

The conditions for successful change management when integrating information and communication technologies into Algerian public organisations: the case of CNEP-Banque de Tizi-Ouzou

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Abstract

This research aims to understand the conditions for successful change related to the integration of information and communication technologies (ICT) within a public banking organization, CNEP-Banque. It draws on a multidimensional theoretical framework (Bouzidi et al., 2018), which enables an integrated analysis of the human, functional and technological dimensions of change. This approach moves beyond traditional technocentric perspectives to capture the complexity of integration dynamics in the context of digital transformation.

Methodologically, the study adopts a qualitative approach combining non-participant observation, document analysis and in-depth interviews with the branch director and deputy director. The findings reveal that successful change management relies on the coherent alignment of the three aforementioned dimensions, along with an additional organizational dimension that emerged from the field. This dimension includes the management of organizational culture, the hierarchical structure and change practices. In particular, it involves implementing change progressively through a pilot branch in order to minimize disruption and foster stakeholder engagement.

However, these findings are specific to a context of planned and well-orchestrated change, and therefore may not be generalizable to situations involving imposed or unanticipated transformations.

Keywords: change management, organisational change, ICT, T24 software, multidimensional theoretical framework.