

Digital Transformation in Human Resource Management :A Field Study of the Directorate of Local Collectivities Blida Province, Algeria.

Dr.Ghania Boudouh

University of Batna 1, Algeria, E-mail: Ghania.boudouh@univ-batna.dz

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ABSTRACT: This study examines digital transformation of Human Resource Management (HRM) within the Algerian public administration to understand the shifting dynamics imposed by digitalization on administrative practices, organizational relationships, and stakeholder roles. The research is predicated on the hypothesis that integrating digital technologies into HRM is not merely a technical upgrade of tools, but a transformative process shaped by organizational, cultural, and institutional contexts. Adopting a descriptive analytical approach, the study features a field investigation conducted at the Directorate of Local Authorities in the Province of Blida, utilizing a questionnaire for data collection. The findings indicate that while digitalization enhances information processing speed, increases transparency, and supports decision-making, its overall efficacy remains constrained by persistent bureaucratic patterns, disparities in digital literacy, and resistance to change. The study concludes by emphasizing the necessity of a holistic approach that integrates organizational and human dimensions within digital transformation strategies.

Keywords: Digital Transformation; Human Resource Management; Digital Human Resource Management; Digital Environment.

1. Introduction

Digital transformation represents one of the most significant structural shifts impacting contemporary organizations, leading to the reconfiguration of diverse activities concerning the nature, patterns, mechanisms, and dynamics of work. Human Resource Management (HRM) has been profoundly influenced by these transformations; rather, it has emerged as one of the most profoundly affected organizational functions. This is primarily because HRM engages directly with the human element, the central pillar of the production process and a key strategic actor in achieving organizational objectives.

This transformation has accelerated the transition from traditional administrative practices, characterized by routine procedures and paper-based documentation, toward digital management systems based on databases, intelligent technologies, and real-time communication. As a result, core HRM functions such as recruitment, training, and performance evaluation have been fundamentally restructured to ensure greater efficiency, transparency, and precision.

Problem Statement:

Contemporary organizations have undergone a profound metamorphosis driven by the digital revolution. Digitalization is no longer limited to a set of technical tools; rather it has become a core organizational framework that reshapes institutional structures, operational procedures,

and administrative relationships, systems, and procedures are reconfigured. Human Resource Management (HRM) stands as one of the most vital functions impacted by this shift, given its direct engagement with the human element and the organizational dynamics governed by interaction, knowledge, and continuous evolution.

Despite the official adoption of digital transformation policies by public institutions in the Province of Blida, the actual extent of this transition within HRM remains ambiguous. There is a palpable discrepancy between high-level administrative endorsement and field-level reality, as well as a tension between the perceived benefits of digitalization and the persisting structural and cultural barriers. Consequently, this study addresses the following central question:

How has digital transformation contributed to the development of HRM within Algerian local authorities, what factors facilitate or hinder its implementation?

Sub-questions:

1. What is the current maturity level of digital transformation implementation within HRM?
2. How has the institution leveraged digitalization to enhance HR functions?
3. What are the main challenges facing digital transformation within the directorate?

Research Hypotheses:

H1: Digital transformation remains in its nascent stages due to a strategic misalignment between top-management orientation and the existing capacity of human resources.

H2: Deficiencies in digital training and inadequate infrastructure constitute the most significant variables obstructing the full activation of digitalization within HRM.

H3: The implementation of digital transformation enhances recruitment efficiency, facilitates talent acquisition, increases the transparency of administrative procedures, and bolsters the objectivity of performance appraisals.

H4: Employee resistance to digital transformation is primarily driven by concerns related to job security and professional marginalization rather than opposition to technology itself.

Purpose of the Study:

This study aims to analyze the current state of digital transformation in HRM through a sociological lens. It focuses on understanding the shifts in the organizational-employee relationship and the evolution of managerial practices now governed by the logic of information flow, operational speed, and digital synergy. Furthermore, the research seeks to provide an analytical framework explaining how digital transformation has become a structural component that reshapes organizational culture and redefines roles and expectations within the modern workplace.

2. Theoretical Overview of the Main Concepts

2.1 Conceptual Framework:

A. Definition of Human Resources Management:

Sikhula defines Human Resource Management as "The utilization of the workforce within an organization, encompassing workforce planning processes, selection and recruitment, training and development, compensation and wages, industrial relations, the provision of social and health services to employees, and finally, personnel research." (Abdelbaki & Hanafi, n.d, p. 40).

Armstrong, however, views Human Resource Management as "A strategic, integrated, and coherent approach to the employment, development, and well-being of the people working in organizations." (Armstrong, 2016, p. 07)

Furthermore, Boxall and Purcell define Human Resource Management as: "The process through which management builds the workforce and generates the human performance that the organization requires." (Boxall & Purcell, 2016, p. 07)

Consequently, Human Resource Management can be defined as a coordinated set of organizational activities focused on planning, recruitment, training, and workforce optimization to ensure the effective utilization of human capital.

B. digital transformation:

Digital transformation refers to the adoption of computer technology and the internet to execute tasks with greater efficiency and effectiveness. It also encompasses the profound changes generated by emerging technologies regarding work methodologies and organizational interaction (Abdelghani, 2022, p. 422)

Michael Wade posits that digital transformation involves "attaining organizational change through the application of digital technologies and business models to improve performance" (Wade, 2015, p. 03)

Furthermore, it is defined as the integration of digital technology into the business world, triggering a fundamental shift in how organizations operate and deliver value to customers. This represents a cultural shift that requires institutions to continually challenge the status quo, adapt to new experiments, and learn from failure (Yahiaoui & Krabsi, 2019, p. 132)

Thus, digital transformation can be defined as the strategic deployment of Information and Communication Technology (ICT) and digital systems to redesign internal operations and services, ensuring they are delivered with increased speed, efficacy, and transparency.

C. The Digital Environment:

The digital environment represents an integrated framework of modern concepts, including online search systems, electronic publishing, CD-ROM databases, automated catalogs, and high-speed information networks, primarily the Internet. It also encompasses the evolution of traditional libraries into digital and virtual repositories. Collectively, these variables constitute an environment that differs fundamentally from traditional settings. However, the most common conceptualization of this environment is that it is summarized by the Internet and all associated Information and Communication Technologies (ICTs) (Sassi Hadaf, 2022, p. 245)

Modern definitions of the digital environment focus on the transmission and preservation of information through advanced media, such as the Internet and digital storage devices. These methods are characterized by their exceptional speed in disseminating information.

From a functional perspective, the digital environment refers to a network-based space that enables users to access, exchange, and retrieve information remotely through digital devices and communication technologies. It is characterized by non-linear information organization, requiring specific search strategies for effective information retrieval.

The Principal Components of the Digital Environment:

According to Tellier (1993), the essential components that must be present in a digital environment are:

1. Information in Digital Format;
2. Infrastructure: Modern information transmission and communication technologies.

3. The technical methods and devices utilized by the end-user to access information (Ben Rached & Belhadj, 2022, p. 797)

D. The Management of Digital Human Resources:

Digital Human Resource Management (DHRM) refers to the transformative process that enables the HR department to operate within a purely digital framework. It involves deploying digital tools, systems, and applications to leverage mobile technologies and ensure their alignment with digital business models, while simultaneously providing innovative solutions to HR-related challenges. (Abd al-Rahman, 2019, p. 210)

Furthermore, DHRM is defined as the strategic utilization of digital technologies and data analytics to enhance the efficiency and effectiveness of HR activities. This encompasses the application of digital devices, the Internet, and web-based systems to empower HR managers and professionals to interact through a single, integrated digital platform (Althabhawee & Saeed, 2024, pp. 110006-6)

It can also be conceptualized as an organizational development process that leverages advanced technologies to make human resources more efficient, effective, and interconnected. In other words, it represents a radical shift in the operational logic of HR by aligning organizational culture, skills, and structures with core business processes to achieve a balance between operational competence and creative innovation (Abd al-Rahman, 2019, p. 215)

In conclusion, it is evident that DHRM plays a pivotal role in supporting the broader digital transformation of organizations. This process begins with the digitalization of the HR function itself, which differs fundamentally in nature and trajectory from traditional human resource management.

2.2 The effect of digitalization on Human Resource Management Functions:

Digitalization has catalyzed a fundamental transformation in the nature of Human Resource Management functions. The operational scope of HRM is no longer confined to traditional paper-based procedures; instead, it relies on advanced information systems that have deeply reshaped the mechanisms of recruitment, selection, training, and strategic planning. This shift reflects the transition from bureaucratic administrative practices to an organizational logic rooted in knowledge, speed, accuracy, and transparency. Consequently, this has enhanced organizational effectiveness and the ability to adapt to a dynamic social and institutional environment.

a. The Impact of Digitalization on Recruitment and Talent Acquisition Functions:

Information systems have become the primary resource for re-engineering the recruitment process through the lens of the **Sociology of Organizations**. These systems enable the documentation of all procedures related to interviews and assessments, while standardizing the archiving of candidate data for future longitudinal analysis. This has empowered management to improve the quality of selection decisions through objective comparisons of applicant profiles and precise matching of candidate competencies with job requirements.

According to (Sassi Hadaf, 2022, p. 253), the digital recruitment system offers several key benefits:

- Recording all procedural steps of the recruitment cycle, including interviews and examinations.
- Maintaining centralized records of all available employment opportunities.

- Providing interviewers with essential data and generating comprehensive candidate reports.
 - Offering the necessary data to evaluate recruitment efficacy and monitor the cost-effectiveness of job advertisements.
 - Significantly increasing the number of highly qualified applicants, allowing managers to identify the most successful sourcing channels.
 - Enhancing both job-related objective criteria and psychometric evaluation standards.
- This evolution reflects Henri Fayol's classical principle of "placing the right person in the right position," highlighting how digital recruitment systems reinforce merit-based selection and reduce organizational inefficiencies associated with traditional bureaucratic practices.

b. Electronic Recruitment:

The transition from traditional to electronic recruitment (E-Recruitment) has redefined the relationship between the organization and potential candidates by eliminating temporal and spatial constraints. Digital platforms and online advertisements have fostered a new pattern of organizational interaction characterized by the rapid processing of applications and a more inclusive reach across diverse labor market segments. This reflects the role of digital transformation in "democratizing" employment opportunities and decoupling the hiring process from the sluggish bureaucratic procedures that characterized traditional practices.

c. Electronic Training as a New Form of Knowledge Capital:

The integration of e-learning has strengthened the knowledge capital within the institution by providing flexible training programs based on multimedia, virtual lectures, and learning management systems.

E-learning is defined as a training process conducted via the Internet, relying on the delivery and dissemination of content in various formats, managing both the training process and trainees online, and involving specialists in content development and enhancement. E-learning increases employees' access to training and education in a fast and cost-effective manner while actively engaging them in the learning process. It can be organized synchronously, through a direct interaction between the trainer and trainees using interconnected computers, or via virtual classroom technologies and remote lectures. (Ben Yamina & al., 2019, pp. 87-88)

This mode of training enables employees to acquire knowledge more efficiently and at a lower cost. Whether in synchronous or asynchronous contexts, it elevates the level of participant engagement and increases the overall efficacy of professional development activities.

Ultimately, this shift represents a direct outcome of digitalization, where knowledge is transmitted through digital networks rather than traditional physical classrooms. This transition has fundamentally reshaped the **organizational culture** itself.

d. Human Resource Information Systems as Tools for Sociological and Organizational Planning:

Human Resource Information Systems comprise a set of sub-applications that support decision-making within the institution. These systems include: (Ben Yamina & al., 2019, pp. 254-255)

- **Workforce Planning:** By predicting future needs of workers, determining wage levels, and mapping job roles in line with organizational changes.

- **Performance assessment System:** Enables organizations to evaluate employee performance objectively, identify performance gaps, and support evidence-based decisions regarding employee development.
- **Training System:** that Provide historical data about previous training activities and assist in building plans training more suitable.
- **System of Benefits and pays:** that guarantees justice in the allocation of wages and impetus, and serves precise information on motivation rates and any changes affecting them. Those systems allow to build vision organizational more sharper and support enduring planning, thereby boost the institution's power to manage abrupt changes and address probable imbalances.

2.3 Advantages of Digital Transformation in Human Resource Management:

The adoption of Digital Human Resources is essential for organizations seeking to successfully modernize their HR functions and enhance overall performance. Embracing digital transformation allows organizations to secure a **competitive advantage** in an increasingly technology-driven market.

Transitioning to a digital HR framework yields significant strategic benefits, simplifying services and streamlining core functions by: (Althabhawee & Saeed, 2024, pp. 110006-7)

- **Optimization of Processes and Systems**
- **Support for Cloud-Based Systems**
- **Facilitation of Real-Time Responsiveness**
- **Ensuring Accountability and Transparency**
- **Leveraging Emerging Technologies**
- **Enhancing Employee Engagement and Productivity through digital human resource management**
- **Agile Implementation of Policies**
- **Process Automation**
- **Fostering Virtual Communities**
- **Enabling Remote Work**

These advantages demonstrate that digitalization is no longer merely a technical tool; it has evolved into a **comprehensive organizational framework** that reshapes both the structure of human resource management and its social function within the institution.

2.4 Elements of Digital Human Resource Management

a. Digital Employees

The presence of such employees necessitates that organizations adopt digital frameworks to ensure effective engagement and retention.

Most modern employees possess digital competencies that can be leveraged to optimize business performance. Academic literature suggests that these "digital employees" are characterized by high digital fluency, multitasking capabilities, a propensity for networking, and a "learning-by-doing" (kinesthetic) orientation. They often favor frequent feedback, recurring rewards, and immediate gratification. However, these distinct traits may also present challenges regarding **intergenerational coordination** and mutual understanding within the workplace (Sharon & Aggarwal, 2017, p. 24)

b. Digital Work:

As a result of digitalization, all or most of the work content within an organization has become

digital through the use of technology. Moreover, organizations are also integrating digital elements into most work processes and converting routine and manual tasks into digital tasks. Digital work tools and media are used continuously within organizations, and as a result, employees are becoming increasingly dependent on them. The organization is managed digitally, and in addition, employees are connected and communicated with through digital means. Consequently, this supports organizational growth and enables it to serve both local and established areas, as well as remote regions.

Employees are required to possess digital literacy, which includes the ability to acquire, process, produce, and use information, as this skill has become a key qualification.

Accordingly, the role of HR management becomes more focused on attracting, retaining, and developing the right employees, with an emphasis on preparing them, supporting them, and helping them adapt to digital transformation, which in turn entails changes in skill requirements and other job-related demands. (Sharon & Aggarwal, 2017, p. 24)

c. Digital Employee Management:

payroll processing, attendance tracking, compensation, and performance management are supported and transformed through digitalization.

This transformation has yielded significant benefits, including cost reductions, increased operational speed, and a reduction in human error. However, digitalization also introduces specific risks, such as low user adoption rates, the erosion of human interaction within HR processes, and heightened concerns regarding **data privacy** and information security. Despite these hurdles, it is imperative for HRM to identify and capitalize on the positive advancements offered by digital integration. (Sharon & Aggarwal, 2017, p. 24)

2.5 The most important Legislative Reforms Related to The Human Resources Management System in Algeria are as Follows:

The Algeria Electronic Project (e-Algeria 2013) is considered the strategic reference for pathway of digital transformation process in Algeria, forming the managerial pattern for the progressive transition from the traditional management model to digital management model, including various sectors and primarily local administration. This project aims to refresh the general Facilities by simplifying administrative action, cut the bureaucratic practices, and repair the quality of services introduced for The Citizen to ensure elevation for performing general service institutions.

To transfer away from legacy systems, the project concentrated on modifying administrative structures and operations to foster a management model centered on digitization. These efforts encompassed the redesign of internal hierarchies, the modernization of service delivery, and the use of innovative tools born from the digital revolution. This approach represents a fundamental guarantee for the Algerian administration's transition from a direct, hierarchical, physical model to a virtual, networked model based on remote dealing, digital management, and immediate electronic oversight and follow-up, thus enhancing effectiveness and transparency in administrative performance.

From this, a new trend the Ministry of Interior, Local Authorities and Urban Planning in Algeria has sought in recent years to introduce digitization into the local authorities sector. In addition, a step has been taken towards developing an information system for managing human resources for local authorities and the central administration, with the necessary measures being

taken to ensure the success of this endeavor at the level of departments and municipalities, And harnessing this matter to agencies and work teams from specialized frameworks that have been working on preparing for this system and embodying it gradually, with the aim of establishing a comprehensive and unified system for the interior sector and local authorities, as this meets the needs of officials in their management of human resources in a manner consistent with strategic challenges and the requirements of modernization in this field, so that it becomes a permanent working ground for the daily management of human resources, whether related to "preparing the budget, managing positions and organizational structures, appointing employees, It is a platform that includes all states, municipalities, and the central administration, with its connection with local oversight departments, such as public service departments and financial controllers, These are measures that will facilitate the work of all parties, as the Ministry sought to prepare a joint national reference for human resources management affiliated with the Ministry of Interior and Local Authorities sector, thus forming a unified document with the National Information System Project, followed by special training programs for human resources managers for the technical aspects of this program at the level of all municipalities and states in the country (Douch, 2024, p. 123)

3. Methodology

This study employed a descriptive-analytical research design to examine the implementation of digital transformation and its contribution to improving human resource management practices in public administration institutions. The study was conducted at the Directorate of Local Authorities in Blida Province, one of the local public administration institutions in Algeria.

The study population consisted of 21 employees working in the Human Resources Department of the Directorate. Given the relatively small size of the study population, all eligible employees were included using the census method, thereby ensuring complete coverage of the study population.

Data were collected using a structured questionnaire developed specifically for this study. The questionnaire was designed to assess the level of digital transformation in human resource management and to identify the challenges associated with its implementation. It consisted of four sections:

- General demographic characteristics of the respondents.
- The current status of digital transformation implementation within the Directorate.
- The application of digital technologies in human resource management practices.
- Challenges associated with the implementation of digital transformation in human resource management.

The collected data were analyzed using the Statistical Package for the Social Sciences. Descriptive statistical techniques, including frequencies and percentages, were employed to summarize the respondents' demographic characteristics and analyze the study variables

4. Discussion

4.1 Social Characteristics of the Sample:

- **Gendre:**

The sample is predominantly male, accounting for **71.42%** of respondents, compared to **28.57%** for females. This distribution reflects a persistent male dominance within regional public administrations. From a sociological perspective, this disparity can be attributed to the

accumulation of **social and symbolic capital**, which affords men a dominant position within the bureaucratic field, particularly in traditional administrative sectors.

- **Age and seniority:**

The majority of respondents fall within the 30 to 40 age bracket (71.42%) and possess 5 to 10 years of professional seniority (71.42%). These figures indicate the presence of a relatively young professional generation currently navigating a phase of digital cultural transition. This cohort acts as a structural bridge between traditional administrative legacies and the emerging digital paradigm, rendering them more receptive and adaptable to the requirements of digital transformation.

4.2 The Current State of Digital Transformation Implementation in Public Administration:

Table 01 illustrates the current state of digital transformation implementation.

Question	Yes	No
The institution relies on modern information systems.	28.57%	71.42%
Top management encourages digitalization	85.71%	14.28%
Employees receive digital training	33.33%	66.66%
Human resources services are delivered through electronic platforms	33.33%	66.66%

The results produced in the table regarding digital transformation within the studied public administration significant discrepancy is noted between administrative vision and practical application, within Blida Province. The results revealed that the percentage of the organization's reliance on modern information systems in human resources management does not exceed (28.57%), **with 71.42% of respondents confirming a lack of effective digital infrastructure.** However, senior management welcomed the idea of adopting digitization at a rate of (85.71%)

This data exposes a significant decoupling between executive decision-making and operational reality. This gap can be attributed to the persistence of bureaucratic inertia within the traditional administrative apparatus. The slowness of the transition is a direct consequence of rigid hierarchies, standardized routines, and the lack of flexibility inherent in legacy internal systems. The results indicate that 66.66% of employees do not receive adequate digital training, which reflects a scarcity of skilled human capital within the directorate that hinders adoption digital transformation, digitalization is not merely about providing digital tools within the institution, but it is a fundamental process, as digital skills today represent a form of symbolic capital, which determines the position of individuals within it, Therefore the weakness of this capital creates gap between the employees, and can lead to resists the change.

Similarly, the finding that only 33.33% of HR services are delivered via electronic platforms confirms that digital transformation remains in a nascent and incomplete stage. This suggests that the mere adoption of technology does not catalyze actual transformation unless accompanied by a deep cultural and organizational restructuring. The high level of support from senior management suggests a strategic intent to redistribute power according to the logic of digital knowledge. In the digital era, authority increasingly shifts toward those who possess information and master its technical application.

In conclusion, it can be argued that the local administration is gradually moving toward digital

transformation. However, weaknesses in technical infrastructure and digital skills constitute major obstacles to effective implementation. Therefore, this situation requires interventions based on digital capacity building, improving technical infrastructure, and adapting organizational culture to the requirements of the digital environment.

4.3 The Use of Digitalization in Human Resource Management:

Table 02: Illustrates the use of Digital Transformation in Human Resource Management within Local Authorities.

Area	Agree	Neutral	Disagree
Improving the quality of training	57.24%	14.28%	28.57%
Designing training programs tailored to employees' needs	71.42%	9.52%	19.04%
Enhancing the quality of recruitment	85.71%	0%	14.28%
Strengthening transparency	100%	0%	0%
Attracting qualified talent	85.71%	14.28%	0%
Ensuring more objective performance evaluation	90.47%	9.52%	0%

The empirical data indicates a clear trajectory toward leveraging digital technologies to modernize core administrative functions. A significant proportion of respondents (57.24%) agree that digital transformation has improved the quality of professional training, compared to 28.57% who expressed disagreement. This variance suggests an uneven digital learning experience within the Directorate. However, the high approval rating (71.42%) regarding technology's ability to design training programs tailored to individual employee needs reflects a growing awareness of digitalization's role in the transition from "one-size-fits-all" traditional training to personalized adaptive learning. This underscores the vital role of flexible learning frameworks in enhancing human resource proficiency.

Furthermore, the overwhelming consensus regarding the role of digitalization in improving recruitment quality (85.71%) and talent acquisition (85.71%) highlights the efficacy of digital tools in managing selection processes. Modernizing these mechanisms is intrinsically linked to elevating the overall caliber of the workforce. Notably, a perfect consensus (100%) was achieved regarding the role of digital transformation in enhancing administrative transparency. Additionally, 90.47% of respondents believe that performance appraisals have become more objective due to digital tools. By digitizing information, organizations can minimize subjective human intervention, shifting authority toward data-driven assessments and objective metrics.

Overall, these results indicate that digitization has begun to produce a tangible transformation in the core functions of human resource management. The emergence of greater objectivity, transparency, and qualitative alignment reflects the institution's gradual transition from a traditional management model toward one based on efficiency and standardization. In contrast, the persistence of certain forms of resistance reflects the continuing influence of traditional bureaucratic culture. In addition to varying levels of technological adaptation, this situation

requires strengthening digital capabilities and expanding training programs to ensure the integration of all employees into the transformation process.

4.4 Challenges Associated with Digital Transformation:

Table 03: Illustrates the Challenges associated with Digital Transformation in Local Authorities

Challenge	Agree	Neutral	Disagree
Weakness of the technical infrastructure	85.71%	14.29%	0%
Resistance of some employees to digitalization	76.19%	19.04%	4.76%
Lack of training programs	85.71%	14.28%	0%
Digitalization reduces certain jobs	71.42%	19.04%	9.52%

The empirical results identify **infrastructure deficits (85.71%)** and the **lack of specialized training programs (85.71%)** as the most formidable challenges hindering digital transformation within regional administrations. These findings reveal a structural imbalance between technical investment and the cultivation of **human capital**. High-quality technology fails to generate productive value in the absence of user proficiency. This suggests that while the institution possesses latent potential, it lacks sufficient investment in the pedagogical accompaniment and continuous training necessary to ensure digital efficacy.

Regarding employee resistance to change (76.19%) and the perception of digitalization as a catalyst for job contraction (71.42%), these can be analyzed through Kurt Lewin's Theory of Organizational Change. This theory posits that the transition from traditional administrative patterns to digital practices proceeds through three distinct stages: Unfreezing (disengagement from the familiar), – Transition – Refreezing. When actors in the transitional phase are not supported via incentives and training, resistance emerges, as digitalization is perceived as a threat to professional stability and occupational status. The employee seeks to preserve their structural position and the continuity of their role rather than integrating into a system that necessitates new competencies.

Therefore, these findings demonstrate that the challenges of digital transformation are not merely technical, but are primarily sociological and cultural in nature. They are closely related to employees' perceptions of digital transformation and to their confidence in the organization's ability to provide sustainable training that ensures professional stability. This also indicates that the success of digital transformation within the Directorate depends not only on the introduction of technology, but also on transforming organizational culture, modernizing work practices, and empowering employees as the central drivers of change.

5. Synopsis of the Main Research Outcomes

The field findings show that digital transformation within the Directorate of public administration of local collectivities in Blida Province is gradually moving toward adopting more modern management practices. However, there is still a noticeable gap between the administration's stated shift toward digitalization and what can actually be carried out in

practice. On the one hand, the simple characteristics suggest that the workforce is largely male and predominantly middle-aged, with a strong base of professional experience. This profile allows them to act as a link between established administrative habits and the gradual shift toward digital modes of work. However, the enduring weight of social capital reveals that everyday professional interactions are still influenced by entrenched hierarchies and longstanding patterns of authority.

Regarding the implementation of digital transformation, the results highlight strong administrative support, alongside weaknesses in infrastructure and digital training. This slows the transformation process of HR services. This paradox can be explained by the resistance of traditional organizational structures to change, due to bureaucratic routines and hierarchical rigidity. Moreover, the data indicate a lack of sufficient digital skills among employees, reinforcing the need to invest in competencies to ensure successful technological transformation.

Conversely, the results related to the use of digital transformation in human resources management reveal significant positive outcomes, including enhanced transparency, improved recruitment quality, better talent attraction, and the development of performance evaluation mechanisms. This suggests that, when supported by training and organizational reform, digitalization has the potential to produce qualitative improvements in public services.

However, the identified challenges are primarily cultural and organizational, as reflected in employee resistance to change and fears of job reduction due to unclear strategic vision and insufficient training. This indicates that digital transformation is not merely a technical project but a social process involving the reconstruction of professional culture, the transformation of power structures, and the redistribution of values within the organization.

Moreover, despite its limited implementation, digitalization has already demonstrated a positive impact on improving recruitment quality, enhancing transparency, increasing objectivity in performance evaluation, and attracting skilled talent. This opens the way for restructuring administrative work based on efficiency and standardization rather than personal relations and non-objective considerations. Technology does not operate in isolation; rather, it interacts within a social and cultural system that requires gradual reshaping of mindsets and authority structures.

Based on the above, it can be concluded that local collectivity administrations are currently in a transitional phase between traditional bureaucracy and digital transformation. The success of digitalization requires overcoming cultural and organizational barriers through enhanced training, infrastructure development, and the establishment of an institutional digital culture that enables effective and sustainable transformation.

6. Conclusions

However, the success of digital transformation is not solely dependent on technological resources. Rather, it depends on adapting the organizational and cultural environment to support this transformation.

The field findings indicate that digital transformation within the Directorate of Local Authorities in Blida is progressing gradually toward modern administrative practices. However, a clear gap persists between strategic intentions and practical implementation. While the workforce demonstrates sufficient experience to facilitate transition, organizational inertia,

limited digital skills, and weak infrastructure continue to slow the process. These findings highlight that digital transformation remains constrained by both structural and cultural factors. Therefore, the digital transformation within the local authorities should be understood as a comprehensive reform project aimed at reshaping the professional culture, building digital capabilities, and shifting the work paradigm from a paper-based model to a digital model based on transparency and effectiveness. The success of digital transformation in human resources management remains dependent on adopting a gradual approach based on continuous training, organizational support, and investment in human capital as the central agent of change.

It can therefore be argued that public administrations should move beyond formal declarations toward the effective implementation of digital reform strategies, in order to build a modern public administration that is in line with the requirements of the digital age and capable of contributing to sustainable development and effective integration into the national digital economy.

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