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Human Resource Training as a Strategic Lever for Successful Organizational Change amid Contemporary Transformations: A Field Study of CAB Amor Ben Amor Food Caster Enterprise in Guelma

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Abstract:

This study aims to highlight human resource training as a strategic approach to ensuring the success of organizational change within Algerian economic institutions in light of rapid contemporary transformations. It seeks to analyze the stages of the training process and to assess the extent of their contribution to supporting and activating organizational change within the organization. The study relies on both primary and secondary data and adopts descriptive and analytical methodologies. The Statistical Package for the Social Sciences (SPSS V20.0) was employed to examine the nature of the relationship between the dimensions of human resource training and organizational change.

The field study was conducted on a sample of 160 employees at the Amor Ben Amor Food Canning Company (CAB), located in the municipalities of Bouati Mahmoud and El Fedjoudj in Guelma Province. Data were collected through a structured questionnaire. The findings indicate that achieving organizational excellence and sustainability represents a key strategic objective for economic institutions, and that the case organization seeks to realize this objective through developing employees' skills, improving performance levels, and keeping pace with technological advancements. The results further reveal a strong positive correlation, statistically significant at the 0.05 level, between the dimensions of training and organizational change. This confirms that investment in human resource training constitutes a fundamental pillar for enhancing organizational readiness for change, strengthening competitiveness, and ensuring sustainability in a dynamic and complex organizational environment.

Keywords: human resource; training; change; organizational change.

I – Introduction

Institutions at varying economic levels experience radical, rapid, and continuous changes in the current business environment. This transformation necessitates shifting their focus from material assets to moral assets and adopting new organisational processes to keep pace with these changes as open systems that interact with both internal and external environments. In this context, change becomes the only constant. Consequently, economic institutions strive to implement organisational changes to enhance their administrative practices and methods,

increasing their efficiency and effectiveness, enabling them to improve their performance and achieve tangible results, thus ensuring their sustained growth and competitive excellence.

It is important to note that organizational change is a modern management approach that significantly enhances economic institutions' performance efficiency and effectiveness. However, creating this change effectively necessitates various resources, with human resources being the most crucial as they are the key element in implementing and managing organizational changes. Consequently, it is essential to develop human resources to adapt to future changes timely and effectively, ensuring their capability to implement these changes successfully. In this regard, training emerges as a vital means to develop human resources by imparting knowledge and skills while enhancing their performance capabilities through carefully studied scientific stages. This fosters optimal organizational change that ensures improved institutional performance, thereby enabling it to excel in the current competitive landscape.

1- The problem of the study:

Based on the foregoing, it becomes clear that the need to study such a topic, as its problem can be formulated in the following main question:

• How does the development of human resources contribute to the implementation and success of organizational change at the Amor Ben Amor Foundation for Food Perspective in Guelma Province?

To address and analyze this problem, the following sub-questions can be posed:

• Are the training programs effective in developing human resources at the institution under study?

• What is the current status of the organizational change process within the institution under study?

• What role does training human resources play in facilitating and implementing the necessary organizational changes at the institution under study?

2- Study hypotheses:

As a preliminary answer to these questions, the following hypotheses can be formulated:

2-1 The main hypotheses:

• The institution being studied implements effective and regular training programs to develop the capabilities of its human resources.

• The institution under investigation is undergoing an active stage of organizational change to improve operational efficiency and enhance its competitiveness in the market.

• There is a statistically significant correlation between the nature of human resource formation and the possibility of activating successful organizational change in various areas within the institution being studied at the 0.05 significance level.

2-2 Sub-hypotheses:

• There is a statistically significant correlation between identifying formative needs and the potential for activating successful organizational change in its various areas at the Amor Ben Amor Foundation for Food People, at the level of significance (0.05).

• There is a statistically significant correlation between the design of the formative program and the ability to activate and achieve success in organizational change across its various areas at the Amor Ben Amor Foundation for Food People, at the significance level (0.05).

• There is a statistically significant correlation between the implementation of the formative program and the potential for activating successful organizational change in its various areas at the Amor Ben Amor Foundation for Food Presses, at the significance level (0.05).
• There is a statistically significant correlation between the evaluation and follow-up of the formative process and the potential for activating successful organizational change in its various areas at the Amor Ben Amor Food Foundation, at the level of significance. (0.05).

3- The importance of the study:

This study is significant as it aims to illuminate the essential role of developing human resources in enhancing the capacity for organizational change and success, ultimately improving the performance of Algerian economic institutions. The research seeks to uncover the advantages of exploring this topic for these institutions. Additionally, the importance of this study lies in raising awareness among organizations that human resources must be effectively developed to provide them with the necessary knowledge, skills, and competencies while guiding them toward appropriate behaviors. This guidance is expected to elevate performance levels and strengthen the capacity to adapt to changes in the surrounding environment, ultimately leading to a sustainable competitive advantage and promoting excellence locally and internationally.

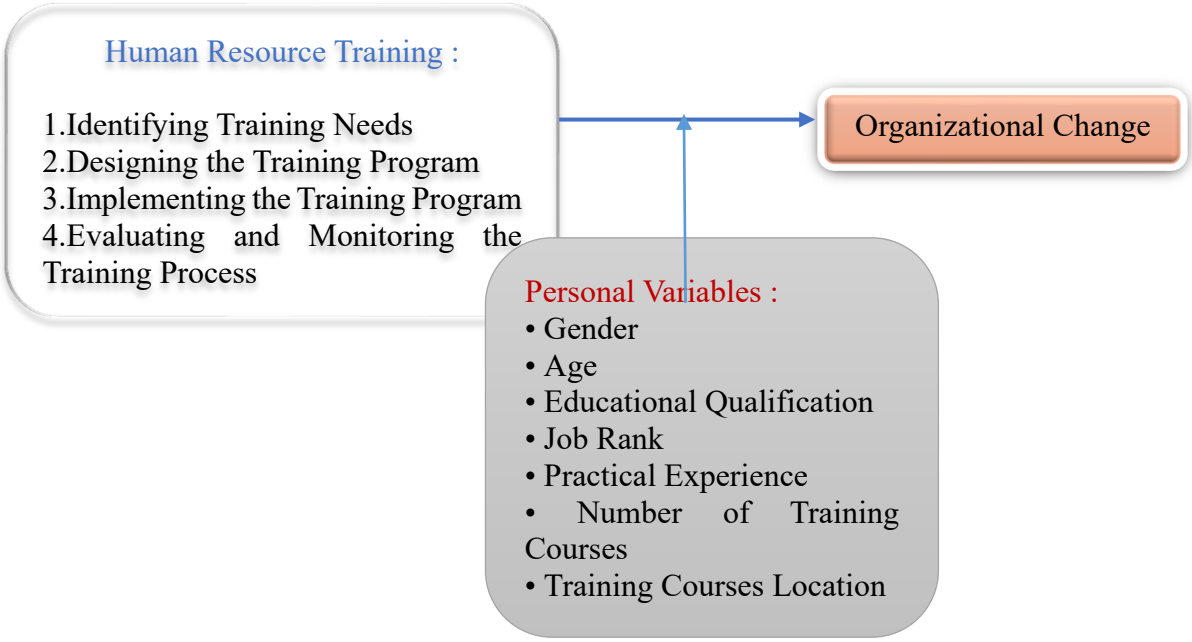
4- Study objectives:

The purpose of research on this topic is to achieve several goals:

- Illuminate the motives behind investing in human resource development, while emphasizing the necessity of adopting and continuing this process to attain distinguished performance, allowing the economic institution to compete effectively with others;
- Present various aspects of organizational change and identify the essential requirements for its success;
- Understand the close relationship between human resource development and organizational change in the Amor Ben Amor Food Foundation (CAB) in the state of Guelma;
- Gather employees' opinions in the institution under study regarding the training process and the ongoing organizational changes, as well as determine their actual contributions to these initiatives.

5- Study form:

Figure (01): Study Form



Source: It was prepared by researchers based on previous studies

6- Literature Review:

Organizational change and change management have been widely studied in the academic literature. Various studies have examined the impact of change on employees, the role of human resources in facilitating change, and the relationship between organizational change and performance. The following review summarizes key studies related to these themes.

Understanding Change and Change Management Processes, Carlo D'orenzio (2012) conducted a case study titled *"Understanding Change and Change Management Processes: A Case Study"* focusing on the perceptions and attitudes of employees towards change in the Public Sector Organization (SATC) in Southern Australia. The study aimed to assess workers' acceptance or resistance to change and their participation in change processes. Findings revealed that the effectiveness of change is significantly influenced by the competence of managers, their communication skills, and their ability to engage employees in the change process. The study emphasized that successful change management requires a participatory approach, fostering trust and collaboration among employees at all levels.

Human Resources Training and Organizational Development, Jawad Amor Belkheir (2015) examined the role of human resource formation in establishing economic foundations in his study titled *"The Role of Human Resources Formation in Developing and Establishing Economic Foundations: A Study of the Cement Company and Its Derivatives."* This study analyzed the willingness of the cement company to apply and engage in training programs as a means of achieving institutional goals. The findings indicated that the company's training programs were designed in proportion to its workforce, ensuring that employees were adequately equipped to meet organizational objectives. The research highlighted the

significance of training in enhancing workforce skills, which in turn contributes to the overall economic development of the institution.

Organizational Change and Performance, Helen Ebongkeng (2018) explored the relationship between organizational change and performance in her study titled *"Organizational Change and Performance: Case Study."* The study emphasized that change is a crucial element for any institution seeking to enhance competitiveness and achieve long-term success. It found that human resources play a critical role in implementing organizational changes, as they are the institution's key assets. The study also underscored the importance of strategic training programs in reducing resistance to change. The findings suggested that institutions must develop sustainable change management practices to adapt to an evolving business environment, ensuring that employees understand the necessity of change for organizational survival and growth.

Human Resource Management and Organizational Change Readiness, Dunya Bodip (2022) investigated the contribution of human resource management to an organization's readiness for change in her study titled *"The Contribution of Human Resources Management in the Organization's Willingness to Organizational Change: A Case Study of the Sidal Complex."* The research focused on a sample of 116 employees at the General Directorate of the Sidal Complex. Using a mixed-method approach that incorporated both descriptive and analytical techniques, the study found that while employees acknowledged the importance of change, they exhibited fear and reluctance, indicating a lack of readiness for change. The study recommended the implementation of incentive programs to support change initiatives, encouraging employees to participate in change planning and decision-making processes to ensure successful implementation.

II-method and tools:

This part of the study deals with detailing the basic variables that have been focused on, in addition to the approved curriculum and tools used to collect and analyze data.

1- Study variables:

1-1 Organizational change as an inevitable necessity for the economic establishment

In the shadow of contemporary developments and inevitable changes, economic institutions face a very competitive environment, characterized by continuous and visible change in the forces affecting them, which requires them to develop and replace their various strategies, activities and behaviors working on them continuously, in order to preserve their continuity and market position, which makes the organizational change that is not necessary. It is necessary to adapt to these transformations.

1-1-1 Definition of organizational change:

Change is defined as a term as: "a plan to improve a part or all of the institution, depends on the assignment of the parties associated with the institution, and take into account the study of the surrounding environment to determine the appropriate treatments and interventions .(ماهر، 2010، صفحة 14)Change in the Arabic language is derived from the verb "changed", and it means replacing the thing and making it different from what it was, either by changing it completely or by making adjustments to it .(صيتي و لعمور، 2019، صفحة 268) It is also defined as: "a deliberate and planned process targeting plans, policies and organizational structure,

technology, procedures and working conditions, and others to achieve the harmony and adaptation to changes in the internal and external environment to survive and continue. Therefore, organizational change is a natural state in the lives of individuals and institutions, and an attempt to achieve balance.(محرز و فكرون، 2019، صفحة 13)

1-1-2 reasons and motives for the creation of organizational change:

There are many reasons that make the current economic establishment urgently need organizational change, as it is evident and manifested in the following factors (سعداوي و بن يوسف، 2022، صفحة 250-251):

A. Change in response to external pressure:

This change can manifest through:

- Changes in the market conditions surrounding the institution, including the effects of competitive forces;
- Technological advancements, such as the introduction of new technologies like computers and their impact on production regarding type or quantity;
- Changes in the environment around the institution, such as shifts in the government's relationship with various organizations.

B. Change a petition to solve some self-problems:

Examples of this change are:

- Changes in operations and activities, such as the decision -making process,
- Changes in individuals.

C. Change with the aim of controlling climate or part of it:

Controlling the climate is an extremely challenging process. To ensure reliability, it is necessary to focus on:

- Gradually implementing changes, starting from simple to complex;
- Implementing changes in stages, with each stage emphasizing overall and comprehensive transformation;
- Immediate and thorough change.

1-1-3 The dimensions of organizational change in the economic establishment:

The Economic Corporation can cause many organizational changes in various fields. These areas can be classified in the following table:

Table (1): Dimensions of organizational change in an economic organization

Strategic Change	Structural Change	Technological Change	Human Change
- Corporate Strategy - Business Strategy - Functional Strategy	- Organizational Structure Components - Performance Evaluation - Organizational Design - Reward System - Control Systems	- Equipment - Workflow - Job Design - Automation - Information Processing Systems	- Skills - Attitudes - Performance - Perception - Behavior

Source: Afaf Haddad, Abdelmalek Djeddik (2020), "The Influential Relationship Between Dimensions of Organisational Change and the Activation of Total Quality Management

Principles in Amor Ben Amor Mills - Guelma -" Journal of Human and Social Sciences, Issue 02 (Volume 06), Algeria: Constantine 2 University, p. 101.

1-2 The foundations of the composition of the human resource in economic institutions

Training is one of the most crucial ways to develop human resources, which can be relied upon to enhance the performance of economic institutions to achieve a sustainable competitive advantage and adapt to changes and developments in the current business environment.

1-2-1 The concept of human resource formation:

Before defining training, it is essential to clarify the term human resource, as it forms the core of the training process. Given the growing significance of the human element in the workplace, the terms workers, labor force, or individuals are becoming outdated, having been replaced by the term “human resource” to emphasize its crucial role as one of the key inputs in work. This shift has also led to the transition from the term people management to human resource management .(المبيضين و بن شافي الأكلبي، 2015، صفحة 4) Consequently, human resources can be defined as: "The group of individuals participating in drawing goals, policies, activities and achievement of businesses undertaken by institutions.(حسنين، 2019، صفحة 12)".

As for the convention, there are many different definitions of training, which varied for the multiplicity of its users and beneficiaries, the most prominent of which are: "The formation is an organized activity that is directed to the individual with the aim of developing his knowledge and skills, which earns him a leadership adequacy to practice his activity الشيخ)". .(بوهني، 2014، صفحة 175The training also expresses the administrative and organizational efforts related to the state of continuity, aimed at making a knowledge and behavioral skills in the characteristics of the current and future factor individual, to enable him to fulfill his work requirements and develop his performance .(خام الله و مساك، 2015، صفحة 236) .

1-2-2 The motives of the formative process:

Preparing any training program requires identifying the motives and reasons accurately, as they constitute the essential measure for evaluating the objectives and judging the extent of success or failure. Among the most prominent motives of the formative process, we find (Habish and Okel, 2019, p. 83):

a. Increased production: Improving the quantity and quality of production to increase competitiveness by training workers to perform their duties efficiently.

b. Reducing supervision: Empowering workers to perform their tasks through mastery and self-criticism minimizes the need for continuous oversight.

c. Providing a reserve workforce in the institution: Training aids in addressing the urgent demands of the workforce, especially during times of economic prosperity. This approach ensures that the necessary human resources are effectively planned and prepared.

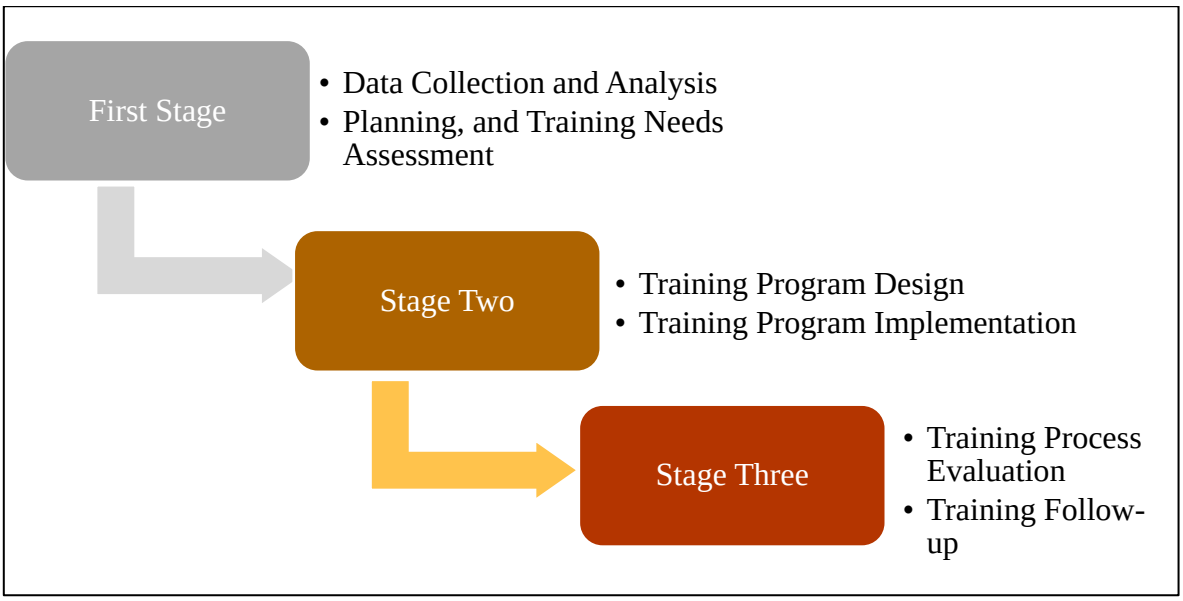
d. Reducing workplace accidents and lowering expenditures: Training workers to operate machinery correctly decreases industrial accidents and promotes economic efficiency in material usage.

e. Reducing employee turnover: Equipping workers with knowledge that aligns with their understanding and enhancing their skills increases job stability and their commitment to the organization, which in turn reduces turnover rates.

1-2-3 Stages of human resource formation in economic organizations:

Adaptation is one of the most crucial strategies that economic institutions use to enhance their performance and profitability on one hand, while also improving the effectiveness of their human resources on the other. It is a continuous and integrated process comprising various essential stages, each playing a distinct role. However, the ultimate effectiveness of adaptation and its efficiency in achieving the goals of economic institutions depend on the level of integration and interdependence between these stages. These stages can be summarized and clarified through the following figure:

Figure (2): The stages of the formation of the human resource in the economic institution



Source: Prepared by the researchers based on:

• Bilal Khalaf Al-Sakarneh (2011), "Creative Methods in Training", Dar Al-Maseera, Amman, Jordan, 1st Edition, p. 60.

• A group of experts (2007), "New Horizons in Human Development and Training", Arab Organization for Administrative Development, Cairo, Egypt, 2nd Edition, p. 101.

The first stage: It includes:

a. Gathering and analyzing information: This is the first stage in the adaptive process, where the necessary information about the adaptive system is collected and the internal and external influencing factors are identified. The goal of collecting information is not an end in itself, but rather a step followed by the process of analysis and conclusion with the aim of extracting indicators that will form the basis for planning and directing the adaptive process in the economic organization (Al-Sakarneh, 2011, page 60).

b. Identifying formative needs: A formative need refers to the gap between the current performance and the desired performance, where this need is identified by identifying the behavior or performance to be changed or developed, and the target behavior or performance after training. Therefore, adaptive need occurs when there is a gap between the knowledge and skills requirements of the job and those of the individual doing the work (Al-Ghouti, 2020, p. 253_254).

The second stage: It includes:
a. Designing the training program: This stage transforms the adaptive needs into practical steps by designing a program that meets the identified gaps in knowledge, competencies, and skills. This stage constitutes the link between the stage of identifying adaptive needs and the stage of implementing the adaptive program, through which the required adaptive topics, the degree of depth and comprehensiveness of these topics and the adaptive methods adopted, in addition to determining the appropriate place and time to implement them (Al-Sakarneh, 2011, pp. 64-65).
b. Implementation of the training program: After the completion of the design stage of the training program, the implementation stage comes, where great emphasis is placed on the choice of training methods and the development of formative foundations, as education is considered one of the most important ways to support the achievement and transfer of training objectives.
The third stage: This phase includes the following components:
a. Training Evaluation: The evaluation of human resource training is considered one of the most complex and critical stages of the training process. It refers to the systematic comparison between the outcomes of the training program and the standards and objectives established in the planned framework (Al-Jubairi, Taibah, & Jafri, 2021, p. 109).
b. Training Follow-up: Training follow-up is defined as a continuous process aimed at ensuring the accurate implementation of the training plan without deviation, in order to achieve the intended objectives. It involves monitoring execution and intervening when necessary to eliminate obstacles or introduce adjustments and improvements to the implementation procedures (Rashdi, 2014, p. 45).

2- Methodological framework for the applied study:

2-1 Approved study methodology:

To achieve the study's objectives, the researchers employed the descriptive-analytical method due to its suitability for the nature of the study. This method aims to accurately describe the examined phenomenon by providing definitions and fundamental concepts related to the subject matter. They analyzed the data to gain a deeper understanding of the components of the subject, the relationships among these elements, the varying opinions regarding it, the related processes, and the effects, ultimately deriving meaningful explanations and conclusions. For the field study, a case study approach was employed, and a questionnaire was distributed to employees within the organization to collect information. To assess the validity of the developed hypotheses, the researchers used the SPSS V20.0 program to process and analyze the questionnaire data.

2-2 Description of the study population and sample:

Given the topic's significance, it aligns with the organizational environment of the Amor Ben Amor Food Processing Establishment in the Guelma Province, recognized as one of Algeria's family-owned businesses specializing in the processing of agri-food products. Established in 1984 in Bouati Mahmoud, approximately 17 km east of Algiers, it was initially managed by its founder, Amor Ben Amor, and later by his sons after his passing. They developed, modernized, and expanded the organization, which has now evolved into a complex consisting of three principal economic entities (limited liability companies), each

distinguished by its specialty as follows:

- **Pastry Establishment (PAB):** Produces various pastries such as couscous, long pastries, short pastries, and specialty pastries, located in the municipality of Fajouj;
- **Milling Establishment (MAB):** It is responsible for the processing and production of semolina from durum wheat, located in the municipality of Fajouj;
- **Canning Establishment (CAB): This is the organization under study.**

The CAB was established in April 1984 and began actual production in August 1986. Due to the continuous efforts made to achieve excellence, this institution has become a pioneer in its field with a production capacity exceeding 14,000 tons per day, equivalent to 2,800 tons of processed tomatoes, which has allowed it to capture about 50% of the local market. In light of the changes and developments in the contemporary business environment, and in alignment with these advancements, the organization has strived to ensure its proper functioning while achieving the objectives assigned to its units and subsequently the overall goals of the parent organization. The Amor Ben Amor Foundation has undergone significant expansions and multiple changes, resulting in several branches at the national level that can be summarized as follows:

Table (2): Branches of the organization, the number of workers, and the capacity of each branch

Branch (Province)	Unit	Actual Production Start Year	Reception Capacity (Tons/Day)	Number of Workers (2017)	Number of Workers (2023)	Specialization (Activity)
Bouati Mahmoud (Guelma)	**General Directorate**	March 2017	/	449	120	/
	Canning Unit	1986	4,400	-	338	Food Canning
Fajouj (Guelma)	**Canning Unit**	2006	3,600	273	225	Tomato Processing
Boumaïza (Skikda)	-	January 2011	4,500	110	210	Tomato Processing (Including Pizza Sauce & Tomato Paste)
Khubana (M'Sila)	-	June 2014	560	40	123	Apricot, Strawberry & Fig Jam
Aïn Ben Beida (Guelma)	-	November 2016	4,000	08	44	Tomato Processing

Branch (Province)	Unit	Actual Production Start Year	Reception Capacity (Tons/Day)	Number of Workers (2017)	Number of Workers (2023)	Specialization (Activity)
Messad (Djelfa)	-	March 2016	6,000	00	4	Apricot & Hot Pepper Jam

Source: Prepared by the researchers based on information provided by the organization's human resources manager**.**

On March 15, 2017, the initial proposal to change the organizational structure of the Amor Ben Amor Food Foundation was introduced. These ideas developed within the establishment of public administration, primarily due to the lack of unity in Bouati Mahmoud's leadership, unlike other similar units with independent general managers overseeing their operations. This situation led to significant changes in the organizational structure, ultimately culminating in the integration of three main interests in early 2019 within the General Directorate: the Foreign Trade Authority, the Commercial Services Authority, and the New Resources Authority.

It can be concluded that the study population includes all employees of this organization, totaling 727 individuals distributed between the General Directorate and the three production units of the Foundation located in Guelma: The Bouati Mahmoud unit, the Fajouj unit, and the Ain Ben Bayda unit. The study sample consisted of 160 employees selected from those who participated in training courses related to the study community.

2-3 Implementation of the study tool:

After designing and refining the questionnaire, it was distributed to 160 employees in the institution, from which 154 questionnaires were recovered, resulting in a retrieval rate of approximately 96.25%. The number of adequately valid responses for analysis reached 140 questionnaires. The questionnaire included two main parts, namely:

The first part: It includes a set of phrases related to the interrogator's demographic and functional information, such as sex, age, educational qualifications, job classification, number of training courses, and their location, among others.

The second part: It included 38 phrases, which were adopted in two main categories. The phrases approved in the analysis were based on the five-year-old Likert scale. These two main axes of the questionnaire are shown as follows:

-The first axis: It included specific phrases, related to the training of training programs implemented in the institution concerned with the study, containing (21) words that were presented from [01-21], to know the process of the process of watering human resources - employees - in the institution as well as investigating their opinions about it**.**

-The second axis: It focused on understanding the reality of organizational change at the Amor Ben Amor Foundation for Food Perspective in Guelma, where 17 numbered statements were presented from [22-38]. The aim is to explore the role of training human resources in activating organizational change processes and ensuring their success.

It is worth noting that data processing and analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 20. This program can perform various

statistical treatments by generating all types of statistical tables and standards for analysis and testing the study's hypotheses. The Licard Pental scale was also used to gauge sample opinions about each statement in the questionnaire.

Table (3): The Licott Pental Set in the Study

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rating	**1**	**2**	**3**	**4**	**5**

Source: Dalal Al-Qadhi and Mahmoud Al-Bayati (2008), "Methodology and Methods of Scientific Research and Data Analysis Using the SPSS Statistical Program," Dar Al-Hamed, Amman, Jordan, 1st Edition, p. 109

Table (4): Cell Length and Response Direction of Sample Participants

Direction	Weighted Average	Approval Level
First Direction	1.00 - 1.79	Very Weak
Second Direction	1.80 - 2.59	Weak
Third Direction	2.60 - 3.39	Moderate
Fourth Direction	3.40 - 4.19	High
Fifth Direction	4.20 - 5.00	Very High

Source: Prepared by the researchers

2-4 Validity and Stability of the Study Instrument (Questionnaire)

2-4-1 Validity of the study instrument:

The validity of the questionnaire is defined as “ensuring its ability to measure what it was designed to measure.” Validity is also defined as “the comprehensiveness of the survey of all elements that should be included in the analysis on one hand, and the clarity of its paragraphs and vocabulary on the other hand, making it understandable to everyone who uses it” (Al-Sharafa and Ghattas, 2017, p. 401). The reliability of the questionnaire was assessed in two ways: The first method is the validity of the arbitrators (apparent validity). In this method, the questionnaire was presented in its initial form to a group of experienced and specialized professors, and their feedback was taken into account for modifications based on their suggestions. As a result, the questionnaire was finalized in its completed form.

The second method: construct validity, this type of validity was tested by measuring the degree of correlation between each axis of the study tool and the total score of the questionnaire, and the results obtained were documented in the following table:

Table (5): Results of Construct Validity Test for Questionnaire Axes

Axes	Spearman Correlation Coefficient	Significance Level (Sig.)
Axis 1: The Nature of Human Resource Formation in Amor Ben Amor Food Canning Company, Guelma	0.977**	0.000

Axes	Spearman Correlation Coefficient	Significance Level (Sig.)
Axis 2: The Reality of Organizational Change in Amor Ben Amor Food Canning Company, Guelma	0.961**	0.000

(**) Strong correlation at a significance level of 0.01.
Source: Prepared by the researchers based on SPSS v20 outputs

The table above clearly shows that the Cronbach's correlation coefficients for each axis of the questionnaire are positive (0.977 for the first axis and 0.961 for the second). Additionally, the total average of the statements is statistically significant at a significance level of 0.01 or lower. We also observe that the Sig value for both the first (0.000) and second (0.000) axes is less than 0.05. This indicates a correlation between these axes and the questionnaire as a whole, which suggests that the axes are reliable and consistent in measuring what they were designed to assess.

2-4-2 Study stability: The Alpha Kronbach coefficient was calculated to assess the stability of the questionnaire, and the table below presents the results obtained:

Table (6): Results of Construct Validity Test for Questionnaire Axes

Axes	Spearman Correlation Coefficient	Significance Level (Sig.)
Axis 1: The Nature of Human Resource Formation in Amor Ben Amor Food Canning Company, Guelma	0.977**	0.000
Axis 2: The Reality of Organizational Change in Amor Ben Amor Food Canning Company, Guelma	0.961**	0.000

(**) Strong correlation at a significance level of 0.01.
Source: Prepared by the researchers based on SPSS v20 outputs.

The table shows that the stability coefficient of the axis statements ranges from 0.872 to 0.891. The overall stability coefficient of all questionnaire statements is very high, reaching 0.935, which is 93.5%. This is significantly above the statistically acceptable threshold of 60%. This indicates that the questionnaire has a high degree of stability and can be relied upon for the field application of the study and testing its validity hypotheses.

2-4-3 Natural testing sample study:

This test is a necessary condition because most tests used in assessing the validity of the hypotheses established for this study require that the data follow a natural distribution. Since the sample size is greater than 30 individuals, it is directly assumed to follow a natural distribution without needing further adjustment test.

III- Results and discuss them:

To find out the nature of the human resource - employees - in the institution, and to explore the study's contribution to activating and succeeding in organizational change across various fields, we decided to include a set of questions in the study questionnaire. Members of the interrogator will respond to these questions and then share their opinions on all the statements featured in the second part of the questionnaire. This will allow us to analyze the results using arithmetic averages and normative assessment deviation.

1- Analysis of the results of the first part of the study:

This component is devoted to analyzing the results of the first part of the questionnaire, which is mainly related to the axis of personal data and job information for the person who is the desired person. This axis includes asking six personal questions, which enabled the researchers to learn more about the vocabulary of the studied sample. On this basis, the results reached in the following table were summarized:

Table (7): Distribution of the study sample according to personal data

Personal Data	Variables	Frequency	Percentage (%)
1. Gender	Male	85	60.7
	Female	55	39.3
2. Age	Less than 30 years	19	13.5
	30 – 39 years	61	43.6
	40 – 49 years	47	33.6
	50 – 59 years	13	9.3
	60 years and above	-	-
3. Educational Qualification	Secondary or less	38	27.1
	Undergraduate	89	63.6
	Postgraduate (Master's or PhD)	13	9.3
4. Job Position	General Manager / Deputy Manager	3	2.1
	Department Head	43	30.7
	Employee	85	60.7
	Other Positions	9	6.4
5. Work Experience	Less than 5 years	23	16.4
	6 – 10 years	62	44.3
	11 – 15 years	40	28.6
	16 – 20 years	14	10.0
	More than 20 years	1	0.7
6. Number of Training Courses	Did not attend any course	-	-
	One course	56	40.0

Personal Data	Variables	Frequency	Percentage (%)
	Two courses	54	38.6
	Three courses	25	17.9
	Four or more courses	5	3.6
7. Training Course Location	Within the institution	75	53.6
	Outside the institution (Training centers)	53	37.9
	Abroad	12	8.6

Source: Prepared by the researchers based on SPSS v20 output

It is evident from the schedule above that the majority of employees at the institution are male, comprising 60.7% of the total workforce, while females account for 39.3%. The higher number of males compared to females can be attributed to the nature of the Amor Ben Amor Food Foundation in the state of Guelma, which tends to favor male employees for roles that often require intellectual and physical effort, particularly in administrative positions and handling machinery and equipment in production units. Additionally, males may work extra night hours, unlike females, who have certain advantages, such as maternity leave, which can disrupt work. Consequently, the institution prioritizes attracting male employees for more labor. We can also observe that the predominant age group is between 30 and 39 years, which constitutes approximately 43.6% with 61 individuals. This is followed by the age group of 40 to 49 years, which includes 47 individuals, representing 33.6%. The data further indicates that the group under 30 years comprises only 19 individuals, amounting to 13.6%, and the age group of 50 to 59 years holds 13 individuals, making up 9.3%. The final category, those aged 60 and above, is entirely absent (the retirement age). The results also reveal that 38 individuals in the sample have not progressed beyond secondary school, representing 27.1%. In contrast, 63.6% of the same sample hold a university degree, while only 13 individuals (9.3%) possess master's or doctorate degrees.

It is noted from the schedule above that these individuals are divided into various positions within the institution. He holds the position of head of the department, accounting for 43 individuals, or 30.7%. This is due to the fact that the institution under study contains many departments within the productive units and the General Directorate. The percentage of managers is estimated at 2.1%, while employees and other positions make up the remaining 67.1%. For example, this includes roles such as marketing, trade, and media. Regarding the distribution of members in the study sample based on their practical experience in the institution, it is divided into five categories. The category with 6 to 10 years came first, with a total of 62 individuals, representing 44.3%. This was followed by the 11 to 15 years category, which has 40 members, accounting for 28.6%. In third place is the category with less than 5 years, totaling 23 individuals and representing 16.4%. The fourth place is held by the 16 to 20 years category, with 14 individuals, or 10.0%. Lastly, there is only one individual in the category of more than 20 years. All these percentages reflect the accumulation of cognitive and

practical experience among employees, which has been developed through training provided by the institution, as well as at various training centers, including those outside the country. Notably, 56 individuals from the sample have participated in one training course, while 54 individuals have completed two sessions, and 25 have taken three courses. Additionally, about five members have participated in more than four training sessions.

2- Analysis of the first axis data (related to training)

This axis includes a set of basic phrases that assist in understanding and analyzing the responses from the sample members regarding the nature and process of human resource development at the Amor Ben Amor Food Processing Establishment in Qalma. The frequencies, arithmetic means, and standard deviations of all responses were calculated, and the phrases were ordered according to their arithmetic means, as shown in the following table:

Table (8): Results of Sample Responses Regarding the Nature and Process of Human Resource Development at Amor Ben Amor Food Canning Company in Guelma Province

Statement No.	Responses					Arithmetic mean	Standard deviation	Degree of approval	Arrangement
	Repetitions								
	1	2	3	4	5				
01	00	00	00	96	44	4.3143	0.46590	Very High	03
02	00	00	14	70	56	4.3000	0.64261	Very High	04
03	06	27	20	49	38	3.6143	1.19703	High	17
04	06	06	20	88	20	3.7857	0.89592	High	15
05	00	18	00	98	24	3.9143	0.82659	High	14
06	00	06	00	95	39	4.1929	0.64481	High	07
07	03	12	27	68	30	3.7857	0.95047	High	16
08	00	06	08	90	36	4.1143	0.68997	High	08
09	00	03	03	93	41	4.2286	0.59183	Very High	06
10	00	00	00	76	64	4.4571	0.49995	Very High	01
11	00	04	11	67	58	4.2786	0.73031	Very High	05
12	00	18	20	57	45	3.9214	0,98964	High	13
13	00	16	20	58	46	3.9571	0.96613	High	12
14	00	07	02	60	71	4.3929	0.75576	Very High	02
15	33	40	07	36	24	2.9880	1.47043	Medium	18
16	00	02	01	77	60	4.3929	0.58391	Very High	02
17	01	10	22	66	41	3.9714	0.89718	High	11
18	00	08	08	91	33	4.0643	0.72182	High	09
19	02	11	10	78	39	4.0071	0.89359	High	10
20	67	49	06	11	07	2.3316	1.13063	Low	19
21	00	12	00	103	25	4.0071	0.72466	High	10
Overall Arithmetic Mean and Standard Deviation for the First Axis						**4.0469**	**0.45409**	**High**	**-**

Source: Prepared by the researchers based on the output of the v20 program (SPSS).

The results of the statistical analysis, as shown in Table (08), indicated that the total arithmetic average of the first axis was estimated at (4.04), with a specific deviation of (0.45), reflecting the limited dispersion of the respondents under study. Additionally, the validity of the statements within this axis ranged from a minimum of (2.33) to a maximum of (4.45). This suggests that the questionnaire expressions tend toward a positive direction, and the members of the study sample largely agree with its content.

Firstly, phrase No. (10) stated, “The Foundation adheres to the distribution of training programs to the two components and components," with the highest average of (4.45) and a standard deviation of (0.49). This highlights the homogeneity of the responses from the members of the study sample, indicating strong consensus among them regarding the institution's commitment to effectively and systematically distributing training programs. This commitment reflects the Foundation's efforts to ensure that all targeted individuals receive equal opportunities in training, enhancing overall satisfaction with the programs.

Secondly, phrase No. (14) noted, “The Foundation is making significant efforts to implement training at the appropriate time and place using modern and advanced methods," with an average score of (4.39). This indicates complete agreement among the Foundation’s employees about this phrase, and that the Amor Ben Amor Food Foundation consistently seeks to develop its human resources effectively while providing the right environment to increase their knowledge and refine their skills appropriate to their positions. This aims to improve their performance and support the success of organizational changes, with a standard deviation of (0.75), demonstrating strong homogeneity and agreement among the sample's responses.

Phrase No. (01) ranked third with an average of (4.31) and a standard deviation of (0.46), illustrating that the study sample members fully agree that the institution keeps pace with modern technological and cognitive developments and adapts to organizational changes when identifying needs. This reflects the institution's capacity to accurately analyze training needs and ensure that training programs align with current and future requirements.

Lastly, phrase (20) received the lowest ranking with an average of (2.33), indicating that the members of the study sample do not agree that a significant segment of the institution's employees experiences excessive marginalization and deprivation of training, with a standard deviation of (1.13). This suggests a considerable level of variation and a lack of homogeneity among the sample's responses personnel .

3- Analysis of the second axis data (related to organizational change)

This axis includes a set of basic phrases that contribute to analyzing the answers of the sample members related to the reality of organizational change and its fields in the Amor Ben Amor Food Foundation, so the results reached as follows:

Table (9): The results of the answers of the sample members about the reality of organizational change in the Amor Ben Amor Food Foundation in Guelma Province

	الاستجابات								
Statement .No	**Repeats**					Arithmetic mean	Standard deviation	Degree of approval	Arrangement
	1	**2**	**3**	**4**	**5**				
22	00	00	00	99	41	4.2929	0.45671	Very high	06
23	00	11	27	72	30	3.8643	0.84147	**High**	14
24	00	06	08	95	31	4.0786	0.66860	High	11
25	00	00	01	82	57	4.4000	0.50608	Very high	03
26	00	00	08	75	57	4.3500	0.58672	Very high	04
27	05	26	20	43	46	3.7071	1.20846	High	17
28	00	12	00	88	40	4.1143	0.78736	High	09
29	00	12	00	102	26	4.0143	0.72950	High	12
30	00	02	00	100	38	4.2429	0.52109	Very high	08
31	00	11	27	70	32	3.8786	0.85215	High	13
32	00	05	08	96	31	4.0929	0.64481	High	10
33	00	00	00	100	40	4.2857	0.45338	Very high	07
34	00	00	00	81	59	4.4214	0.49556	Very high	02
35	00	01	08	73	58	4.3429	0.62065	Very high	05
36	00	27	20	49	44	3.7857	1.09140	High	15
37	00	01	00	49	90	4.6286	0.52756	Very high	01
38	14	14	07	59	46	3.7786	1.28112	High	16
The average arithmetic and the general standard deviation of the second axis						**4.1340**	**0.46157**	High	**-**

Source: Prepared by the researchers based on the outputs of the v20 program (SPSS).

The results of the statistical analysis presented in Table No. (09) indicate that the total arithmetic average (average average) of the second axis is estimated at (4.13), with a standard deviation of (0.46). This decrease in deviation suggests a low dispersion of the respondents' answers, reflecting a high degree of homogeneity in their views. It is also evident that the range of the phrases within this axis varied between (3.70) as a minimum and (4.62) as a maximum. This indicates that the phrases of the questionnaire are trending positively, and that the members of the study sample largely agree with its content. The phrase (37) ranked first with an average score of (4.62), demonstrating that the respondents strongly approve of the institution's establishment of periodic training for its employees in the field of information and communication technology. The standard deviation of this phrase is (0.52), indicating a strong consensus among the respondents. This evaluation reflects employees' recognition of the importance of periodic training in enhancing their competencies and skills in technology, thereby improving their effectiveness in performing their duties.

Following closely, phrase (34) ranked second with an average of (4.42) and a standard deviation of (0.49), confirming that the employees of the institution under study are aware of the organization's efforts to keep pace with technological advancements to improve and elevate

performance. This demonstrates the employees' understanding of the importance of the institution adopting the latest technologies and developments in its field, which contributes to achieving continuous improvements in operations and overall performance.

Next, phrase (25) took third place with an average score of (4.40), indicating that the employees of the Amor Ben Amor Food Foundation in the state of Guelma agree that organizational change involves implementing modern and advanced strategies to enable the institution to adapt to both internal and external changes, ensuring operational success, with a standard deviation of (0.50).

Lastly, phrase (27) ranked lowest with an average score of (3.70), indicating that the institution continually seeks to adjust its policies in response to market demands. This is evident in the reactions of the study sample, which yielded a standard deviation of (1.20). This outcome suggests a more significant disparity in the respondents' opinions regarding this phrase compared to others, indicating potential variations in employee experiences or expectations concerning the organization's capacity to adapt to changes in market requirements effectively.

4- Analyzing the results of the field study hypotheses test

4-1 Analysis of the results of the leading hypotheses:

4-1-1 Analysis of the results of the first significant hypothesis test: "Amor Ben Amor Food Press Foundation in Guelma State is implementing effective and regular training programs to develop the capabilities of its human resources.": For the test of this hypothesis, the "Student" t-test, which applies the principle of comparison between the axis and the standard of the questionnaire, is used. The normative average of the questionnaire is calculated by summing the scores of the aforementioned questionnaire on the Likert scale and dividing this total by 5. The hypotheses are formulated as follows:

H0: Amor Ben Amor Food Press Foundation in Guelma State is not implementing effective and regular training programs to develop the capabilities of its human resources.

H1: Amor Ben Amor Food Press Foundation in Guelma State is implementing effective and regular training programs to develop the capabilities of its human resources.

Table (10): Student's T-Test Results for the First Main Hypothesis

Variables	Standard Value = 3		
	T-Value	Degrees of Freedom	Significance Level (Sig)
Nature and Process of Human Capital Formation at the Amor Ben Amor Food Canning Company in Guelma	27.280	139	0.000

Source: Prepared by the researchers based on the outputs of SPSS v20.

Through the above table, we note that the value of Sig is equal to (0,000), which is less than the level of morale (0.05), and this means H0 rejection and acceptance of H1, which states that the Amor Ben Amor Food Foundation in Guelma State is implementing effective and regular training programs to develop the capabilities of its human resources .

4-1-2 Analysis of the results of the second main hypothesis test: "Amor Ben Amor Food Foundation for Food Press in the state of Guelma lives an active stage of organizational

change aimed at improving operational efficiency and promoting competitiveness in the market":

The validity of this hypothesis was also tested using the "Student" test, so the results were the following:

H0: Amor Ben Amor Food Foundation in Guelma State does not live in an active stage of organizational change aimed at improving operational efficiency and enhancing competitiveness in the market.

H1: Amor Ben Amor Food Press Foundation in Guelma State lives an active stage of organizational change aimed at improving operational efficiency and enhancing competitiveness in the market.

Table (11): Student's T-Test Results for the Second Main Hypothesis

Variables	Standard Value = 3		
	T-Value	Degrees of Freedom	Significance Level (Sig)
The Reality of Organizational Change and Its Areas at the Amor Ben Amor Food Canning Company in Guelma	29.071	139	0.000

Source: Prepared by the researchers based on the outputs of SPSS v20.

Table Data No. (11) indicates that the SIG value is (0.000), which is less than the significance level of (0.05). This implies the rejection of H0 and acceptance of H1, stating that the Amor Ben Amor Food Foundation in Guelma State is undergoing an active stage of organizational change aimed at improving operational efficiency and enhancing competitiveness in the market.

4-1-3 Analyzing the results of the third main hypothesis test: "There is a statistically significant relationship between the nature of human resource formation and the potential for activating and achieving organizational change in various areas within the Amor Ben Amor Foundation for Food Presses at a significance level of (0.05).

To test the validity of the third main hypothesis and its sub-hypotheses and to analyze the results, the "simple linear correlation" test was used to examine the role of the independent variable (human resource formation) on the dependent variable (organizational change). The results were as follows:

H0: There is no statistically significant relationship between the nature of human resource formation and the potential for activating and achieving successful organizational changes in various areas within the Amor Ben Amor Food Foundation at a significance level of (0.05).

H1: There is a statistically significant correlation between the nature of human resource formation and the potential for activating and achieving successful organizational changes in various areas within the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05).

Table (12): Linear Correlation Test Results for the Third Main Hypothesis

			Nature and Process of Human Capital Formation at the Amor Ben Amor Food Canning Company in Guelma	Reality of Organizational Change and Its Areas at the Amor Ben Amor Food Canning Company in Guelma
Spearman's Correlation Coefficient	Nature and Process of Human Capital Formation at the Amor Ben Amor Food Canning Company in Guelma	Correlation Coefficient	1.000	**0.890****
		Significance Level (Sig)	-	0.000
		Sample Size	140	140
	Reality of Organizational Change and Its Areas at the Amor Ben Amor Food Canning Company in Guelma	Correlation Coefficient	**0.890****	1.000
		Significance Level (Sig)	0.000	-
		Sample Size	140	140

(..) Statistically significant correlation at 0.01 level.
Source: Prepared by the researchers based on the outputs of SPSS v20.

It is clear from the above schedule that the value of SIG is equal to (0.000), which is less than the level of significance (0.05). This indicates the rejection of H0 and acceptance of H1. Additionally, the correlation coefficient between the first axis and the second axis was estimated at (0.890), suggesting a strong relationship and connection between the independent variable (the formation of human resources) and the dependent variable (organizational change).

A- Analyze sub-hypothesis testing:

Table (13): Linear Correlation Test Results for the Sub-Hypotheses

			Identifying Training Needs	Training Program Design	Training Program Implementation	Training Process Evaluation and Follow-up
Spearman's Correlation Coefficient	Reality of Organizational Change and Its Areas at the Amor Ben Amor Food Canning Company in Guelma	Coefficient value	**0.754****	**0.862****	**0.729****	**0.635****
		Significance Level (Sig)	0.000	0.000	0.000	0.000
		Sample Size	140	140	140	140

(**) Statistically significant correlation at 0.01 level.
Source: Prepared by the researchers based on the outputs of SPSS v20.

- Analysis of the results of the first sub -hypothesis test: **"There is a statistically associated relationship between identifying formative needs, and the possibility of activating and successful organizational change in its various fields in the Amor Ben Amor Food Foundation for Food People at the level of significance:(0.05)**

H0: There is no statistically significant relationship between identifying formative needs and the potential for activating and implementing organizational change across various fields within the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05).
H1: There is a statistically significant correlation between the identification of formative needs and the potential for activating successful organizational change across its various fields within the Amor Ben Amor Food Foundation at a significance level of (0.05).
It is evident from Table No. (13) that the SIG value is (0.000), which is less than the significance level of (0.05). Consequently, this leads to the rejection of H0 and the acceptance of H1. Furthermore, we observe that the correlation coefficient between the second axis and dimension 1 is estimated at (0.754), indicating a strong positive correlation between the independent variable (identifying formative needs) and the dependent variable (organizational change).

- Analysis of the results from the second sub-hypothesis test: **“There is a statistically significant correlation between the design of the formative program and the ability to activate and succeed in organizational change across various fields in the Amor Ben Amor Foundation for Food People at the 0.05 significance level":**

H0: There is no statistically significant correlation between the design of the formative program and the ability to activate and succeed in organizational change across its various fields within the Amor Ben Amor Foundation for Food People, at a significance level of (0.05).
H1: There is a statistically significant correlation between the design of the formative program and the ability to activate and succeed in organizational change across its various fields within the Amor Ben Amor Foundation for Food People, at a significance level of (0.05).
It is evident from Table No. (13) that the Sig value is (0.000), which is less than the significance level of (0.05). This indicates the rejection of H0 and the acceptance of H1. Additionally, we note that the correlation coefficient between the second axis and dimension 2 is estimated at (0.862), indicating a strong direct correlation between the independent variable (the design of the formative program) and the dependent variable (organizational change).

- **Analysis of the results of the third sub -hypothesis test:** There is a correlation of statistically significant importance between the implementation of the formative program and the potential for activating and successfully achieving organizational change in its various sectors within the Amor Ben Amor Foundation for Food Perspective at a significance level of (0.05):

H0: There is no statistically significant correlation between the implementation of the formative program and the ability to activate and succeed in organizational change across its various sectors within the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05).
H1: There is a statistically significant correlation between the implementation of the formative program and the potential for activating and successfully achieving organizational

change across its various sectors within the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05).

It is evident from Table No. (13) that the Sig value is equal to (0.000), which is less than the significance level (0.05). This leads to the rejection of H0 and the acceptance of H1. Additionally, we observe that the correlation coefficient between the second axis and dimension 3 is estimated at (0.729), indicating a moderate direct correlation between the independent variable (implementation of the formative program) and the dependent variable (organizational change).

- **Analysis of the results of the fourth sub -hypothesis test:** "There is a statistically significant correlation between the evaluation and follow-up of the formative process and the potential for activating successful organizational change in various areas of the Amor Ben Amor Foundation for Food People at the 0.05 significance level:"

H0: There is no statistically significant correlation between the evaluation and follow-up of the formative process and the potential for activating successful organizational change across various areas at the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05).

H1: There is a statistically significant correlation between the evaluation and follow-up of the formative process and the potential for activating successful organizational change across different areas at the Amor Ben Amor Food Foundation for Food People at a significance level of (0.05). It is evident from Table No. (13) that the Sig value is (0.000), which is less than the significance level of (0.05). This suggests the rejection of H0 and the acceptance of H1. Furthermore, the correlation coefficient between the second axis and the dimension is approximately (0.635), indicating a moderate direct correlation between the independent variable (evaluation and follow-up of the formative process) and the dependent variable (organizational change).

IV Conclusion :

Based on the findings presented in this study, it is evident that human resources are the primary factor influencing the success or failure of economic establishments, particularly in the current business environment. This responsibility falls on senior management to ensure the provision of appropriate conditions and necessary capabilities to unlock this resource's potential and utilize it efficiently and effectively. This is crucial not only for the interests of the institution but also for individual stakeholders. Moreover, this resource should be nurtured as a source of creativity, innovation, and excellence to strengthen the competitive advantage of Algerian economic institutions in both local and global markets.

Consequently, the explanations outlined in the study, along with the information provided in the theoretical framework and the analysis of results from hypothesis tests related to the topic, suggest that the questionnaire used in this context has led to several conclusions about the development of human resources and their role in facilitating organizational change within Algerian economic institutions. This includes insights from the Amor Ben Amor Food Foundation in Guelma State, which can be summarized in the following points:

The study results indicated that the Amor Ben Amor Food Foundation in Guelma Province is actively implementing various stages of human resources development—

identifying formative needs, designing and executing the training program, and evaluating and following up—both internally and externally to enhance administrative and productive efficiency. It also aims to equip the institution's human resources with the scientific and practical knowledge necessary for their universities and skills that will improve performance quality, advance it, and create a suitable environment for successful application. Additionally, it emphasizes the methods and approaches used in delivering the training materials appropriately and timely, contributing to providing the essential employees, enhancing their abilities and performance skills, and preparing them to adapt to upcoming changes aimed at improving the Foundation's performance, validating the first main hypothesis.

Furthermore, the analysis of the questionnaire results revealed that the second main hypothesis showed the Amor Ben Amor Food Foundation in Guelma State functions within a competitive environment characterized by complexity and rapid change. This has necessitated the implementation of several organizational changes affecting all administrative levels to keep pace with these changes and engage with the opportunities and threats posed by the external environment, thereby contributing to achieving its primary goals of enhancing and upgrading performance while maintaining its market share amid the current national economic conditions.

The study also confirmed, based on the statistical analysis results, that the activation and success of organizational change in the institution depend on the extent of effective human resource development. This was validated through the testing of the third main hypothesis, which indicates a strong, statistically significant correlation (0.05 level) between human resource development and the reality of organizational change in the Algerian economic establishment, with a correlation coefficient estimated at 0.890. The validity of the sub-hypotheses of the main hypothesis also indicated a direct correlation ranging from strong to medium, statistically significant at the 0.05 level, among the various stages of human resource formation—determining formative needs, designing the training program, implementing the training program, and evaluating and following up on the formation process—and the successful implementation of organizational changes within the institution study.

Based on these results, several recommendations can be made to enhance the role of human resource development in facilitating and driving organizational change at the Amor Ben Amor Foundation (CAB) in Guelma State, as follows:

- The institution under study should continuously pursue rapid developments and changes in the business environment by implementing ongoing organizational adjustments in its structures and procedures. This constant adaptation allows it to attain a stronger competitive position in the future and ensures it remains at the forefront of competition in both local and global markets.
- It is essential to maintain open communication with the employees of the Amor Ben Amor Food Foundation regarding new trends and future initiatives, while also striving to involve them in the decision-making process and idea exchange. This approach enhances their acceptance of change, reduces resistance, and facilitates smoother implementation.
- The institution under study must continue to support human resource training programs, as providing employees with the necessary knowledge and skills, and valuing their experiences, is crucial for enabling effective organizational changes, ultimately contributing to improving the institution's overall performance.

- It is essential for the leadership of the Amor Ben Amor Foundation to foster an internal environment that encourages psychological readiness for accepting organizational changes. They need to persuade employees of the benefits and advantages of change, as this helps lower resistance and ensures successful transitions. This can be accomplished through awareness workshops and training programs to increase understanding of the benefits of change.
- Material and moral incentives should be provided to employees during the implementation of development and merit programs, while emphasizing the importance of their new roles to enhance their loyalty and commitment to the institution. This can be achieved through performance rewards, commendation certificates, and promotions, which boost their enthusiasm and integration into the changes.
- The institution under study must intensify its media campaigns to promote its products and services, especially the new ones, to familiarize consumers with them and strengthen its penetration into local and foreign markets. This can be achieved through a variety of media channels, including both digital and traditional methods, thereby increasing brand awareness sales.

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