

The Impact of Change Management on Service Quality: A Case Study of Algeria Telecom “ Mostaganem “

أثر إدارة التغيير على جودة الخدمة: دراسة حالة مؤسسة اتصالات الجزائر " فرع مستغانم "

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Abstract:

This study aimed to highlight the impact of change management on service quality through a case study at Algeria Telecom in Mostaganem. The hypothesis chosen assumed the existence of a statistically significant relationship between change management and service quality at the institution. The study relied on a descriptive-analytical approach, using a questionnaire as the primary tool for data collection. The questionnaire was designed and distributed to a random sample of employees and workers within the studied institution. SPSS version 23 was used to perform statistical analysis on the collected data. The study yielded the following key findings: There is a statistically significant effect of change management on service quality in Algeria Telecom, Mostaganem branch. and There is a statistically significant positive effect of change management on the quality of services provided to customers.

Keywords: change, change management, resistance to change, service quality, Algeria Telecom

JEL Classification Codes: H83, H2.

ملخص:

هدفت هذه الدراسة إلى تسليط الضوء على تأثير إدارة التغيير على جودة الخدمات من خلال دراسة حالة في مؤسسة اتصالات الجزائر بمستغانم، تم اختيار الفرضية التي تفترض وجود علاقة ذات دلالة إحصائية بين إدارة التغيير وجودة الخدمات في المؤسسة. اعتمدت الدراسة على المنهج الوصفي التحليلي، باستخدام الاستبيان كأداة رئيسية لجمع البيانات. تم تصميم استبيان وتوزيعه على عينة عشوائية من الموظفين والعاملين داخل المؤسسة المدروسة، وتم استخدام برنامج SPSS الإصدار 23 لإجراء التحليل الإحصائي للبيانات المجمعة. أفرزت الدراسة النتائج الرئيسية التالية: تبين وجود تأثير ذي دلالة إحصائية لإدارة التغيير على جودة الخدمة في فرع اتصالات الجزائر بمستغانم. وأظهرت الدراسة وجود تأثير إيجابي ذي دلالة إحصائية لإدارة التغيير على تحسين جودة الخدمات المقدمة للعملاء.

كلمات مفتاحية: التغيير، إدارة التغيير، مقاومة التغيير، جودة الخدمات، اتصالات الجزائر.

تصنيفات JEL : H2، H83 .

1- Introduction:

In the context of rapid developments and changes within the business environment, organizations strive to achieve service quality by delivering goods or services in an improved manner. This objective is of paramount importance in securing a larger market share, as offering a high-quality product or service has become a fundamental necessity, no longer subject to negotiation, but a reality dictated by environmental changes. The growing emphasis on promoting and managing the culture of change within organizations coincided with the integration of Algerian service institutions into the World Trade Organization, which mandated the liberalization of telecommunications services. Consequently, Algerian telecommunications companies, led by Algérie Télécom, have sought to enhance and improve the quality of communication services by introducing advanced technologies and adopting strategies to market these services effectively, thereby securing a larger market share and attracting more customers. Given the efforts of Algerian economic institutions to embed the culture of change within organizations through continuous service improvements and ensuring higher quality while minimizing issues, it is imperative to examine the application of change management within economic institutions and assess its impact on service quality.

1-1 Research Problem:

In light of the above, the following research problem can be posed: To what extent does change management contribute to improving the quality of services at Algérie Télécom - Mostaganem branch?

1-2 Research Hypotheses:

There is a statistically significant relationship between change management and service quality at Algérie Télécom - Mostaganem branch.

1-3 Research Objectives:

This research aims to:

- Define change management and service quality, and explore the relationship between them.
- Clarify the impact of change on service quality.
- Study the reality of change within Algerian telecommunications institutions.
- Understand the areas of change management and its role in improving the services provided by the institution under study.

1-4. Importance of the Research:

This study seeks to elucidate the role of change management in enhancing service quality. The objective of organizational change is to improve the institution's capabilities by facilitating its adaptation to evolving trends through the introduction of modern technologies and techniques. These advancements contribute to the improvement of the quality of services provided. Additionally, the research emphasizes the significance of change within economic institutions and aims to assess the quality of services in the context of ongoing transformations.

1-5. Research Methodology:

To address the research problem, a descriptive methodology was employed in the theoretical framework, drawing on books and scholarly articles to examine the role of change management in improving service quality. In the empirical phase, an analytical approach was applied, utilizing the SPSS software to identify and analyze the relationships between the

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study's variables. This approach aims to generate conclusions that will help answer the research hypotheses.

2- Change Management:

2-1: Definition of Change Management:

Researchers and scholars in the field of change management have differed in providing a unified definition, primarily due to the variety of intellectual schools they belong to, as well as differing perspectives on how to study this phenomenon. The following definitions illustrate these varying viewpoints:

Tharwat Mashhour defines change management as "the process through which the leadership of an organization adopts a specific set of values, knowledge, and techniques, while abandoning others in exchange."²

Ali Al-Salmi defines it as "making adjustments in the goals and policies of management or any element of organizational work, aiming to either adapt the organizational conditions or introduce new organizational conditions, management methods, and activities that enable the organization to gain a competitive edge."³

Mohammed Youssef defines change management as "the proactive process of equipping individuals with the necessary technical, behavioral, administrative, and cognitive skills to utilize available resources—human, legal, material (and time)—efficiently and effectively, in order to transition from the current reality to the desired future state within a specific timeframe, with minimal negative impact on individuals and organizations, and with the least amount of time, effort, and cost."

Thus, change management is an administrative approach through which an organization directs its employees via careful and effective planning, with the aim of transforming the current situation into the desired one within a specific period, utilizing available human and material resources to achieve the set objectives.

2-2: Characteristics and Objectives of Change Management

First : Characteristics of Change Management

- ✓ **Intentionality:** Change is not a random or impulsive process but rather an intelligent, purposeful interaction that occurs within a structured framework. It is directed toward a clearly defined and mutually accepted goal by the forces driving the change, ensuring alignment with the desired outcomes⁴.
- ✓ **Practicality:** Effective change management is grounded in the practical realities of the organization. It must be executed within the limits of the organization's available resources, capabilities, and the specific contextual circumstances it faces. The change process should be feasible given the operational environment⁵.

² -Tharwat Abbas Mashhour, "*Management Development Strategies*", 1st edition, Osama Publishing and Distribution House, Amman, Jordan, 2009, p78.

³ - Zakaria Al-Douri et al., "*Principles of Business Management: Functions and Processes of Business Organizations*", Al-Yazouri Scientific Publishing and Distribution House, Amman, Jordan, 2010, p24.

⁴ - Farhan Hassan Barbakh, "Change Management and Its Applications in School Administration", Osama Publishing and Distribution House, Amman, 2012, p 97.

⁵ - Souad Beshoua, "The Reality of Change Management in Algerian Enterprises and Its Development Prospects in the Knowledge Economy" : A Case Study of the Ain Touta Cement Factory (Batna), Ph.D. Thesis,

- ✓ **Alignment:** A critical aspect of successful change management is the alignment between the change process and the interests, needs, and expectations of the various stakeholders involved. Adequate consensus and support for the change are essential for its implementation.
- ✓ **Effectiveness:** Change management must demonstrate effectiveness, characterized by the ability to move within the organization with appropriate autonomy. It should possess the capacity to influence key stakeholders, direct organizational forces, and guide the administrative units targeted for transformation⁶.
- ✓ **Participation:** The process of change requires active and constructive participation from all parties affected by or involved in the change. This includes both those implementing the change and those who will be impacted by it. Engagement and collaboration are vital to the success of the change initiatives.
- ✓ **Legitimacy:** Change must be carried out within the framework of both legal and ethical standards. If existing institutional regulations or laws conflict with the direction of change, these must first be modified to ensure the legal legitimacy of the change process⁷.
- ✓ **Reform:** Change management must be inherently reformatory, meaning it is driven by a commitment to correcting existing deficiencies and addressing organizational imbalances. Reform is necessary to improve the current state and to ensure the long-term success of the change process⁸.
- ✓ **Rationality and Responsibility:** Rationality and responsibility are indispensable in the management of change. Each step of the change process must be systematically analyzed and carefully considered to enable informed decision-making and to ensure that responsible actions are taken throughout the process.
- ✓ **Creativity:** Creativity is an essential attribute for contemporary organizations engaged in change management. Innovation is crucial for organizations that seek to remain competitive and relevant. Change serves as a catalyst for fostering a culture of innovation and continuous improvement, which in turn drives the organization's growth and sustainability⁹.
- ✓ **Capability for Development and Innovation:** Effective change management is characterized by its ability to drive the development of new ideas and capabilities. It must facilitate continuous innovation that improves the current state of the organization, ensuring its adaptability and competitive edge in an ever-changing environment.

Specialization: Organizational Management, Mohamed Khider University of Biskra, 2019, p. 33. Retrieved from <http://thesis.univ-biskra.dz/>, accessed on 12/03/2024.

⁶ - Nasser Mohammed Saud Jaradat, Ahmed Ismail Al-Ma'ani, "Change Management and Development", 1st edition, ITHRAA Publishing and Distribution, Amman, 2013, p. 41.

⁷ - Souria Maamouri, "Organizational Change and Development and the Issue of Resistance in Economic Enterprises: A Case Study of the Regional Directorate for the Distribution of Electricity and Gas – Sonelgaz, Chlef North", Master's Thesis, Specialization: Economics and Business Management, Hassiba Ben Bouali University of Chlef, 2008, p. 76. Retrieved from <http://archives.univ-biskra.dz/>, accessed on 13/03/2024.

⁸ - Mohamed Al-Sayrafi, "Change Management", Dar Al-Fikr Al-Jami'i Publishing and Distribution, Egypt, 2006, pp. 66-67.

⁹ - Bahaeddine Al-Manji Al-Askari, Inam Al-Habali, "Change Management in Business Organizations", 1st edition, Academic Book Center for Publishing and Distribution, Amman, 2015, p. 34.

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- ✓ **Adaptability to Events:** Change management must not only respond to external events but also demonstrate an ability to adapt to and influence them. This involves managing the trajectory of events and sometimes proactively shaping them to maintain organizational vitality and effectiveness. Adaptability is key to navigating uncertainty and ensuring the organization remains resilient and responsive to change¹⁰.

Second: Objectives of Change Management

Organizations aim to achieve several objectives through the process of change. The following outlines some of the most important goals:

- ✓ **Enhancing Organizational Capacity:** Change seeks to improve the organization's ability to adapt to a changing environment, ensuring its survival and continuity. This results in a dynamic, flexible system capable of ongoing renewal and adaptation.
- ✓ **Raising Employee Awareness and Commitment:** Change management aims to raise employees' awareness of the organization's goals and objectives, fostering increased loyalty and a deeper sense of belonging to the organization.
- ✓ **Supporting Problem-Solving:** Change management helps individuals resolve issues, facilitating the necessary changes and developments to meet organizational goals and overcome challenges.
- ✓ **Promoting Team Spirit:** Efforts are made to strengthen the sense of unity and cooperation among employees by understanding the degree of interaction and group dynamics within the organization. Additionally, it establishes trust among individuals, fostering a collaborative work environment.
- ✓ **Encouraging Achievement of Organizational Goals:** Change management motivates employees to align their personal goals with the organization's objectives, enhancing job satisfaction and overall productivity.
- ✓ **Supporting the Organization in Problem Resolution:** Change management aids in addressing organizational challenges by providing valuable information about the organization's processes, monitoring performance, and presenting outcomes to inform decisions and improve operations.
- ✓ **Transforming Leadership Styles:** Change management involves shifting leadership patterns from bureaucratic structures to more employee-centered approaches that emphasize involvement in decision-making, thus promoting a more participative and responsive leadership style.
- ✓ **Gradually Shaping Employee Values and Attitudes:** Change initiatives aim to gradually influence employees' professional values and attitudes, aligning them with evolving organizational goals and societal shifts.
- ✓ **Managing and Redirecting Conflict:** Change management identifies conflicts within the organization and ensures they are managed and redirected in a way that serves the organization's goals and mission.

¹⁰ - Aboudi Munir Zaid, "Modern Trends in Administrative Organizations", Dar Al-Shorouk Publishing and Distribution, Jordan, 2006, pp. 33-34.

- ✓ **Addressing Societal Needs:** Change management assists organizations in addressing societal demands, ensuring that they stay aligned with contemporary cultural shifts and developments in the broader social context.
- ✓ **Improving Service Quality:** Change management contributes to enhancing the quality of services provided by the organization, thereby improving performance and ensuring customer satisfaction.
- ✓ **Strengthening Competitive Positioning:** One of the main objectives is to boost the organization's competitive position, ensuring that it remains adaptable, innovative, and able to respond effectively to the challenges of the market.

Figure(01) :Objectives of Change.



Source : Prepared by the researcher

3- Service Quality and Its Importance

Service quality is one of the most important tools that organizations utilize to differentiate themselves from competitors. All organizations aim to provide high-quality services to their customers, making service quality and its achievement the ultimate goal for any institution striving for excellence and success.

First: Concept of Service Quality

The definitions of service quality vary due to differences in perspectives among scholars and researchers. Below are some of the key definitions: According to ****Kumar****, service quality is determined by the services that customers expect or actually perceive. This perception plays a crucial role in determining customer satisfaction, making it a primary, though not the only, determinant of the service quality delivered.

Service quality can also be defined as the extent to which the services fulfill the complete desires of customers, whether internal (employees at different organizational levels) or external (customers with varying demands and needs). This is achieved through meeting their needs, requirements, and both stated and unstated expectations.

The quality of service encompasses both procedural and personal dimensions as important factors in delivering high-quality services. The procedural dimension includes the systems and processes designed to deliver the service, while the personal dimension refers to how employees interact with customers through their behavior, attitudes, and verbal practices.

From the definitions presented, it is clear that service quality is closely linked to customer expectations and perceptions. It can be concluded that service quality is the difference between customer expectations before receiving the service and the actual performance of the

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service. Therefore, the decision regarding service quality is not solely from the organization's perspective but is also shaped by the customer's viewpoint.

The service quality can be expressed in the following equation:

$$\text{Service Quality} = \text{Customer Perception of Actual Performance} - \text{Customer Expectations of Performance Level}$$

$$\text{Service Quality} = \text{Actual Performance of the Service Organization or the Direct Perception of the Service by the Customer}$$

Second : The Importance of Service Quality

Service quality holds significant importance for organizations aiming for success and stability. In the realm of tangible products, production planning and product categorization are used to meet customer expectations. However, in the service sector, customers and employees interact to create and deliver the service at the highest possible level. Therefore, organizations must focus on both employees and customers. The importance of quality in service delivery can be summarized in the following points:

- ✓ **Growth in the Service Sector:** The number of organizations providing services has increased significantly. For example, half of the American institutions are involved in service-related activities, and the service industry continues to experience continuous growth.
- ✓ **Increased Competition:** The rise in the number of service organizations has led to intense competition among them. Relying on service quality provides these organizations with a significant competitive advantage.
- ✓ **Understanding Customer Needs:** Customers expect good treatment and dislike dealing with organizations that focus solely on the service. It is not enough to offer a quality service at a reasonable price without ensuring excellent customer care and understanding their needs.
- ✓ **The Economic Implication of Service Quality:** Service organizations now focus on expanding their market share. It is not enough for organizations to only attract new customers; they must also retain their current ones. To achieve this, organizations must pay more attention to the level of service quality.

After reviewing the theoretical aspects, which focused on the concept, characteristics, and objectives of change management, as well as the concept and importance of service quality, we will move to the applied aspect. We will examine the data obtained from the employees and customers of Algeria Telecom (via surveys) to assess whether change management has an impact on the quality of services provided by the organization. Additionally, we aim to assess customer satisfaction with the services provided. The data will be processed and analyzed using **SPSS v.23** to ensure precise results, employing appropriate statistical methods to analyze the responses of the sample group in the study.

4- Studying the Impact of Change Management on the Quality of Services Provided by the Organization

Below, we will present the key findings obtained after collecting the survey responses. In the first stage, we will calculate the reliability coefficient using Cronbach's Alpha to assess the validity of the survey. In the second stage, we will analyze the survey results based on the variables."

Table 01: Reliability and Validity of Survey Dimensions

Dimension	Number of Items	Cronbach's Alpha	Validity Coefficient
First Dimension: Change Management	26	0.7230	0.850
- Commitment to Change by Management in Algeria Telecom	6	0.762	0.873
- Change in Individuals	5	0.707	0.841
- Change in Organizational Structure	4	0.545	0.738
- Change in Technology	6	0.908	0.953
- Change in Organizational Culture	5	0.6440	0.802
Second Dimension: Service Quality	16	0.827	0.909
All Sections Combined	42	0.8030	0.896

Source: Prepared by the student based on SPSS output.

Based on the results obtained from **Table 01**, which outlines the procedures for testing the reliability of the survey through the Cronbach's Alpha coefficient, it is evident that the overall value of the reliability coefficient is a positive value of (0.803%). This high value indicates strong reliability, suggesting that the survey is stable and consistent. Additionally, the validity coefficient in this study is calculated as $\sqrt{0.803} = 89.6\%$, which reflects the accuracy and trustworthiness of the survey results. These findings assure that the results from the survey can be relied upon, providing confidence in its consistency and ability to achieve the study's objectives.

The following will analyze the survey dimensions, considering each variable individually:

First Dimension: "Commitment to Change" in Algeria Telecom

This dimension includes six items that assess how committed the management is to the change process within the organization. The items are as follows:

- ✓ The organization continuously plans to provide high-quality services.
- ✓ Meetings are held with the participation of the work team to introduce the type of change and its impact on the service.
- ✓ Management communicates with employees to clarify the vision and aspects of the change.
- ✓ Management communicates with employees to highlight the objectives of this change.
- ✓ Algeria Telecom strives to transition from the current situation to a better future state to enhance its operational efficiency.
- ✓ You have the opportunity to express your opinion and provide feedback during meetings.

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**Table 02: Mean Scores, Standard Deviations, and Frequencies for the First Dimension:
"Commitment to Change by Management"**

Item	Ranking	Standard Deviation	Mean	No	Neutral	Yes	Frequenc	% (No)	% (Neutral)	% (Yes)
1	High	0.652	2.769	3	0	23	1	12%	0%	88.5%
2	High	0.652	2.769	3	0	23	2	11.5%	0%	88.5%
3	High	0.196	2.961	0	1	25	3	0%	3.8%	96.2%
4	High	0.752	2.615	4	2	20	4	15.4%	7.7%	76.9%
5	Medium	0.891	2.076	9	6	11	5	34.6%	23.1%	42.3%
6	High	0.689	2.654	3	3	20	6	11.5%	11.5%	76.9%
Overall Result	-	-	2.640	22	12	122	-	14.08%	7.69%	78.2%

Source: Prepared by the student based on SPSS outputs.

We observe from Table 02 the following:

We notice that the mean scores for the axis "Extent of Management's Commitment to Change in the Institution" were between 2.961 and 2.6538, with standard deviations ranging from 0.891 to 0.196. This means that most employees agreed with their responses to the statements in this axis.

We can conclude that change received significant attention from the management of Algeria Telecom, as seen through continuous planning for change and the clarification of its objectives and vision to employees.

Axis 2: Shows the extent of "change in individuals" within Algeria Telecom, and includes five items as follows:

1. Is there any change in the nature of your work or the responsibilities assigned to you?
2. Was the training provided by the institution sufficient after the change process?
3. Do you have the opportunity to express your opinions and provide feedback in meetings?
4. Is there any change in the nature of your work or the responsibilities assigned to you?
5. Does the institution change task distribution and delegate responsibilities from time to time?

Table (03): Mean Scores and Standard Deviations for Axis 2 - Change in Individuals

Trend	Rank	Standard Deviation	Mean Score	No	Neutral	Yes	Axis 1	Frequenc y	Percentag e (%)
High	1	0.804	2.615	5	0	21	1	0.00 %	80.80%
Mediu m	5	0.871	2.039	9	7	10	2	34.60 %	26.90%
High	4	0.756	2.423	4	7	15	3	15.40 %	57.70%
High	2	0.811	2.539	5	2	19	4	19.20 %	73.10%
High	3	0.811	2.539	5	2	19	5	19.20 %	73.10%

High			2.431	28	18	84	Result Axis 1	21.52 %	64.64%
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Source: Prepared by the student based on SPSS outputs

Analysis of Results from Table (03) for Axis 2: Change in Individuals

From the results presented in Table (03) for this axis, the following observations can be made:

Additionally, it is noteworthy that the mean scores for the items in the axis "Change in Individuals" ranged between 2.53 and 2.615, with standard deviations between 0.756 and 0.871. This indicates that most employees were in agreement with their responses to the statements in this axis. The overall mean score for this axis was 2.431. Therefore, it can be concluded that changes in individuals received significant attention from the employees, reflecting a focus on fostering and reinforcing a culture within the organization that contributes to achieving its goals.

Axis 3: Change in Organizational Structure

Axis 3 addresses the extent of "Change in the Organizational Structure" of the institution and includes four items, as follows:

- ✓ The institution creates new positions within the organizational structure.
- ✓ The management introduces changes to the organizational structure in response to developments within the institution.
- ✓ The change process involved all departments and sections with employee participation.
- ✓ The institution makes changes to the organizational structure to keep up with ongoing changes and developments.

Table (04): Mean Scores and Standard Deviations for Axis 3 - Change in Organizational Structure

Trend	Rank	Standard Deviation	Mean Score	No	Neutral	Yes	Axis 1	Frequency	Percentage (%)
High	2	0.757	2.577	4	3	19	1	15.4%	73.10%
Medium	4	0.938	2.192	9	3	14	2	34.60%	53.80%
High	3	0.811	2.462	5	4	17	3	15.40%	65.40%
High	1	0.514	2.792	1	4	21	4	3.80%	80.80%
High	-	-	2.50575	19	14	71	Result Axis 1	18.25%	68.26%

Source: Prepared by the student based on SPSS outputs.

Analysis of Results from Table (04) for Axis 3: Change in Organizational Structure

From the results presented in Table (04), the following observations can be made:

Based on the items in Axis 3: Change in Organizational Structure, the mean scores ranged between 2.192 and 2.792, with standard deviations between 0.514 and 0.938. This indicates that most employees agreed with the statements regarding organizational change. The overall mean score for this axis was 2.50575.

Therefore, we can conclude that changes in the organizational structure are evident within Algeria Telecom, as seen through the ongoing updates, improvements, and significant restructuring aimed at adapting to developments and aligning with workplace conditions.

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Axis 4: Change in Technology Used in the Institution

Axis 4 addresses the extent of Change in Technology within the institution, which includes six items as follows:

- ✓ The institution seeks to change service methods by using the latest technologies.
- ✓ When new technologies are adopted, the institution changes the type of activities assigned to employees.
- ✓ The institution implements radical changes to work programs in line with the ongoing changes.
- ✓ The institution continuously develops the programs it operates.
- ✓ Has the institution allocated advanced resources to match the changes taking place?
- ✓ The institution trains employees to use modern technologies.

Table (05): Mean Scores and Standard Deviations for Axis 4 - Change in Technology

Trend	Rank	Standard Deviation	Mean Score	No	Neutral	Yes	Axis 1	Frequency	Percentage (%)
High	1	0.196	2.962	0	1	25	1	0%	96.20%
High	3	0.758	2.577	4	3	19	2	15.40%	73.10%
Medium	6	0.928	1.692	16	2	8	3	62%	30.80%
High	4	0.811	2.461	4	4	17	4	19.20%	65.40%
High	2	0.697	2.615	3	4	19	5	11.50%	73.10%
High	5	0.857	2.423	6	3	17	6	23.10%	65.40%
High	-	-	2.455	33	17	105	Result Axis 1	21.78%	67.33%

Source: Prepared by the student based on SPSS outputs.

Observations from Table 05:

General Analysis:

The mean scores for the statements in the "technological change" axis ranged from 1.692 to 2.962, with standard deviations between 0.196 and 0.928. This indicates a high level of agreement among the employees regarding technological change in the institution, with responses mostly leaning towards "Yes." The overall mean for this axis was 2.455, showing that technological change is widely accepted by the employees.

Conclusion:

Based on these results, we can conclude that technological change is actively taking place within the institution, demonstrated by the continuous development of work systems and the use of modern technologies. These changes improve work quality and bring the institution closer to achieving its goals.

05 Axis: Change in Organizational Culture

The fifth axis explores "Change in Organizational Culture" within the institution, consisting of five statements:

- ✓ The institution quickly adopts the idea of change.
- ✓ The institution changes working conditions from time to time.
- ✓ The institution works on changing values to build behaviors that are reflected in the organization's culture among employees.
- ✓ Employee suggestions contribute to creating an effective and practical plan.

- ✓ The work culture in the area has changed after the implementation of the new technology.

Table 06: Means and Standard Deviations for the Fifth Axis - Organizational Culture Change

Direction	Rank	Standard Deviation	Mean	No	Neutral	Yes	Axis Number
High	1	0.514	2.792	4 (15.40%)	1 (3.80%)	21 (88.80%)	1
High	5	0.892	2.346	7 (26.90%)	3 (11.50%)	16 (61.50%)	2
High	4	0.856	2.423	6 (23%)	3 (11.50%)	17 (65.40%)	3
High	3	0.811	2.539	5 (19.20%)	2 (7.00%)	19 (73.10%)	4
High	2	0.618	2.692	2 (7.70%)	4 (15.40%)	20 (76.90%)	5
			2.6	20 (15.38%)	12 (9.08%)	98 (75.38%)	Total

Source: Prepared by the student based on SPSS outputs

Observation from the results in Table 06 for the Fifth Axis (Organizational Culture Change):

The mean scores for the statements in the "organizational culture change" axis ranged from 2.346 to 2.792, with standard deviations from 0.514 to 0.892. This indicates that most employees agreed with the changes in the organizational culture. The overall mean for this axis was 2.6, demonstrating that employees generally support the organizational culture change in the institution.

From the findings, we can conclude that organizational culture change has received significant attention from the management of Algerian Telecom, particularly in terms of changing working conditions and observing employee acceptance of the changes.

Section Two: Change in Service Quality

Table (07): Final Results of Questionnaire Dimensions

Dimensions	Number of Statements	Mean	Degree
First Dimension: Change Management	26	2.52	High
Second Dimension: Service Quality	16	2.64	High
All Sections	42	2.58	High

Source: Prepared by the student based on study results

The table presents the final results of the dimensions of the employee questionnaire used in the study. Here's a breakdown:

- ✓ Change Management Dimension:
 - The mean score for this dimension is 2.52, which indicates a high rating. This suggests that the employees view the institution's change management practices positively.
- ✓ Service Quality Dimension:
 - The mean score for service quality is 2.64, which is also classified as high. This reflects a positive assessment from employees regarding the quality of services provided by "Algerian Telecom."
- ✓ Overall Questionnaire:

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- The combined mean for all the sections of the questionnaire is 2.58, which also falls under the high category, indicating that, on the whole, employees perceive both change management and service quality positively within the company.

The analysis reveals that both Change Management and Service Quality are highly rated by employees in the "Algerian Telecom" company, with mean scores of 2.52 and 2.64, respectively. The overall mean score for the questionnaire is 2.58, which supports the conclusion that there is a strong, positive perception of both dimensions in the company.

Customer Questionnaire Results:

To complete the study, a customer questionnaire was also used to gather insights from the customers' perspective, as they are directly impacted by the changes and are the main evaluators of the services provided by "Algerian Telecom." The questionnaire was divided into two parts:

1. **Part One:** Customer personal data.
2. **Part Two:** Contains six dimensions as follows:
 - Tangibility Dimension: 4 statements.
 - Reliability Dimension: 5 statements.
 - Responsiveness Dimension: 5 statements.
 - Safety Dimension: 5 statements.
 - Credibility Dimension: 4 statements.
 - Service Quality Dimension: Number of statements not mentioned explicitly in the text.

These sections were aimed at measuring different aspects of customer perceptions regarding the services provided by the institution and the impact of changes made within the company.

Table (08): Reliability and Validity Test Procedures for the Customer Questionnaire

Dimensions	Number of Statements	Cronbach's Alpha	Validity Coefficient
Tangibility Dimension	4	0.854	0.924
Reliability Dimension	5	0.755	0.869
Responsiveness Dimension	5	0.636	0.796
Safety Dimension	5	0.745	0.863
Credibility Dimension	4	0.884	0.940
Service Quality Dimension	7	0.801	0.895
All Sections	30	0.780	0.883

Source: Prepared by the student based on SPSS results.

This table presents the results of the reliability and validity tests conducted on the customer questionnaire, which aims to assess the consistency and accuracy of the instrument used in the study. The key values in the table are the **Alpha Cronbach's** coefficients and the **Validity Coefficients** for each of the dimensions.

1. **Alpha Cronbach's:**
 - **Alpha Cronbach's** is used to measure the internal consistency (reliability) of the items in each dimension. A value above 0.7 generally indicates good reliability.

- All dimensions show good reliability, with values ranging from 0.636 (Responsiveness) to 0.884 (Credibility).
- The overall Cronbach's Alpha for the entire questionnaire is **0.780**, which suggests good internal consistency across all items.

2. Validity Coefficient:

- **Validity Coefficients** assess the degree to which the questionnaire measures what it is intended to measure.
- The validity coefficients range from **0.796** (Responsiveness) to **0.940** (Credibility), all indicating high validity.
- The overall validity coefficient for the entire questionnaire is **0.883**, which supports the instrument's validity.

The results from **Cronbach's Alpha** and the **Validity Coefficients** indicate that the customer questionnaire used in the study is both reliable and valid. The reliability and validity measures are strong, suggesting that the instrument is suitable for measuring customer perceptions related to the dimensions of service quality, tangibility, reliability, responsiveness, safety, and credibility.

Table (09): Shows the means and standard deviations for part two.

Dimension	Statement	Mean	Standard Deviation	No	Neutral	Yes	Frequency	Percentage (%)
Tangibility	1	2.615	0.804	5	0	21	80.80%	19.20%
Tangibility	3	2.346	0.936	8	1	17	65.40%	30.80%
Moderate	4	2.231	0.992	10	0	16	61.50%	38.50%
Tangibility	2	2.577	0.809	5	1	20	76.90%	19.20%
Tangibility	-	2.44225	-	28	2	74	71.15%	26.93%
Reliability	4	2.308	0.97	9	0	17	65.40%	34.60%
Reliability	2	2.846	0.464	1	2	23	88.50%	3.80%
Reliability	3	2.577	0.809	5	1	20	76.90%	19.20%
Reliability	1	2.884	0.431	1	1	24	92.30%	3.80%
Moderate	5	2.0385	0.999	12	1	13	50.00%	46.20%
Reliability	-	2.5307	-	28	5	121	74.62%	21.52%
Responsiveness	1	2.615	0.753	4	2	20	76.90%	15.40%
Responsiveness	2	2.385	0.941	8	0	18	69.20%	30.80%
Moderate	4	2.231	0.908	8	4	14	53.80%	30.80%
Moderate	3	2.269	0.962	9	1	16	61.50%	34.60%
Moderate	5	2.115	0.993	11	1	14	53.80%	42.30%
Moderate	-	2.323	-	40	8	82	63.04%	31%
Security	1	3.0	0	0	26	100%	0%	0%
Security	4	2.462	0.859	6	2	18	69.20%	23.10%
Security	3	2.539	0.647	2	8	16	61.50%	7.70%
Security	2	2.731	0.533	1	5	20	76.90%	3.80%
Moderate	5	2.308	0.788	5	8	13	50%	19.20%
Security	-	2.608	-	14	23	93	71.52%	10.76%
Credibility	1	2.923	0.272	0	2	24	92.30%	0%
Credibility	3	2.769	0.514	1	4	21	80.80%	3.80%
Credibility	2	2.846	0.543	2	0	24	92.30%	7.70%

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Credibility	4	2.423	0.857	6	3	17	65.40%	23.10%
Credibility	-	2.74025	-	9	9	86	82.70%	8.65%
Service Quality	1	2.846	0.543	2	0	24	92.30%	7.70%
Service Quality	6	2.539	0.647	2	8	16	61.50%	7.70%
Service Quality	2	2.808	0.567	2	1	23	88.50%	7.70%
Service Quality	3	2.692	0.679	3	2	21	80.80%	11.50%
Service Quality	4	2.615	0.637	2	6	18	69.20%	7.70%
Service Quality	5	2.615	0.637	2	6	18	69.20%	7.70%
Low	7	2.038	0.431	13	1	12	46.2%	50%
Service Quality	-	2.461	-	26	24	132	72.53%	14.29%
Service Quality	-	2.518	-	145	71	588	Total	72.59%

Source: Outputs from the customer interview results based on SPSS.

Analysis of the Tangibility Index:

The statistics indicate that the majority of customers express satisfaction with various aspects of Algerian Telecom, including the equipment used, the company's overall appearance, and the accessibility of branches, which facilitates customer mobility. The overall mean for the tangibility dimension was 2.44, reflecting a high level of satisfaction with the tangible aspects of the company.

These findings suggest that most customers rely on Algerian Telecom's services, accept the new technologies offered, and maintain continuous interaction with the available deals. The overall mean for the reliability dimension was 2.53, signaling a high level of satisfaction in this area as well.

Furthermore, the results show that most customers are satisfied with how Algerian Telecom responds to their requests and effectively addresses them. The overall mean for the responsiveness dimension was 2.32, indicating a moderate level of satisfaction with the company's responsiveness.

The statistics also show that most customers feel secure and confident when interacting with Algerian Telecom, as the company ensures a high level of security in its operations. The overall mean for the security dimension was 2.61, indicating a high level of satisfaction with security.

In addition, the results reveal that the majority of customers agree with the advertising campaigns promoting the services provided by Algerian Telecom and are responsive to using new technologies. The overall mean for the credibility dimension was 2.74, indicating a high level of satisfaction.

Moreover, these statistics show that most customers are satisfied with the quality of service, particularly the improvement in internet quality after the introduction of fiber-optic technology. The overall mean for the service quality dimension was 2.46, indicating a high level of satisfaction with the service quality. In conclusion, the results from the survey suggest that most customers are satisfied with the services provided by Algerian Telecom after the changes, especially regarding the tangibility, reliability, responsiveness, security, credibility, and service quality aspects. The overall mean for all dimensions was 2.52, which indicates a high level of satisfaction.

Conclusion :

Given the significance of change management and its pivotal role in economic institutions, this study was conducted to address the topics of change management and service quality. Change management is one of the most pertinent topics currently discussed in the business field, and its success is measured by the extent of improvement in service quality within institutions that implement it. One such institution is Algeria Telecom, which has taken the initiative to apply change management strategies.

To achieve the objectives of our study, an analytical approach was adopted, deemed the most appropriate method for selecting the relevant hypothesis. A sample consisting of 52 individuals was selected, distributed as follows: 26 employees and 26 customers. The survey results were analyzed using the SPSS software, and several statistical methods were employed, including the Cronbach's Alpha reliability coefficient, to assess the reliability of the tool in achieving the study's intended goals. Additionally, the means and standard deviations for each dimension of the research variables were calculated, followed by determining the ranking and direction of each axis.

Based on the obtained results, the following hypotheses can be accepted:

- Change management has a statistically significant positive effect on service quality.
- Change has a positive effect on the quality of services provided to customers.

From the practical aspect of the study, it is evident that change management significantly contributes to the improvement of service quality at Algeria Telecom. This is accomplished by reinforcing the concept of change and demonstrating its effectiveness in enhancing organizational performance, thereby positively impacting the quality of services provided to customers.

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