Change management and digital transformation in the Algerian organizational context: An empirical analysis based on the ADKAR Model at Hayat DHC Algeria

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Abstract---This study investigates the influence of change management on the digital transformation process at Hayat DHC Algeria, drawing on the ADKAR Model as a guiding framework. To achieve the study's objectives, a questionnaire was employed as a tool to collect data from a sample of 119 individuals at various organizational levels. The data was processed using SPSS software, and the descriptive-analytical method was adopted. The main findings of the research indicate that change management plays a significant role in the success of the digital transformation process by raising awareness about the necessity and importance of this change, fostering the desire of organizational members to embrace it, and involving them in the necessary knowledge related to its implementation, ensuring their capability to execute it. Furthermore, the study highlights the importance of reinforcing the change by encouraging employees and listening to their opinions and reactions towards digital transformation.

Keywords---Change Management, Digital Transformation, ADKAR Model, Organizational, Hayat DHC Algeria.

1- Introduction

In recent years, digital transformation has attracted significant global attention in the business world. Business transactions have undergone major changes due to the growing global access to the internet

and the increased reliance on it. According to the International Telecommunication Union, the number of internet users reached 5.4 billion in 2023, representing 67% of the global population. Organizations have thus raced to acquire technological tools and adopt digital transformation, a process that goes beyond simply integrating modern technologies into operations. It involves re-engineering processes and strategies at various organizational levels to ensure continuity in the face of changes in the digital business environment. A Statista report revealed that global spending on digital transformation reached $2.15 trillion in 2023 and is projected to increase to $3.9 trillion by 2027.

Amid this trend, resistance to digital transformation remains the largest challenge organizations face, stemming from several factors, including a lack of key performance indicators and a lack of clarity in transformation goals. The central issue lies in an organization's ability to influence its members and encourage them to embrace change. According to a McKinsey (2021) study, the likelihood of successful transformation is 1.2 times higher in organizations where leaders support employees in developing new skills and shifting their mindsets to align with the digital environment. Additionally, organizations that engage employees as intellectual partners in the changes affecting their tasks and operations are 1.4 times more likely to succeed. Because digital transformation requires a shift from one state to another under new conditions imposed by the digital environment, change management emerges as a key methodology that organizations can adopt to meet these requirements and embrace transformation effectively.

Based on the above, the core research question of our study is:

What is the extent of the impact of change management on the process of digital transformation in HAYAT DHC ALGERIA?

1-1- Study Hypothesis:

To address the research question, the following hypotheses are proposed:
- **Hypothesis 1:** Change management influences the success of digital transformation by raising employees' awareness of the need for this change within the organization under study.
- **Hypothesis 2**: Change management influences the success of digital transformation by supporting employees' desire to implement change within the organization under study.
- **Hypothesis 3:** Change management influences the success of digital transformation by contributing to the provision of knowledge on how to implement change within the organization within the organization under study.
- **Hypothesis 4**: Change management influences the success of digital transformation by ensuring employees' ability to apply the change within the organization under study.
- **Hypothesis 5:** Change management influences the success of digital transformation by continuously reinforcing change within the organization within the organization under study.

1-2- Research Method:

This paper relies on the descriptive-analytical method. For the literature review, relevant references and previous studies were utilized to deepen our understanding of the subject. In the field study, a questionnaire was employed as the primary tool to collect data, which was then analysed using appropriate statistical methods to extract the results.

2- Literature Review:

2-1- Understanding "the Digital":

The term *digital technology* originates from the Latin word *digitus*, meaning "finger," which European languages used to describe modern technology, alluding to the notion of "touch". In contrast, French literature uses the term *numérus*, meaning "number," which has become closely associated with digital technologies, tools, and culture (Moatti, 2012).

According to Gérard Berry, digitization is a process that frees us from reliance on traditional information supports such as paper by converting them into digital form through algorithms. This digital conversion facilitates the storage, transmission, and encoding of information without the constraints of traditional methods (Berry, 2008). From this perspective, digitalization revolves around the conversion of information into digital form, which leads us to explore the broader concept of digital transformation.

Besson et al. (2017) define digital transformation as a process that combines automation, dematerialization, and the reorganization of all organizational processes (Varenne & Godé, 2021). Similarly, Diener and Spacek (2021) explain that digital transformation represents a shift from traditional approaches to new ways of thinking and operating, integrating technological advancements with modern organizational and strategic changes. It is not merely a technical adjustment but a comprehensive transformation involving changes in leadership, culture, and the acceptance of innovation.

Furthermore, (Andrzej, 2022) asserts that Digital transformation is the process of changing current business models in line with and leveraging modern technological techniques to produce information that supports the decision-making process.

2-2- How to Discern that a Digital Transformation Process is Going Effectively?

McKinsey (August 2024) emphasized that evaluating the progress of digital transformation is closely tied to measuring performance outcomes and monitoring them accurately. To ensure that the ongoing changes deliver value, it is crucial to identify key indicators, typically categorized into three main areas:

Table 01: Evaluating the effectiveness of digital transformation

Category	Measurement
Value Creation	Measuring the operational performance indicators targeted by digital solutions, typically focusing on financial evaluations.
Team Health	A lack of personnel in the teams responsible for managing the digital transformation process, or the team's lack of the necessary skills and knowledge of modern work methods, can delay the progress of digital transformation relative to its originally scheduled timeline.
Effectiveness of Change Management	Evaluating progress in building the new capabilities required for digital transformation by answering questions like: Are we mobilizing teams as planned? Are we developing the right skills? Are people using technology seamlessly?

Source: Established by authors based on: (McKinsey, what is digital transformation? August 2024)

Discussion

- The continuity of an organization at all levels is contingent on its ability to generate wealth, which is measured by the value it creates. Consequently, daily and repetitive operational aspects are also geared toward serving this goal. The effectiveness of digital solutions can be evaluated using performance indicators, which are often translated into financial benefits.

Since digital technologies represent an investment in an organization's assets, Return on Investment (ROI) can be used as a key indicator to measure the value this investment brings. ROI is presented as an accounting ratio that illustrates the relationship between the money invested in acquiring digital technologies and the accompanying result, which helps in understanding the returns from those investments.

Moreover, if leadership allocates part of these returns as profit-sharing bonuses for employees involved in the transformation, this will motivate them to recognize the benefits of digitization, prompting them to carry out digital transformation activities more efficiently and quickly.

- The project timeline is a critical factor in determining its success, and like other projects, digital transformation must adhere to a timeline for task execution to avoid conflicts among team members. Any delays could lead to additional costs, ultimately diminishing the project's return on investment. Therefore, monitoring progress against a pre-planned timeline helps organize efforts and achieve goals on time. This is accomplished by mobilizing a competent team that recognizes the importance of time as an implicit cost, equipped with the necessary skills to manage digital transformation.
- Measuring the success of change management in overseeing the digital transformation process is essential in determining whether the transformation is progressing effectively. Preparing the change management team for this requires developing the technological and technical capacities of individuals, along with proper planning and employing teams to facilitate the organization's adoption of this change.

From the analysis of these concepts, it is clear that digital transformation is fundamentally linked to change. The shift from the current state, characterized by a certain level of sustainability, to a new digital state that enhances this sustainability is a transformation. This is where organizational change management plays a key role in helping individuals within the organization accept and adapt to these changes smoothly.

Thus, organizational change management will be adopted as a methodological lens to analyse its contribution to the digital transformation process.

2-3- What Does Change Management Stand For?

According to (Project Management Institute, 2013), Change management is a dynamic, flexible framework designed to move individuals and organizations from a current situation to a better one, to achieve an intended goal.

In addition, Change management can be viewed from several perspectives:

Table 02: how to view Change Management

Perspective	Explanation
Change Management as a Process	Utilizing a comprehensive set of tools in a repeatable process for effective and successful change management.
Change Management as a Competency	A blend of skills possessed by leaders, enabling them to manage change and create a strategic advantage for the organization.
Change Management for Individuals	For an organization to successfully change, employees must undergo an individual transformation that allows them to perform their work in a new, different way.
Change Management for Organizational Projects and Initiatives	Managing change at the organizational level by integrating individual-level changes into groups. This can be done using the (Prosci 3-Phase Methodology), which leaders can use when navigating through change: **Phase 1: Prepare Approach** Helps leaders determine the overall approach to change strategy by identifying the primary goal of the change, the individuals involved in carrying out their roles differently, and the sponsorship model needed for success. **Phase 2: Manage the Change** The second phase of the Prosci 3-phase methodology encompasses the

	majority of change management work. It involves: • Developing a master change management plan that includes the ADKAR framework, based on insights from the previous phase. • Implementing actions and adjusting them as needed. **Phase 3: Sustain Outcomes** The third phase focuses on reinforcing the change over time by: • Reviewing results and proceeding with feedback analysis. • Diagnosing gaps and identifying opportunities for improvement. • Celebrating successes.

Source: Established by authors based on (Creasy, 2023)

Discussion

From analyzing these insights, it becomes clear that various aspects of change management ultimately focus on driving employees to engage in the change. This is not surprising, given that human capital is a fundamental asset of the organization, capable of providing a competitive edge through creativity and innovation to achieve continuous growth and goals. Since digital transformation is both a goal, organizations strive to achieve and a change that leads them toward a certain level of advancement, its success depends on preparing individuals for effective personal transformations. However, many organizations often prioritize investment in technical and technological aspects over investing in leading people through the digital transformation project.

As academics, we must not overlook the fact that successful change management in both individuals and organizations requires strategies and tools tailored to the nature of the change itself.

Given that individuals in organizations are among the key driving forces behind improvement, (the Prosci's Individual Change Model (ADKAR)) can be adopted. This model, known as The PROSCI ADKAR Model, stands for:
- Awareness, Desire, Knowledge, Ability, Reinforcement.
This model has been proven to help organizations achieve the greatest benefits from their change initiatives.

2-4- Overview of the ADKAR Model:

What is the ADKAR Model?
Hovhannes (2019) explained that the ADKAR model provides a set of practical applications designed to ensure the success of organizational change by enabling individuals to transition effectively toward the desired future state. The model emphasizes five key outcomes: Awareness, Desire, Knowledge, Ability, and Reinforcement. The model was developed by "Jeff Hiatt" in 2003, emerging from a study conducted by the American research organization "PROSCI". This 14-year study included 900 organizations across 59 countries and identified five sequential and interconnected actions required for effective individual change, which ultimately leads to successful organizational change. These actions are:
- Awareness: Recognizing the need and necessity for change.
- Desire: Wanting to participate in and support the change.
- Knowledge: Understanding how to change.
- Ability: Having the skills to implement the change.
- Reinforcement: Sustaining the change over time.

How to Apply the ADKAR Model for Organizational Change:

Olmstead (2024) noted that, because the ADKAR model is outcome-oriented, it simplifies the change process by addressing its five dimensions sequentially, thereby facilitating the identification of areas of

resistance. People progress toward change at different paces; for example, one person may be ready for change, while another is still understanding the need for it. The ADKAR model helps leaders identify gaps, enabling them to investigate the cause of delays. Is the individual struggling because they don't understand why the change is necessary (Awareness) or because they don't know how to implement it (Knowledge)?, This approach better prepares leaders to guide individuals through the stages they find most challenging.

1. **Creating Awareness of the Need for Change:**
   It is crucial to communicate the need for change clearly, not just by announcing it, but also by providing thorough explanations of the circumstances and reasons driving the necessity of change.

2. **Supporting the Desire to Implement the Change:**
   Understanding the reason for change does not necessarily mean acceptance or desire to engage with it. To cultivate this desire, it is important to have leadership capable of influencing others by highlighting the benefits the change will bring to the organization's members. Change leaders should also identify and address the reasons behind resistance (e.g., Are employees worried about lacking the necessary skills for the change? Are they concerned about how it will impact their jobs?). Identifying these concerns enables the change team to address them or adjust the implementation plan if necessary.

3. **Providing Knowledge on How to Change:**
   Offering comprehensive knowledge that allows employees to see all aspects of the change is key. This includes evaluating the skills, competencies, and additional responsibilities required by the change, followed by gradual training. Too much change at once can lead to resistance, so pacing is essential.

4. **Ensuring Employees Have the Ability to Execute the Change:**
   Confidence in their skills is vital for employees to apply the knowledge they have gained. Allowing employees to try out the change before its fully implemented helps close the gap between knowledge and ability. Confidence is what ultimately determines whether they can successfully perform the tasks associated with the change, regardless of how well they understand the new processes.

5. **Reinforcing the Change:**
   Making the new transformation official by publicly celebrating it and building enthusiasm among employees for their success is crucial. Recognizing their achievements, listening to their feedback, and using it to identify weaknesses and make improvements can further solidify the change. Continued support and monitoring are necessary to ensure the change sticks, as it cannot become ingrained overnight.

2-5- Digital Transformation under the lens of change management:

Table 03: List of digital transformation activities based on change management approach

Change Management Activities	Digital Transformation Activities
define a strong leadership	define a strong leadership
generate awareness on the need for change	- Analyse environment to identify opportunities and threats. - Conduct a digital maturity assessment. - Generate awareness on the need for transition.
define a clear change vision and strategy	define a clear vision, a strategy and a roadmap for the transition
communicate change vision and strategy	communicate the vision, strategy and roadmap for

Change Management Activities	Digital Transformation Activities
	the transition
define a change management team	define change management team
identify and manage resistance to change	identify and manage resistance to change
train people	- define digital capabilities and skills - train and/or recruit people
collect and analyse feedbacks and monitor change	collect and analyse feedbacks and monitor the digital transformation process
celebrate success and implement corrective actions	celebrate success and implement corrective actions
consolidate the change	consolidate the change

Source: (Bellantuono.N, Nuzzi.A, Pontrandolfo.P, & Scozzi.B., 2021)

Discussion:

- Both the digital transformation initiative and change management emphasize the critical role of leadership in their success. From this, we conclude that identifying an appropriate transformational leader and an effective leadership team is one of the most important activities of change management. The effectiveness of this leadership is a key driver for the success of digital transformation projects.

- The digital transformation initiative also focuses on creating awareness of the need for change, which is one of the core characteristics of change management. On an organizational level, when discussing awareness, we refer to organizational communication. Ensuring that the leadership of the digital transformation project communicates the reasons for change and raises awareness of its necessity helps employees understand why the change is needed ("I understand why…").

- Sharing the vision and strategies related to the digital transformation initiative with the members of the organization helps clarify the benefits they will receive from its implementation. This transparency reduces ambiguity, confusion, and fear about the change, thus lowering resistance to it. As a result, employees become more willing to move forward with the digital transformation process ("I have decided to…").

- Both the digital transformation initiative and change management prioritize training as a shared activity. Identifying the necessary digital skills employees need and training, them accordingly help generate knowledge on how to implement the change and, subsequently, enhance their ability to apply these skills ("I am able to…").

- After achieving awareness, desire, knowledge, and ability to implement digital transformation activities, the next step involves collecting and analysing feedback and monitoring the change to identify any gaps and correct them. This leads to the reinforcement of the change and celebration of the success of the digital transformation, thus strengthening its foundation within the organization ("I will continue to…").

Overall, we can conclude that change management is not just an addition after a project fails; integrating it into digital transformation activities enhances the overall effectiveness of the initiative.

3- The Impact of Change Management on the Digital Transformation Process through the ADKAR Model in HAYAT DHC ALGERIA:

Previously, we explored the key concepts of digital transformation and change management. Next, we will examine the impact of change management on the success of the digital transformation process

through the **ADKAR model.** This will be based on a survey designed specifically for employees at various administrative levels within the organization under study.

3-1- Study Methodology:

The population of our study consists of all employees of **HAYAT DHC ALGERIA.** The sample was selected randomly, with 170 questionnaires distributed and 119 returned, all of which were valid for study and analysis.

3-2- Characteristics of the Study Sample's Personal Variables:

Table (04): Characteristics of Personal Variables

Personal Variables	Categories	Frequency	Percentage
Gender	Male	101	%84.9
	Female	18	%15.1
Age	Under 20	00	00%
	21 to 30 years	27	22.68%
	31 to 40 years	37	31.09%
	Over 40	55	46.21%
Educational Level	Primary	21	%17.6
	Middle	32	%26.9
	Secondary	47	%39.5
	Bachelor's	11	%9.2
	Master's	5	%4.2
	Postgraduate	3	%2.5
Administrative Level	Strategic	6	5%
	Middle	19	16%
	Operational	94	79%
Proficiency in Digital Technologies	Low	32	%26.9
	Medium	70	%58.8
	High	17	%14.3
Total		**119**	**%100**

Source: Prepared by the researchers based on the results of the statistical software (SPSS).

From Table (04), we observe that in the gender variable, there are 101 male respondents, representing 84.9% of the study sample, and 18 female respondents, representing 15.1%. Regarding the age variable, 27 respondents (22.68%) are aged between 21 and 30 years, 37 respondents (31.09%) are between 31 and 40 years, and 55 respondents (46.21%) are over 40 years old. There are no respondents under the age of 20.

In terms of educational level, 21 respondents (17.6%) have a primary education level, 32 respondents (26.9%) have a middle education level, 47 respondents (39.5%) have a secondary education level, 11 respondents (9.2%) have a bachelor's degree, five respondents (4.2%) have a master's degree, and three respondents (2.5%) have postgraduate qualifications.

For the administrative level variable, 06 respondents (5%) are at the strategic level, 19 respondents (16%) are at the middle level, and 94 respondents (79%) are at the operational level.
Regarding digital proficiency, the results show that 32 respondents (26.9%) have low proficiency in digital technologies, 70 respondents (58.8%) have medium proficiency, and 17 respondents (14.3%) have high proficiency.

3-3- Reliability of the Questionnaire:

The study relied on (Cronbach's Alpha) to ensure the reliability of the questionnaire, as shown in the following table:

Table (05): Reliability Test of the Study Questionnaire

Dimension	Number of Items	Reliability Coefficient
Awareness	03	0.875
Desire	03	0.817
Knowledge	03	0.957
Ability	03	0.959
Reinforcement	03	0.875

Source: Prepared by the researchers based on the results of the statistical software (SPSS).

From the table above, we can see that the **(Cronbach's Alpha)** coefficients for the five dimensions range from 81.7% to 95.9%, which are all above the threshold of 60%. This indicates the reliability and validity of the questionnaire items, making it suitable for our field study.

3-4- Internal Consistency of the Questionnaire:

To determine the degree of correlation between the statements and the dimensions they belong to in the questionnaire, the study utilized **Pearson's correlation coefficient**. The following table summarizes the results:

Table (06): Pearson Correlation Coefficient between Statements and Dimensions

Pearson Correlation Coefficient	Awareness	Desire	Knowledge	Ability	Reinforcement
Statement 1	0.878 Sig=0.000	0.849 Sig=0.000	0.951 Sig=0.000	0.963 Sig=0.000	0.780 Sig=0.000
Statement 2	0.924 Sig=0.000	0.835 Sig=0.000	0.964 Sig=0.000	0.961 Sig=0.000	0.949 Sig=0.000
Statement 3	0.886 Sig=0.000	0.893 Sig=0.000	0.970 Sig=0.000	0.961 Sig=0.008	0.945 Sig=0.008

Source: Prepared by the researchers based on the results of the statistical software (SPSS).

From the table on internal consistency for the five dimensions and their statements, we can observe that the statements of all five dimensions have a strong positive correlation. The correlation coefficients range from 78% to 97%, indicating a high level of consistency between the statements and their corresponding dimensions.

3-5-   Analysis of Study Results:
3-5-1-   Testing the First Hypothesis:

To test this hypothesis, we used the assumed value (3) to determine the statistical differences between the means of the respondents' opinions in the organization under study. We either accept the null hypothesis or the alternative hypothesis formulated as follows:

Null Hypothesis (H0): There are no statistically significant differences between the mean of the awareness dimension and the assumed mean.

Alternative Hypothesis (H1): There are statistically significant differences between the mean of the awareness dimension and the assumed mean.

After testing the hypothesis using SPSS, we arrived at the following results:

	N	Mean	Standard Deviation	T	Degrees of Freedom	Sig. (bilateral	Mean Difference
awareness dimension	119	3,9944	0,48902	22,182	118	0,000	0,99440

Source: Prepared by researchers based on SPSS results

From the results in the table above, we observe that the mean for the awareness dimension is 3.99. We tested whether there are significant differences between this and the assumed mean, and from the T-test results, the T-value is 22.182, which is positive and statistically significant at sig = 0.000 (less than 5%). Therefore, we accept the alternative hypothesis, which means there are statistically significant differences between the mean of the awareness dimension and the assumed mean. This implies that change management has an impact on the success of digital transformation through creating awareness among employees about the need for change.

3-5-2- Testing the Second Hypothesis:
To test this hypothesis, we used the assumed value (3) to determine the statistical differences between the means of the respondents' opinions in the organization. We either accept the null hypothesis or the alternative hypothesis formulated as follows:
Null Hypothesis (H0): There are no statistically significant differences between the mean of the desire dimension and the assumed mean.
Alternative Hypothesis (H1): There are statistically significant differences between the mean of the desire dimension and the assumed mean.

After testing the hypothesis using SPSS, the results are as follows:

	N	Mean	Standard Deviation	T	Degrees of Freedom	Sig. (bilateral	Mean Difference
desire dimension	119	3,9944	0,55061	19,701	118	0,000	0,99440

Source: Prepared by researchers based on SPSS results.

Based on the table, we find that the mean for the desire dimension is 3.99. Additionally, the T-value is 19.701, which is positive and statistically significant at sig = 0.000 (less than 5%). Therefore, we accept the alternative hypothesis, indicating statistically significant differences between the mean of the desire dimension and the assumed mean.
This shows that change management influences the success of digital transformation by supporting employees' desire to implement the change.

3-5-3- Testing the Third Hypothesis:
To test this hypothesis, we used the assumed value (3) to determine the statistical differences between the means of the respondents' opinions in the organization. We either accept the null hypothesis or the alternative hypothesis formulated as follows:
Null Hypothesis (H0): There are no statistically significant differences between the mean of the knowledge dimension and the assumed mean.
Alternative Hypothesis (H1): There are statistically significant differences between the mean of the knowledge dimension and the assumed mean.

After testing the hypothesis using SPSS, the results are as follows:

	N	Mean	Standard Deviation	T	Degrees of Freedom	Sig. (bilateral	Mean Difference
Knowledge dimension	119	3,6751	0,60826	12,107	118	0,000	0,67507

Source: Prepared by researchers based on SPSS results.

The table shows that the mean for the knowledge dimension is 3.68, and the T-value is 12.11, which is statistically significant. Therefore, we accept the alternative hypothesis, indicating statistically significant differences between the mean of the knowledge dimension and the assumed mean. Thus, change management impacts the success of digital transformation by contributing to the provision of knowledge about how the change should be implemented in the organization.

3-5-4- Testing the Fourth Hypothesis:
To test this hypothesis, we used the assumed value (3) to determine the statistical differences between the means of the respondents' opinions in the organization. We either accept the null hypothesis or the alternative hypothesis formulated as follows:
Null Hypothesis (H0): There are no statistically significant differences between the mean of the ability dimension and the assumed mean.
Alternative Hypothesis (H1): There are statistically significant differences between the mean of the ability dimension and the assumed mean.

After testing the hypothesis using SPSS, the results are as follows:

	N	Mean	Standard Deviation	T	Degrees of Freedom	Sig. (bilateral	Mean Difference
Ability dimension	119	3,6807	0,71360	10,405	118	0,000	0,68067

Source: Prepared by researchers based on SPSS results.

From the table above, we observe that the mean for the ability dimension is 3.68. After testing the differences, the T-value is 10.405, which is positive and statistically significant at sig = 0.000 (less than 5%). Thus, we accept the alternative hypothesis, indicating statistically significant differences between the mean of the ability dimension and the assumed mean.
This shows that change management influences the success of digital transformation by ensuring employees have the ability to implement the change.

3-5-5- Testing the Fifth Hypothesis:
To test this hypothesis, we used the assumed value (3) to determine the statistical differences between the means of the respondents' opinions in the organization. We either accept the null hypothesis or the alternative hypothesis formulated as follows:
Null Hypothesis (H0): There are no statistically significant differences between the mean of the reinforcement dimension and the assumed mean.
Alternative Hypothesis (H1): There are statistically significant differences between the mean of the reinforcement dimension and the assumed mean.

After testing the hypothesis using SPSS, the results are as follows:

	N	Mean	Standard Deviation	T	Degrees of Freedom	Sig. (bilateral	Mean Difference
Reinforcement dimension	119	3,3838	0,72048	5,810	118	0,000	0,38375

Source: Prepared by researchers based on SPSS results.

The results in the table show that the mean for the reinforcement dimension is 3.38, and the T-value is 5.81, which is statistically significant. Therefore, we accept the alternative hypothesis, indicating statistically significant differences between the mean of the reinforcement dimension and the assumed mean. Thus, change management affects the success of digital transformation by continuously reinforcing change within the organization.

4- Conclusion

In our research, we explored the reality and impact of "change management" on the success of the digital transformation process at "HAYAT DHC ALGERIA". We began by reviewing theoretical concepts related to digital transformation, which has become an essential requirement for survival in the current business environment shaped by the digital revolution. This necessitates that organizations dedicate the necessary efforts to gain collective approval and support from all organizational levels for the vision and process of digital transformation as a positive change that is vital for continuity and achieving a competitive advantage. Based on our research findings from both the theoretical and practical chapters, we were able to arrive at the following key results:

- Digital transformation within an organization goes beyond the technological aspect alone. Its success is deeply connected to individuals and their motivation to embrace this change and embed it as culture at all organizational levels.
- The "Prosci ADKAR Model" is one of the most effective practical frameworks that contributes to facilitating the digital transformation process within the organization by empowering its members to reinforce and institutionalize change.
- HAYAT DHC ALGERIA focuses on securing the support of its employees and involving them in the digital transformation process. This explains their awareness of the importance of this project and their desire to be part of the process of implementing digital transformation within their organization.
- It became clear that employees could play a positive role in this transformation through the training programs provided by the change leadership. These programs aim to improve their functional abilities, which are necessary for successfully keeping pace with the digital transformation process.

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Appendix (01): Questionnaire Form
Questionnaire

Dear Sir/Madam

The researcher is conducting a field study on: **"Evaluating Readiness for Digital Transformation in the Organization According to the ADKAR Change Management Model"** in preparation for obtaining a PhD in Management Sciences, specializing in Economic Intelligence and Information Systems. Kindly fill out this questionnaire, noting that your responses will be treated with complete confidentiality and used solely for scientific purposes.

We thank you for your cooperation.

Note: When answering the questionnaire, please place an (X) in the appropriate box.

Section One: General Information

1. Gender: Male ☐   Female ☐

2. Age: ....

3. Educational Level: Primary ☐ Middle ☐ Secondary ☐ Bachelor's Degree ☐

Master's Degree ☐ Postgraduate Studies ☐

4. Administrative Level: Operational ☐ Middle Management ☐ Strategic ☐

5. Proficiency in Digital Technologies: How would you rate your proficiency in using digital technologies smoothly?

Low ☐ Medium ☐ High ☐

6. Specify the number of training courses you have completed on the use of digital technologies in the organization:

None ☐ One course ☐ Two courses ☐ More than three courses ☐

Number	Core Elements of the ADKAR Model for Evaluating Employee Readiness for Digital	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Section 2: The ADKAR Change Management Model: **This section includes the following key areas:**						
Dimension 1: Awareness / Understanding the Need and Necessity for Digital Transformation						
01	I understand the reasons behind the shift towards digital transformation in the organization					
02	I recognize the scale of problems that will be solved through the digital transformation process					
03	I realize the importance of the goals that will be achieved through the successful digital transformation of the organization					
Dimension 2: Desire / Understanding the Impacts of Digital Transformation on Work and Career						
04	I am happy to be part of the digital transformation process within the organization					
05	I see significant opportunities for me in the digital transformation project					
06	I support the organization's implementation of digital transformation					
Dimension 3: Knowledge / Understanding What is Expected During and After Digital Transformation						
07	The details of the changes during digital transformation are clear to me					
08	I am aware of what is expected from me during the digital transformation process					
09	I know the individual skills required to successfully adapt to the changes brought by digital transformation					
Dimension 4: Ability / Confidence in Handling the New Digital Environment After Training						
10	I can successfully handle the changes imposed by the organization's digital transformation					
11	I believe I can play a positive role in the changes happening in the organization					
12	I have the necessary job-related skills to meet the demands of digital transformation					
Dimension 5: Reinforcement / Belief in Continuing to Support Digital Transformation						
13	My team members support the shift towards digital transformation					
14	My manager communicates with me and appreciates my engagement in the digital transformation process					
15	My feedback on the digital transformation process is acknowledged					