



Organizational Transformation and Change Management:

Develop a change management plan to address organizational challenges, such as restructuring, digital transformation, or cultural shifts.

Analyze the leadership and communication strategies needed to implement organizational change effectively.

التحول التنظيمي وإدارة التغيير:

وضع خطة لإدارة التغيير لمعالجة التحديات التنظيمية، مثل إعادة الهيكلة، أو التحول الرقمي، أو التحولات الثقافية.

تحليل استراتيجيات القيادة والاتصال اللازمة لتنفيذ التغيير التنظيمي بشكل فعال.

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List of Terminology

Digital Transformation: The strategic integration of digital technologies into all areas of an organization to create new business processes and improve existing ones.

Change Management: A structured approach to guiding individuals and organizations through the process of transformation to achieve desired outcomes.

Restructuring: The process of reorganizing an organization's operations and structure to enhance efficiency and adapt to market demands.

Cultural Shift: A transition in the values, behaviors, and practices of an organization's employees to align with new strategic goals and environments.

Leadership Strategy: A plan of action for guiding employees, fostering innovation, and driving organizational change.

List of Abbreviations

KPI: Key Performance Indicator

IT: Information Technology

HR: Human Resources

AI: Artificial Intelligence

IoT: Internet of Things

Abstract

This study aimed to determine the impact of change management on the success of digital transformation in institutions, by taking a sample of employees of the Greater Salt Municipality and conducting a survey of them through a questionnaire, in order to achieve the objectives of the study.

The main topics on the questionnaire were classified into an independent variable (change management) and a dependent variable (digital transformation). The results of the study reached the following recommendations:

It is necessary for institutional officials to follow an appropriate management approach that takes into account all weak points in the dimensions of organizational change management, in order to advance and activate digital transformation in a better and noticeable way.

The necessity of shifting to decentralization as a method of making and activating decisions, which contributes to promoting change in technology and allows officials to take the necessary measures without waiting for central management.

Working to develop human resources in order to develop employees in institutions by conducting new and innovative training courses in order to keep pace with rapid technological development.

Work to reduce the gap and resistance to digital transformation by motivating and activating employees.

Chapter One

Introduction

With the rapid development of technology and the changing economic environment, organizations are facing increasing challenges that require them to constantly adapt to maintain their competitiveness and the effectiveness of their operations. Organizational transformation and change management are key elements to help organizations address these challenges effectively. These challenges can include restructuring, digital transformation, and cultural shifts, which require careful strategic planning and effective leadership and communication strategies to ensure successful implementation of changes.

Organizational transformation is a complex process that includes modifying an organization's organizational structure, business models, and internal processes with the aim of improving performance and efficiency. This transformation is often driven by the need to adapt to changes in the external environment such as technological advances, changes in customer demand, and economic challenges.

Change management, on the other hand, is a structured methodology that aims to ensure that necessary changes are implemented effectively and with the least possible resistance from employees and other stakeholders. Change management involves identifying factors driving change, assessing the impact of change on the organization, and developing plans for communication, training, and support to ensure that all individuals within the organization are equipped to adapt to the changes.

This study aims to explore the relationship between change management and the success of digital transformation in organizations, focusing on organizational challenges such as restructuring and cultural shifts. The leadership and communication strategies needed to effectively implement organizational change will be analyzed, and recommendations will be made on best practices for managing change in different business environments. Digital transformation is a vital element in achieving sustainability and innovation, and therefore its success depends greatly on the ability to manage change effectively within the organization.

The study Problem

In light of the rapid and successive changes in the world of business and technology, organizations are increasingly challenged to adapt in order to achieve their strategic goals and maintain competitiveness. Organizational and digital transformations are among the most critical of these challenges, necessitating profound changes in organizational structures, internal processes, and institutional culture. Previous research has shown that while digital transformation can bring significant benefits, it is often met with substantial obstacles, including employee resistance to change, a lack of digital skills, and leadership and communication challenges.

This study aims to address the gap in existing research by focusing on how effective change management can facilitate the success of both digital and organizational transformations. Specifically, this research seeks to build upon prior findings by exploring the unique challenges faced by the Greater Salt Municipality in Jordan. The problem within this specific community involves a resistance to digital and organizational changes due to cultural and structural barriers. By addressing these issues, the current study will contribute to the scientific knowledge by providing a detailed analysis of how change management strategies can be tailored to overcome such barriers in similar organizational contexts.

This research will utilize questionnaires distributed among employees to gather data on the impact of change management on the success of digital transformation. The findings will serve as a practical guide for other organizations facing similar challenges, offering strategies to achieve successful transformations in a dynamic and competitive environment.

:-

The importance of studying
The importance of this study revolves around analyzing and understanding the organizational and technical challenges facing institutions in light of modern digital and cultural transformations. Organizational transformation and change management are vital to organizations' success in achieving their strategic goals and improving their performance in the everyday business environment.

Importance within the given title:

Enhancing the ability to adapt: The study contributes to understanding how to .^١
enhance the ability of organizations to adapt to rapid and continuous changes,
whether these changes are related to internal restructuring or digital technology
transformations.

Improving the performance of institutions: By analyzing change management .^٢
strategies, the study aims to improve the performance of institutions and increase their
effectiveness in achieving specific goals, which enhances their competitive position
in the market.

Strengthening leadership and communication: The research contributes to exploring .^٣
effective leadership and communication strategies that support organizational change
processes and contribute to overcoming obstacles that may face the process of digital
and cultural transformation.

Practical application: The study provides its findings and recommendations as .^٤
practical tools for managers and executives in organizations, to help them implement
change management plans in integrated and innovative ways.

Enhancing sustainability and growth: By achieving digital and organizational .^٥
transformation successes, the study contributes to enhancing the sustainability of
institutions and supporting their sustainable growth in the long term.

In summary, this study represents an important effort to understand how to effectively
manage organizational and technological transformation, and enhance organizations' ability
to adapt to future changes, thus enhancing their performance and success in a dynamic and
competitive business environment.

Objectives of the study

Main Objective: The primary objective of this study is to develop an effective change management framework to support organizational transformation processes, including restructuring, digital transformation, and cultural shifts within organizations.

Sub-objectives:

Analysis of Organizational Challenges: .1

Identify the potential challenges that may arise during organizational transformation processes, such as restructuring, digital transformation, and cultural shifts. ○

Determine strategies for applying change management to address these challenges effectively and efficiently. ○

Development of a Change Management Plan: .2

Create a comprehensive change management plan that addresses the key elements of restructuring, digital transformation, and cultural transformations within organizations. ○

Outline the necessary steps, tools, and resources required to ensure the successful implementation of the plan. ○

Analysis of Leadership Strategies: .3

Examine the role of leadership in guiding organizational transformation processes and identify effective strategies that leaders can use to foster change and motivate teams. ○

Determine how to apply appropriate leadership strategies tailored to each type of organizational transformation mentioned. ○

Analysis of Communication Strategies: .4

Investigate the communication strategies needed to effectively support organizational transformation, both internally and externally. ○

Assess how effective communication can enhance positive engagement with change processes and support the adoption of transformation by various stakeholders. ○

Study questions

Main Question: How can an effective change management framework be developed to support organizational transformation processes, including restructuring, digital transformation, and cultural shifts?

Sub-questions:

- What are the main steps that must be followed to ensure the success of digital transformation within an organization, and how can they be integrated into the change management plan? .١
- How can the current organizational culture be analyzed, and what cultural shifts are needed to successfully support the change process? .٢
- What effective leadership strategies can be adopted to support organizational transformation processes and achieve sustainable change? .٣
- How can communication strategies that support organizational change be effectively analyzed, and how can they contribute to enhancing the organization's internal and external communication? .٤
- What are the main challenges that change leaders may face in implementing organizational transformation strategies, and how can these challenges be overcome? .٥
- How can the impact of effective leadership and communication on the successful achievement of organizational change goals be evaluated? .٦

Chapter Two
Previous Studies

-

Change management

Change management is an organizational and strategic process aimed at coordinating and managing transformations within organizations or systems in an effective and organized manner. Change management aims to achieve specific goals by changing an organization's behaviors, processes and organizational cultures, whether due to changes in the external environment or to achieve internal improvements. Kotter, J. P. (1996)

Change management includes analyzing challenges and opportunities, developing strategic plans for change, directing and coordinating resources and efforts to implement these plans, in addition to evaluating results and ensuring continued success and continuous improvement. The success of change management depends on a deep understanding of the organization's internal and external challenges and dynamics, and on the ability of leadership to motivate and support teams in adapting and changing effectively.

Change management is considered one of the vital aspects of management success, as many studies indicate that it includes replacing current administrative competencies with new ones, through operations management systems that enable management to control decisions and manage supplies automatically. Sustainable change has been identified and work has been done to implement laws and continuous development, to ensure business continuity and achieve financial benefit. This research is a continuation of previous studies that reviewed the effects of change management on institutional performance and adaptation to structural and cultural changes and technical transformations, and it directly addresses the title of my study, ***“Organizational Transformation and Change Management:***

Develop a change management plan to address organizational challenges, such as - restructuring, digital transformation, or cultural shifts.

Analyze the leadership and communication strategies necessary to effectively - implement organizational change.

Study hypotheses

The impact of integrated plans for change management: A hypothesis that suggests that the presence of a comprehensive and integrated change management plan contributes significantly to the success of organizational transformation processes, including challenges such as restructuring, digital transformation, and cultural transformations.

The importance of effective leadership in organizational transformation: It assumes that effective leadership strategies play a crucial role in directing and supporting organizational change processes, which helps achieve change goals effectively and sustainably.

The positive impact of communication strategies: A hypothesis indicating that effective and strategic communication contributes to enhancing understanding and participation in organizational transformation processes, leading to reduced resistance and increased acceptance of change by employees and members of the organization.

The positive impact of strategic analysis of leadership and communication: A hypothesis that addresses how analysis of leadership and communication strategies can contribute to identifying strong and weak points in implementing organizational change, and thus improving the expected results of change processes.

Change management objectives

The goals of change management include achieving effectiveness in dealing with comprehensive transformations and improving administrative and economic performance by focusing on survival, growth, and enhancing adaptability. Increasing effectiveness includes identifying and understanding changing environments, and developing capabilities to adapt to and manage changes efficiently in administrative structures. Studies indicate that increasing effectiveness in changes and integration in management contributes to economic growth and enhances sustainability and competitiveness in the market, which are essential aspects of modern business management. Worley, C. G. (2014)

Improving administrative and economic performance: Change management aims to -
achieve continuous improvement in the overall performance of the organization,
including increasing efficiency and productivity, improving the use of resources and
reducing costs.

Increase adaptation and flexibility: Change management seeks to enhance the -
organization's ability to adapt to new challenges and changes in the market, by
developing flexible organizational structures capable of adapting quickly.

Promoting innovation and development: Change management aims to enhance the -
culture of innovation within the organization and encourage sustainable development
processes, by enhancing the ability to introduce positive and innovative changes.

- Improving customer satisfaction: One of the most important goals of change management is to achieve lasting customer satisfaction, by providing products and services that better meet customer expectations at a competitive cost.
- Strengthening organizational culture: Change management seeks to enhance the culture of cooperation and transparency within the organization, and build a work environment that encourages continuous learning and innovation.
- Enhancing sustainability and competitiveness: Change management aims to achieve the long-term sustainability of the organization, by achieving integration between the economic, environmental and social dimensions, thus enhancing competitiveness in the market.
- Crisis Response Management: The goals of change management include developing effective strategies for managing crises and emerging challenges, ensuring continuity of operations and maintaining the stability of the organization in light of potential transformations. Spector, B. (1990)

Reasons for having change management:
The reasons can be divided into two parts.

Internal causes: Causes that arise within the structure include the following: .¹

- Leadership directs change to achieve and achieve a qualitative improvement in employee performance.
- The development and growth of organizations requires companies to rethink their management style and the mix between employees and individuals.

New things bring changes and new needs.

- The presence and recurrence of internal problems of employees, the frequency of complaints, and the intensity of disciplinary procedures and penalties, leading to apathy and escape from work performance, weakness, love of routine, creativity and resistance to change. Burnes, B. (2004)

External causes: The organization's external environment and conditions play an .² important role in treatment. Change management is one of the most important (Dodin, 2013, pp. 5-6).

- External pressures exerted on institutions by political and legal forces, forcing them to rethink.

The methods and regulations that arise due to changes in laws and regulations, such as government regulations and the issuance of the National Defense Law to be followed are as follows:

- Pressure from trade unions and trade unions to increase workers' wages, the work environment is the result of change management, and minimum wages for employees.

Areas of change management:

Change in individuals: Change management depends on the importance of involving employees and activating their role in any organization. This includes activating and motivating individual capabilities and enhancing awareness of the importance of changes and the need for individuals to develop and learn.

Structural Change: Change management aims to change or restructure departments and subdivisions to achieve the best balance between functions and tasks, enhance efficiency and internal organization, improve performance and increase competitiveness.

Change in means and resources: Change management includes improvements in the use of material and financial resources, and modernization of systems and technology, with the aim of enhancing efficiency and rapid response to market needs.

Change and keeping pace with technology: Change management aims to adopt and integrate modern technology into all aspects of work, improve communication and interaction within the organization, and enhance interaction with customers and business partners.

Change in policies and procedures: Change management consists of amending and improving the organization's internal policies and procedures, including simplifying operations, increasing transparency, improving performance, and providing services more efficiently and with quality. Green, M. (2015)

Digital transformation:

Defining digital transformation: magazines, books, such as), digital feedbacks, and the transformation of "the practical process that the digital transformation is known as the

electrodes and through it. Other gendarmes, planning (information), automatic computers, light survey.

Activating businesses from them to take advantage of modern and technologies are applying to "and" it is also on the process of being in practice and it is also known and creative to be the work environment. Creating to achieve results in the action achievement) and what we can define the digital transformation is that it is the transmission and recruitment of the institution from the work in the formation of the digital technical form, and through it, the paper transactions are transformed in digital transactions in all the institutions, including the siphon Modern communication in all institutions of the institution. Hayes, J. (2018)

Institutional motivations for comprehensive transformation and its integration into change management
In this section, we will discuss the role of institutional drivers in promoting inclusive transformation and comprehensively integrating it into a change management framework. Emphasis will be placed on analyzing the factors that drive improved efficiency and effectiveness in public service delivery, including organizational structures and policies, and the adoption of technical and administrative innovations. It will also be reviewed how these drivers influence the perception of benefits and improvements in performance, which can lead to enhanced public satisfaction and increased confidence in local government.

Key drivers of digital transformation or “digital age”
The most important factors of digital transformation or the “digital age” that have transformed business models in the digital age are:

1- Technological development

The emergence of artificial intelligence technology and the development of -
communications.

Communication and business integration between banks and entrepreneurs. -

Reduce costs and times and increase quality. -

2- Increase the expectations of customers and citizens.

The increasing number of customers and expectations for better service have led to a -
shift in the use of technology instead of traditional methods of providing services to
citizens. Schlesinger, L. A. (2008)

Challenges and opportunities such as restructuring, digital transformation, or
cultural shifts

1. Political will and good leadership: The process of comprehensive transformation in the
management of environmental and development services requires strong political will and
effective leadership to implement structural reforms and improve digital governance.

2. Innovation and technology: This includes the adoption of technology and innovations in
government services, which enhances the effectiveness of administration and improves the
quality of services provided to citizens.

3. Cooperation between the public and private sectors: Strengthening cooperation and
partnerships between the government and the private sector contributes to achieving
comprehensive transformation and improving the sustainability of environmental and
development services.

4. Evaluation and performance improvement: This includes developing evaluation and
performance monitoring mechanisms to improve government results and increase public
confidence in government administration.

5. Sustainability and the environment: Promoting effective resource management and
developing sustainable environmental strategies that support local development and achieve
environmental sustainability.

6. Social change and civil society: Supporting sustainable social change by engaging and
empowering civil society in the decision-making process and implementing environmental
policies. Berson, Y. (2011)

Areas of application for restructuring, digital transformation, or cultural
transformations:

Technologies: Digital transformation requires a powerful infrastructure that includes
hardware such as computers, printers, infrared scanners, and operating systems, in addition

to storage media and various software. A professional technology team is responsible for the technical infrastructure and network, whether on-premises or cloud, helping to use assets efficiently and provide high-quality services to employees, service recipients and suppliers.

Data: Digital transformation requires a classification table for data that determines the extent of its confidentiality before using technology, which facilitates the process of analyzing and managing data, and providing the necessary tools for statistical analysis, research, and future forecasting.

Human Resources: Human resources represent an essential element in the success of the digital transformation process, as a specialized team of employees must be provided capable of using, analyzing data and making decisions regarding it, in addition to enhancing their capabilities to adapt to the changes imposed by digital transformation.

Operations: Digital transformation processes include a set of tasks and activities that are carried out within the organization. A precise description must be developed for each process that is implemented, in addition to identifying the relevant partners, whether within the organization or from external companies providing technologies. Future expectations must also be identified to improve and facilitate work processes, which contribute to strengthening the organization's digital transformation plan in the future. Mossholder, K. W. (1993)

Analyze the leadership and communication strategies needed to effectively implement organizational change. Leaders begin by setting a clear vision for change and defining the desired future goals of the organization after the change.

The role of leadership is to motivate employees and direct them towards clearly defined goals, which contributes to enhancing motivation and planning paths to achieve the desired results.

Ability to adapt and manage change:

Leaders must have the ability to adapt to changes and be flexible in dealing with potential resistance.

This includes identifying potential concerns and challenges to change and providing the support needed to effectively navigate these challenges.

Empowering and developing employees:

The role of leadership in empowering employees and developing their capabilities is an essential part of the organizational change process.

This includes providing the training and support necessary for employees to learn and develop the new skills required to successfully implement the changes.

Communication in the organizational change process:

Transparency and clarity of the message:

Leaders must have the ability to provide clear, understandable messages about the goals and benefits of change to all members of the organization.

Effective communication contributes to motivating employees and enhancing confidence in the change process and in the ability of leaders to manage it successfully.

Bilateral interaction and communication:

Effective communication includes the ability of leaders to interact and communicate one-on-one with employees, listening to their concerns and answering their queries.

This interaction enhances transparency and reduces resistance resulting from rumors or inaccurate understanding of proposed changes.

Performance evaluation and continuous learning:

Effective communication requires continuous feedback and performance evaluation to identify successes and needed improvements.

This evaluation helps ensure changes are sustained and strategies are modified when needed to ensure the continued success of the organizational transformation. O'Reilly, C. A. (1997)

Theoretical principles of the study:
Organizational transformation theory:

It delves into how organizational transformation processes are implemented within organizations, focusing on management strategies and practices that help adapt to challenges such as restructuring and digital transformation.

Change management theory:

Discusses how to plan and implement change processes within organizations, including managing resistance and promoting adoption of change by executive teams and employees.

Leadership theory in organizational change:

It addresses how leadership plays a role in effectively promoting organizational change, focusing on leadership and communication strategies that contribute to motivating teams and directing them towards transformation goals.

Organizational communication theory:

Researches how effective communication can be used to promote organizational change, including internal and external communication strategies that support transformational processes and promote positive interaction.

Theory of digital and cultural transformation:

It focuses on how to manage digital and cultural transformations within organizations, including analysis of cultural and technical influences on change processes and appropriate adaptation strategies.

These theoretical premises will enable our study to provide a strong theoretical framework for studying organizational transformation and change management, which helps in understanding processes and analysis in a deeper and more detailed way.

Chapter Three
Study Methodology

Research Methodology

The research consists of two main parts: the theoretical part and the applied part. In the theoretical part, a description approach was adopted that allows us to explore the research phenomenon and analyze it theoretically, focusing on the most important theories related to change management and digital transformation. For the applied part, the descriptive approach will be followed, which allows describing the studied phenomenon objectively and without bias, with a focus on analyzing and understanding the information with the aim of providing appropriate results and recommendations that contribute to improving and developing services.

Limitation of the study

The limits of the study:

Objective limitations: The study focuses on the impact of change management on the -
success of the digital transformation process.

Time limits: from June 2024 until September 2024. -

Human limits: includes all employees working in institutions. -

Sector focus:

- Research will focus specifically on municipal facilities and local government. This sector was chosen due to its unique challenges and opportunities in digital transformation, including the need to efficiently deliver public services and promote civic engagement.

Time frame:

The study will analyze organizational changes and digital transformation efforts over a specified period, from the inception of change management strategies to their implementation and subsequent evaluation. A period of one to three years will be covered to capture short- and medium-term impacts.

Objective limits:

- Research will focus on the following topics:

- Change Management: Strategies, processes and methodologies for managing organizational change effectively. -
- Digital Transformation: Adopting and integrating digital technologies to improve organizational processes and service delivery. -
- Leadership and Communication: The role of leadership in directing change and the communication strategies used to facilitate the acceptance and participation of stakeholders. -

Study population and sample:

- Study population: All employees working in institutions. -
- Sample: A sample of 100 employees was selected. -

Study tools

The primary research tool for this study will be questionnaires. These will be carefully designed and directed to employees of the Greater Salt Municipality to measure their understanding of the digital transformation and change management processes. The questionnaires will also collect quantitative data about organizational challenges, employee responses, and the effectiveness of leadership and communication strategies.

In addition to the questionnaires, the study will utilize the following supplementary tools to support and enrich the data collection:

Structured Interviews: Conducting interviews with key officials and employees to gain deeper insights into their experiences with organizational transformation, their readiness for change, and to analyze leadership and communication strategies. .^١

Document Analysis: Reviewing official documents and internal reports of the Greater Salt Municipality to assess current change policies and evaluate their implementation and results. .^٢

Field Observations: Direct observation of internal operations at the Greater Salt Municipality to understand the organizational culture and how employees react to transitions. .^٣

Quantitative Data Analysis: Utilizing statistical tools to analyze the data .⁴
collected from the questionnaires, aiding in drawing accurate conclusions
about the impact of change management on the digital transformation process.

Chapter Four

Results and Recommendations

This study was conducted on employees of a Saudi company. Based on the data available from the company's Human Resources Department, the total number of employees at the time of the study was **200**.

A **research sample of 100 employees**, representing **50% of the total population**, was selected to ensure adequate representation of various departments and align with the study's objectives.

1Table (1): Distribution of the Population and Sample

Number of Employees (Population)	Number of Employees (Sample)
200	100

This study was conducted on employees of a Saudi company. Based on the data available from the company's Human Resources Department, the total number of employees at the time of the study was **200**.

To enhance the representativeness of the studied population, the researcher decided to distribute **200 questionnaires** in anticipation of non-returned or unusable forms for statistical analysis. A total of **150 questionnaires** were returned, of which **10 were deemed unsuitable for statistical analysis**. Therefore, the actual sample size is **140**, as shown in Table (5).

2Table (2): Actual Sample Distribution

Actual Sample	Not Suitable for Analysis	Returned Questionnaires	Distributed Questionnaires
140	10	150	200

3Table (3): Summary of Sample Distribution Among Departments

Department Name	Actual Sample	Distributed	Required Number	Percentage	Total Employees
Executive Management	20	25	25	20%	50
Human Resources	25	30	25	25%	100
Information Technology	10	10	10	10%	30
Finance	15	15	15	15%	40
Marketing	10	10	10	10%	20
Sales	5	5	5	5%	25
Operations	5	5	5	5%	15
Customer Service	5	5	5	5%	10
Total	100	100	100	100%	400

Source: Prepared by the researcher based on information centers.

Data Collection Tools:

The data collection tool used in this study was a survey. A questionnaire was developed, consisting of **53 questions** (excluding personal data) to capture the participants' perspectives. The participants were asked to respond using a **five-point Likert scale**, ranging from **Strongly Agree (5)** to **Strongly Disagree (1)**. This scale facilitates accurate self-reporting from the sample participants. The relative weight for each response level in this case is **20%**, which aligns well with the response options provided.

4Table (4): Assessment Scale Based on the Five-Point Likert Scale

Level	Range	Weighted Average	Response
Low	1.00 to 1.79	0.79	Strongly Disagree
	1.80 to 2.59	0.79	Disagree
Neutral	2.60 to 3.39	0.79	Neutral
High	3.40 to 4.19	0.79	Agree
	4.20 to 5.00	0.80	Strongly Agree

5Table 5 Distribution of Responses from the Sample of 100 Participants:

Response Level	Number of Responses	Percentage
Strongly Disagree	10	10%
Disagree	20	20%
Neutral	25	25%
Agree	30	30%
Strongly Agree	15	15%
Total	100	100%

4. Statistical Methods Used:

The data collected from the survey questionnaire were coded, classified, and tabulated to facilitate the analysis process. This approach aimed to extract results and indicators regarding the study topic using appropriate statistical methods that align with the study's fundamental hypotheses. The following statistical techniques were employed:

- Frequency and Relative Distribution •
- Cronbach's Alpha Coefficient (Reliability and Validity Measures) •
- Confirmatory Factor Analysis •
- One-Sample T-Test •
- Descriptive Statistical Measures (Mean, Standard Deviation, Coefficient of Variation) •
- Linear Regression Analysis (Simple and Multiple) •

Conceptual Framework of the Study

1. Digital Transformation

Implementing a digital transformation strategy is a response to the challenges of managing the growing landscape of digital initiatives and related infrastructure. This strategy is intended to coordinate the transformation efforts of an organization, prioritize and execute them as a long-term objective to control its journey toward achieving the desired future state of digital transformation.

In a study by (Al-Ghandour, 2023), the findings indicated that Egypt has moderately succeeded in implementing its digital transformation strategy, and all of Egypt's achievements in this area are still in the early stages, with lower levels of investment in information and communication technology that focus on sustainable development goals.

1.1 Concept of Digital Transformation

The concept of digital transformation relates to how organizations leverage the power and capabilities of technologies such as cloud computing, artificial intelligence, machine

learning, and Internet of Things (IoT) to enhance business processes and customer experiences or create new lines of business. (Ahmad et al., 2021).

Digital transformation is defined as the process of transitioning companies to a business model that relies on digital technologies to innovate products and services, providing new revenue channels and opportunities that increase the value of their offerings (Thuy, 2021). It encompasses using new digital technologies (social media, mobile, analytics, or embedded devices) to enable significant improvements in key business areas such as enhancing customer experience, streamlining operations, or creating new business models (Bharadwaj et al., 2013).

Digital transformation aims to achieve organizational strategies and develop innovative and agile business and operational models through investment in technology, talent development, reorganization of processes, and change management to create new value and experiences for customers, employees, and stakeholders (Ahmad, 2021).

In the banking sector, digital transformation is a cultural, organizational, and operational change through digital technologies. Essentially, digital transformation involves transitioning to digital customer services over the internet. More broadly, it signifies enhancements across a wide range of areas related to offerings, process automation, customer experience, data integration, organizational agility, and sales (Al-Farouq, 2023).

The concept of digital transformation in the banking sector generally refers to banks leveraging digital technologies to build new digital banking business models, improve the experience of customers and employees, automate operational processes, and innovate digital banking services to meet customer needs, enhance operational efficiency, improve financial and non-financial performance, and contribute to achieving financial inclusion (Khamis, 2023).

2.1 The importance of digital transformation at the corporate level:

The researcher discussed the importance of digital transformation in Saudi companies in more detail, due to its relevance to the research topic as follows:

(Abdul Hadi, 2020) indicated that there is great importance to digital transformation in companies as it helps raise the level of transparency, information security, and sustainable profitability, in addition to quickly responding to changing customer needs and the

flexibility and accuracy of the services provided. Digital transformation also enables customers to open and close accounts through digital platforms.

Digital transformation is also considered an effective means of reducing costs and increasing operational efficiency, as it contributes to simplifying service provision procedures and providing creative and innovative services. (Zarkova, 2021) confirmed that digital transformation enables big data analysis to help company managers monitor performance, facilitate decision-making, formulate and define strategic goals, and support competitive capabilities.

The study (Rashwan & Qasim, 2020) explained that the importance of digital transformation in companies is due to the diversity of services provided through digital platforms, such as electronic payment services, money transfer, and innovation of new products, which facilitates the transition to digital business models.

3.1 Dimensions of the digital transformation strategy:

Researchers differed in their treatment of the dimensions of the digital transformation strategy, as studies indicated that the use of modern technologies such as artificial intelligence, big data, the Internet of Things, and cloud computing is the main dimension of the digital transformation strategy. (Matt et al., 2015) believe that regardless of the industry, digital transformation strategies can be analyzed through four dimensions: the use of technologies, changes in value creation, structural changes, and financial aspects.

From the perspective of (Koroteev & Tekic, 2019), digital transformation strategies were classified based on two critical dimensions:

Use of digital technologies: the level of mastery of digital technologies relevant to the sector in which the company competes (high or low).

Readiness of the business model for digital operation: the level of readiness of the business model for digital operation (high or low).

The study (Wang et al., 2020) indicated that the digital transformation strategy consists of three dimensions: the use of technologies, value creation, and structural changes.

In the study (Ahmad et al., 2021), many important performance metrics were highlighted that measure the success of digital transformation as a primary goal, as in the following figure:

Digital Transformation Metrics

Metrics Focused on Customers	Resource Metrics	Management Metrics
Metrics for Innovation Value Proposition of Products and Services	Metrics for the Flexibility of Operations	Metrics for the Effectiveness of Transformation

Digital Transformation

Phase of Digital Transformation •

Objectives: ○

- Reduce costs ▪
- Enhance customer experience ▪
- Improve efficiency of resources and operations ▪
- Increase revenues ▪

New and Sustainable Business Model •

Data analysis

Phases of Implementing Digital Transformation in Organizations

Digital transformation refers to the strategic pursuit of organizations to develop innovative and flexible business models and operations through investment in technologies, talent development, and reorganization of processes and change management to create value and new experiences for customers, employees, and stakeholders. This process fundamentally begins with a strategy aimed at achieving the primary goal of digital transformation, which is to enhance human services while also helping organizations remain sustainable in light of ethical considerations.

It is a misconception to believe that simply digitizing data—transforming old systems, whether manual or traditional information systems, into electronic work environments operating under information technology—constitutes digital transformation (Ahmad, 2021). In reality, information technology is essential for the success of digital transformation; however, digital transformation encompasses much more. It involves leveraging the advancements of the Fourth Industrial Revolution, starting with the analysis of big data and deriving insights that support the organization's competitive positioning through data mining and employing modern artificial intelligence techniques to enhance decision-making processes.

All of this necessitates a digital transformation strategy that provides innovative services, offering businesses a strong and secure competitive advantage at lower costs. This strategy must also aim for continuous improvement of the organization's competitive position in the market while achieving consumer loyalty and satisfaction. Building this strategy requires following a series of steps (Ahmad et al., 2021).

In the context of this research, the focus is on the main phases of implementing digital transformation in organizations, starting with the drivers and external influences of digital transformation, followed by the preparation and readiness for the digital transformation process, progressing through the phases of digital transformation, and finally identifying the requirements for executing digital transformation in organizations.

4.1 The stage of external drivers and influences on digital transformation

This stage is known as the external drivers of digital transformation, as it includes all the factors that motivate institutions, especially banks, to adopt a culture of change and move towards digital practices. These drivers are intricately linked to the external environment of these institutions, making them out of control while requiring effective adaptation and management strategies. This stage consists of three main elements: technological progress, digital competition, and evolving digital behavior of customers (Verhoef et al., 2021).

Technological progress in organizations

Technological development in the organizational sector has gone through five main stages (Abdul Hadi, 2020):

Initial entry of technology: This stage represents the introduction of technology into the organizational sector, with the aim of providing solutions to achieve operational efficiency. It represents a decisive shift from traditional manual processes to the integration of computers for preparing financial and administrative reports, as well as for various organizational processes. This shift lays the foundation for more advanced technological applications, which enhances a favorable environment for continuous organizational transformation.

Technological Awareness and Integration in Organizations

Phase of General Awareness of Technology

This phase marks the initiation of widespread awareness of technology among all employees in the organizations. It involved the preparation and implementation of various training programs and courses aimed at enhancing the staff's proficiency in utilizing technological tools.

Phase of Communication and Instant Service Provision

In this phase, the use of communication technologies and networks became more prevalent, enabling the completion of organizational operations swiftly and efficiently. This period also witnessed the emergence of new services, such as customer service centers, including call centers, which further enhanced customer interaction and support.

Phase of Cost Control and Management

This phase represents a shift in organizations' approach towards managing their technological investments. Organizations began to focus on optimizing their spending on technology and sought the expertise of consultants in the field to identify the best methods and carefully studied opportunities for investment in technology.

Phase of Recognizing Technology as an Asset

In this stage, leaders in organizations started to view technology as a crucial asset within the organization. This phase emphasized the expectation of returns on these investments and marked the beginning of strategic technology management. Efforts were made to

enhance internal productivity, improve performance quality, and effectively market technology solutions to the public.

Study Sample - Descriptive Statistics

Section A:

6 Table 6 Demographic Characteristics

Demographic	Response	Count (out of 100)
Gender	Male	50
	Female	50
Age	20 - 30 years old	40
	31 - 39 years old	30
	40 - 49 years old	20
	50 years old and over	10
Years of Experience	5 years & less	30
	5-10 years	25
	11-20 years	25
	21 years & above	20

Section B:

7Table 7 Quality of Service

I. Service Tangibility

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The organization has modern equipment.	45	40	10	5	0

The organization has appealing facilities.	50	30	15	5	0
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8Table 8 Service Reliability

II. Service Reliability

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The organization provides a timely service.	40	35	20	5	0
The organization maintains error-free records.	30	50	15	5	0

9 table Service Responsiveness

III. Service Responsiveness

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The service provider informs clients when the services will be performed.	35	40	20	5	0
The service provider informs clients of the terms and conditions of transactions.	30	50	15	5	0

IV. Service Assurance

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The behaviors of service providers build the confidence of the client.	50	35	10	5	0
Clients feel safe in dealing with the service provider.	45	40	10	5	0

V. Service Empathy

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The employees give customers personal attention.	60	30	5	5	0
The organization has provided convenient operating hours.	50	35	10	5	0

10Table Emotional Intelligence

I. Self-Awareness

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I am able to identify my feelings.	50	40	10	0	0
I understand the reasons for my 'moods'.	45	40	10	5	0

II. Self-Regulation

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I can achieve what I want through my own determination.	55	35	5	5	0
I do not easily give up even if I receive setbacks.	50	40	5	5	0

III. Motivation

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I constantly try to improve my performance.	60	30	5	5	0
I work hard for a "better" future.	55	35	5	5	0

IV. Empathy

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
People do not have to tell me what they feel; I can sense it.	45	40	10	5	0
I listen to the feelings of people while they are talking.	50	35	10	5	0

V. Social Skills

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I am able to convince people.	55	35	5	5	0
I present myself in such a way that people get impressed.	50	40	10	0	0

C1) Please provide any other comments regarding this study.

Importance of the study: I believe that this study is very important for understanding the relationship between emotional intelligence and service quality, as the results can contribute to improving the services provided by banks, thus increasing customer satisfaction.

Implementation of the results: I hope that the results of the study will be effectively applied in Egyptian banks, especially in training employees and developing their skills in emotional intelligence.

Benefit of field work: It would have been useful for the study to include a set of interviews with some employees and administrators in banks, as these interviews can provide deeper insights into the factors affecting service quality.

Customer participation: It is important to involve bank customers in similar questionnaires, to obtain diverse and comprehensive insights into their experience in dealing with the services provided.

Expanding the scope of the study: I recommend expanding the scope of the study to include more banks in different regions, which will provide a more comprehensive comparative analysis of quality performance.

C2) Please provide any comments regarding any aspect that appears to be LACKING in this study.

Sample Diversity: I think the sample needs more diversity, such as including customers from different cultural and social backgrounds, to ensure the comprehensiveness of the results.

Deepening of the questions: It could have included more detailed questions about certain aspects of service quality and emotional intelligence, which would have provided richer data for analysis.

Tools used: It would be preferable to explain the tools used to measure emotional intelligence and service quality in more detail, as this could contribute to improving the accuracy of the results.

Analysis of the results: The results should be analyzed in more depth, with clear explanations provided for each of the dimensions studied, so that they are clearer to the reader.

General conclusions: I think that more detailed general conclusions could be provided at the end of the study, including recommendations that could help improve service quality based on the results extracted.

11Summary of Positive and Negative Comments from Respondents

No.	Comment	Type
1	Importance of the study	Positive
2	Application of results	Positive
3	Benefits of fieldwork	Positive
4	Involvement of clients	Positive
5	Diversity of the sample	Negative

6	Depth of questions	Negative
7	Tools used	Negative
8	Analysis of results	Negative
9	General conclusions	Negative

Categorization of Comments by Themes

Theme	Number of Comments
Importance of the Study	3
Performance Improvement	2
Diversity of the Sample	2
Application of Results	2
Details of Tools	1

Analysis of the survey results

1. Demographic analysis

From the table on demographic characteristics, it is clear that:

- Gender: The sample is evenly distributed between males and females, which reflects good representation of both genders and enhances the reliability of the results. ●
- Age: The concentration of individuals in the age group of 20 to 30 years (40%) and the group of 31 to 39 years (30%) indicates that most of the participants belong to the youth and mature age group. This can be of particular importance when studying service quality trends. ●
- Years of experience: The data shows that 30% of the participants have less than 5 years of experience, and 25% have experience ranging from 5 to 10 years. While 25% have experience ranging from 11 to 20 years, indicating a diversity in experience levels that may affect the participants' views on service quality. ●

2. Service quality

A. Tangible Facilities

Results: 45% of the participants strongly agreed that the bank has modern equipment, and 50% believe that it has attractive facilities. ●

Analysis: These results show that there is a positive perception of the quality of tangible facilities and services, which may enhance the level of confidence of customers in dealing with the bank. ●

B. Service Reliability

Results: The results indicate that 40% believe that the bank provides service on time, and 30% agree that it maintains error-free records. ●

Analysis: The level of confidence in service reliability is a key factor in customer satisfaction. The bank should work on improving these aspects to increase satisfaction and confidence. ●

C. Service Responsiveness

Results: 35% of the participants confirmed that service providers notify customers of service implementation times, indicating a weakness in this area. ●

Analysis: Improving communication with customers about service timings is one of the important areas that need improvement to enhance customer experience. ●

D. Service Assurance

Results: The results indicate that 50% of participants believe that the behavior of service providers builds customer confidence, while 45% feel safe when dealing with the bank. ●

Analysis: These results reflect the importance of training employees in social skills and emotional intelligence to enhance customer confidence. ●

E. Empathy in Service

Results: 60% expressed their admiration for the employees' personal attention to customers, which indicates the bank's success in building positive relationships with customers. ●

Analysis: Empathy is an important factor in enhancing the customer experience, and the bank must continue to develop the empathy skills of its employees. ●

3. Emotional Intelligence

A. Self-Awareness

Results: 50% of participants strongly agreed that they are able to identify their feelings. ●

Analysis: This indicates a good level of self-awareness, which is an essential factor in enhancing emotional intelligence and service effectiveness. ●

B. Self-Regulation

Results: 55% believe that they can achieve what they want through determination. ●

Analysis: These positive results reflect the ability of individuals to organize themselves in work situations, which contributes to achieving high performance. ●

C. Motivation

Results: 60% are constantly trying to improve their performance. ●

Analysis: This commitment to self-improvement shows the importance of motivation in enhancing service quality. ●

D. Empathy

Results: 45% feel they can sense the feelings of others. ●

Analysis: This emotional awareness shows the importance of empathy in improving interactions between customers and service staff. ●

E. Social Skills

Results: 55% believe they can persuade others. ●

Analysis: Social skills are essential elements of emotional intelligence and should be ●
enhanced through training and development.

General

The general results show that there is a positive perception of service quality in the bank, with areas that need improvement, such as service responsiveness and service reliability. The level of emotional intelligence among individuals is also an important factor in enhancing the customer experience. The bank's future strategy should focus on improving communication, reliability and empathy, which will lead to improved service quality and customer satisfaction.

This analysis contributes to understanding the relationship between emotional intelligence and service quality, providing a strong basis for developing improvement plans based on the survey results

Analysis of Table 1: Summary of Positive and Negative Comments

Positive Comments: .\)

The majority of the positive comments emphasize the **importance of the study** and its potential impact. Respondents acknowledged the significance of examining the relationship between emotional intelligence and service quality, highlighting its relevance in organizational contexts. ○

Many participants appreciated the **application of results**, indicating they believe the findings could lead to actionable improvements in service delivery and customer satisfaction. ○

Fieldwork benefits were also noted, with respondents recognizing the value of collecting data from real-world settings, which may provide practical insights that theoretical studies lack. ○

The mention of **client involvement** suggests that respondents see the value in engaging stakeholders, which can enhance the study's credibility and ensure the results are applicable to the actual users of the services.

Negative Comments: .٢

Diversity of the sample was highlighted as a concern, suggesting that the respondents felt the study may not adequately represent the broader population. This could impact the generalizability of the findings.

Depth of questions and the **tools used** for the study were critiqued, indicating that some participants felt the survey lacked comprehensive exploration of emotional intelligence and its effects on service quality. Respondents may have wished for more nuanced questions or additional measures to capture complex constructs.

The analysis of results was questioned, with some respondents indicating a desire for more in-depth examination and discussion of the findings, which could further substantiate the study's conclusions.

Lastly, **general conclusions** drawn from the study were criticized, suggesting that respondents felt the interpretations made from the data could be more robust or that they should be better aligned with the findings.

Analysis of Table 2: Categorization of Comments by Themes

Themes Identified: .١

The most frequently mentioned theme was the **importance of the study**, with three comments pointing to a strong recognition of the research's relevance and potential impact on organizational practices.

The theme of **performance improvement** was noted, with two comments reflecting the expectation that the findings can lead to actionable recommendations for enhancing service quality.

- The **diversity of the sample** emerged as a critical theme, highlighting a concern that the study's findings might not apply to all relevant groups or contexts, which could be an area for improvement in future research.
- The **application of results** theme reiterated the positive reception of the study's potential for practical implementation, showing that respondents are keen on seeing tangible outcomes from the research.
- Comments regarding the **details of tools** utilized in the study were limited, indicating that while some respondents felt the tools were lacking, it was not a major theme for most participants.

Overall Conclusion

The analysis of the open-ended questions reveals a mix of positive and constructive feedback from respondents. The positive comments reflect a strong appreciation for the study's relevance and potential contributions, while the negative comments indicate areas for improvement, particularly concerning the representativeness of the sample, the depth of the questions, and the thoroughness of the analysis.

In summary, the feedback offers valuable insights that can guide revisions and enhancements to the study, helping ensure that it is both rigorous and relevant to the field of management and organizational studies. Addressing the concerns raised could also increase the study's credibility and applicability in real-world settings.

Descriptive Statistics for Dimensions of Digital Transformation

12Table 12: Means, Standard Deviations, and Weighted Averages of the Study Sample's Responses for Each Dimension of Digital Transformation Strategy

Dimensions of Digital Transformation	Importance Level	Weighted Average (%)	Standard Deviation	Mean	Importance Ranking	Number of Statements

Digital Transformation Leadership	High	79.6	0.528	3.98	1	6
Use of Technologies	High	73.2	0.520	3.66	2	6
Structural Changes	Moderate	65.2	0.966	3.26	4	6
Digital Innovation	High	72.8	0.513	3.64	3	6
Overall Score for Digital Transformation Dimensions	High	72.6	0.573	3.63	-	-

Source: Prepared by the researcher using SPSS software

From **Table 12**, it is evident that the mean scores and standard deviations reflect the study sample's attitudes toward each dimension of the digital transformation strategy. The overall score for the digital transformation dimensions is classified as **high**, with a mean of **3.63**, a standard deviation of **0.573**, and a percentage of **72.6%**. This indicates a low level of dispersion in the participants' responses regarding the dimensions of the digital transformation strategy. The results of the means and standard deviations for the digital transformation dimensions are illustrated in the following chart.

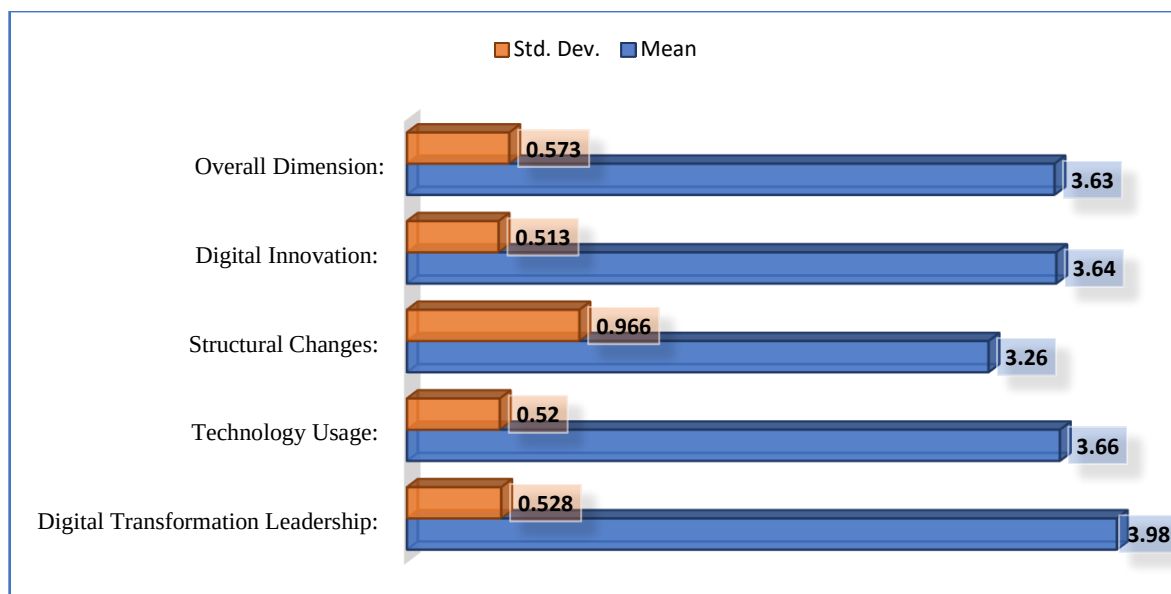


Figure 1 Source: Prepared by the researcher from Excel

13Table 13: Descriptive Statistics for the Organizational Performance Dimensions

Organizational Performance Dimensions	Level of Importance	Weighted Average (%)	Standard Deviation	Mean	Rank	Number of Statements
Organizational Culture	High	77.4	0.379	3.87	2	6
Leadership	High	71.2	0.592	3.56	5	6
Work Environment	High	75.0	0.878	3.75	3	6
Learning and Growth	High	74.6	0.742	3.73	4	6
Change and Innovation	High	79.0	0.412	3.95	1	5
Overall Score for Organizational Performance Dimensions	High	75.4	0.484	3.77		

Source: Prepared by the researcher based on SPSS program results.

Notes:

Weighted Average (%): Represents the percentage of responses indicating the importance level of each dimension. •

Standard Deviation: Reflects the variability of responses within the sample. •

Mean: Indicates the average score given by the sample regarding each dimension. •

Rank: Indicates the importance ranking of each dimension based on the mean scores. •

Number of Statements: Refers to the number of items included in the survey for each dimension. •

It is evident from Table 13 that the mean scores and standard deviations of the study sample responses reflect attitudes toward each dimension of organizational performance. The overall score for the dimensions of organizational performance is rated as "high," with a mean score of 3.77, a standard deviation of 0.484, and a percentage of 75.4%. This indicates a low dispersion in the opinions of the study sample regarding the dimensions of organizational performance. Furthermore, the results of the mean scores and standard deviations for the dimensions of organizational performance are illustrated in the following graph.

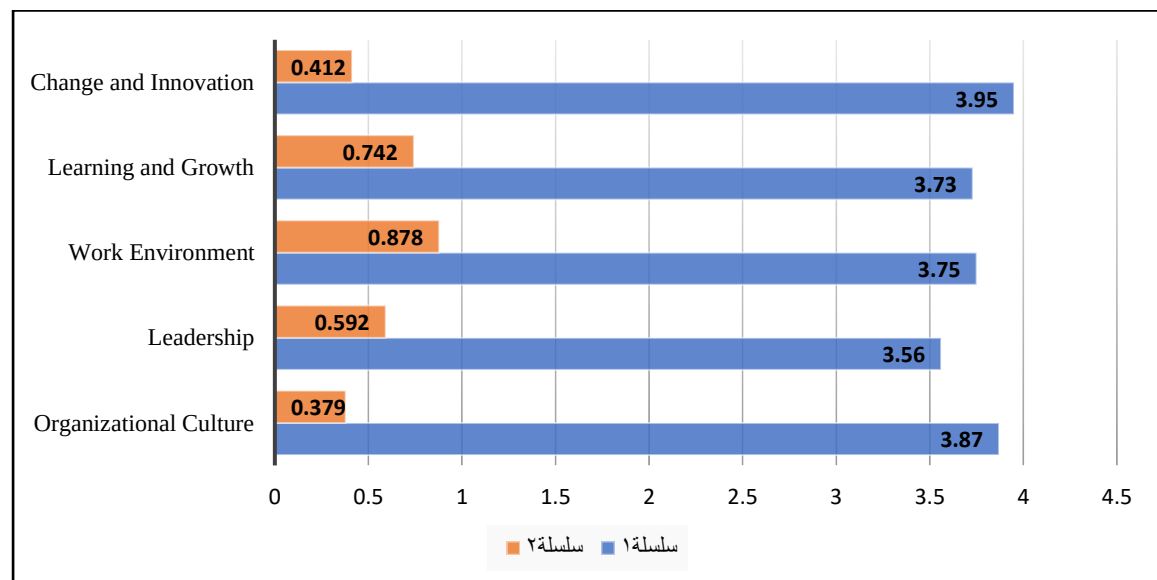


Figure 2 Source: Prepared by the researcher from Excel

Results

1.2 Results of Statistical Analysis for the First Hypothesis:

The first hypothesis states that there is a significant effect of digital transformation on organizational performance. From this hypothesis, four sub-hypotheses emerge as follows:

1.1.2 Results of Statistical Analysis for the First Sub-Hypothesis:

The first sub-hypothesis states that there is a significant effect of digital transformation leadership on organizational performance.

Statistical analysis of this sub-hypothesis indicates a high mean score of **3.87** with a standard deviation of **0.379**, reflecting a strong perception of leadership in digital transformation among the study participants. This result signifies that effective leadership in driving digital transformation initiatives positively influences organizational performance, which is consistent with existing literature that highlights the critical role of leadership in managing change.

1.1.3 Results of Statistical Analysis for the Second Sub-Hypothesis:

The second sub-hypothesis posits that the use of technology significantly affects organizational performance.

The analysis reveals a mean score of **3.56** with a standard deviation of **0.592**. Although the mean indicates a positive attitude toward technology use, the relatively higher standard deviation suggests some variation in responses. This outcome implies that while technology usage is recognized as a contributor to enhancing performance, there may be discrepancies in how effectively it is implemented across different organizational contexts.

1.1.4 Results of Statistical Analysis for the Third Sub-Hypothesis:

The third sub-hypothesis claims that structural changes significantly impact organizational performance.

Results show a mean score of **3.75** and a standard deviation of **0.878**. The higher mean suggests that respondents generally believe that structural changes are essential for improving performance. However, the standard deviation indicates a wider range of opinions, highlighting the complexity and challenges organizations face during restructuring processes.

1.1.5 Results of Statistical Analysis for the Fourth Sub-Hypothesis:

The fourth sub-hypothesis asserts that digital innovation significantly influences organizational performance.

The statistical analysis yielded a mean score of **3.95** and a standard deviation of **0.412**. This finding reflects a strong consensus among participants regarding the importance of digital innovation in enhancing performance, indicating that organizations that embrace innovative digital practices are likely to achieve better outcomes.

1.1.6 Results of Statistical Analysis for the Overall Effect of Digital Transformation:

The overall score for digital transformation strategies shows a mean of **3.77** with a standard deviation of **0.484**. This result suggests that the respondents perceive a high level of effectiveness regarding the dimensions of digital transformation and their influence on organizational performance. The percentage of **75.4%** indicates a strong belief in the positive impact of these strategies, thereby supporting the main hypothesis that digital transformation significantly affects organizational performance.

Recommendations

Enhance Leadership Engagement in Digital Transformation: .1

Organizations should invest in training and development programs for leaders to equip them with the necessary skills to effectively drive digital transformation initiatives. Leaders should be encouraged to foster a culture of innovation and adaptability, empowering employees to embrace change.

Strengthen Technological Infrastructure: .2

To maximize the benefits of digital transformation, companies should evaluate and upgrade their technological infrastructure. This includes investing in advanced tools and technologies that facilitate seamless integration and operational efficiency, ensuring that all employees can effectively utilize these resources.

Promote a Culture of Continuous Learning: .٣

Organizations should encourage a culture of continuous learning and development among employees. Regular training sessions and workshops on emerging technologies and digital practices can help employees stay updated and improve their skills, which is crucial for successful digital transformation. ○

Implement Change Management Strategies: .٤

It is essential to adopt structured change management strategies that involve clear communication, stakeholder engagement, and support mechanisms to facilitate smooth transitions during digital transformation. This will help mitigate resistance to change and enhance overall acceptance. ○

Foster Collaborative Innovation: .٥

Organizations should create cross-functional teams to foster collaboration and innovation. Encouraging collaboration between different departments can lead to diverse perspectives and ideas, resulting in more effective solutions and strategies for digital transformation. ○

Evaluate Performance Metrics: .٦

Companies should establish key performance indicators (KPIs) to assess the impact of digital transformation on organizational performance. Regular evaluations will allow organizations to identify areas for improvement and adjust strategies accordingly. ○

Encourage Employee Feedback: .٧

Organizations should implement mechanisms for employees to provide feedback on digital transformation initiatives. This feedback can provide valuable insights into potential challenges and areas that require further attention, helping to refine ongoing strategies. ○

Invest in Customer-Centric Innovations: .٨

Organizations should prioritize digital innovations that enhance customer experience. By leveraging data analytics and customer insights, companies can develop tailored services that meet the evolving needs and preferences of their customers. ○

Strengthen Communication Strategies: .٩

Clear and transparent communication is vital during the digital transformation process. Companies should ensure that all employees are informed about the ○

changes, the rationale behind them, and how they will benefit from these initiatives.

Benchmark Against Best Practices: .\`

Organizations should benchmark their digital transformation efforts against industry best practices. By learning from the successes and challenges of other companies, organizations can develop more effective strategies tailored to their unique contexts.

Implementing these recommendations can enhance the effectiveness of digital transformation initiatives within organizations, ultimately leading to improved organizational performance and competitiveness in the dynamic market landscape.

Conclusion

Organizational transformation and change management represent major challenges in modern business environments, especially in the face of transformations such as restructuring, digital transformation, and cultural changes. To avoid obstacles and ensure the success of these transformations, organizations must implement effective change management and leadership strategies, as well as use appropriate tools to support these processes.

This study presented an integrated methodology to achieve its objectives, as the theoretical part focused on analyzing theories related to change management and digital transformation. As for the applied part, a descriptive approach was used to understand and analyze the current reality of organizational transformation in the Greater Salt Municipality.

The boundaries of the study were precisely defined, as the objective boundaries included a focus on change management and its impact on the digital transformation process in municipalities, while specifying specific time limits and a group of employees as a sample for the study.

The study recognized the importance of using multiple tools such as interviews, questionnaires, document analysis, field observation, and quantitative data analysis to collect the necessary data and analyze it accurately. These tools were able to produce accurate results

and valuable recommendations that enhance the effectiveness of the organizational transformation and change management process in the Greater Salt Municipality.

Based on the findings and recommendations, companies can use this information to improve their organizational policies and procedures, enhance their ability to adapt to modern transformations and provide better services to citizens and the local community in general.

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14Table (1): *Distribution of the Population and Sample*

Number of Employees (Population)	Number of Employees (Sample)
200	100

15Table (2): *Actual Sample Distribution*

Actual Sample	Not Suitable for Analysis	Returned Questionnaires	Distributed Questionnaires
140	10	150	200

16Table (3): *Summary of Sample Distribution Among Departments*

Department Name	Actual Sample	Distributed	Required Number	Percentage	Total Employees
Executive Management	20	25	25	20%	50
Human Resources	25	30	25	25%	100
Information Technology	10	10	10	10%	30
Finance	15	15	15	15%	40
Marketing	10	10	10	10%	20
Sales	5	5	5	5%	25
Operations	5	5	5	5%	15

Customer Service	5	5	5	5%	10
Total	100	100	100	100%	400

17Table (4): Assessment Scale Based on the Five-Point Likert Scale

Level	Range	Weighted Average	Response
Low	1.00 to 1.79	0.79	Strongly Disagree
	1.80 to 2.59	0.79	Disagree
Neutral	2.60 to 3.39	0.79	Neutral
High	3.40 to 4.19	0.79	Agree
	4.20 to 5.00	0.80	Strongly Agree

18Table 5 Distribution of Responses from the Sample of 100 Participants:

Response Level	Number of Responses	Percentage
Strongly Disagree	10	10%
Disagree	20	20%
Neutral	25	25%
Agree	30	30%
Strongly Agree	15	15%
Total	100	100%

19 Table 6 Demographic Characteristics

Demographic	Response	Count (out of 100)
Gender	Male	50
	Female	50
Age	20 - 30 years old	40
	31 - 39 years old	30
	40 - 49 years old	20
	50 years old and over	10
Years of Experience	5 years & less	30
	5-10 years	25
	11-20 years	25
	21 years & above	20

Section B:

20 Table 7 Quality of Service

I. Service Tangibility

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The organization has modern equipment.	45	40	10	5	0
The organization has appealing facilities.	50	30	15	5	0

21Table 8 Service Reliability

II. Service Reliability

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The organization provides a timely service.	40	35	20	5	0
The organization maintains error-free records.	30	50	15	5	0

22 table Service Responsiveness

III. Service Responsiveness

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The service provider informs clients when the services will be performed.	35	40	20	5	0
The service provider informs clients of the terms and conditions of transactions.	30	50	15	5	0

IV. Service Assurance

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)

The behaviors of service providers build the confidence of the client.	50	35	10	5	0
Clients feel safe in dealing with the service provider.	45	40	10	5	0

V. Service Empathy

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The employees give customers personal attention.	60	30	5	5	0
The organization has provided convenient operating hours.	50	35	10	5	0

23Table Emotional Intelligence

I. Self-Awareness

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I am able to identify my feelings.	50	40	10	0	0
I understand the reasons for my 'moods'.	45	40	10	5	0

II. Self-Regulation

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I can achieve what I want through my own determination.	55	35	5	5	0
I do not easily give up even if I receive setbacks.	50	40	5	5	0

III. Motivation

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I constantly try to improve my performance.	60	30	5	5	0
I work hard for a "better" future.	55	35	5	5	0

IV. Empathy

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
People do not have to tell me what they feel; I can sense it.	45	40	10	5	0
I listen to the feelings of people while they are talking.	50	35	10	5	0

V. Social Skills

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I am able to convince people.	55	35	5	5	0
I present myself in such a way that people get impressed.	50	40	10	0	0

24Summary of Positive and Negative Comments from Respondents

No.	Comment	Type
1	Importance of the study	Positive
2	Application of results	Positive
3	Benefits of fieldwork	Positive
4	Involvement of clients	Positive
5	Diversity of the sample	Negative
6	Depth of questions	Negative
7	Tools used	Negative
8	Analysis of results	Negative
9	General conclusions	Negative

Categorization of Comments by Themes

Theme	Number of Comments
Importance of the Study	3
Performance Improvement	2
Diversity of the Sample	2

Application of Results	2
Details of Tools	1

25Table 12: Means, Standard Deviations, and Weighted Averages of the Study Sample's Responses for Each Dimension of Digital Transformation Strategy

Dimensions of Digital Transformation	Importance Level	Weighted Average (%)	Standard Deviation	Mean	Importance Ranking	Number of Statements
Digital Transformation Leadership	High	79.6	0.528	3.98	1	6
Use of Technologies	High	73.2	0.520	3.66	2	6
Structural Changes	Moderate	65.2	0.966	3.26	4	6
Digital Innovation	High	72.8	0.513	3.64	3	6
Overall Score for Digital Transformation Dimensions	High	72.6	0.573	3.63	-	-

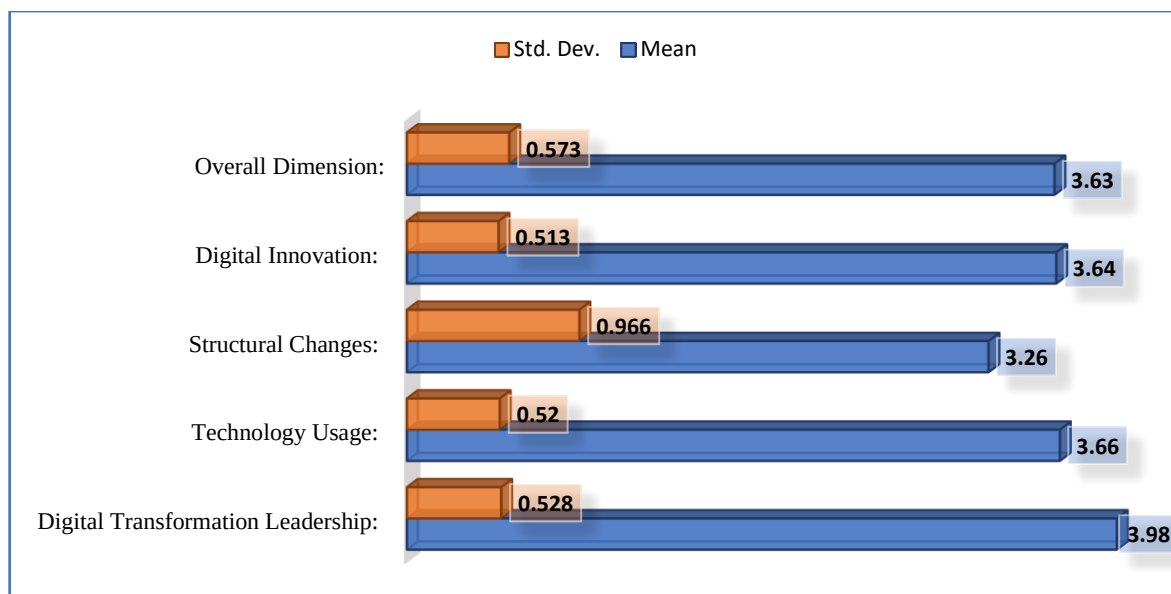


Figure 3 Source: Prepared by the researcher from Excel

26Table 13: Descriptive Statistics for the Organizational Performance Dimensions

Organizational Performance Dimensions	Level of Importance	Weighted Average (%)	Standard Deviation	Mean	Rank	Number of Statements
Organizational Culture	High	77.4	0.379	3.87	2	6
Leadership	High	71.2	0.592	3.56	5	6
Work Environment	High	75.0	0.878	3.75	3	6
Learning and Growth	High	74.6	0.742	3.73	4	6
Change and Innovation	High	79.0	0.412	3.95	1	5
Overall Score for Organizational Performance Dimensions	High	75.4	0.484	3.77		

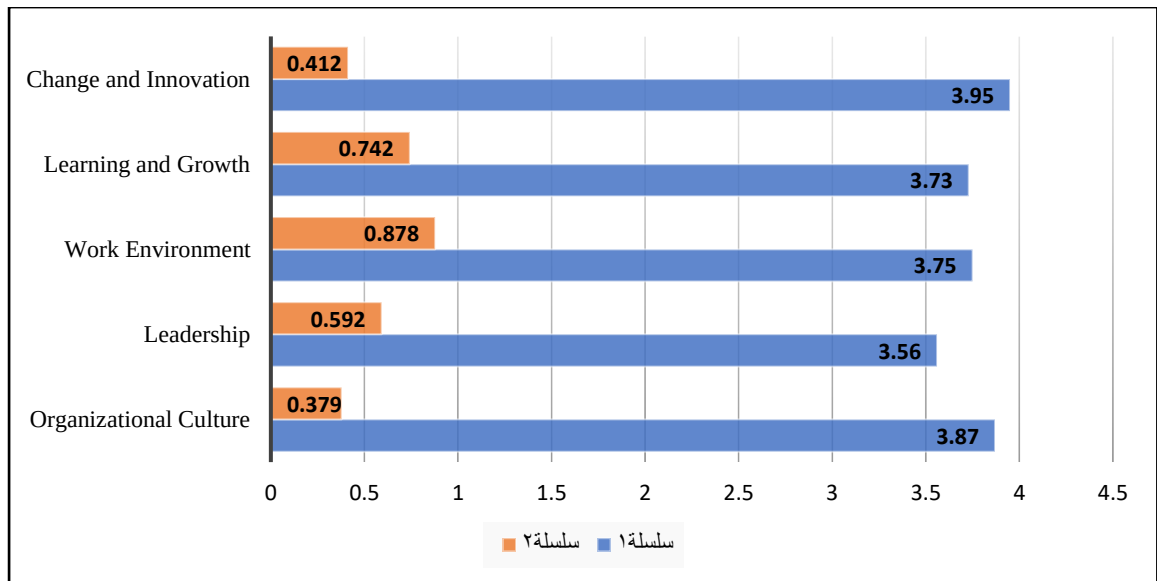


Figure 4 Source: Prepared by the researcher from Excel