

Institutional Communication Strategies in Administrative Organization from The Perspective of Digital Transformation

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Abstract:

This article deals with the analysis of institutional communication strategies within the administrative organization under the digital transformation, as it is considered one of the most prominent structural transformations that have reshaped the patterns of communication, interaction, coordination, and decision-making inside contemporary institutions.

The study relied on the descriptive-analytical method that combines theoretical literature and modern applied studies, which review the transition from traditional communication models based on linearity and centralization, to more interactive and flexible digital models, based on the use of information and communication technologies such as digital platforms and internal networks. This digitalization has contributed to reshaping the communication structure and monitoring the developments that have occurred in the communication channels inside institutions.

Keywords: Institutional communication, administrative organization, communication strategies, digital transformation, information and communication technologies.

Introduction:

The contemporary world is witnessing an unprecedented digital leap that has resulted in a radical transformation driven by the rapid development of information and communication technology, under the effect of the digital revolution which produced new patterns in thinking, organization, and management. It has reshaped the various economic, social, and administrative structures, and institutions of all kinds are no longer isolated from these transformations. Rather, they have become required to reconsider their ways of working, management systems, and methods of communication, in a way that aligns with the requirements of the changing digital environment. In this context, the digital transformation has emerged as an inevitable strategic choice that aims to improve institutional performance, raise the level of efficiency and effectiveness, and strengthen competitiveness and the ability to respond to the requirements of the age.

Institutional communication is considered one of the basic pillars on which modern administrative organization is built, due to its central role in coordinating efforts, directing organizational behavior, building internal and external relations, and shaping the institutional image. Communication is no longer merely a process of transmitting information, but rather a strategic function that contributes to achieving organizational harmony, supporting decision-making, and strengthening participation and interaction inside administrative structures. However, the rapid digital transformations have imposed new challenges

on the traditional communication patterns, which were often described by bureaucracy, rigidity, and slowness in information flow.

Under this reality, the digital transformation created a new communicational environment based on interactivity, speed, and decentralization, which has reshaped the patterns, functions, and tools of institutional communication, with intensive reliance on information and communication technologies such as digital platforms, internal networks, and intelligent information systems. This has contributed to re-formulating institutional communication strategies within the administrative organization, whether in terms of the tools used, the functional roles, or the patterns of relations between organizational actors. It also led to the emergence of new concepts such as digital communication, e-administration, and smart governance, reflecting the depth of the transformation that affected the communication function inside institutions.

However, this transformation was not always smooth or free of challenges, as many administrative institutions face difficulties related to the weakness of digital infrastructure, the lack of digital communication competencies, resistance to organizational change, in addition to issues linked to organizational culture and communication governance. The digital transformation also raises questions about the effectiveness of the adopted communication strategies and their ability to achieve the goals of institutional communication in an organizational environment characterized by complexity and continuous change.

Based on what has been mentioned, our study seeks to shed light on the transformations that have occurred in institutional communication strategies within the administrative organization under the digital transformation, through analyzing the conceptual and theoretical framework of institutional communication and digital transformation, and exploring their reflections on communication practices inside administrative institutions. It also aims to reveal the challenges and obstacles that face institutions in adopting effective digital communication strategies, in order to develop institutional communication in a way that corresponds to the requirements of the digital age. Since the administrative organization is witnessing essential transformations due to digitalization that reshaped the mechanisms of communicative work inside institutions, and although the digital transformation offers great opportunities to improve communication performance, the extent of organizations' ability to absorb and employ this transformation effectively remains questionable. From that, the problematic of our study revolves around the following main question:

How did the digital transformation contribute to reshaping institutional communication strategies within the administrative organization?

And under this problematic, a group of sub-questions arise as follows:

- What is meant by institutional communication and digital transformation in the administrative organization?
- What are the most prominent transformations that occurred in institutional communication strategies under the adoption of digital technologies?
- What are the main challenges facing institutions when adopting digital communication strategies?

Objectives of the study:

This study aims to analyze the impact of digital transformation in reshaping institutional communication strategies within the administrative organization, and to uncover the most important

transformations on the effectiveness of communication and improving organizational performance through the following:

- Clarifying the conceptual framework of both institutional communication and digital transformation;
- Observing the transformations that occurred in institutional communication strategies as a result of adopting digital technologies;
- Diagnosing the challenges faced by institutions when adopting digital communication strategies.

Importance of the study:

The importance of studying institutional communication strategies from the perspective of digital transformation lies in the fact that it enables understanding how administrative institutions adapt to technological changes, and the extent of their ability to employ digital media in improving the effectiveness of internal and external communication. Our study also contributes to highlighting the role that digital communication strategies play in strengthening transparency, promoting a culture of participation, and improving the quality of administrative services, as well as supporting good governance and achieving sustainable institutional development.

Methodology of the study:

Our study relies on the descriptive-analytical approach, as it is the most appropriate for understanding communicational and organizational phenomena related to digital transformation within administrative institutions, by focusing on analyzing the basic concepts related to institutional communication and digital transformation, and based on a review of various scientific literatures.

I. Conceptual Introduction to Institutional Communication and Digital Transformation

First: The Concept of Institutional Communication

1. Definition of Institutional Communication:

Institutional communication is the process of transferring and exchanging the specific information of the organization inside and outside it, and it is a means of exchanging ideas, attitudes, and desires among the members of the organization, which helps in connection and cohesion. Through it, the senior leader and his assistants achieve the required influence in moving the group toward the goal. (Mounir, 2001)

The concept of institutional communication refers to that process which aims at the flow of data and information necessary for the continuity of the administrative process by collecting them from various directions inside and outside the organizational structure, with the purpose of ensuring the required communication process between the different parties. (Daliou, 2003)

Institutional communication is defined as a form of communication through which the institution expresses itself, regardless of the nature of the target public, aiming to create a good feeling toward it. (Demont & Alain Liiane-Lugol, 2006)

Institutional communication is the set of techniques and communicative means adopted by institutions to make the public know about them and to promote their existence and objectives. These communications are directed toward a diverse public, and these techniques aim to build a positive image of the institution and strengthen its relations with different stakeholders. (Hélène & Libaert, 2011)

Institutional communication is also defined as the process of sending messages and signals directed to different audiences, which mainly aim at improving its image, strengthening its relations, promoting its products and services, and defending its interests. (Thierry & Westphlen, 2012)

Therefore, institutional communication is a strategic process focusing on promoting the institution itself and enhancing its reputation, as it contributes to providing the necessary information through different means and ensuring the continuity of communication, which supports decision-making and helps to achieve the institution's goals.

Moreover, digital institutional communication is the transfer and flow of data and information in the form of "text, audio, and visual" between the units of the institution and outside it in different directions through the Internet network, by using modern communication technologies and means within the digital environment. (Ziad, 2023)

Digital institutional communication means all the communicative practices and processes adopted by the institution in using digital media and technologies (such as websites, social networks, emails, internal platforms, and smart applications), to ensure an effective flow of information, strengthen interaction, improve organizational coordination, and support the institution's image and identity in a changing digital environment.

2. Objectives of Institutional Communication:

The most important objectives that institutional communication performs can be summarized as follows:

- Expressing the personality of the institution through its communicative messages;
- Creating a good reputation for the institution, maintaining it, and developing it;
- Building a strong identity for the institution that qualifies it to compete in the market;
- Establishing a culture specific to the institution and contributing to achieving harmony between all forms of communication;
- Building solid relations based on the principle of mutual trust between the different parties dealing with the institution;
- Establishing a digital system that depends on modern technologies. (Sabea, 2021)

3. Functions of Institutional Communication:

Communication plays a central role in enhancing the institutional and organizational value of the institution, which makes it more than just a production link in the market but rather a dynamic entity that effectively interacts with its internal and external environment. It has an influence that goes beyond the simple productive dimension. From here comes the importance of institutional communication in achieving the success and sustainability of the institution through several functions. (Makhtarbouri, 2025)

- **Enhancing internal communication:** Internal communication is one of the aspects of institutional communication, and it is part of a comprehensive system of regulating the flow and exchange of information that aims to achieve informational and relational balance. The particularity of internal communication lies in the target group, which includes all employees of the institution. The goal is to reach every employee

effectively to ensure that everyone is aware of what is happening inside the institution and feels part of this system. Internal communication:

- Strengthens transparency within the institution and builds trust between management and employees by providing a platform for information exchange clearly and effectively.
 - Also contributes to motivating employees and increasing their engagement in work, which leads to raising the level of productivity and achieving institutional goals better.
- **Developing external communication:** It includes all forms and processes of the institution's communication toward the external world and target groups, such as visual communication that defines the identity of the institution and its products. It aims to improve its reputation outside the institution among different audiences such as potential and current clients, suppliers, and financiers. It includes public relations tools and sponsorship operations. The development of external communication is a vital part of any institution's strategy to communicate with the external world and the target public.
 - **Crisis management:** Institutional communication requires the preparation of plans and strategies to handle potential crises, ensuring a quick and effective response. Also, effective communication during crises maintains the correct flow of information and reduces the possible damages to the institution's reputation.
 - **Digital communication:** It strengthens the institution's ability to communicate effectively with its target public through the Internet and social media. Digital communication allows the institution to monitor and protect its online reputation by interacting with the public and managing content. The tools of digital communication (emails, social media, etc.) play a basic role in daily institutional operations, as they allow work teams to stay connected throughout the day, enabling them to interact around work issues. They also facilitate communication among employees without the need to be in the same place.
 - **Research and evaluation:** Institutional communication involves collecting and analyzing data about the effectiveness of different communication strategies to improve performance. It also includes evaluating the success of communication campaigns and measuring their impact on the public and public relations, which helps in improving future strategies.

Second: The Concept of Digital Transformation

1. Definition of Digital Transformation:

Digital transformation is considered the change associated with applying digital technology in all social aspects, so digital transformation is an urgent necessity imposed by the rapid development in using information technology means, and this transition to new information technology systems, or implementing digital services, is not an easy matter as it often requires creating new jobs inside institutions.

Digital transformation is the investment in thinking and changing behavior to cause a radical transformation in the way of work, by benefiting from the great technological development that has occurred to serve the beneficiaries in a faster and better way, and digital transformation provides huge

potentials for building effective, competitive, and sustainable communities, through achieving radical change in services for different parties from consumers, employees, and beneficiaries, with improving their experiences and productivity through a chain of appropriate processes, accompanied by reformulating the procedures necessary for activation and implementation. (Ja'ij', 2021)

Digital transformation is defined as: the pursuit to achieve organizations' strategies and develop innovative and flexible business and operational models through investing in technologies and developing talents and reorganizing operations and managing change to create value and new experiences for customers, employees, stakeholders, and beneficiaries. (Muhammad, 2023)

It is also defined as: the process of companies transitioning to a business model that relies on digital technologies in innovating products and services, and providing new revenue channels and opportunities that increase the value of its products. (Al-Zahra, 2022)

Digital transformation can also be defined as: the cultural, organizational, and operational change of institutions and that through the smart integration of technologies, processes, and digital competencies and from within all levels and functions, in a phased way, and developing processes inside organizations in modern and creative ways benefiting from digital technologies. (Noura, 2025)

So digital transformation means introducing digital technologies into various communication networks, and transforming its services and its administrative and communicative paths from the traditional pattern to the electronic and digital pattern by employing modern digital technological methods and electronic platforms and digital communications via the Internet network in the process of exchanging information between workers and those dealing with the institution, which will contribute to the process of decision-making and developing institutional performance in a way that aligns with achieving the goals set by the institution.

2. Requirements and Mechanisms of Digital Transformation for Institutions:

Digital transformation has resulted in a great change at the institutional sector level, and this is due to the technological revolution at the level of projects and institutions and their various products, so digital transformation has changed all traditional roles of producers to new roles represented in a new style of relations and business models, which led to the emergence of new digital platforms resulting in diversity and volume in products and services that led to an increase in the speed of transactions, which created new opportunities and challenges for institutions of all sizes seeking to keep up with this development, according to many mechanisms that contribute and help this transformation represented in the following: (Ja'ij', 2021)

✓ **Defining objectives:** It should be in this stage discussing the objectives of the desired project to be undertaken, and defining its objectives clearly, and taking the views of the concerned parties with the transformation project from the beginning, and collecting sufficient information about the current situation of the existing information institutions with the transformation project;

✓ **Providing the technological environment:** Digital transformation is built using a system of hardware, data and storage, and software that operate within technological environments and information centers that allow using all assets with non-interrupted operational efficiency, as it requires ensuring an appropriate service level for institution members, their customers, and suppliers through professional teams responsible for

managing the technological system and network infrastructure whether this system is local or cloud-based;

✓ **Providing human resources:** Human resources constitute a vital aspect especially in the institutional sector, as institutions find it difficult to digitally transform without it, as it requires providing qualified cadres capable of using data and analyzing it for effective decision-making, as it requires planning visions and implementing them by specialized and qualified human competencies possessing scientific experiences and this within the framework of the will for change and development;

✓ **Providing financial resources:** Financing is considered one of the pillars on which digital transformation relies to purchase equipment for implementing various digital technologies in institutions whether small, medium, or emerging;

✓ **Determining the materials to be digitized:** The main objective of any digital project is transforming materials from their traditional form (printed) to digital form that is read and retrieved digitally, so determining the resources to be digitized is considered one of the important steps that should be included in the strategic plan for digital transformation;

✓ **Determining the ways of digital transformation for the resources to be digitized:** There are multiple ways that can be followed to transform materials to digital form, and each institution must determine the method it sees appropriate for it to carry out the digitization process;

✓ **Determining the entity that will carry out the transformation process:** For the digital transformation process in institutions there are two options: either the information institution carries out the digitization process itself, or delegates this task to an external commercial institution specialized in digitization, so the institution should precisely determine the entity that will carry out the transformation process, and agree on what is required, which contributes greatly to the positive progress of the digitization process;

✓ **Determining who will carry out the monitoring and follow-up process:** And in this stage reviewing and following up what has been transformed from materials to digital form, to ensure their quality and clarity during retrieval or making them available to beneficiaries;

✓ **Storing and preserving digitized information containers (cloud storage):** Digitizing information containers requires large storage spaces on the information institution's servers because most transformation operations use different image formats which usually take large sizes proportional to their quality level;

✓ **The system used in digitization:** Digitization operations for information sources need systems that provide advanced services that help flexible transition and contribute to linking different sources with each other;

✓ **Organizing digitized information containers:** With the technological progress in the last two decades especially with the emergence of the Internet, some new organization standards have appeared that are compatible with the Internet environment, and this requires taking those standards into consideration during organization;

✓ **Availability and printing rights:** The main objective of the digitization process in general lies in making it available to beneficiaries but there are many considerations that must be taken into account when making those digitized resources available such as

intellectual property rights, fair use, determining access permissions and others. (Ja'ij', 2021)

So the components that represent adopting digital transformation inside institutions (Alimtailiq, 2024)

- Using modern technologies such as: (artificial intelligence, Internet of Things, big data analysis, cloud computing, robotic process automation, 5G technology, Big Data);
- Developing the technological infrastructure;
- Training employees and qualifying them to work with new technologies;
- Improving processes and procedures through automation and digitization;
- Investing in cybersecurity.

II. Digital Institutional Communication Strategies

Effective communication through digital media has become an urgent necessity to ensure the integration of internal and external operations, and to keep up with the rapid digital transformations. Therefore, it has become obligatory for institutions to have a communication strategy that relies on possessing an integrated digital communication system which is an essential element for improving institutional performance in institutions.

1. Definition of Digital Communication Strategy:

The communication strategy is defined as: "putting a plan to achieve a specific goal based on the available resources and capabilities while taking into consideration the different environmental challenges". (Rahim, 2008)

Digital transformation strategies are defined as: "a plan or approach adopted at the institutional level, aiming to build an effective digital transformation culture and includes these strategies the processes and goals and guidelines and control structures, and works as a tool for coordinating the different digital activities". (Zineb Korachi, 2020)

And it is also defined as: "a designed plan or method or means, adopted at the institutional level to build a correct digital transformation culture, and it is processes and goals and guidelines and control structures in the digital transformation process and works as a front for coordination between different activities". (Zineb Korachi, 2020)

So it is a planned and integrated set of policies and procedures and digital means that the institution adopts, to organize and manage the flow of information and interaction with various internal and external actors.

2. Levels of the Strategy:

Specialists in this field see that it is divided into three levels: (Abu Qahf, 2002)

- **The First Level: The General Strategy of the Institution** This type of strategy relates to the organization as a whole where it determines its directions in dealing with the external environment through it the strategic vision is built by the higher board of directors which sets before its eyes the basic and important opportunities that the environment grants and also the major threats that this latter may form. In addition to what the project as a whole constitutes of strengths and weaknesses points

- **The Second Level: Strategies of Basic Units (Workers Units Level)** This level of strategies is linked to institutions that possess branches and different formations of products, offered in targeted and diverse market sectors, each branch of these branches forms a distinct strategic unit with a set of characteristics different from other units, but all these strategies serve the general strategic goals, heads of branches and main activities of the institution participate in building these strategies to obtain an integrated unified strategy.

- **The Third Level: Functional Strategies** And these are strategies set at the level of functions in the institution and which include: financing, human resources,...etc. And each manager responsible for these functions must determine the extent of his function's contribution in achieving the strategy.

3. Successful Digital Transformation Strategies:

And they are represented in the following diverse strategy: (Timizare, 2024)

- **Strategy of Clarifying the Vision:** It is based on defining the desired results from digital transformation before dealing with technical needs, instead of following the traditional tactical approach that relies on quick solutions, it is necessary to build a vision based on long-term value. This strategy requires involving business and technology experts to determine the implementation path, taking into consideration the flexibility of the infrastructure and reducing the technological work burden through solutions like cloud computing. This vision contributes to defining the required improvements and how to measure the impact of technology on achieving them, with raising key questions for business leaders and information technology to precisely determine the requirements;
- **Strategy of Enhancing Leadership Collaboration:** This strategy relies on collaboration between decision-makers in business and information technology to achieve digital transformation results. The success of this strategy requires directing questions between different departments to ensure understanding of technology requirements and benefits, and enhancing collaboration between different teams to avoid risks and increase performance effectiveness;
- **Strategy of Building Digital Transformation:** This strategy needs a clear vision and successful leadership participations, with focusing on using success stories to adopt digital transformation. It relies on innovation and providing new experiences like cloud computing and artificial intelligence, while considering alleviating concerns related to job loss. It calls for investing in this transformation initiatives with flexible budgets and introducing modern technologies to improve efficiency and reduce costs;
- **Strategy of Updating the IT Entry:** It relies on updating current systems without the need to replace them completely using hybrid solutions and technologies like: application interfaces and programming to enhance security and flexibility. It aims to improve services while reducing reliance on old systems, and determining appropriate technology partners to alleviate compliance and security burdens.

These strategies show that successful digital transformation relies on a clear vision and effective collaboration between departments, and choosing appropriate technological solutions to improve efficiency and flexibility and ensure sustainable security.

III. The Challenges Facing Institutions When Adopting Digital Communication Strategies

As it has been shown that the process of digital transformation inside institutions faces many obstacles and financial and institutional and human challenges that prevent its success, and they can be summarized as follows: (Belqadi, 2024)

- ✓ Digital transformation requires a technological infrastructure with relatively high cost and therefore the lack of allocated budgets for these programs is one of the challenges facing the implementation of digital transformation;
- ✓ Lack of trained human competencies with sufficient skills capable of dealing with information and communication technology as there is a shortage in the internet connection process in many different areas;
- ✓ Excessive bureaucracy or strict internal systems, and also the issue of intellectual property rights where there are no clear and strong laws related to intellectual property rights for digital information sources and this matter constitutes a major challenge in front of information institutions;
- ✓ Changing customers' needs and difficulty in convincing them of the advantages of digital transformation among the major challenges facing institutions, added to that the challenges of the organizational process of the institution, as digital transformation needs to make essential changes in each of the infrastructure, the organizational structure and the organizational philosophy of the institution, and updating it in line with renewed developments;
- ✓ Lack of competencies and capabilities empowered inside the institution and capable of leading the digital transformation program and change inside the institution;
- ✓ Fear of information security risks as a result of using technological means.

It is clear that the most important obstacles that are strategic challenges hindering the digital transformation process in institutions are the lack in the communications infrastructure, lack in competencies and empowered capabilities capable of change and leading transformation programs and absence of qualified employees, and the lack in budgets allocated for this process, information security risks in light of using technological means, privacy and information security, absence of a comprehensive digital strategy from one side.

And from another side we find that at the human level it is noticed that resistance to communicative change is one of the most prominent obstacles before digital transformation, as employees tend to stick to traditional communication channels, as a result of weak digital qualification or fear of losing control over information flow. Also the lack of digital communication competencies negatively reflects on the institution's ability to invest digital platforms in a strategic way, which leads to formal use of technology without achieving added communicative value.

As for the technical level, institutional practices show that weakness of digital communication infrastructure and lack of integration of channels and platforms leads to distortion of messages and dispersion of the target audience, whether internal or external. Also it contributes to the information overload resulting from multiplicity of digital media in weakening the clarity of the communication discourse and reducing its effectiveness, in light of absence of smart mechanisms for managing communication content.

And regarding the security dimension, we find that digital transformation imposes increasing challenges related to protecting the confidentiality of communication messages and securing data

circulated through digital channels, as weakness of awareness of digital communication security, along with absence of clear policies for safe use of platforms, makes the communication process vulnerable to hacking or misuse, which affects the institution's credibility and its audience's trust.

As for the organizational level, the main challenge appears in the absence of an integrated digital communication strategy that integrates digital transformation within the institution's general communication vision. Often digital tools are adopted isolated from a clear communication governance framework, in addition to weakness of coordination between communication units and information technology, which limits the effectiveness of the digital initiative and keeps institutional communication in a framework of functional fragmentation.

And accordingly the success of digital transformation strategies in institutions remains dependent on adopting a comprehensive approach that takes into account the interaction between the human element, technical readiness, digital security requirements, and organizational flexibility, to ensure rebuilding institutional communication on effective and sustainable digital bases.

Conclusion:

Digital transformation is no longer just a technical choice inside the administrative organization, but it has become a strategic entryway that reshaped the nature of institutional communication in terms of its tools, its patterns, and its functions inside the institution. The adoption of digital technologies has contributed to the transition from linear one-way communication to interactive communication with multiple channels, based on speed, transparency, and engaging different actors.

That is because institutional communication strategies go beyond the mechanical use of technology in the context of digital transformation, to include rebuilding a communication culture, and developing human competencies, and consecrating the logic of coordination and integration between organizational units. However this transformation faces multiple challenges, most prominent of them is resistance to change, weakness of technical readiness, and cybersecurity risks. In addition to absence of clear communication governance inside these institutions.

And therefore the effectiveness of organizational communication remains dependent on the ability of the administrative organization to adopt a comprehensive vision for digital transformation, that integrates communication strategies within the general administrative project, with providing a flexible organizational environment, and sustainable investment in human and technical resources. The digital age requires the transition from the logic of partial technical updating to the logic of comprehensive strategic transformation, which enhances organizational performance and establishes trust between the institution and its internal and external environment.

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