change through employee engagement and training aligns with New Rationality Theory, which focuses on positive interaction with change to reduce resistance.

8. How has the use of technology affected employee satisfaction in your library?

"Employee satisfaction has increased due to the ease of using tools and updates that made work more effective."

Analysis: The increase in employee satisfaction reflects the positive impact of technology on the work environment, which aligns with Digital Capitalism Theory, emphasizing the improvement of the work environment through technological innovation.

Participant Seven:

1. How has digitization affected work efficiency in your library?  
"Digitization has improved the speed of processes and the accuracy of work".

Analysis: The improvement in efficiency reflects the positive impact of digitization on performance, supported by the New Rationality Theory, which emphasizes the importance of technology in enhancing effectiveness.

2. What are the main technical challenges you faced when adopting new technology?  
"The main challenges were rapid learning of new systems and maintenance of hardware."

Analysis: Challenges related to rapid learning and hardware maintenance reflect the difficulties organizations face when adopting technology, aligning with the Digital Capitalism Theory.

3. How has digitization affected the relationship between different work teams in the library?

"Collaboration between teams has become easier due to improved communication tools."  
Analysis: The improvement in collaboration among teams aligns with the theory suggesting that digitization contributes to enhancing internal collaboration.

4. Have you noticed any changes in the library's social policies as a result of technology? If so, what are they?

"Yes, the policies have become more flexible to meet the needs of the digital age."  
Analysis: The change in policies to become more flexible supports the positive impact of digitization on policy development.

5. How do you evaluate the impact of digitization on improving the experience of library service users?

"The user experience has improved due to better access to information and services."  
Analysis: The improvement in user experience reflects the positive impact of digitization on service delivery, supported by the New Rationality Theory.

6. What measures have you taken to address digital security challenges?  
"We updated the security system and increased awareness among staff".

Analysis: Digital security measures support the importance of data protection and enhancing cybersecurity, as outlined in the Digital Capitalism Theory.

7. Did you encounter any resistance from employees when implementing new technology? How did you handle that?

"Yes, we faced resistance, but we overcame it by providing training and information."  
Analysis: Managing resistance to change through training and information aligns with the New Rationality Theory, which emphasizes positive engagement with change.

8. How has the use of technology affected employee satisfaction in your library?  
"Employee satisfaction has increased due to new work tools and updates."  
Analysis: The increase in employee satisfaction indicates the positive impact of technology on the work environment, supported by the Digital Capitalism Theory.

#### **Participant Eight:**

1. How has digitization affected work efficiency in your library?  
"Digitization has led to improved work effectiveness and speed of task execution."  
Analysis: The improvement in efficiency aligns with the New Rationality Theory, which posits that digitization enhances performance by improving work effectiveness.

2. What are the main technical challenges you faced when adopting new technology?  
"We faced difficulties in compatibility between old and new systems."  
Analysis: Challenges related to compatibility support the theory indicating difficulties in adapting to modern technology.

3. How has digitization affected the relationship between different work teams in the library?  
"Collaboration among teams has improved thanks to digital communication tools."  
Analysis: The improvement in collaboration aligns with the Digital Capitalism Theory, which posits that digitization enhances internal collaboration.

4. Have you noticed any changes in the library's social policies as a result of technology? If so, what are they?

"Yes, the policies have become more aligned with technological developments."  
Analysis: Changes in policies to be more aligned with technological developments support the impact of digitization on policy development.

5. How do you evaluate the impact of digitization on improving the experience of library service users?

"The user experience has improved thanks to technological enhancements."  
Analysis: The improvement in user experience reflects the positive impact of digitization on service quality, aligning with the New Rationality Theory.

6. What measures have you taken to address digital security challenges?  
"We updated security systems and trained staff."

Analysis: The measures taken to address digital security challenges reflect the importance of data protection and enhancing cybersecurity, as indicated by the Digital Capitalism Theory.

7. Did you encounter any resistance from employees when implementing new technology? How did you handle that?

"We faced resistance, but we used training and awareness to overcome it."  
Analysis: Addressing resistance to change through training and awareness aligns with the New Rationality Theory, which emphasizes effective change management.

8. How has the use of technology affected employee satisfaction in your library?  
"Employee satisfaction has increased due to new work tools that made tasks easier."  
Analysis: The increase in employee satisfaction indicates the positive impact of technology on the work environment, supported by the Digital Capitalism Theory.

### **Interpretation of Results Based on Theories**

New Rationality Theory: The results indicate that digitization improves efficiency and effectiveness, aligning with the concepts of this theory, which assumes that performance enhancement requires the integration of technology. The findings also reflect that resistance to change can be overcome through training and awareness, underscoring the importance of effective change management.

Digital Capitalism Theory: The results confirm that digitization contributes to enhancing internal collaboration and promotes the evolution of social policies to align with technological advancements. It also improves the experience of service beneficiaries. Moreover, the focus on digital security and system updates corresponds with the significance of investing in technology to protect data and enhance security.

Overall, the findings support the study's hypotheses and demonstrate that digitization has multiple positive effects on work efficiency, beneficiary experience, and employee satisfaction, thereby enhancing the effective use of technology in institutions.

### **Interpretation and Practical Application of Results Based on Theory**

#### **New Rationality Theory**

Interpretation: The New Rationality Theory emphasizes improving the effectiveness and performance of institutions through the effective integration of technology. The interview results showed that digitization has improved task completion efficiency, production speed, and execution of tasks, which aligns with this theory that supports using technology to enhance performance. The findings also indicate that resistance to change was effectively

managed through training and participation, reinforcing the New Rationality concept of managing change in thoughtful and effective ways.

**Practical Application:** To ensure ongoing improvement in institutional performance, organizations should adopt integrative technology strategies that focus on enhancing processes and improving efficiency. Continuous training for employees and developing their skills to handle technological changes should also be provided, ensuring their involvement in the change process to reduce resistance and increase acceptance.

## **2. Digital Capitalism Theory**

**Interpretation:** Digital Capitalism Theory refers to how technology is used to enhance productivity and create economic value. The results of the interviews showed that digitization has significantly contributed to improving collaboration among teams, facilitating access to information, and enhancing the beneficiary experience, which aligns with the core objectives of digital capitalism. Furthermore, improvements in digital security and technological updates support the capitalist view of technological innovation as essential elements for maintaining security and enhancing value.

**Practical Application:** Organizations should invest in advanced technology that enhances collaboration and develops policies to meet the needs of the digital age. Additionally, strong strategies for data protection and cybersecurity should be developed as part of digital capitalism strategies. Encouraging the use of digital tools and providing necessary training can enhance overall performance and create added value for the organization.

The application of the study's results, based on the New Rationality and Digital Capitalism theories, recommends focusing on improving training, enhancing digital security, developing social policies, improving internal collaboration, and enhancing the beneficiary experience. These recommendations are practical and actionable, and can contribute to achieving better efficiency and enhancing institutional value through the effective use of technology.

## **ANALYSIS AND DISCUSSION**

### **Restructuring Organizational Relationships**

**Impact of Digitization on Authority and Responsibility:** Digitization is a key factor in reshaping organizational relationships through the redistribution of authority and responsibilities. By analyzing the interview results, it can be observed that digitization has led to changes in how authority and responsibilities are distributed within organizations:

**Empowering Employees:** Information and communication technologies contribute to empowering employees by allowing them to access information and data more quickly, reducing their reliance on central authority. For example, at the main library in Djelfa, it was observed that the use of a digital library management system enabled employees to manage materials and data independently, thereby redistributing some authority from upper management to frontline staff.

**Improving Transparency:** Digitization enhances the transparency of processes and procedures, thereby strengthening accountability within digital systems. It provides accurate tracking of decisions and actions, helping to reduce gaps between different management levels in the library. The use of technology in recording interactions with the public has improved service quality and increased transparency in operations.

**Changes in Responsibilities:** Some responsibilities have become more effectively distributed, with employees taking on new responsibilities related to managing and maintaining

technology, in addition to improving their technological skills. These shifts may enhance efficiency but could also face challenges related to resources and training.

#### Impact on Social Policies

**Impact of Technology on Efficiency:** Digitization improves the efficiency of social policies by accelerating processes and enhancing resource management. Digital tools provide new opportunities for implementing policies more effectively. By improving service delivery, the use of technology in providing social services enhances both the speed and quality of service. For instance, digital library management systems have improved user experiences by speeding up the process of searching for and accessing information, facilitating data access. Digitization offers greater possibilities for data analysis and decision-making based on accurate information, contributing to improved policies and more appropriate responses to community needs. Regarding community interaction, technology helps enhance the interaction between institutions and the community. Tools like social media and digital platforms enable institutions to better engage with the public and gather feedback.

**Impact on Community Interaction:** By increasing accessibility, technology improves individuals' access to information and social services, promoting inclusivity and reducing social gaps in the library. Digitization has enabled individuals to access resources more easily and effectively. However, despite the benefits, challenges related to the digital divide remain, as some groups may be unable to benefit from technology. These gaps could negatively affect the effectiveness of social policies if not addressed.

#### Real-World Examples

##### Institutions Positively Affected:

**Public Libraries:** Many public libraries worldwide, including the main library in Djelfa, have experienced significant improvements in their services thanks to digitization. Enhancements include inventory management, easy access to information, and facilitating interaction with the public, which are positive examples of the impact of technology.

**Educational Institutions:** Schools and universities have adopted digital technology, resulting in notable improvements in providing interactive learning and educational resources. Digital educational systems have enhanced the learning experience and facilitated access to content.

##### B. Institutions Negatively Affected

**Healthcare Sector:** Some healthcare institutions have faced challenges in integrating digital systems, leading to difficulties in data management and information protection. Technical challenges and the costs associated with digital transformation may negatively impact the efficiency of healthcare services.

**Small Enterprises:** Small businesses may encounter difficulties in adopting technology due to high costs and issues related to training and technical support. These institutions may struggle to keep pace with technological developments effectively.

#### Challenges

##### Resistance to Change:

i. **Difficulty Adapting to Changes:** Resistance to change is one of the biggest challenges organizations face when adopting digitization. Technological change requires alterations in work processes and daily tasks, which employees may approach with hesitation and resistance. This challenge is particularly evident when there are concerns about losing

control or the ability to use new technologies.  
ii. Impact of Organizational Culture: An organizational culture reliant on traditional methods may be ill-prepared to adopt modern technologies. Employees may feel uncomfortable or distrustful of new technologies, leading to resistance to change and hindering progress.

Lack of Training:  
i. Inadequate Training: Insufficient training on how to use technology can be a significant obstacle. Employees may struggle to adapt to new digital tools if they do not receive adequate training; this can result in misuse of technology and slow performance.  
ii. High Costs of Training: Providing the necessary training for all employees requires substantial financial and time investments. Institutions face challenges in allocating the necessary resources for effective employee training.

Digital Divide:  
i. Inequality in Access to Technology: The digital divide among individuals can affect the effectiveness of digital adoption. Individuals or teams lacking adequate access to technology or the necessary skills may struggle to benefit from modern technologies.  
ii. Inequality in Opportunities: The digital divide can lead to disparities in opportunities and resources within the organization, creating an unequal environment that may affect overall performance.

Practical Recommendations: To overcome these challenges, it is necessary to:

Implement Awareness Programs: Provide awareness programs to explain the benefits of digitization and how it positively impacts work.

Engage Employees: Involve employees in the change process to make them feel a sense of belonging and support.

Enhance Training and Development: Offer continuous training programs for employees on how to use new technologies and adapt to technological changes. Include change management training as part of the training programs to reduce resistance and increase adaptability to technology.

Improve Digital Security: Invest in advanced security systems and regularly update them to protect data and ensure cybersecurity. Implement strict policies and procedures for information protection, and provide training courses for employees on digital security and best practices.

Allocate a Budget for Training: Allocate the necessary financial resources to ensure that appropriate training is provided.

Develop Flexible Policies: Update social and administrative policies to be more flexible and in line with technological developments. Ensure that policies promote collaboration among teams and support the effective use of technology.

Enhance Internal Collaboration: Utilize digital tools to improve communication and collaboration among different teams. Encourage knowledge sharing and experiences among employees to foster a collaborative work environment.

Improve Beneficiary Experience: Adopt new technologies to enhance the quality of services provided to beneficiaries. Collect feedback from beneficiaries periodically to improve services and better meet their needs.

Ensure Equal Access: Ensure that all employees have adequate access to technology.

**Provide Technical Support:** Offer technical support and assistance to individuals facing difficulties in using technology.

#### Conclusions and Recommendations

##### Restructuring Organizational Relationships:

Digitization has led to a radical transformation in organizational relationships within institutions. By automating processes and improving the flow of information, organizational structures have become more flexible and less centralized. Organizations that adopted advanced digital technologies have witnessed improvements in team interactions and enhanced collaboration, leading to improved overall performance. However, some organizations faced challenges related to resistance to change and varying technological skills among employees. Digital transformations have removed some traditional barriers to communication, allowing employees to be more interactive and innovative. Nonetheless, change management has become essential to ensure a smooth and effective transition to digital environments.

##### Impact of Digitization on Social Policies:

Digitization has significantly affected social policies by improving transparency and efficiency in the delivery of social services. The application of modern technology in social policies enhances the ability to collect and analyze data effectively, helping to develop strategies that are more responsive to community needs. Despite the benefits, digital transformation can create gaps in access to services among individuals and communities. Therefore, social policies need to be flexible and adapt to technological shifts to ensure they meet the needs of all groups.

#### Practical Recommendations

##### Establish Supporting Policies for Digital Innovation

This can be achieved through:

**Developing Comprehensive Digital Strategies:** Institutions should establish clear digital strategies that include specific goals and plans for implementing new technologies. These strategies should consider all aspects of the organization, including training and required technologies.

**Encouraging Innovation:** It is essential to foster a culture of innovation within organizations by creating an environment that supports experimentation and learning. This can be achieved by stimulating new ideas and providing rewards for successful innovations.

**Enhancing Technology Training:**  
This can be accomplished through:

**Designing Integrated Training Programs:** Training programs should be designed to cover all aspects of using digital technology. These programs should be aimed at all levels of employees to ensure they acquire the necessary skills to handle new digital tools.

**Providing Continuous Training:** Training programs should be ongoing to keep pace with rapid technological developments. Continuous training enhances employees' ability to use technology efficiently and reduces resistance to change.

##### Investing in Robust Digital Infrastructure:

**Upgrading Infrastructure:** Institutions should invest in updating strong digital infrastructure that supports modern applications and technologies. This includes improving networks, security systems, and cloud storage to ensure efficient and secure performance.

**Allocating Resources:** Allocate the necessary financial and human resources for developing and maintaining digital infrastructure. Investing in this infrastructure will contribute to improving organizational efficiency and enhancing institutions' ability to adapt to technological changes.

**Addressing Digital Gaps:**

This can be achieved by:

**Promoting Equal Access:** Organizational policies and practices must ensure equal access to technology for all individuals. This includes providing support and assistance to individuals who may face difficulties in accessing technology.

**Developing Comprehensive Strategies for Digital Integration:** Strategies should be developed to aim at reducing the digital gap by providing education and necessary resources for individuals in underserved communities.

In summary, digitization has brought about profound changes in organizational relationships and social policies. By adopting supportive policies for digital innovation, enhancing training, and investing in digital infrastructure, organizations can improve their performance and achieve sustainable benefits from technological transformations. Institutions should focus on building a digital culture that supports change and responds to the challenges and opportunities presented by digitization.

## **CONCLUSION**

In conclusion, the study reveals the pivotal role that digitization plays in reshaping organizational relationships and social policies. The findings show that digital transformations significantly contribute to improving performance efficiency and enhancing collaboration within institutions, leading to more flexible and effective organizational structures. Additionally, digitization has positively impacted social policies by increasing transparency and improving service delivery, despite the challenges related to digital gaps that need to be addressed. The study offers practical recommendations focused on enhancing digital innovation, improving training, and investing in digital infrastructure to ensure full benefit from technological transformations. Given the profound impacts of digitization, it is essential for institutions to continue adopting integrated strategies to adapt to the digital age and maximize the opportunities it presents.

## **LIMITATIONS AND FUTURE STUDIES**

The digitalization and restructuring of organizational relations is a work that was limited by economic conditions to expand the field of action. However, it is important to undertake actions that make it possible to carry out a broad and varied field work, which from the hypothesis is considered will yield results that make visible the reality of digitalization in other areas of knowledge; situation that the authors commit to find resources to carry out this project.

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### **CONTRIBUTION OF THE CO-AUTHORS**

Mohamed Mammeri: He contributed in determining the variables to be investigated, in the search for information, writing the conclusions and searching for the journal for the presentation of the work.

Ben Gharbi Frid: He was responsible for writing the work; in addition, he made the corrections according to the observations sent by academic peers.

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