

Technological change resistance among employees using the Technology Acceptance Model: A case study of Sonatrach

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Abstract :

The main objective of this study was to investigate the phenomenon of resistance to technological change in terms of the Technology Acceptance Model. To accomplish this, a field study was conducted at “Sonatrach”, specifically at the branch of Boumerdes, where 35 questionnaires were distributed, resulting in 33 completed responses. Data were analyzed using SPSS software, and supplemented by insights that were provided by personal interviews. The findings reveal a significant positive correlation between how easy technology is perceived to use and employees’ actual behaviors (whether resisting or accepting technological change). Furthermore, a strong correlation was found between the perceived benefits of using technology and employees’ actual behaviors.

Keywords: Technological change, resistance to technological change, Technology Acceptance Model.

Jel Classification Codes: O3, O33, M12.

Introduction :

Amidst the prompt and extensive technological advancements, business organizations confront challenges when integrating new technology into their operations. This is due to employees’ resistance to technological change, which is considered one of the fundamental obstacles. While technology offers plenty of advantages to organizations, specifically in improving efficiency and productivity, some employees may demonstrate resistance to change. This resistance can negatively affect ongoing improvement efforts and hinder the success of these organizations.

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The Technology Acceptance Model (TAM) provides a fundamental theoretical and conceptual foundation for understanding the factors that affect employees' acceptance of new and emerging technologies. It fundamentally relies on two key indicators: the first is the perceived ease and simplicity of using technology and the second is the perceived benefits and advantages resulting from using technology. This leads to the main focus of our research, which we represent in the following question:

How can the phenomenon of resistance to technological change among employees be understood through the Technology Acceptance Model? And what are the strategies that can be implemented by organizations to handle this resistance and encourage the successful integration of new technologies?

Sub-questions:

- Does the ease with which technology can be used affect the occurrence of resistance to technological change?
- Do the perceived advantages of using technology have an impact on resistance to technological change?

Study Hypotheses:

- A statistically significant relationship exists between the ease of use of technology and employees' actual behavior (resistance to technological change/acceptance of technological change).
- A statistically significant relationship exists between the perceived benefits of using technology and employees' actual behavior (resistance to technological change/acceptance of technological change).

Importance of the study:

The significance of this study lies in its attempt to demonstrate the theoretical importance by contributing to the existing literature on the key variables of the research, namely technological change, resistance to technological change, and the Technology Acceptance Model. It also aims to explore the underlying causes behind the emergence of resistance to change among employees due to the adoption of modern technologies, and subsequently provide recommendations to the organization in question on strategies to confront, overcome or avoid such resistance. In addition, the importance of this study is emphasized by the fundamental relevance of the topic; the inevitability of change in the modern age.

Aims of the study: Through this research, we aim to:

- Emphasize the importance of technological change in contemporary business organizations.
- Investigate and identify the main causes and factors that contribute to employees' resistance to change.
- Clarify the relationship between the perceived ease of use of technology, its perceived benefits, and resistance to technological change.
- Explain how employees can be motivated to accept technological change drawing upon the principles of the Technology Acceptance Model (TAM).
- Provide recommendations for handling the phenomenon of resistance to technological change, particularly in the context of the rapid technological advancements occurring across the entire world.

Previous studies:

- The study by Rima Dahbi and Samah Mihoub (2024), titled ‘Determinants of Online Banking Success in Algeria According to the Technology Acceptance Model,’ examined the factors influencing the success of online banking in Algeria based on the TAM. 100 questionnaires were compiled from BNC Bank customers. The results showed that both the perceived benefits and advantages of using online banking, as well as its ease of use and simplicity, played a key role in customers’ acceptance of online banking in Algeria. Moreover, the results indicated that customers’ trust in the bank was found to be indispensable in facilitating and increasing this acceptance.
- The study undertaken by Abdelsamad Marouki, Nesrine Sahnoune, and Abdelkader Hamli (2023), titled “The Role of Adopting the Technology Acceptance Model in Promoting E-Learning in Higher Education Institutions During the COVID-19 Pandemic: The Viewpoint of Algerian Students”, investigated the influence of TAM on the promotion of e-learning from the perspective of Algerian students. The research which was conducted with a sample of (225) university students across (56) universities, applied structural equation modeling using partial least squares to measure and assess the proposed model.
- A study by Hamza Ramdani and Hocine entitled “Organizational Loyalty and its Relationship with Resistance to Organizational Change”, examined the nature and strength of the relationship between various dimensions of organizational loyalty and resistance to organizational change. A survey was distributed to a random sample of (60) employees at “Sanoubar Institution” to evaluate the presence of different types of organizational loyalty from the employees’ perspective and to measure the level of resistance to the organizational changes the institution aims to implement. The data were analyzed using SPSS, and the results demonstrated a strong link between organizational loyalty and resistance to organizational change.

After reviewing previous studies, this research stands out for its originality in its employment of the Technology Acceptance Model to analyze the phenomenon of resistance to change, Given that it is an integral aspect of change that must be tackled and navigated to make the most of its benefits by change management. In contrast, previous studies have focused on understanding the underlying factors that lead to technology acceptance rather than necessarily examining the factors contributing to resistance to technological change. Furthermore, the phenomenon of resistance to technological change has not been tackled in the existing literature, despite the rapid technological advancements experienced by business organizations. This work adds to the academic literature and provides insights of value for change managers and decision-makers.

- Methodology of the study:

This study necessitated the employment of both descriptive and analytical methodologies to examine various scientific sources in order to describe the theoretical background of the subject and grasp the research variables. It then proceeded to the field study using a questionnaire as a primary tool, in addition to personal interviews for data collection. The collected data were organized and analyzed with the use of SPSS V20 statistical analysis software.

1 The concept of technological change and its dimensions:

1.1 Definition of technological change:

Organizational change is an ongoing activity based on a planned or unplanned response to current or potential internal and external environmental changes. It involves making modifications to some or all levels and elements that constitute the organization, following specific stages, and employing defined tools and strategies to transition the organization from its current state to a desired state².

As technology has strongly emerged as a defining feature of the contemporary era, organizations have found themselves compelled to continuously pursue technological change. Technological change can be defined as a type of transformation that involves adopting and integrating technology-supported tools, systems, and digital technologies to keep pace with and adapt to the dynamics of the business environment. It also seeks to make use of these modern technologies to generate added value, improve performance levels, and increase efficiency and productivity³.

1.2 Dimensions of technological change:

The two most prominent phenomena in the field of technological change are information technology and technological innovation, they are among the primary sources from which technological change originates.

1.2.1 Information technology:

It is considered the beating heart and one of the most important resources in modern organizations as it facilitates the smooth flow of decision-making, directs and implements operational processes, and contributes to providing the necessary data and information, which in turn facilitates and simplifies work performance and support capabilities for improving work methods. Organizations that achieve success are those that invest heavily in information technology, acknowledging it as the secret to excellence and a fundamental source for enhancing their competitive ability.

1.2.2 Technological innovation:

It is defined as the act of refining and upgrading current products while also introducing innovative new ones. It consists of the development of current production processes, and it involves collaboration and coordination among diverse interrelated operations within the organization to incorporate and develop new ideas or offerings. Its significance lies in meeting the organization's strategic objectives: excellence, survival, and growth. TI helps improve and stimulate organizational performance and productivity, enhance efficiency and effectiveness, and ensure the optimal utilization of available resources⁴.

² - Mohammed A. Dj. (2015). Managing change and organizational development. Dar El-Motaz for Publishing and Distribution. p. 17.

³ - Kadache, S., Manaa, S., & Derbale, S. (April, 2021). The role of technological change in improving employees' administrative performance: The Progress system as a model – A case study of Hamad Lakhdar University, Madjamie El-Maarifa Journal-El Oued, vol.7, n(1), p. 497.

⁴- Korichi, M. (December, 2018). Technological change and its impact on the performance of economic institutions: A case study of the Cable Industry Company - General Cable Branch - Biskra. Journal of Economic and Administrative Research, vol. (24), pp. 210–211.

2 Technological change resistance and its causes:

2.1 The concept of technological change resistance:

Before introducing a planned change, it is absolutely necessary for both employees and stakeholders alike to understand the strategic objectives and underlying rationale behind it. This understanding facilitates their cooperation in successfully implementing the transformation or, at the very least; helps reduce their resistance to change. Opposition can take various forms, but it is often manifested in the form of skepticism or outright rejection. Therefore, resistance to change refers to any mindset, reaction, or demeanor that conveys hesitation, resistance, or opposition to championing or embracing the proposed transformation (change). It may also manifest itself as disengagement or as an unwillingness to support change initiatives or even deliberate and conscious attempts to hinder implementation and obstruct progress⁵.

The term “forces opposing change” falls within the broader concept of resistance to change, resembling a tightly wound spring exerting all its energy to counteract any ideas or practices that drive transformation in any form. This opposition arises because any new decision made by the forces advocating change is likely to conflict with the interests of those resisting it. As a result, these opposing forces represent the greatest obstacle to those striving to implement change⁶.

Resistance to change often takes multiple forms. First, on an individual level, it might stem from employees’ personal perspectives, which leads them to either support, resist, or oppose change based on their own viewpoints or prior experiences. Second, on a collective level, resistance or opposition to change can manifest in both explicit and implicit forms. Overt resistance is far easier to handle than covert resistance, as the latter presents a serious challenge for managers and decision-makers as a whole, due to the difficulty of determining and identifying those behind it or uncovering and revealing the strategies they use or follow⁷.

Accordingly, resistance to technological change can be defined as a behavioral response or a reaction whether overt or covert expressed by individuals or groups opposing the organization’s shift toward adopting modern technology in its practices. This resistance often stems from concerns that such changes may threaten their positions or interests, motivating them to preserve the organization’s existing state.

2.2 Reasons for resistance to technological change:

It is natural and justifiable for individuals to resist technological change, given the uncertainty and unpredictability of its consequences. Such transformations can create tension, psychological discomfort, and anxiety about the future, despite the likelihood of offering significant advantages for the organization. Consequently, the administration needs to understand the root causes

⁵- Chouabi, S. (2017). Strategies adopted to reduce resistance to change in private sector institutions. *Journal of Commercial Research and Studies*, vol. (21), p. 26.

⁶- Elaskri, B. E. M., & Elhayali, I. (2015). *Change management in business organizations*. Academic Book Center, Jordan, p. 201.

⁷- Benaissa, L., Korichi, M., & Meghzi Larafi, R. (2021). Resistance to organizational change: Concept, causes, and treatment methods. *Journal of Industrial Economy*, (17), p. 249.

and driving forces behind this resistance to take a rational and strategic approach to handling it. These contributing factors can be categorized into three major classifications, Each featuring a set of contributing reasons, as detailed in the section below⁸:

2.2.1 Individual reasons:

- Fear of the unknown: From employees' perspective, change is often associated with downsizing and layoffs, particularly when new technology is introduced into the organization. Consequently, they resist or oppose change in an attempt to protect and secure their positions, driven by anxiety and triggered by fear of losing them. Overall, what is advantageous for the organization may not work in favor of its employees and does not always serve their best interests.
- The need for security and stability: When individuals become accustomed to a specific, routine way of working, technological change disrupts their sense of stability, forcing them to abandon familiar habits and routines. This disruption often leads to resistance, as traditional work methods are perceived as more comfortable and easier to follow.
- Lack of trust and involvement: When individuals are excluded from decision-making processes related to technological change, they may feel marginalized and pressured, as if the change has been imposed upon them without considering their input. This sense of exclusion weakens their support for the change and intensifies their resistance.

2.2.2 Organizational reasons:

- Ineffective leadership: The effectiveness of technological change is heavily influenced by leadership's ability to build trust among employees, enabling them to embrace the transition with confidence and ease. Achieving this necessitates open communication, active employee involvement in decision-making, motivation, and a commitment to honesty and integrity.
- Lack of information and communication: When communication is ineffective, key stakeholders may lack access to essential information. This gap often leads to the spread of rumors and misunderstandings about the change process. To mitigate resistance, change management should ensure the dissemination of clear and comprehensive details, including the steps, expected outcomes, and advantages of the technological transition.
- Organizational culture: An organization's culture serves as its foundation, much like personality shapes an individual. The success of technological change is closely tied to the prevailing cultural environment. A culture that embraces innovation, learning, and flexibility supports a smooth transition, whereas a rigid or change-resistant culture tends to intensify opposition⁹

2.2.3 Environmental reasons:

- Market competition: The dynamic nature of the business environment and the intensity of competition demand swift action and rapid adaptation. Organizations often find themselves racing against time to make decisions and implement technological changes. This time constraint and pressure can

⁸ - Burnes, B. (2004). Managing change: A strategic approach to organizational dynamics. Pearson Education. p. 444

⁹ - Schein, E. H. (2010). Organizational culture and leadership. Jossey-Bass, San Francisco, p. 315.

overwhelm stakeholders, making it harder for them to adjust and ultimately increasing resistance to change.

- Technological advancements: Emerging technologies compel organizations to adapt and develop the necessary operational skills. However, some organizations may struggle to keep pace with these changes or lack sufficient time to learn and acquire the competencies required for successful technological adoption.
- Political and social forces: These factors can themselves act as a form of resistance to change, manifesting through regulations, policies, and shifts in public opinion¹⁰.

3 Technology Acceptance Model theory (TAM):

The Technology Acceptance Model is one of the most widely recognized and reliable models for analyzing and understanding how individuals react to technology and its applications¹¹. This model, in its essence, aims to explain, interpret, and predict user behavior toward technological innovations by examining and observing behavioral intentions and actual usage patterns. It was developed by Fred Davis in 1986, and it is essentially rooted in the Theory of Reasoned Action, which suggests that technology adoption is fundamentally influenced by two key factors: perceived usefulness as the primary factor, followed by perceived ease of use¹². These two factors are, in turn, influenced by a range of external variables.

Perceived usefulness can be defined as the extent to which an individual believes that using technology will enhance their overall job performance. Perceived ease of use, on the other hand, refers to the degree to which an individual believes that using the technology requires minimal effort and is straightforward and hassle-free. Behavioral intention, on the one hand, represents the planned behavior of an individual and is predicted and interpreted based on both perceived ease of use and perceived usefulness. Actual usage, on the other hand, reflects the practical application of the technology by the individual. It was concluded that both perceived usefulness and perceived ease of use have a direct impact on behavioral intention, which in turn influences an individual's actual use of technology¹³. This will be further examined in the applied section of the study.

In the diagram below, we provide a visual representation of this concept:

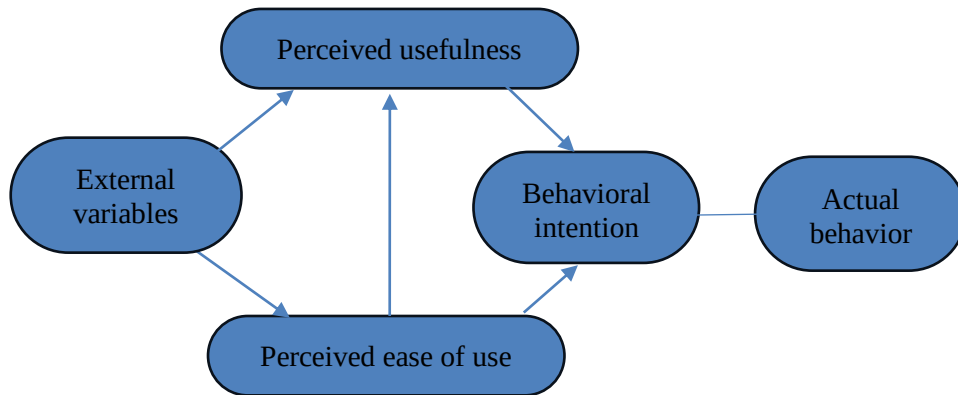
¹⁰ - Beer, M., & Nohria, N. (2014). Cracking the code of change. Harvard Business Review, England, p. 8.

¹¹ - Lee, Y., & others. (2011). Adding innovation diffusion theory to the technology acceptance model: Supporting employees' intentions to use e-learning systems. Journal of Educational Technology & Society, pp. 124–137.

¹² - Chuttur, M. (2009). Overview of the Technology Acceptance Model: Origins, developments and future direction. Sprouts: Working Papers on Information Systems, p. 37.

¹³ - Dahbi, R., & Mihoub, S. (2024). Determinants of Internet banking success in Algeria according to the Technology Acceptance Model. Journal of Finance and Business Economics, p. 144.

Figure 1. Technology Acceptance Model



Source: Touil, L. (2011). "Developing and Testing the Technology Acceptance Model for the Use of Accounting Information Systems." Tichrine University Journal for Research and Scientific Studies, p. 60.

4 The empirical framework of the study:

4.1 Study tool:

The questionnaire was used as a data collection tool to measure the hypothesized relationship between the research variables (perceived ease of use, perceived usefulness, and actual usage). The data was then processed using SPSS V20. To provide an in-depth examination of the study variables, the questionnaire was divided into four axes as follows:

- First axis: Includes six questions assessing the ease of using technology.
- Second axis: Consists of six questions measuring the perceived usefulness of technology.
- Third axis: Contains eight questions examining employees' actual behavior in using technology.
- Fourth axis: Comprised of personal information related to the study sample.

Therefore, the questionnaire consists of (20) questions, and the measurement process was carried out using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." To determine the interval lengths, the range between the highest and lowest values of the scale was first calculated: $(5-1=4)$. This range was then divided by the number of scale levels to obtain the correct interval size: $(4/5=0.8)$. By adding this value to the lowest scale point (+1) the upper limit of the first interval was established $(0.8+1= 1.8)$. The detailed scale distribution is presented in the following table:

Table 1. The length of the five-point Likert scale intervals table title

From 1 to 1.80	Strongly disagree
From 1.81 to 2.60	Disagree
From 2.61 to 3.40	Neutral
From 3.41 to 4.20	Agree
From 4.21 to 5	Strongly agree

Source: Prepared by the researcher.

The final section was dedicated to the personal information of the study sample, such as gender, experience, education, and different professional levels.

4.1.1 Reliability test of the study tool:

The reliability of the study instrument refers to the consistency of responses when the instrument is administered repeatedly to the same individuals. To ensure the reliability of the instrument, Cronbach's Alpha coefficient was calculated. The following table presents the results that we obtained:

Table 2. The reliability test of the study

Number of items in the questionnaire	Cronbach's Alpha coefficient
20	0.907

Source: Researcher's elaboration based on SPSS results.

4.2 Sample of the study:

The field study was conducted on a random sample of employees from Sonatrach, Boumerdes branch. A questionnaire was developed and distributed to 35 employees from various departments, and (33) fully completed and analyzable responses were retrieved, representing 94.28% of the total distributed questionnaires. The characteristics of the study sample are presented in the following table:

Table (3): Demographic profile of the study sample

Characteristics		Number	Percentage
Gender	Male	10	30.3
	Female	23	69.7
Total		33	100
Years of experience	Less than 5 years	7	21.2
	5 to 10 years	8	24.2
	More than 10 years	18	54.5
Total		33	100
Educational level	State engineer	6	18.2
	Senior technician	9	27.3
	Bachelor's degree	6	18.2
	Master's degree	12	36.4
Total		33	100
Occupation	Supervisor	4	12.1
	Officer	22	66.7
	Senior officer	2	6.1
	Career guidance officer	5	15.2
Total		33	100

Source: Researcher's elaboration based on SPSS-generated data.

Table (3) presents the characteristics of the study sample, which consisted of 33 employees from Sonatrach, Branch of Boumerdes. The majority of the samples were female, 69.7%, while males represented 30%. Regarding work experience, the findings revealed that more than half of the participants had more than 10 years within the company, representing 54.5% of the sample whereas 24.2% of the sample had between 5 and 10 years of experience, and 21.2% had less than 5 years. Concerning their educational level, employees with a Master's degree had the highest representation in the sample at 36.4%, followed by those holding a senior technician diploma at 27.3%. The percentages of participants with a State engineer degree and a Bachelor's degree were equal, each represented 18.2%. Concerning their professional position, the majority of the samples were classified as officers

(66.7%), followed by guidance officers at 15.2%, supervisors at 12.1%, and senior officers who represented the smallest proportion at 6.1%. The observed heterogeneity in sample characteristics indicates a balanced representation, enriching the study with diverse insights on the matter at hand.

4.3 Questionnaire findings

Table 4. Results of the study sample on the questionnaire axes

	Sample size	Arithmetic mean	Standard deviation	Result
Ease of technology use	33	3.516	0.425	Agree
Perceived usefulness of technology	33	3.361	0.373	Agree
Actual employee's behavior	33	3.70	0.604	Agree

Source: Researcher's elaboration based on SPSS-generated data.

Table (4) shows the responses of the study sample on the three questionnaire dimensions. The average score for the "ease of use" dimension is (3.516 out of 5). This score is within the fourth category of the five-point Likert scale (3.40 to 4.20), meaning respondents generally agreed. This means that Sonatrach employees generally do not fear using new technology. This result reflects the company's initiative to provide training and emphasize that the new technology is simple to use and does not affect their work negatively.

The arithmetic mean for the dimension of perceived usefulness of using technology at work was estimated at 3.361 out of 5, which corresponds to the "Agree" option. This means that Sonatrach employees are fully aware of the benefits that new technology brings to their work; they consider it a supportive tool for decision-making, a facilitator of routine tasks, and a means of saving time and effort. This can be attributed to the administration's encouragement of technology adoption after raising employee awareness and informing them of the benefits it provides at many levels.

Meanwhile, the value of the arithmetic mean for the third dimension, representing actual employee behavior, was 3.70, which also corresponds to the "Agree" option. This indicates that Sonatrach employees do not show resistance or opposition to technological change; rather, they are willing to accept and work with new technology easily.

It is observed that the standard deviation was estimated at 0.425, 0.373, and 0.640 for the dimensions of ease of use of technology, perceived usefulness of technology, and actual employee behavior, respectively. This indicates a general consistency in the responses of the study sample across the three questionnaire dimensions.

4.4 Testing the study hypotheses:

4.4.1 First hypothesis:

H0: There is no statistically significant relationship between ease of use of technology and actual employee behavior (technological change resistance/acceptance).

H1: There is a statistically significant relationship between ease of use of technology and actual employee behavior (technological change resistance/acceptance).

To test this hypothesis and determine the nature of the relationship between ease of use of technology and actual employee behavior, the correlation coefficient between the two variables was calculated, as shown in the table below:

Table 5. The correlation coefficient between the ease of technology use and actual behavior

		Ease of technology use	Actual employee behavior
Ease of technology use	Pearson correlation coefficient	1	0.766
	P-value	/	0.000
Actual employee behavior	Pearson correlation coefficient	0.766	1
	P-value	0.000	/

Source: Derived from SPSS outputs.

Table (5) reveals that the correlation coefficient between the ease of technology use and actual employee behavior is 0.766, which is a positive value greater than 0.70 and indicates a very strong positive relationship between the two variables. Furthermore, the significance level is 0.000, which is less than 0.05, and therefore, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). Based on the results, we conclude that there is a positive relationship between the ease of technology use and the actual behavior of employees toward the use of new technology.

4.4.2 Second hypothesis:

H0: There is no statistically significant relationship between the perceived benefits of using technology and the actual behavior of employees (resistance to technological change/acceptance of technological change).

H1: There is a statistically significant relationship between the perceived benefits of using technology and the actual behavior of employees (resistance to technological change/acceptance of technological change).

Table 6. The correlation coefficient between the perceived benefit of using technology and actual behavior

		Perceived benefit of using technology	Actual employee behavior
Perceived benefit of using technology	Pearson correlation coefficient	1	0.669
	P-value	/	0.000
Actual employee behavior	Pearson correlation coefficient	0.669	1
	P-value	0.000	/

Source: Derived from SPSS outputs.

Table (6) shows that the correlation coefficient between the perceived benefit of using technology and actual employee behavior is 0.669, which is a positive value that falls between 0.5 and 0.7 and indicates a strong positive relationship between the two variables. Also, the significance level is 0.000, which is less than 0.05. For this, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). Drawing upon the results, we conclude that there is a positive relationship between the perceived benefit of technology and the actual behavior of employees toward the use of new technology.

Conclusion:

This study was conducted based on the Technology Acceptance Model in order to understand and analyze the factors that influence the emergence of resistance to technological change. It also aimed to identify ways to confront or reduce such resistance, as well as to explore the factors that encourage technology acceptance among employees, thereby accelerating the effective and efficient implementation of digital transformation within organizations.

Sonatrach provided an example of the relationship between the variables of the study model, namely: the impact of both ease of use and perceived usefulness of technology on actual employee behavior, which ultimately results either in the acceptance of technology or the emergence of resistance or opposition to technological change. The validity of this model was confirmed in examining the phenomenon opposite to technology acceptance, which is resistance to technological change. Below is a summary of the study's findings.

Results:

- The results of this study indicated a statistically significant and strongly positive relationship between the ease of use of technology and the actual behavior of Sonatrach employees toward new technology, as outlined in the Technology Acceptance Model. In other words, the easier the technology is perceived and mastered by employees, the more likely they are to adopt it. On the other hand, if the technology is seen as difficult to use, it tends to trigger resistance to technological change.
- According to the same model, the study concluded that there is a statistically significant relationship between the perceived usefulness of technology and the actual behavior of Sonatrach employees toward its use. The clearer the benefits and advantages of modern technology are to employees, the more likely they are to accept it, which in turn reduces the likelihood of resistance to technological change.
- The company can reduce resistance to technological change by training employees to use new technology in their work. Such training helps alleviate their concerns about adopting new systems and minimizes the challenges they may associate with the transition.
- The more employees recognize the advantages and benefits that technology brings to their work environment, the less intense their resistance to technological change will be. However, it is worth noting that other factors such as leadership, work environment, and incentives, also contribute, either directly or indirectly, to employees' resistance to technological change.

Recommendations:

- Educating employees on the value and advantages of adopting modern technologies to minimize resistance to change.
- Taking employee concerns seriously and implementing practical measures to provide solutions.
- Providing customized training programs to equip employees with the skills needed to navigate new technologies confidently, as required.
- Involving staff in the digital transition process to encourage ownership and foster engagement.

- Establishing a work environment that supports technological adoption, streamlines tasks, and eases fears associated with change.

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