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The Role of Digital Transformation Success in Change Management: An Applied Study on Elesely Group, Damietta Branch, Egypt

Omar Ahmed(*) **Rahma Mohamed**
Fatma Ahmed **Abdelrahman Ahmed**
Dr. Mohammed Shehab Eldin **Dr. Hassan Zien ElFeky**

Department of Management, Faculty of Business Administration, Deraya University, Egypt

Abstract

This study investigates the role of Digital Transformation Success (DTS) in shaping Change Management (CM) effectiveness within the Egyptian logistics and international trade sector. Drawing on the Technology-Organization-Environment (TOE) framework and the Resource-Based View (RBV), DTS is operationalized through three dimensions: Digital Transformation Strategy, Digital Technology Implementation, and Employee Digital Skills. CM is operationalized via the ADKAR model through five dimensions: Spread Awareness, Inspire Desire, Impart Knowledge, Improve Ability, and Reinforce Changes.

A cross-sectional quantitative design was adopted. A structured questionnaire was administered to 312 employees at Elesely Group's Damietta branch. Multiple regression analysis (SPSS) confirmed a statistically significant positive relationship: $R = 0.434$, $R2 = 0.189$, $F = 23.879$, $p < 0.001$. Digital Technology Implementation had the strongest predictive effect ($B = 0.167$), followed by Employee Digital Skills ($B = 0.146$) and Digital Transformation Strategy ($B = 0.133$). All three sub-hypotheses were accepted.

Keywords: Digital Transformation, Change Management, TOE Framework, RBV, Egypt, Elesely Group, SPSS, Regression Analysis.

Literature Review and Theoretical Framework

Digital Transformation Success

Digital Transformation Success (DTS) is achieved when an organization effectively leverages digital technologies to transform its processes, enhance employee per-

*** Correspoinding author: Omar Ahmed**, Department of Management, Faculty of Business Administration, Deraya University, Egypt, oa762527@gmail.com, https://orcid.org/0009-0002-9593-780X.

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formance, and realize business goals while managing associated human and cultural changes. Table 1.1 synthesizes definitions from six prominent sources.

Table 1.1: Definitions of Digital Transformation Success

Author(s)	Key Definition Element
Sour (2023); Arasuraja (2024)	A systematic, strategic process for transitioning organizations to thrive digitally, yielding efficiency and customer satisfaction gains.
Ekal, Lakhal & Abed (2024)	Effective integration of digital technologies to fundamentally transform processes, models, and customer experiences.
Liu, Chen & Chou (2023)	A move toward a digital business model that exploits existing capabilities and explores new growth opportunities.
AL-Hinaai (2023)	Using digital technology to improve or create business processes, enhancing operational efficiency and effectiveness.
Vendraminelli et al. (2022)	A design-driven approach: understand current reality, define strategy, then execute concrete digital projects.
Abdulquadri et al. (2021)	A comprehensive plan outlining vision, objectives, and roadmap for leveraging digital technologies toward long-term competitiveness.

Source: Compiled by the Researchers from the Literature Review (2026)

1- Dimension Selection (Literature Synthesis - 10 Studies)

Table 1.2: Dimension Frequency Across 10 Studies - Independent Variable

Dimension	Selected	Count	Notes
Digital Transformation Strategy	YES	8/10	Highest frequency; selected
Employee Digital Skills	YES	8/10	Highest frequency; selected
Digital Technology Implementation	YES	7/10	High frequency; selected
Digital Leadership	No	7/10	
Technological Infrastructure	No	6/10	
Digital Culture	No	5/10	

Source: Compiled by the Researchers from the Literature Review (2026)

2- Dimensions of Digital Transformation Success

Table 1.3: Dimensions of Digital Transformation Success

Code	Dimension	Role	Description
DTS	Digital Transformation Strategy	The Why	Structured plan outlining vision and roadmap for digital technologies; ensures strategic alignment with business goals (Abdulquadri et al., 2021; Ekal et al., 2024).
DT	Digital Technology Implementation	The What	AI, IoT, cloud, and machine learning deployed to transform processes and enable automation and data-driven insights (AL-Hinaai, 2023; Ekal et al., 2024).
EDS	Employee Digital Skills	The Who	Workforce competencies for effective digital technology use, bridging strategic intent and technological capability (Vendraminelli et al., 2022; Ekal et al., 2024).

Source: Compiled by the Researchers from the Literature Review (2026)

Change Management

Change Management (CM) is a systematic approach for guiding organizations from current to desired future states through planning, communication, and engagement strategies that minimize resistance and ensure successful implementation (Ekal et al., 2024). The five ADKAR dimensions are operationalized as shown in Table 1.4.

Table 1.4: Dimensions of Change Management (ADKAR Model, Hiatt, 2006)

Code	Dimension	Description
A	Spread Awareness	Employees understand WHY the change is necessary, its difficulties, effectiveness, and goals (Galli, 2018; Bellantuono et al., 2021).
D	Inspire Desire	Employees genuinely want to participate, turning passive observers into active supporters of digital transformation (Galli, 2018).
K	Impart Knowledge	Employees know HOW to change; clear guidance converts abstract change into actionable, measurable steps (Bellantuono et al., 2021).
A	Improve Ability	Employees ARE ABLE to implement change; theoretical knowledge transforms into daily practical competence.
R	Reinforce Changes	New practices become embedded; peer and managerial support sustains the change over time (Moosa et al., 2022).

Source: Compiled by the Researchers from the Literature Review (2026)

Relationship between DTS and Change Management

Research reveals a strong positive relationship when human, strategic, and technological elements are integrated. Ekal et al. (2024) and AL-Hinaai (2023) demonstrate that robust digital capabilities substantially influence CM outcomes. Sour (2023) and Pacolli (2022) confirm that structured programs and leadership correlate with higher adoption. However, Kakungulu (2024) and Pacolli (2022) warn that ignoring the human dimension leads to resistance and failure. The relationship is positive when all three elements align, and negative when organizations focus narrowly on technology.

Theoretical Framework

This study integrates two theories: the Technology-Organization-Environment (TOE) framework (Tornatzky & Fleischer, 1990) and the Resource-Based View (RBV) (Barney, 1991). The TOE framework explains macro-level enabling conditions for DTS adoption - technological readiness, organizational readiness, and external pressures. The RBV explains how VRIN resources (skilled employees, flexible IT, data analytics) create lasting competitive advantages and sustained CM capabilities.

The theoretical integration operates through a two-stage mechanism: the TOE framework explains the macro-level enabling conditions that determine whether digital transformation adoption is possible (Stage 1: Launch Conditions), while the RBV explains how the resulting digital capabilities generate lasting organizational value and change management effectiveness (Stage 2: Value Creation). Together, they form a complete explanatory architecture - TOE explains the "how it begins," RBV explains the "why it sustains." Neither theory alone is sufficient: TOE without RBV cannot explain

why some digitally enabled organizations still fail to sustain change; RBV without TOE cannot explain why some resource-rich organizations fail to initiate transformation. For CM, the Organizational Change Capability Theory (Judge & Douglas, 2009) captures enterprise-level change leadership, governance, and competencies.

Conceptual Framework

The research model proposes that Digital Transformation Success - comprising Digital Transformation Strategy (H1.2), Employee Digital Skills (H1.1), and Digital Technology Implementation (H1.3) - exerts a direct positive influence on Change Management (H1) across all five ADKAR dimensions. The model was developed from literature review, identified research gaps, and the TOE-RBV theoretical foundation.

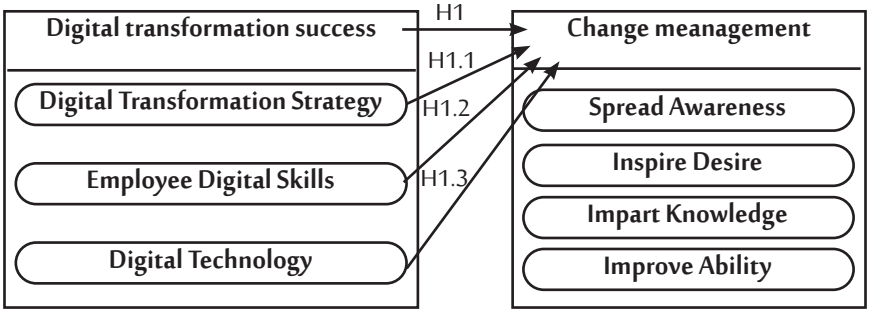

Figure 1: Research Model

Introduction

Background

Only one in five organizations succeed in realizing the true value of digital transformation (Morakanyane et al., 2020). The challenge is not merely technical-change is only complete when it is fully adopted and sustainable (Pacolli, 2022). These places change management at the heart of digital transformation strategy. This study examines how DTS influences CM effectiveness at Elesely Group, a leading Egyptian international trade and logistics company.

Research Gaps

Table 2.1: Four Research Gaps Identified

Gap	Type	Description
G1	Contextual	Organizational structure and culture as moderators between DTS and CM remain underexamined across institutional environments.
G2	Industry Specificity	Logistics and international trade companies (e.g., Elesely Group) are largely neglected in prior literature.
G3	Geographical	Most empirical work concentrates on Western nations; developing economies, particularly Egypt, are underrepresented.
G4	Configurational	Synergistic interaction of DTS dimensions (strategy, technology, skills) on CM has not been holistically examined.

Source: Compiled by the Researchers from the Literature Review (2026)

Research Problem, Objectives and Hypotheses

The central problem is the high failure rate of digital transformation initiatives, stemming from overemphasizing technology while neglecting the human element.

The main objective is to evaluate the overall impact of DTS on CM effectiveness.

The main hypothesis (H1) states: Digital Transformation Success has a statistically significant positive impact on Change Management.

Three sub-hypotheses:

H1.1: Employee Digital Skills;

H1.2: Digital Transformation Strategy;

H1.3: Digital Technology Implementation.

each posit a significant positive individual impact on CM.

Significance

Theoretically, this study integrates TOE and RBV in an underexplored developing-economy logistics context. Practically, it provides a validated diagnostic instrument and actionable strategies for Egyptian organizations. For future research, it establishes an empirical baseline for comparative and longitudinal studies in the Egyptian logistics and international trade sector.

Research Methodology

Table 3.1: Research Methodology Summary

Layer	Choice	Justification
Philosophy	Positivism	Objective hypothesis testing using measurable variables and statistical analysis (Saunders et al., 2019).
Approach	Deductive	Begins with TOE and RBV theories; tests hypotheses against empirical data (Creswell, 2014).
Design	Explanatory	Investigates causal mechanisms through which DTS dimensions influence CM outcomes.
Method	Quantitative	Structured questionnaire - 35 Likert-scale items; SPSS regression, reliability, and descriptive analysis (Zikmund et al., 2013).
Time Horizon	Cross-Sectional	Single data-collection point capturing a snapshot of current DTS-CM relationships.
Sampling	Simple Random	Representative, unbiased sample from all eligible Elesely Group Damietta employees (Taherdoost, 2016).

Source: Compiled by the Researchers (2026)

Population, Sample and Data Collection

The population (N = 1,100) comprises all eligible full-time employees at Elesely's Damietta branch directly involved in or affected by digital transformation. Using the Krejcie & Morgan (1970) formula (95% confidence, +/-5% margin), the required

sample was n = 285; 312 valid responses were ultimately collected. Simple random sampling was chosen for representativeness, bias reduction, and statistical robustness. Data were collected via an Arabic-language Google Forms questionnaire during 2026. The 35-item instrument covered: (1) Demographic Profile; (2) DTS - 15 items (5 per dimension) on a 5-point Likert scale; and (3) CM - 20 items (4 per dimension) on a 5-point Likert scale, all adapted from Ekal et al. (2024).

Analysis Techniques and Ethics

SPSS analysis followed five sequential steps: (1) Descriptive statistics; (2) Kolmogorov-Smirnov normality tests; (3) Pearson correlation validity tests; (4) Cronbach's Alpha and Split-Half reliability tests; (5) Multiple regression for H1 and all sub-hypotheses. Ethical principles - voluntary participation, anonymity, confidentiality, academic purpose only, and risk minimization - were strictly observed throughout.

Results and Findings

Demographic Profile

Table 4.1: Demographic Profile of Respondents (N = 312)

Variable / Category	Freq.	%	Cumulative %
Gender: Male	146	46.8	46.8
Gender: Female	166	53.2	100.0
Marital: Single	161	51.6	51.6
Marital: Married	151	48.4	100.0
Position: Administrative Staff	45	14.4	14.4
Position: Department Manager	55	17.6	32.1
Position: Operations Team	46	14.7	46.8
Position: Technical Staff	48	15.4	62.2
Position: IT Specialist	54	17.3	79.5
Position: Other	64	20.5	100.0
Experience: < 1 year	88	28.2	28.2
Experience: 1-3 years	77	24.7	52.9
Experience: 4-6 years	77	24.7	77.6
Experience: > 6 years	70	22.4	100.0

Source: Field Survey Data by the Researchers (2026)

Normality and Descriptive Statistics

Table 4.2: Normality (Kolmogorov-Smirnov) and Descriptive Statistics

Variable	KS Sig.	Mean	SD	Skew	Kurt.
Digital Transformation Success	.000	3.549	.370	-.256	-.107
Change Management	.005	3.581	.377	-.203	-.151

Source: Field Survey Data by the Researchers (2026)

Both variables show moderately positive perceptions (means = 3.55-3.58) and low variability (SD = 0.37), with approximately symmetric distributions. KS significance values < 0.05 indicate non-normal distribution; however, given N = 312 and the central limit theorem, parametric regression was justified (Field, 2018).

Validity and Reliability

Table 4.3: Validity and Reliability Summary

Scale / Dimension	Item-Dim r Range	Cronbach's a	Interpretation
Digital Transformation Strategy	0.321-0.540	0.717	Acceptable
Employee Digital Skills	0.391-0.515	0.690	Acceptable
Digital Technology Implementation	0.382-0.503	0.714	Acceptable
Overall DTS Scale	0.527-0.844	0.784	Acceptable
Spread Awareness	0.472-0.568	0.829	Good
Inspire Desire	0.507-0.578	0.826	Good
Impart Knowledge	0.458-0.537	0.832	Good
Improve Ability	0.417-0.544	0.824	Good
Reinforce Changes	0.418-0.567	0.884	Excellent
Overall CM Scale	0.394-0.862	0.869	Good

Source: Field Survey Data by the Researchers (2026)

All item-to-dimension correlations exceeded the 0.30 threshold (Field, 2018), confirming construct validity. Regarding reliability, the Cronbach's α for Employee Digital Skills (EDS) was 0.690 - marginally below the conventional 0.70 threshold but within the 0.65–0.70 range deemed acceptable in exploratory and cross-cultural research contexts (Nunnally, 1978; Hair et al., 2019). This value is further supported by a Split-Half (Spearman-Brown) coefficient of 0.779 for the overall DTS scale, indicating adequate internal consistency. The EDS items measure a multidimensional construct (general digital literacy, specialized roles, and team composition), and slight inter-item heterogeneity is theoretically expected and does not compromise construct validity. Split-Half reliability (Spearman-Brown): DTS = 0.779; CM = 0.851, confirming acceptable-to-good internal consistency across all constructs.

Hypotheses Testing

Table 4.4: Regression Results - All Hypotheses

Code	Predictor	R	R2	B	F	Verdict
H1	DTS (all 3 dimensions)	0.434	0.189	Multi	23.879***	ACCEPTED
H1.1	Digital Transformation Strategy	0.279	0.078	0.194	26.260***	ACCEPTED
H1.2	Employee Digital Skills	0.303	0.092	0.214	31.425***	ACCEPTED
H1.3	Digital Technology Implementation	0.313	0.098	0.225	33.689***	ACCEPTED

$p < 0.001$ | Source: Field Survey Data by the Researchers (2026)

Main regression equation: CM = 2.991 + 0.133(DTS strategy) + 0.146 (EDS) + 0.167(DT). All three predictors are statistically significant ($p < 0.001$), with Digital Technology Implementation yielding the strongest effect (B = 0.167), followed by Employee Digital Skills (B = 0.146) and Digital Transformation Strategy (B = 0.133).

Discussion

Main Hypothesis (H1)

H1 was accepted (R = 0.434, R2 = 0.189, F = 23.879, $p < 0.001$). The 18.9% explained variance confirms that DTS meaningfully drives CM effectiveness - consistent with Ekal et al. (2024), AL-Hinaai (2023), and Sour (2023). The TOE framework accounts for enabling conditions (technology, organization, environment), while the RBV explains how resulting VRIN resources translate into lasting CM capabilities. The R^2 value of 18.9% warrants contextual interpretation: in behavioral and organizational research involving complex social phenomena such as digital transformation adoption, R^2 values in the range of 15–25% are widely considered meaningful and theoretically acceptable (Hair et al., 2019; Cohen, 1992). Comparable studies in developing-economy digital transformation contexts report similar R^2 values: Ekal et al. (2024) reported $R^2 = 0.21$, and Errida & Lotfi (2021) reported $R^2 = 0.17$, confirming that the remaining 81.1% of variance is attributable to contextual factors intentionally outside this study's scope - including organizational culture, digital maturity level, leadership style, and individual change readiness - which are identified as priority variables for future research.

Sub-Hypothesis H1.1 - Digital Transformation Strategy

H1.1 accepted (R = 0.279, B = 0.194, F = 26.260, $p < 0.001$; R2 = 7.8%). A well-defined strategy provides vision and resource allocation clarity, directly strengthening CM ability. The moderate correlation confirms strategy is necessary but insufficient alone - it requires complementary technology and skills to generate CM momentum. This supports Arasuraja (2024) and Abdulquadri et al. (2021).

Sub-Hypothesis H1.2 - Employee Digital Skills

H1.2 accepted (R = 0.303, B = 0.214, F = 31.425, $p < 0.001$; R2 = 9.2%). This confirms the human element is nearly as influential as technology itself. Consistent with Social Cognitive Theory (Bandura, 1986) and Ekal et al. (2024), employees who develop self-efficacy through peer observation and positive outcomes are more likely to adopt and reinforce change. This also aligns with the Organizational Change Capability Theory's emphasis on change competencies (Judge & Douglas, 2009).

Sub-Hypothesis H1.3 - Digital Technology Implementation

H1.3 accepted (R = 0.313, B = 0.225, F = 33.689, $p < 0.001$; R2 = 9.8%) - the strongest individual predictor. Actual deployment of AI, IoT, and cloud creates visible change

in daily work, naturally generating ADKAR Awareness and Desire. This aligns with AL-Hinaai (2023) and Pacolli (2022). The ranking DT > EDS > DTS mirrors TOE-RBV logic and warrants deeper explanation. Digital Technology Implementation (B = 0.225) emerges as the strongest predictor because actual technological deployment generates immediate, tangible visibility of change in daily operations - naturally activating the first two ADKAR stages (Awareness and Desire) without requiring explicit management intervention (AL-Hinaai, 2023; Pacolli, 2022). Employee Digital Skills (B = 0.214) rank second, reflecting the RBV proposition that workforce digital competencies constitute VRIN resources that translate technological capability into sustained organizational performance. Digital Transformation Strategy (B = 0.133), while the weakest individual predictor, remains statistically significant and theoretically essential as the governance mechanism ensuring coherence between technology deployment and skill development. This differential pattern is consistent with Liu et al. (2023) and Pacolli (2022), who similarly found technology deployment effects to exceed strategic planning effects in short-to-medium term change management outcomes.

Conclusion and Recommendations

Conclusion

This study provides robust empirical support for a positive relationship between DTS and CM. All four hypotheses were accepted. Digital Technology Implementation is the strongest driver (B = 0.225), followed by Employee Digital Skills (B = 0.214) and Digital Transformation Strategy (B = 0.133). The integrated TOE-RBV framework proved valid and applicable for developing-economy logistics organizations. Collectively, the three dimensions explain 18.9% of CM variance - practically meaningful and theoretically grounded.

Recommendations

1- **Prioritize Technology Deployment**

Adopt a Pilot-to-Scale model: launch one high-impact tool (AI logistics routing or IoT tracking) in one department, document gains, then scale organization-wide. Embed new tools into daily workflows through dashboards, mobile approvals, and automated data entry. Assign a Technology Adoption Lead per department to bridge tool availability and practical employee use.

2- **Build Continuous Digital Skill Capability**

Create a Digital Champions Network of 15-20 peer coaches assigned to no more than 20 colleagues each. Link a Digital Competency section in annual appraisals to bonus eligibility. Run 30-minute weekly Skill Sprints focused on one specific digital task, with sessions recorded for asynchronous access.

3- **Establish a Change Management Office**

Charter a cross-functional team (IT, HR, Operations, senior leadership) with authority to pause rollouts when readiness is insufficient. Administer the ADKAR quarterly dashboard and intervene when any dimension falls below 3.5 out of 5. Institute weekly Win Sharing where one department presents a documented digital adoption success.

4- **Activate Strategy as a Dynamic Alignment Tool**

Produce a one-page strategy document covering vision, three measurable objectives, technology roadmap, and required resources. Cascade it into per-department Digital Maps answering: which tool, which skill, how will daily work improve? Conduct biannual Strategy Pulse Checks using the validated DTS scale.

Limitations and Future Research

Limitations include: (1) moderating variables (culture, leadership, size) excluded from scope; (2) findings specific to Elesely's Damietta branch only; (3) cross-sectional design captures associative and predictive relationships but cannot establish definitive causal direction - all hypothesis language should be interpreted as predictive rather than causal, and longitudinal replication is necessary to establish temporal ordering; (4) self-reported data subject to social desirability bias. Future research should: (1) examine moderating and mediating variables; (2) adopt longitudinal designs; (3) replicate across all 17 Elesely branches and other sectors; (4) combine quantitative and qualitative methods for richer mechanism insights.

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Appendix A: Research Questionnaire

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Response Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

PART 1A: Digital Transformation Strategy (DTS)

Code	Statement	1	2	3	4	5
DTS-1	My company provides employees with resources to acquire the right digital skills.	[]	[]	[]	[]	[]
DTS-2	My company's digital transformation strategy can fundamentally change business processes.	[]	[]	[]	[]	[]
DTS-3	My company's digital transformation strategy can improve employees' experience and satisfaction.	[]	[]	[]	[]	[]
DTS-4	My company's digital transformation strategy can improve innovation capabilities.	[]	[]	[]	[]	[]
DTS-5	My company's digital transformation strategy can improve business decisions.	[]	[]	[]	[]	[]

PART 1B: Employee Digital Skills (EDS)

Code	Statement	1	2	3	4	5
EDS-1	We advance continuous learning in digital technologies.	[]	[]	[]	[]	[]
EDS-2	The balance between general and specialized digital roles is adequate.	[]	[]	[]	[]	[]
EDS-3	We can assemble teams with the right mix of skills for each digital project.	[]	[]	[]	[]	[]
EDS-4	Employees understand both business operations and digitalization.	[]	[]	[]	[]	[]
EDS-5	The organization provides resources for employees to acquire digital skills.	[]	[]	[]	[]	[]

PART 1C: Digital Technology Implementation (DT)

Code	Statement	1	2	3	4	5
DT-1	My company uses artificial intelligence (AI).	[]	[]	[]	[]	[]
DT-2	My company uses big data and data analytics.	[]	[]	[]	[]	[]
DT-3	My company uses the Internet of Things (IoT).	[]	[]	[]	[]	[]
DT-4	My company uses social media and collaboration technology.	[]	[]	[]	[]	[]
DT-5	My company uses cybersecurity technologies.	[]	[]	[]	[]	[]

PART 2A: Spread Awareness

Code	Statement	1	2	3	4	5
CMA-1	I understand the reasons for change in the company.	[]	[]	[]	[]	[]
CMA-2	I understand the difficulties of change within the company.	[]	[]	[]	[]	[]
CMA-3	I know how effective the change in the company is.	[]	[]	[]	[]	[]
CMA-4	I am aware of the goals of change in the company.	[]	[]	[]	[]	[]

PART 2B: Inspire Desire

Code	Statement	1	2	3	4	5
CMD-1	I am excited to be part of this change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMD-2	There are great opportunities for me in the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMD-3	I support the implementation of digital transformation in the company.	[ ]	[ ]	[ ]	[ ]	[ ]
CMD-4	I will benefit from the change towards digital transformation.	[ ]	[ ]	[ ]	[ ]	[ ]

PART 2C: Impart Knowledge

Code	Statement	1	2	3	4	5
CMK-1	I have the necessary skills to cope with the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMK-2	I understand how my work relates to the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMK-3	I have sufficient clarity about the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMK-4	I have the necessary knowledge to cope with the change.	[ ]	[ ]	[ ]	[ ]	[ ]

PART 2D: Improve Ability

Code	Statement	1	2	3	4	5
CMA-A1	I can adapt to the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMA-A2	I can positively contribute to the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMA-A3	I will be able to perform better due to the changes being made.	[ ]	[ ]	[ ]	[ ]	[ ]
CMA-A4	I have the ability to perform at the level that the change requires.	[ ]	[ ]	[ ]	[ ]	[ ]

PART 2E: Reinforce Changes

Code	Statement	1	2	3	4	5
CMR-1	My team members support the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMR-2	My manager supports the change.	[ ]	[ ]	[ ]	[ ]	[ ]
CMR-3	My doubts and uncertainties have been addressed.	[ ]	[ ]	[ ]	[ ]	[ ]
CMR-4	I will personally grow because of this change.	[ ]	[ ]	[ ]	[ ]	[ ]

PART 3: Demographic Information

1. Gender: [ ] Male [ ] Female | **2. Marital Status: [ ] Single [ ] Married**

3. Job Position:

[ ] Administrative Staff [ ] Department Manager
[ ] Operations Team [ ] Technical Staff
[ ] IT Specialist [ ] Other: .....

4. Years of Experience:

[ ] Less than 1 year
[ ] 1-3 years
[ ] 4-6 years
[ ] More than 6 years

Source: Adapted from Ekal, Lakhal, & Abed (2024)