THE EFFECT OF CHANGE MANAGEMENT AND RESISTANCE TO CHANGE ON DIGITAL TRANSFORMATION AT TABUK UNIVERSITY

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Abstract

The paper aimed to spot the various dimensions of change management, to spot the concept and philosophy of digital transformation, models and foundations for its construction, and to spot the impact of change management and resistance to alter on digital transformation at the University of Tabuk. The researcher used the descriptive analytical method for the character and objectives of the study, and also the study was limited to a random sample of (230) from the University of Tabuk, Saudi Arabia. The researcher built and developed a questionnaire to gather data for the study in line with the objectives of the study and to answer its questions. The study reached several results, perhaps the foremost important of which is that the existence of a big impact of change management and resistance to vary on digital transformation. The study recommended the necessity to make new social relationships that help within the change process and also the necessity of employee participation in planning the change process.

* Introduction

The issue of change is one in all the important problems with the trendy

era, thanks to successive technological developments, and therefore the rapid scientific progress during this era within which information and knowledge exploded during a way that researchers couldn't control and will never have imagined. Change may be a feature of the current age and coping with it, understanding and employing it's not an intellectual luxury, but rather an urgent necessity. Perhaps the conviction of senior management and its commitment to alter is that the secret behind success of any change because it's the simplest solution and also the ability of the remainder of the workers, as those that set goals and methods and supply resources for improvement (Arafa, 2012).

One of the foremost important factors that cause effective change is that the existence of a transparent vision and mission towards managing change and leadership's commitment towards exemplary management of change. Such factors have a good impact on the success and effectiveness of leadership, and therefore the emergence of distinguished leaders in managing change and increasing the

effectiveness of their work. (Mc Carthy, 2010).

Higher Education Institutions generally and universities specifically seek to extend their innovative and artistic capabilities and their quality to satisfy the requirements of society, and alter management is that the primary means of creating this shift and directing it towards the fashionable and contemporary system to realize the necessities of excellence. Since the tip of the last century, the dominion of Kingdom of Saudi Arabia has meted out a series of administrative reforms and enhancements. this can be as a results of the reflection of the prevailing management theories supported administrative reforms and development. (Narula, 2018).

There is a necessity to satisfy the requirements of the beneficiaries of state services under the headings of administrative reform or re-engineering management and using new tools like the great quality management system and management by objectives, so e-government, organizational development and alter management with the aim of enhancing the likelihood of building a service system consistent with new

concepts supported quality, response, effectiveness and efficiency (Al-Nimr, 2006(

The digital revolution resulted in an evolution in human life, a social change within the lives of people, and also the inculcation of the many new ideas about digital education, and this kind of education contains a role in social employment, solving individual problems in society through wishing on information and data, which confirms the contribution digital education in promoting an open societal culture, and it's the ingredients that make it contribute to the event process removed from the attitude of receiving only Digital technology altogether its forms and pictures is a bridge towards new knowledge, enrich the tutorial process, and renew educational systems normally. (Beauchamp, 2017).

Digital transformation has been imposed on institutions to require advantage of recent technologies and to become more aware, flexible at work, and moreover because the ability to innovate. By considering these characteristics they'll continue with the days and adapt renewable needs faster to attain the specified

results of their work and move towards success (Fenton, 2020).

To advance universities within the age of information and digital transformation, the case requires improving and developing methods and techniques of teaching and training in line with the developments of knowledge and communication technology, modern universities are required to go looking for brand spanking new educational methods and models to face many challenges at the world level. (Thomas M. Siebel, 2019).

The idea of "transformation" could be a new way of viewing an issue, and it may result in unique innovative solutions and real innovations that help in obtaining new ideas and methods to fulfill the necessities of the twenty-first century. (Trilling and Fadel 2012).

The University of Tabuk has begun accrediting the ICDL (International Computer Driving License) program for the scholars of the preparatory years to develop digital transformation and efficiency at the university. The "ICDL" standard has been condemned and sought in creating new generations of graduates

who are competent in information technology and are ready to keep up with the rapid pace which may develop and merge into national and international labor markets easily. This step also takes advantage of recent technology to produce the scholars with the mandatory skills and knowledge to boost the Saudi community, enhance social improvement and support the financial system. (Alsmadi, 2016)

This paper try and study the necessity of companies to vary the mangmenent , where directors have to be flexible and qualified for change in keeping with the cases. Therefore, in a very trial to unravel this problem, the current paper suggested that the digital transformation as the simplest way of an attempt to alter management for a few companies.

* Objectives

This paper aimed to:-

Explore the varied dimensions of the change management, Identify the concept of digital transformation, its philosophy, models and foundations for its construction and Recognize the impact of change management and resistance to vary on digital

transformation at the University of Tabuk.

* Significance of the paper

This study is important because it's one in all the pioneering studies within the field of change management at Tabuk University and its relationship with digital transformation, drawing the eye of specialists to use the digital transformation as how for excellent change management, enriching the research literature with results by applying digital transformation to changing management, maintaining with the national efforts to develop information and communication systems in Saudi universities, it can help decision-makers by directing them to the importance of digital transformation and its requirements for the event of universities.

* Methodology

* Data Collection and Data Collection Tools.

The study sample will include employees and school members at the University of Tabuk, and therefore the descriptive approach are going to be adopted for the study community, because the questionnaire are distributed through an electronic link,

and questionnaires that will not meet the specified conditions are going to be excluded .Then only valid questionnaires are limited. information are going to be obtained through designing the questionnaire and distributing it to the research sample, then analyzing it using the SPSS statistical program, and using statistical tests with the aim of accessing valuable indicators and indicators that support the research and research topic. As for Secondary data, it's collected from review of books, paper and electronic publications, previous research, articles and reports associated with the subject and also the study, directly or indirectly.

* Sample Size

The study was restricted to a random sample of (230) from the University of Tabuk, Kingdom of Saudi Arabia.

* Research Tool

After reviewing the previous studies associated with the topic of the research, a questionnaire was designed to fulfill the most objectives of this research, it had been designed by viewing a number of the tools and measures of other studies relevant to this research topic.

The paper depends on the questionnaire as a vital tool for collecting the information needed to support the theoretical background of the research. The questionnaire contains a group of phrases and statements that support the research topic through its direct relationship with the research objectives and questions.

The questionnaire contained two main parts: the primary part: consists of demographic data of the participants and therefore the second part: consists of the most body of the questionnaire, it includes (3) main axes serve the target of the study.

To answer these phrases, the researcher used fifth Likert scale with degrees from 1 (strongly disagree) to five (strongly agree). Participants were asked to rate the extent to which they agreed or disagreed with each statement.

* Virtual Reality

After the completion of the preparation of the questionnaire and also the formulation of the statements, the initial questionnaire was presented to the supervisor of the research and reviewed by two academic experts so as to establish the extent to which each

statement was associated with variable to which it belongs and also to test the clarity and integrity of the formulation of the statements. Then all their suggestions are considered and also the final version of the questionnaire was formed; it consists of (58) items.

* Validity

The researcher calculated the inner consistency by using Pearson parametric statistic between for every phrase and therefore the axis that belongs thereto

* Literature Review

* Previous Studies

Yılmaz & Kılıçoğlu's (2013) study aims to handle the concepts regarding pressures on organizational change, resisting forces and causes of resistance to alter, and ways for college administrators to beat resisting forces.

Ensou's (2014) study aimed to spot the impact of management information systems techniques on the standard of services provided at the University of Tabuk from the attitude of staff. to realize the goals of the study, two questionnaires were developed and distributed to a random sample of 426 employees at the University of Tabuk within the Kingdom of Saudi Arabia. The

Statistical Package of Social Sciences was wont to analyze the information of the questionnaire.

Irimiás & Mitev's (2020) study declared that there's a transparent relationship between change management, digitalization, business performance and development. the difference of digital technologies has challenged the business environment, resulting in a significant incorporation of the role of entrepreneurs within the process of fostering development. Results revealed that change management incorporates a direct positive effect on digital maturity and on business performance and features a small effect on companies' commitment towards development.

Jöhnk's study (2020) aimed to elucidate the challenges and choices of organizational design and decision-making for companies engaging with digital transformation. As an attempt to deal with digitalization's new requirements, companies often engage with digital transformation to reconfigure their deep structures, digital transformation entails a completely new organizational identity, requiring a profound

understanding and appropriate responses to achieve success.

Thabit Ehsan Ahmed, (2019) tried to spot the extent of resistance shown by the teachers and administrators of the selections of change by reflecting their point of view within the process of constructing by their superiors. Furthermore he identify the character of the link and impact between the leadership kinds of senior management within the Faculty and sections of education and sports science and to resist the selections of change shown by the trainees and administrators at Mosul University. He concluded the following: The teachers and administrators are very immune to the choices of change taken by their presidents.

Esam Elgohary & Reham Abdelazyz (2020), examined the effect of employees' resistance to alter including resistance to modern technology, fear of loss of control, feelings of insecurity, fear of inability to implement change, and fear of workload increasing, on implementing an e-government system represented in performance dimensions (efficiency and effectiveness) in Egypt. They surveyed 400 respondents in several public organizations in Egypt to analyze the impact of such resistance, so as to work out which behaviors can affect any of the implemented e-government dimensions. The study also determines the differences between employees' responses to implementing the new system looking on variables like gender, age, educational level, job position, and level of experience. The results reveal that fear of loss of control and fear of workload increasing affect all dependent variables significantly, while feelings of insecurity don't affect efficiency significantly. Resistance to modern technology and a fear of inability to implement change don't have significant effects on the dependent variables.

Ahmad Hafizh Darmawan & Siti Azizah (2019), they reviewed literature to look at more closely what factors can cause resistance to alter and what strategies can overcome resistance to vary, through the research results of several journals that are collected. There are twenty international journals sourced from several websites like EBSCOhost, emerald insight, google scholar, then forth. The results of the discussion

revealed that there are individual factors like little motivation and situational factors like increased job security; Besides, there are seven strategies to beat resistance to vary, like increasing participation.

Mervi Hämäläinen (2019), in his work "Organizations´ Digital Transformation - Toward a scientific approach to organizations' digital transformation" investigated organizations' digital transformation (ODT) and examined the weather that improve robust deployment of novel digital technologies within organizations. He presented a proposed framework for ODT formulated around four main dimensions: strategy, technology, governance, and stakeholders, each complemented by sub-elements. The ODT framework's dimensions and sub elements have interlinked relationships, and also the objective of the framework is to supply a scientific approach to polishing off ODT in an efficient way. The strategy dimension highlights top management's long-term commitment and involvement in creating digital leadership and cultures that increase organizations' digital maturity to deliver digital transformation. The strategy dimension acknowledges digital technologies' impacts on organizations' processes and structures and evaluates the investment needs, risks, and disruptiveness caused by novel technologies in business models and value networks. The technology dimension focuses on digital technologies and therefore the creation of technology experimental practices embedded in either organizations' current activities or separate business units. The technology dimension supports organizations in discovering testable business cases and considering vertical and horizontal scopes and data collection. The governance dimension refers to the robust deployment of novel digital technologies by setting measurable indicators to watch the outcomes of digital transformation. Finally, the stakeholder dimension encompasses the relevant stakeholders, business models, and value propositions of ODT.

* **Theoretical Framework**
* **Change Management**

Kurt Lewin is one amongst the prominent figures within the field of psychology and has abundantly researched on the aspect of human

changes. the idea of change proposed by Lewin has been utilized extensively within the previous inquiry for examining organization changes, either locally or internationally done. Besides, the local research associated with the education changes also sit down with Lewin´s model of change. Lewin explains in his theory that the organization changes are ready to change the attitude and behavior of the member's organization.

According to the Kurt Lewin Model of Change, there are three basic levels within the process of efficient change implementation, which are the unfreeze, moving and refreeze. the amount of change by Lewin (1951) that's explained by Burke (2008) states that the primary stage of the change process, the unfreeze stage occurs. The unfreeze refers to the method of 'melting' the behaviors, beliefs or established established order in certain organizations or particular individual for the aim of decreasing the obstructive factor towards the change process. This first stage is that the foundation in preparing own self to simply accept the occurring change. during this stage, the willingness to maneuver towards the change point is catalyzed by the motivational desire of wishing to vary, thanks to the sense of necessitating toward certain new changes or to substitute the previous behaviors.

In the second stage, the change occurred whenever any affected organization moves towards the required change, hence giving the impact on the role, value, attitude, and therefore the restructuring of the organization in achieving the aim. At this stage, the organization experiences the restructuring and desires to be equipped with the needed sources and technology in assuring the efficiency of the executed changes. The third stage may be a refreeze that takes place after the new change is successfully absorbed and stable, leading to a brand new culture and practices in a corporation. However, to achieve this stage, it always requires a lots of time. Briefly, supported the Kurt Lewin´s Model of Change, the changes going down within the organization are from the static position to the continual changing and moving again to the static point where the culture within the organization is reformed.

The management of institutions is continually changing, and this is

often thanks to environmental and technological changes and therefore the change in management concepts generally. Environmental change is that the results of a change in political, social and cultural situations and changing consumer tastes. As for technology, it's transformed institutions from manual labour to computers and e-commerce. (Ensour, Alinizi, 2014)

Change management is now one in all the foremost popular a part of business management technologies. Often, change management is taken into account tougher than the managerial work, because requires great skills. Change management is incredibly important within the field of contemporary business because it is taken into account deep constant changes and it's an element that's vital for companies to adapt to the changing demands of the market and also the global economic situation. (Blanca, Ramona, 2016)

Levy, (2011) defined Change management as a scientific activity to organize a corporation for implementing ongoing environmental changes in a very business operation. Change Management is about

innovative strategies and speedy activities to house variable and sudden changes. (Franklin, Aguenza, 2016). in line with (Khosa, 2015) Change management means to plan, initiate, realize, control and stabilize change processes on both corporate and private levels.

In this paper the change management defined as " a strategy for addressing the transition or transformation of the organization's goals, processes, or techniques and seeking to implement strategies to give birth to change and control it and help people adapt to it"

* **Characteristics of Change**

A Dynamic process: Civilization has versed many stages and ages: period of time, agricultural age, machine age and knowledge age. These 'ages' point that society has been always changing over time. This refers that change may be a continuous process. 'Every moment the time changes. this can be the continuity, and it's the indicator of dynamism. (Georgalis, 2015)

Change can make better life: Change always gives hope for a more robust life, and this hope brings out the simplest of someone. Human always

wish to live best lives and seek to it. (Georgalis, 2015)

Change is accelerating universally: Change is often permanent. Nothing is as permanent as change in life and all told ages. Process of change isn't restricted to at least one country or organization. it's spread everywhere the globe. (Gilley, 2010)

Change will generate other changes: Change always follows approaches people put earlier. So, the change at one place requires changes in concerning parts also. (Gilley, 2010)

Change could be a continuum: The switching from night to day is termed dawn whereas the switching from day to nighttime is named dusk. But nobody knows when the day stops to be day or night ceases to be night. Change is like day and night. Change could be a continuum. (Georgalis, 2015)

* Change Forces

A variety of forces exist within the organization for change externally likewise as internally or within the organization. External forces for change:-

External forces: These forces may prevail round the organization it should be the customer, supplier, condition, political stability, technological change, and international business development. (Jomaa, 2010)

Internal forces: When management commit to bring change to a corporation all the inner activities may additionally be changed to fulfill the rising of the organization. Internal forces may include behavior and attitude of the workers, culture difference, organization structure, rules, and policies regarding the corporate internal environment. (Hashim, 2013)

* Types of Change

Types of change may be divided consistent with the thing that's changing as follows:-

1- Technological change

It is the changes that apply new technology called technological changes, for instance, using information technology rather than files and papers. (Teczke, 2017)

2- Change in products or services

From time-to-time institutions improve the existed product; or adding a brand new product, developing a service, or providing new services, as an example for auto companies, adding

automatic transportation. (Aljohani, 2016)

3- Change within the organizational structure

As a results of many reasons, changing the organizational structure sometimes becomes a necessity; When the institution expands, the change is also by adding new sectors and as a results of bureaucratic problems or weakness up to speed, the shift may occur partially or completely from a functional structure to a sectoral or the other way around. (Aljohani, 2016)

The tools of management of change are leadership, communication, training, planning, and incentive systems, which might all act as lift and may move great obstacles with a minimum of effort when applied correctly. Organizational change can occur at different levels which require different change strategies and techniques. First, changing the individuals who add the organization. Second, changing organizational structures and systems. Third, changing the organizational climate. (Franklin, Aguenza, 2016)

4- Change in culture: Changing the culture of workers means changing their thinking and look at of work; this can be not a straightforward process, but it occurs when signs of a breakdown in performance or when management changes an administration from outside the institution. (Teczke, 2017)

5- Change in strategy: The strategy determines the final direction of a company. like that specialize in a selected consumer or market canons moreover because the method of competition; this strategy may change, which suggests a serious change within the institution and its priorities. (Teczke, 2017)

* Change Management Strategies

1- Upgrading and growth strategy: It adopts the philosophy of gradual change and aims to determine more change, development, and renewal. it's a phased process of reform. (Doval, 2016)

2- The strategy of hegemony: it's supported taking advantage of the realities of power reached by the executive entity in its previous stages and using them to draw in a collection of other advantages. With the intention of achieving uniqueness and distinction within the same field. (Monahan, 2016).

3- The strategy of persuasion and inducement: it's supported the conviction of the importance and necessity of change, and it's employed in that dialogue and discussion and provides rewarding incentives for everybody who performs his role within the change system. (Doval, 2016)

4- The Authority's Strategy: It uses the authority, laws, and regulations as tools for the aim of fixing by legal force and securing its movement and progress. (Monahan, 2016)

5- Organizational renewal strategy: it's supported fundamental changes within the organizational structure alone and not in other areas, on the premise that the renewal of the organization is that the basis. (Monahan, 2016).

* The Stages that a Society of Change Goes Through

A society of change passes through seven successive stages:-

1- immobility: Members of the change community are initially seriously shocked and disbelieved as a result of the new information and knowledge presented to them about the change (Krebs, 2019).

2- denial of influence: Where the members of the change community tend to deny the effectiveness and impact of the upcoming changes on them. (Krebs, 2019)

3- not writing: Members of a change community are littered with underwriting when the change becomes a tangible reality; and that they feel constant tension, dissatisfaction, or happiness.

4- Approval and compliance: Where individuals at this stage accept the change and comply with it because it's become a reality. It can't be undone. (Krebs, 2019).

5- Testing: Individuals here begin to experience the course of the change process by engaging with those liable for the change in dialogues and discussions. or maybe by reading about the specified change and its philosophies. This helps them adapt initially to the processes of change.

6- Searching for meaning: When individuals finish their discussions, dialogues, and alternative ways of experiencing change, they'll have a final and complete picture of change and its true meaning. Thus, they believe him and are fully prepared to participate in it.

7- self-introduction: lastly, individuals form self-confidence and therefore the ability of the self to participate actively within the processes of change, in order that everybody gives himself to the change processes to realize the esteem of others and self-esteem at the identical time. (Krebs, 2019)

* Importance of Change Management

The function of the change management isn't easy function because it requires business skill, analytical skill, system skill, people skill, and therefore the consultants who perform the duty of change management for several organizations. Change management plays a very important role within the organizational development because it gives stability to the organization by studying the inner and external changes. It also provides a robust foundation for value and reputation. Moreover, it increases the gain of business care. (Khosa, 2015)

Change management also provides good culture and an honest working system to the organization, and it also creates approaches to facilitate and promote the necessity of culture, where employees perform their activities with an efficient and efficient way. It also provides the bottom for the human resource manager to implement strategies for training and development to spice up up the present employees. (Thomas, 2014)

* Preserving Active Vitality

The importance of change lies within an establishment or organization to renewal and vitality, and therefore the spirit of freshness and proposals appear, and therefore the spirit of indifference, negativity and routine that kills creativity and production disappears. (Anyieni, 2013)

* Development of the flexibility to Innovate

Change always needs effort on the premise that there are two groups of them that support change. Dealing is affirmative, and a few house resistance to it change. Change triggers an incredible amount of fear of the unknown. (Boohene, 2012)

* Nurturing the need for Development

Change encourages motivation and nurtures desires and motives for change, upgrading, development and

improvement of labor through several aspects.

A- Repairs and problem-solving operations.

B- The processes of renewal and development of productive forces capable of production and work.

C- Comprehensive and integrated development that's supported the appliance of latest production methods through the introduction of recent and advanced technology. (Doval, 2016)

D- Compatibility with Variables

E- It also considers the importance of adjusting to be compatible with technology likewise because the globalization of trade, which drives and controls these trends. We must learn the way to adapt in peace to the present change or play the difficult role to adapt thereto. Management of change is that the core and also the ape-man in most organizations. (Jomaa, 2010)

F- Reaching a better Degree of Strength and Performance

G- Change management can cause higher-level effects. The organizational routines are often a source of emergent change, serving as a source of both flexibility as a target of change and alter implementation by

routinizing new practices. (Stouten, 2019)

* Approaches of the Change Management

* There are two radically opposite approaches to management

* The primary approach: Revolutionary Approach

Firstly, there's a fundamental change within the processes, calling into question the established methods and foundations, and thereby achieving the optimum state of affairs. This approach is additionally called reengineering. the main target of the approach is decided by the unconventional growth of indicators, and its application is particular only to situations which an answer requires extreme methods. (Teczke , 2017).

* The second approach: Evolutionary Approach

The second approach includes changes which occur within organizational development. This approach relies on systemic improvements geared toward increasing the efficiency of the corporate by changing the established norms and values. The implementation of evolutionary development is predicated on the modification of the

structures and processes underlying the activities of the organization. (Anyieni, 2013)

* Change Management Principles

There is not any typical business strategy that may be applied to each new organization. Otherwise, several practices, tools, and programs, can not be applied to the organizations' changing conditions. Ten Principles of Change Management is one in every of the applicable theories for Change Management. Through the implementation of those principles, any member from the highest to the underside of a corporation can understand the way to pander to individual change. (Irimiás, Mitev, 2020). for achievement Change Management, there are ten principles:-

- Address the "Human Part"
- Start at the highest
- Involve all Layers
- Make the Formal Case
- Create OwnershipCommunicate the Message
- Consider the Cultural Landscape
- Address Culture Explicitly
- Address Culture Explicitly
- Prepare for the Unexpected Event
- Speak to the Individuals

* Resistance to alter

Some of the staff while doing or after implementing the change in a company might not be satisfied because of several reasons, so that they may create some problems for change management. the explanations may include the old employees of the organization, the old mangers, and other factors, but it typically includes the subsequent resistance to alter. (Samuel, 2013)

The employees could be not satisfied from the change thanks to their self-interest. Because the old employees feel that the new system of change may negatively affect the interest of the workers. They also create resistance thanks to lack of trust and misunderstanding of the actual fact.

The uncertain situation may move employees to

make resistance due to the dearth of data about the change, this results in create uncertainty to the workers.

Different ideas and goals of the staff or people may additionally be plagued by the change management process.

The manager must take active steps to scale back the resistance, because resistance in change management process is predicted to exist, and this can be the responsibility of the team manager to review things and adapt the strategies. (Stouten, 2019)

To understand the logic behind resistance to alter, three varieties of resistance are set. Resistance is also blind, political, or ideological:-

1- Blind Resistance

A few people have a knee-jerk reaction to vary and are fearful of change no matter what it should produce. the concept of change causes the sensation of the unknown and is discomforting. it's best to produce reassurance to those individuals and let time to pass without putting an excessive amount of pressure on them. Therefore, getting accustomed the new idea of change in a corporation needs time. (Boohene, Williams, 2012).

2- Political Resistance

Organization members having political resistance think that they'll lose something valuable when the change is implemented, feelings like loss of one's power base, position, and role within the organization, status, size of budget, even personal compensation. In these instances, change agent becomes a negotiator and also the negotiation begins; that's, trading something useful with something else useful. (Yilmaz, Kilicogu, 2013)

3- Ideological Resistance

Intellectually honest people can disagree about organizational change. Some may genuinely believe that the proposed change is ill-timed, or will simply not work, and can cause more damage than improvement. that's to mention, resistance to alter results from intellectual differences in genuine beliefs, feelings or philosophies. Under these circumstances, the change agent's strategy here is to collect more data, more facts to bolster the case for change and to try another time to steer those that hold unfounded doubts. during this category of resistance, intellectually honest people may be influenced through building one's case with further documentation and sound reasoning. (Yilmaz, Kilicogu, 2013)

* Digital Transformation

Amazing technological developments like smart devices, machines and systems will result in

shorter time, lower cost, provide greater flexibility and build more efficiency within the production process, additionally as a greater capacity in processing and industrial intelligence. there's little doubt that these developments will expand the scope of development and alter which the occurrence of unprecedented transformations within the economy within the marketplace and also the industrial sector will happen. (Schallmo & Williams, 2017)

Digital transformation is one in all the foremost important drivers and catalysts for growth in major companies and government departments, which imposes a decisive race for companies to develop innovative solutions that ensure their continuity within the cycle of competition. Digital transformation requires enabling a culture of creativity within the work environment, and includes changing the essential components of labor, ranging from the infrastructure, operating models, and ending with the marketing of services and products. (Westerman, 2011)

Digital transformation can begin by building a digital strategy and making an impression on the established order. this may only be achieved through measuring this digital capabilities and determining the most effective work structure for digital marketing activities within the organization. Following on from this, the wants for investment plans are determined with the identification of obstacles to digital integration to form a comprehensive and tight plan for all circumstances and to push the wheel of transformation onto the specified path. Finally, having change management for digital transformation may be a prerequisite for achieving strategic goals. (Proctor, 2017)

Digital transformation has become a necessity for all institutions and bodies that seek to develop and improve their services and facilitate access to their beneficiaries, and digital transformation means not only the appliance of technology within the institution, but a comprehensive program which offer services to the general public geared toward making the whole institution touches touch the very heart of its work internally. Services are made easier and faster. (Schallmo & Williams, 2017)

In essence digital transformation implies how

technology is employed within institutions and organizations, whether governmental or private. It helps to enhance operational efficiency and enhances the services it provides to customers and also the audience of these who use these services., because it is predicated on the nice use of technology, which serves the workflow within the organization all told its departments through dealings with customers and also the public to enhance services and facilitate access to them, which has saving time and energy at the identical time. (Henriette, 2015)

* Digital Transformation Definition

Digital transformation stands for the entire networking of all sectors of the economy and society, in addition because the ability to gather relevant information, and to research and translate that information into actions. The changes bring advantages and opportunities, but they also create completely new challenges. (Schumann & Tittmann, 2015)

According to Mazzone (2014) "Digital Transformation is that the deliberate and ongoing digital evolution of a corporation, business model, idea process, or methodology, both strategically and tactically."

Digital Transformation could be a consistent networking of all sectors of the economy and adjustment of the players to the new realities of the digital economy. (Bouee, & Schaible, 2015)

According to this study the researcher defined the digital transformation as "investing in thought and changing behavior to evoke a radical transformation within the way of working, by taking advantage of the nice technological development that's going down to serve the beneficiaries faster and better."

* Factors cause Digital Transformation

We identify three major external factors driving the requirement for digital transformation:-

First, since the approaching of the globe Wide Web (WWW) and its global adoption, an increasing number of technologies have risen that have developed e-commerce.

The omnipresence of huge data and advent of emerging digital technologies, like computing, internet-of things, and robotics, are projected to own far reaching effects on the

workplace. Although each of those technologies might not be as powerful obviously, the new and increasingly advanced of recent digital technologies clearly signals the requirement for firms to rework their business digitally. Moreover, these new digital technologies might also affect the company's cost through replacing costlier humans during service delivery with the assistance of robots or virtual agents. (Nagy, 2014)

Second, thanks to these new digital technologies, competition is changing dramatically. In retail, shifting sales to relatively young digital companies. Not only has the competition become more global, but the intensity has also increased as a giant start to manage numerous industries. Notably, changes in any company valuations strongly reflect this shift. (Westerman, 2011)

Thirdly, consumer habits are is changing as a response to the digital revolution. Market numbers show that customers are shifting their products to online shops, and digital touch points have a major role within the customer trip journey affecting both online and offline sales. With the assistance of latest search and social media,

consumers became more connected, informed, and active. Digital technologies allow consumers to form value by designing and customizing products, perform last-mile distribution activities, and help other customers by sharing product reviews. Mobile devices became important in today's consumer behavior and facilitate show rooming behavior, the practice of examining trade offline, and so buying it online. Consequently, the employment of latest digital technologies can easily become the new standard and challenge traditional business rules. If companies cannot adapt to those changes, they quieted down attractive to customers, and are likely to get replaced by companies that make use of such technologies. (Nwankpa, 2016)

A cross-discipline exchange of data helps to an improved understanding of the strategic imperatives of digital transformation, because it includes multiple practical fields, involving marketing, information systems, innovations, and strategic management. it's necessary to arrange together the insights from information systems, marketing, strategic management, innovation, and

operations management to create well informed decisions round the organization and the way to reply to digital technologies and complete digital organizational changes. (Gudergan, 2017)

* Factors for Successful Digital Transformation

For the digital transformation program to succeed well, a road map must be developed that defines the organizations 'priorities and also the goals they seek to realize from digital transformation. The implementation of the action plan must be monitored by senior leadership who believe its importance and its impact on the organization's performance and who work to seek out the methodologies, mechanisms, and procedures necessary to implement and monitor performance. Information technology must be governed, policies and standards applied, and work plans are in line with them. (Hartl, 2017)

Among the success factors of digital transformation programs there must be improved procedures and process engineering and work on multiple channels. The infrastructure, integration of systems and processes, and therefore the employment of

contemporary technologies must even be strengthened. Additionally, to figure to create human capabilities and forces also strive to rework the organizational work culture and work environment and adopt the principle of continuous development. Performance, acceptance, and satisfaction must be measured, the extent of benefit determined, and also the challenges treated. (Nagy, 2014)

* Advantages of Digital Transformation

Digital transformation has many advantages and benefits, like reshaping the way people live, work, think, interact, and communicate, looking on the available technologies, and with continuous planning and constant endeavor to reformulate practical experiences with work to boost efficiency, reduce spending, and implement new services quickly and flexibly. additionally to achieving a radical change within the services provided to individuals within the fields of health, education, safety, and security, and improving their experiences and productivity still on strive to alter business models, change mentalities, and benefit of contemporary technologies to be more

aware, flexible at work, and able to predict and plan for the longer term. (Proctor, 2017)

Digital transformation is replacing traditional operations with digital also as seeking to extend the time to give some thought to development. Additionally to changing business models, changing mindsets, increasing workflow efficiency, and reducing errors there's a way of urgency to figure to hurry up the daily work method, apply new services quickly and flexibly, improve quality and improve performance. additionally to increasing productivity, improving products and increasing beneficiaries' satisfaction is additionally an element similarly as improving the viability of the investment. Digital transformation also enables faster innovation to realize desired results and drive towards success and supply a method for creating higher competitive value, advanced work teams, and sustaining the culture of creativity. (Nwankpa, 2016).

* Change Management and Digital Transformation

Change management affects the work environment, and also the stakeholders involved within the implementation of the program, like the inner employees and users, the private and government sector, the general public or the final word beneficiaries of the services provided by the institution, and digital transformation may be a supportive basis for the sustainable economic development process, as digital transformation plans are a serious component. The state's strategy for sustainable development for being the most supporter and engine for economic and social development and development processes, which has developing communications infrastructure, raising the efficiency of state service provision, implementing smart cities and societies projects, developing human cadres, and creating an environment supportive of technological innovation and innovation. (Nagy, 2014)

* Digital Change Management Stages

1- Preparation

Change management should be at the core of the digital transformation view and therefore the potential thinking technique. to induce serious support, directors must think about this

stage of labor intelligence including financing resources per the foremost plan. Developing a digital transformation plan that clarifies business goals and methods to realize these goals, establishing a middle of excellence to manage all digital transformation efforts and governance structure, and keeping a buildup of changes reduce risks (Stief, 2016).

2- Determining

The identification stage contains selecting the required business outcomes, by being conscious of the importance of taking the journey, determining needs, designing the experience of the worker, settling factors, and documenting the roadmap achievement. Extra change management actions during the identification stage contain regular orientation meetings with directors, affected functional managers and alter factors to boost the vision and policy (Rof, 2020).

3- The Design

is that the stage when the digital transformation program is completed. Interacting prototyping, conceptual proofing, high-fidelity designs, settlement architecture designs, merging mapping and data modeling

help leverage the vision to lifetime of a good range of employers. From the angle of change, this stage is when the info from the last stages is created. Key activities may include changing team part definitions and work plans. Defining a measurement plan includes tangible and developing a content strategy and plan. (Matt, 2015)

4- Build and Verify

The build and verify stages are often gathered when considering the importance of change management approaches. Build and verify phase becomes real as developers perform against product blocking. Improvement is straightforward to live in terms of the event of labor, that the more proper elements are prioritized. Successful companies merge project management materials and mix the requirements and user stories with pre-defined change management designs and functions. one project management environment may be a need and a piece function that needs cooperation and debate between change directors, project leaders, and developers (Gudergan, 2017)

5- Release

The Releasing stage is that the most essential side of any change

management group. it's the time to push change and embrace the digital tool. If change management is combined together to conduct digital transformation, the change group must have done most of the work and every one the pre-releasing steps are completed, because employers are trained, business processes are created or adapted, measurement designs are ready and await the data of the user. Key change management works within the releasing stage which can contain the change from project management to the program management sample. Measuring and share results with product owners, controlling and addressing cumulative change. (Nadeem, 2017)

Change management plays a crucial role in setting the stage for the success of the transformation processes within a corporation. the lack to define the required return for the organization, together with the shortage of tangible outputs for change management programs are the most reasons behind the dearth of success. However, there are some fundamentals in change management that will make a true difference, and ultimately include improving the capacity for digital transformation, and/or the successful adoption of technology in a corporation. the explanations for the failure of the many digital transformation attempts to realize their desired effect are associated with the organization's internal processes and its failure to develop a good strategy that identifies the priorities of the digital transformation process. (Rof, 2020).

* Results

The results of this paper are according to the study of Irimiás & Mitev's (2020); it revealed that change management includes a direct positive effect on digital maturity and on business performance and incorporates a small effect on companies' commitment towards development. Jöhnk's study (2020) provides a multifaceted investigation of digital transformation and reflecting the associated challenges and guiding organizations toward appropriate responses.

Change and resistance to alter, are complex, multi-dimensional concepts that contain many 'subtle issues. These issues can have a myriad of effects on those involved, often in

ways in which aren't immediately obvious to organizations.

Simply stating that individuals will resist change, which resistance is therefore an inevitable consequence that organizations must face isn't enough. Employees don't actually resist change itself, but rather, resist the perceived effects of the change.

Particularly, when those effects are misaligned with their personal agendas, appear to be the precursor to loss, or after they have previous experience of poorly managed change efforts.

Unfortunately, the manifestations of resistance may be as complex, contradictory, and diverse as their causes. In understanding the causes of resistance, the psychological, psychodynamic, and cognitive processes that underlie the reactions to vary have to be examined. a personal may resist change thanks to their perception of the results of the change, the actual fact that the change doesn't align with theirs or their group's concept of values, or that the results of the change don't seem to be believed to be important. the fact unfortunately, is that it's actually a mix of the many factors, a number of which can be contradictory, that are influencing an individual's perception and thus, their ability to support the change. These complexities may end up in misunderstanding. Many organizations, instead of seeking to grasp why the resistance exists, or viewing it as a possible results of issues with the change programme, simply try and kill the resistance. However, attempting to manage resistance without understanding and addressing the underlying causes, simply has the potential to form even more resistance.

Business digitalization isn't just the priority of the IT executives; it's strategically significant and serious to business leadership that should take a powerful stand through adjacently running both the operations and technology. Considering this, once things are concerned with digitizing business processes, company's leadership is mostly in command of managing and controlling the transformation. As a result, digital transformation is becoming more of a management concern, which where it should be.

Digital transformation at the identical time shall consider agility and

speed as fundamental factors whenever business processes are being evaluated and re-engineered. Business operations and processes are purported to be transformed radically and operate faster ,become safer, and more resilient.

In the GCC (Gulf Cooperation Council), the governments recently had set an estimate to allocate a budget that might exceed US$15 billion within the type of digital transformation technologies' enablement. As a part of the digital government progress, GCC countries are increasingly working towards building on top of the worldwide best practices and are taking the most out of accessible opportunities to assist achieve that concentrate on. The digital journey of national transformation within the GCC classifies six high impact subjects that are connected to the general public sector in Qatar, KSA, UAE, and Kuwait. Smart Government, Next Generation Care, way forward for Mobility, Smart Tourism, Smart Cities, and Classroom of the longer term.

Despite the actual fact that several programs within the GCC had stood up because of the requirement to handle new challenges; digital transformation programs required substantial investments to empower additionally to bolster the successful supply and management of the forthcoming major events across the region. Furthermore, GCC education initiatives across Qatar, KSA, UAE, and Kuwait are concentrating on switching the cultural model of education from the standard paradigm of textbook-based classes and glued curriculum to applying innovative techniques of improving the classroom experience and learning process.

The ultimate message that this work focuses on delivering throughout the preceding chapters is that digital transformation is inevitable and is important for building and sustaining business growth, irrespective of it being a long-established or a start-up. within the twenty-first century, technology is already the most dictating consider the globe of business and also the digital economy, with everybody being expected to abide with and master.

* Recommendations

The change itself remains the most obstacle within the entire digital

transformation lifecycle. Change must be expressed effectively, possessed with passion, and driven aggressively to completion . Employees must be an element of the change, knowing exactly where the organization is headed , why it's heading there and that they know and what is going to carry them once they reach the ultimate stop. People usually hate change. Hence, they have to be encouraged and enlightened on the excellent journey that the University wishes to require. Change management is that the cycle that helps employees adopt new practices to induce things done, and it's definitely not a straightforward answer.

This paper provides an outline of the rapidly growing JI literature aimed toward identifying crucial gaps and providing a general framework through which to guide future work. Emanating from the results of this research, the researcher has recommended the followings:-

* Employees must learn of the change and its reasons

1- The necessity of employee participation in planning the change process

2- The must build new social relationships to assist and support the method of change

3- The spirit of cooperation and teamwork should be developed among the staff

4- The university has to provide a special budget to develop the standard of its electronic services as an entry point for digital transformation.

5- Employees should be trained and developed their capabilities within the field of digital transformation.

6- Consultative bodies and experts should be sought to supply advice within the field of implementing digital transformation.

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