

## **The Role of Digital Transformation Mechanisms in Improving Services in NGOs**

**By**

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**Abstract**

The study aimed to identify the mechanisms of digital transformation and their role in improving services in NGOs. It focuses specifically on the obstacles facing the implementation of digital transformation mechanisms to improve services in NGOs and to propose practical procedures to activate such mechanisms of digital transformation. It is a descriptive analytical study, which rely on a comprehensive social survey method for the leaders and employees of the NGOs under study in the academic year 2023/2024. The total number of the sample is 78 individuals. The study tool consisted of a questionnaire for leaders and officials in the NGOs under study. The study recommends some proposals to activate the mechanisms of digital transformation to improve services in NGOs .

**Keywords :**

Mechanisms – digital transformation – civil societies – improvement.

**الملخص :**

استهدفت الدراسة تحديد آليات التحول الرقمي في تحسين الخدمات بالجمعيات الأهلية ، وتحديد المعوقات التي تواجه تنفيذ آليات التحول الرقمي في تحسين الخدمات بالجمعيات الأهلية والوصول الى مقترحات لتفعيل آليات التحول الرقمي في تحسين الخدمات بالجمعيات الأهلية. وتعد هذه الدراسة من الدراسات الوصفية التحليلية ، واعتمدها الدراسة على منهج المسح الاجتماعي الشامل للقيادات والعاملين بالجمعيات الأهلية محل الدراسة للعام الجامعي ٢٠٢٣/٢٠٢٤ م وعددهم (٧٨) مفردة . وتمثلت أداة الدراسة في استمارة إستبيان للقيادات والمسؤولين بالجمعيات الأهلية محل الدراسة وتوصلت نتائج الدراسة إلى وضع مقترحات لتفعيل آليات التحول الرقمي في تحسين الخدمات بالجمعيات الأهلية .

**الكلمات المفتاحية :**

آليات - التحول الرقمي - الجمعيات الأهلية - تحسين

## I. Introduction to the Study Problem

Digital transformation is a moving target, so it requires high digital maturity. It has the ability to facilitate the provision of services to members of society, saving time, effort and cost; it also generates autonomy in the functions of the social system and creates various functional, social and economic opportunities in the labor market to replace traditional jobs (Anthony & Robin, 2020). The Organization for Economic Cooperation and Development (OECD) report states that digitization does not pose a threat to traditional jobs, but will change the way jobs are provided, which supports the social well-being in societies (OECD, 2018)

The state has worked hard to strengthen and develop the Information and Communication Technology (ICT) infrastructure, implement plans and strategies to achieve its goals to reach a digitally integrated and interconnected government. The state has also expanded the provision of services in order to improve the work environment and raise the level of performance within various state institutions. (Ibrahim, Cabinet Report, 2022).

Social welfare services programs require a solid and extensive digital infrastructure, since these services are not limited to individuals in society, but extend to the social organizations that provide these services. Therefore, there is always a real need for a strong system that protects the beneficiary data. In the same context, we find that social welfare services are linked to other areas such as administrative, educational, health, and technical services for their continued integration, as their integration embodies the goals of social welfare in society which primarily aims to raise the level of social well-being of individuals.

The importance of digital transformation becomes more apparent when we consider it as one of the main concepts of the digital revolution that leads us to the knowledge age. The strong transformative nature of this technology has a profound impact on the way people deal, work, exchange social relations and communicate in various parts of the world (Bouhlouf, 2020, p. 188). The importance of digital transformation is that it has an impact on social life, access to basic health, education and financial services, encouraging social inclusion, increasing employment opportunities, connecting communities, reducing inequalities, digitizing information, and automation of services, to achieve the goals, (Tayyar et al., 2021).

The technological progress that has been achieved in the world in recent years, especially the development of smartphones, tablets, and the increasing spread of social networks and electronic applications, has led to an increasing demand for these technologies and applications. It also helped in the expansion and flourishing of the digital content industry (Ali, 2017, p. 40), which includes digital awareness, which the current research focuses on to determine its role in improving services in NGOs.

There is no doubt that large community institutions that work in the field of social development enable NGOs to build their organizational capacities and achieve the quality of their projects by helping them to identify financial, information and human resource requirements (Hegazy, 2006, p. 2559). Large institutions also contribute to the training of modern NGO workers by providing them with the skills of using modern technology and information systems, in addition to training them to use

strategic planning for programs and projects of sustainable development (Bunku Hok et al,2003,p. 45).

It is clear that the revolution of smart phones and software applications has been able to attract large percentages of the beneficiaries of these programs. These applications have facilitated communication because they transcend the boundaries of time, place, and physical connection to computer networks (Johari and Kashgari, 2014,p. 41) .The term *super-speed awareness* refers to digital awareness based on the idea of marketing the necessary awareness of the important role played by information and communication technologies in generating, processing, classifying, exchanging and publishing information among societies. Digital content that includes all these matters has gained great importance in this era (Bawadi, 2017, p. 258).

Egypt has launched a plan to achieve comprehensive and sustainable development 2030 by developing a strategy that targets information digitization within various social bodies, whether governmental or civil society (African Union, 2020). The Digital Egypt Vision 2030 represents a comprehensive plan that serves as a cornerstone to transform Egypt into a digital society. Transforming Egypt into a digital society depends on three main axes, namely digital transformation, digital skills and jobs, and digital creativity. These axes depend on important foundations, namely developing digital infrastructure and providing the regulatory legislative framework for the National Communications and Information Technology Strategy.

To achieve digital transformation in NGOs, a set of requirements must be available, as Al-Shuwairi's study (2020) indicated that the requirements for achieving digital transformation in NGOs are topped by human requirements, which are available to a medium degree, followed by infrastructure, maintenance and information, and financial and administrative requirements which are available in a low degree. The obstacles to achieving digital transformation in NGOs lie mainly in economic and social obstacles.

The new digital technologies have forced organizations to shift from specific and inflexible structures and hierarchies to horizontal structures that achieve easy coordination through technological tools. Moreover, the relationships among employees are rearranged to make them more horizontal instead of the traditional vertical relationships. This is done to reduce the gaps among employees and decision makers, and increase automatic roles that assign each employee specific tasks, according to the requirements of the situation without the constraints red tape and authority. This was proven by the results of a study conducted by Plesner et al (2018).

The digital transformation in NGOs requires the introduction of modern information technology in addition to the need to make changes in applicable laws and regulations, organizational structures and administrative practices. Digital transformation requires emphasizing the role of senior leaders in maintaining the identity of the society and the personal identity of individuals in light of the tremendous boom in technology and the impact of the digital age on societies. (Buckley & Patricia, 2003).

## II – Literature Review

A study by Ali (2017) indicated that digital technology has captured the attention of children, who rely heavily on it as a primary source of information and guidance more than the family. Digital technology influence children and shapes their awareness and attitudes related to various issues raised online and on social

networking sites. The study recommended the need for spreading awareness about the judicious use of the modern technological tools and how to employ them in the advancement, progress and protection of the country.

The study of Asmaa Khalil (2018) demonstrated that social innovation is of great importance in human capital. Social innovation may be a product, production process or technology. Furthermore, it may be a principle, idea, law, social movement or combination of more than one element. Generally, social innovation includes improvements, developments or innovation of new additions to social processes and social institutions.

The study of Lama bint Ali Al-Mashikhi (2019) aimed to identify the role of social innovation in improving social sector services. The study recommended that social organizations should work to change the traditional strategies by which they operate and adopt social innovation to provide solutions and meet needs. Social innovation should be adopted as a strategy when making their policy, defining their vision and goals, designing their programs, and providing their services.

The study by Messner (2019) emphasized that digital media contribute to the development of users' awareness; therefore, they need to prepare safe, specific, and reliable content when used in educating citizens in society through active and purposeful interactive education; to achieve desirable and beneficial results for the individual and society in all fields. The investment of digital media in developing users' awareness should be based on a vision with clear educational message that overcomes all challenges to reach, benefit and convince users. The success of digital awareness in achieving its goal can be judged by users' exchange of the awareness message and their contribution to spreading the awareness message.

The results of the Samara (2020) study indicated the importance of moving from manual paper procedures to electronic procedures. This transition has an impact on the quality and accuracy of electronic services, and it requires the participation of all state institutions in all fields to formulate policies and strategies, change people's cultures and thinking patterns, and work to spread community awareness of the importance of digital transformation (kutzner, 2018, p.3).

The study of Hafez (2021) emphasized the need to identify the procedures and mechanisms necessary for the adoption of e-services and the pillars that must be available through the design of the information system.

Al-Shuwairi's study (2020) indicated that the requirements for achieving digital transformation in NGOs was topped by human resources, which are available to a medium degree, followed by requirements related to infrastructure, maintenance and information, and financial and administrative requirements whose availability is low. The main obstacles to achieving digital transformation in NGOs are economic and social ones.

Jesup's study (2021) emphasized the importance and impact of digital awareness in building awareness of the community towards the targeted important issues. Digital awareness can generate sympathy and support via multiple means and it should be based on an integrated policy. The study recommended studying and investing in digital awareness through social media, in order to address community issues.

The results of the Fonseca & Picoto's study (2020) confirmed that responsible and large community societies enable small societies to improve the five most important competencies to achieve digital transformation: training staff on how to evaluate data, information and digital content, and how to interact, collaborate and manage data, information and digital content through digital technologies.

The results of Mansour's study (2021) indicated the need for the availability of experts and specialists in the field of digital technology and the development of leadership skills in terms of administrative and information technology, which is what the community organization strategy seeks to provide in community development units.

The study Abu Kreisha (2022) emphasized that the digital means, such as social media and its networks, which exploit modern technology effectively can contribute to the development of information awareness among the members of society. Digital tools have become an effective source to obtain information, and it contributes positively in modifying the people's convictions. In addition, digital tools contribute effectively in shaping information awareness for people, raise the level of general culture for others, help in the formation of opinions and ideas about community issues, and develop awareness of values, events, and community issues.

The Badran's study (2023) indicated the need for raising awareness, via awareness activities on social media platforms, according to the regulations and the goal of those awareness activities, and the need to monitor and control them for the benefit of the country. The study also emphasized that disciplined awareness campaigns on popular social media sites can play an effective role in serving society if it is well employed in a controlled, monitored and purposeful manner.

### **Relating the current Study to literature Review:**

- 1-Most of the previous studies emphasized the importance of information technology and digital transformation in NGOs in order to be able to achieve their goals.
- 2-The importance of digital transformation in social life and improving the services provided by NGOs.
- 3-The current study agrees with previous studies in emphasizing the importance of digital transformation mechanisms in improving services in NGOs.
- 4-The current study benefited from the previous studies in the formulation of the research problem, which emphasized the importance of the current study.

### **III Significance of the Study:**

- 1-The study is in line with the global trend in technology, digital transformation, and the use of information technology.
- 2-NGOs seek to develop their services taking into account the use of modern technology tools to achieve the quality of its services.
- 3-NGOs serve a large sector of the population of community, which requires devoting more attention to them and improving the level of quality of services, and this can only be done through an effective digital system that facilitates access to beneficiary data when needed.



**IV: - Objectives of the study**

- 1-Identifying the mechanisms of digital transformation in NGOs.
- 2-Identifying the technological mechanisms for digital transformation in NGOs.
- 3-Identifying the mechanisms that help develop the performance of NGO's employees.
- 4-Identifying the obstacles facing the implementation of digital transformation mechanisms to improving services in NGOs.
- 5-Suggesting proposals to activate the mechanisms of digital transformation to improve services in NGOs.

**V. Study Questions:****The study is based on the following questions**

- 1-What are the mechanisms of digital transformation in NGOs?
- 2-What are the technological mechanisms for digital transformation in NGOs?
- 3-What are the mechanisms that help develop the performance of NGO employees ?
- 4-What are the obstacles facing the implementation of digital transformation mechanisms in improving services in NGOs?
- 5-What are the proposals to activate the mechanisms of digital transformation in improving services in NGOs?

**VI. Concepts of the study:****A- The Concept of Digital Transformation:**

Digital transformation is defined as the process of transforming government sectors and companies to a business model that relies on digital technology to innovate products and services and provide new channels of revenue that increase the value of their products. In its narrow sense, digital transformation refers to the use of computers and the Internet to obtain economic value more efficiently and effectively. In a broader sense, it refers to the changes brought about by technology in general in the implementation of processes and transactions and interaction with them (George, 2020).

According to Al-Balushiya et al. (2020, p. 2), digital transformation is defined as "The use of information and communication technology to develop organizational performance, increase effectiveness and efficiency in the level of providing government services through the use of modern and renewable technologies". Anthony & Robin (2020) defined digital transformation as "A whole series of different technical projects, which the organization must work with to face change effectively".

Digital transformation is also viewed as the use of digital technologies, which require a change in organizational processes or the creation of new business models that affect human life" (Reis, et al, 2018). According to Abdul Rahman (2013, p. 419), the word *Tahwal* in Arabic is a noun which is derived from the verb *tahwala*, which means a change from one position to another.

**Operational definition of Digital transformation in the current study:**

- ١-Using ICT to improve the services of NGOs.
- ٢- Moving from a paper-based system to a digital system based on the use of advanced technology and the preservation and use of data and information .
- ٣-Developing the services of NGOs through the use of an effective digital network.

٤- Using virtual social networking sites to facilitate communication between administrators and beneficiaries.

### **B. The concept of civil societies:**

Kandeel defines NGOs as “ Non-profit and non-governmental organizations that provide humanitarian services and to help others, by relying on volunteers to implement its programs with full coordination with the state and the society” (Ben Jumaan, 2015, p. 180). According to Brown et al ( year), civil society, which is referred to as the non-profit sector, of which NGOs are an important part is an area of association and action independent from the state and the market. Citizens can organize civil society activities to achieve individual and collective purposes that are important to them (Teegen, 2004, p. 2).

NGOs are non-profit organizations that are active in the fields of social welfare, social services and voluntary or non-profit local development. They are based on voluntary work and efforts to serve the community in which they are established. They are often used as a bridge between official and unofficial institutions which provide human services. The founding members of the society share a sense of commitment towards the needs and issues of the society (Al-Jawhari, 2020, p. 110).

### **VII: Methodology:**

Methodological procedures of the study

- ١-**Type of the study:** This study is considered a descriptive study which aims to describe the subject or the research issue, determine its characteristics and identify it qualitatively and quantitatively (Aboul-Nasr, 2004, p. 131).
- ٢- **The type of method used:** Shafiq (2005, p. 87) refers to the method that the researcher follows to examine the issue under study. The current study relied on a comprehensive social survey method for the leaders and employees of the civil societies in the study. The sample size is 85 individuals and the researcher was able to reach (78 individuals) of the sample and apply the tool on them.
- ٣- **Study tools :** The data collection tools consisted of a questionnaire for the leaders and officials of the NGOs under study about the mechanisms of digital transformation in improving services in NGOs.
- ٤- **Reliability of the tool :** The tool was presented to (15) faculty members of the Faculty of Social Work at Helwan University and the Higher Institute of Social Work 6 October, and an agreement rate of not less than (80%) was relied upon, and some phrases were deleted and some were reworded. Accordingly, the form was drafted in its final form.
- ٥-**Stability of the tool:** The stability of the tool was calculated using the Cronbach's alpha coefficient for the estimated stability values of the questionnaire on the mechanisms of digital transformation in improving services in civil societies on a sample of (15) members of the study community, and the results came as shown in the following table;

Table (1) Stability results using Cronbach's alpha coefficient (n=15)

Cronbach's alpha	Variable	No.
٠,٨٤	Stability of the questionnaire for the Helwan neighborhood as a whole.	١

These levels are considered high and acceptable and the results reached by the tool can be relied upon in order to reach more honest and objective results of the

questionnaire form. The results can be relied upon and thus the tool became in its final form. The tool was designed according to the steps of building tools in their initial form based on the theoretical framework of the study and previous studies related to the study in addition to utilizing some scales and test forms related to the subject of the study to identify the phrases that relate to each of the variables of the study. The face validity of the semi-structured interview guide for experts was calculated, as it was presented to (10) faculty members of the Faculty of Social Work at Helwan University and the Higher Institute of Social Work 6 October, and an agreement rate of not less than (80%) was adopted. Some phrases were deleted and some were reworded.

### **6-Scope of the Study:**

#### **a) Spatial Area**

The spatial area was limited to (*Tadamon* Society, Upper Egypt Development Society, *Tora Cement* Society, *Al-Roqi* Society, Al-Nour Society). The researcher chose these Societies because they are already implementing digital transformation. The officials of these societies agreed to apply the field study, and the administrators of these associations have technical and administrative expertise related to digital transformation in NGOs.

#### **(b) The human domain**

All the 85 respondents work in the NGOs under study. The researcher had contacts with (78) members of the whole sample for the application of the questionnaire.

**(C) Time frame:** The data collection period was from 2/25/2024 to 3/29/2024.

### **7-Statistical analysis methods:**

The data were processed by computer using the program (SPSS .V. 17.0) designed as Statistical Package for the Social Sciences. The following statistical methods were applied;

(١) Frequencies and percentages.

(٢) Arithmetic mean.

It was calculated for the triple scale by:

$$\text{Arithmetic mean} = K (\text{yes}) \times 3 + K (\text{to some extent}) \times 2 + K (\text{no}) \times 1 / n$$

(١) Arithmetic mean is used to judge the level of the relationship between the dimensions of good governance and NGOs' ability to achieve their goals. The categories of the triple scale are yes (three degrees), to some extent (two degrees), no (one degree). To determine the length of the cells of the triple scale (lower and upper limits), the range = largest value - smallest value (3 - 1 = 2) was calculated, divided by the number of cells of the scale to obtain the corrected cell length (2/3 = 0.67). This value was then added to the lowest value in the scale or the beginning of the scale, which is the integer one, to determine the upper limit of this cell, so the length of the cells is as follows:

Low level	If the average value of the phrase or dimension ranges from 1. 1.67
Medium level	If the average value of the phrase or dimension is more than 1.67. 2.35
High level	If the average value of the phrase or dimension is more than 2.35. 3

**3- Standard deviation:** It is useful in identifying the differences among the respondents' responses and it also helps in ranking the statements with the arithmetic mean if the statements are equal in the arithmetic mean. The statement with the lower standard deviation takes the first ranking.

(٤) **Range:** It is calculated by the difference between the largest value and the smallest value.

(٥) **Cronbach's alpha:** For the estimated stability values of the study tools.

(6) **Frequency columns:** To describe the responses of the respondents in graphical forms

Presenting and analyzing the results associated with the study tables

### **A:Description of the Study Population:**

#### **Analysis of the general description of the respondents**

##### **1-Sex:**

Table (٢) distribution of respondents according to sex No.= 78

responses		sex	No.
Percentage	No.		
٨٢,١	٦٤	male	١
١٧,٩	١٤	female	٢
١٠٠	٧٨	<b>Total</b>	

The previous table shows the distribution of organizational leaders by sex. The largest percentage of respondents is males (64 individuals representing 82.1%), while the percentage of females (14 individuals) represented 17.9%. The previous results confirm that the highest percentage of the respondents are males, which indicates the poor representation of women in leadership in civil societies compared to males.

##### **2 -Age:**

Table (3) Distribution of respondents by age

Responses (N=٧٨)		Age	No.
%	No.		
١٧,٩	١٤	. ٣٠	١
٣,٨	٣	. ٣٥	٢
١١,٥	٩	. ٤٠	٣
٣٧,٢	٢٩	. ٤٥	٤
٢٩,٥	٢٣	٥٠ years or more	٥
١٠٠	٧٨	<b>total</b>	
٤٥,٣		<b>x</b>	
٧		<b>Σ</b>	

The previous table shows the distribution of respondents by age as follows:

-The largest percentage of respondents are in the age group of (45-50) years by a percentage of (37.2%) with (29 items). The lowest percentage in the age group is (35-40) years by percentage of (3.8%) with (3 items). The average age of the respondents is (45) years approximately, with a standard deviation of (7) years approximately.

##### **(٣) Marital status:**

Table (4) Distribution of respondents by marital status

respondents (N=٧٨)		marital status	م
%	ك		
١١,٥	٩	Single	١
٧٣,١	٥٧	married	٢
٢,٦	٢	Divorced	٣
١٢,٨	١٠	widow	٤
١٠٠	٧٨	<b>Total</b>	

The previous table shows the distribution of respondents according to marital status as follows:

- The largest percentage of respondents regarding their marital status is married (73.1%) (57 individuals) and the smallest percentage is divorced (2.6%) (2) individuals.

**(٤) Educational status:**

Table (5) Distribution of respondents according to educational status

respondents (N=٧٨)		educational status	No.
%	No.		
٩	٧	Literate	١
٥,١	٤	Below Intermediate qualification	٢
١٧,٩	١٤	Intermediate qualification	٣
٣٤,٦	٢٧	Above Intermediate qualification	٤
٢٨,٢	٢٢	University degree	٥
٥,١	٤	Postgraduate degree	٦
١٠٠	٧٨	<b>total</b>	

The previous table shows the distribution of respondents according to educational status as follows:

-The largest percentage of respondents have an above-average qualification (34.6%) with 27 items and the lowest percentage is of those with less than average qualification. The Postgraduate degree qualification represents (5.1%) with (4 items).

**(٥) - Occupation:**

Table (6) Distribution of respondents by occupation

respondents (N=٧٨)		Occupation	م
%	No.		
٥٦,٤	٤٤	Governmental sector	١
١٦,٧	١٣	Private sector	٢
١٩,٢	١٥	Freelance	٣
٧,٧	٦	Pension	٤
١٠٠	٧٨	<b>Total</b>	

The previous table shows the distribution of the respondents by job, where the largest percentage (56.4%) included 44 individuals of the respondents who work in the government sector, but the lowest percentage (7.7%) include 7 pensioners.

**(b) Presentation and analysis the Results associated with the Digital Transformation Mechanisms :**

**(١)Mechanisms of digital transformation in NGOs:**

Table ( 7) Mechanisms for digital transformation in NGOs

order	Standard deviation	Arithmetic mean	Weighted total	No				Yes				Phrases	N O
				%	no	%	no	%	no				
١	٠,٥٤	٢,٦٣	٢٠٥	٢,٦	٢	٣٢,١	٢٥	٦٥,٤	٥١	Training employees to use internet networks efficiently	١		
٣	٠,٥٥	٢,٤٦	١٩٢	٢,٦	٢	٤٨,٧	٣٨	٤٨,٧	٣٨	Building partnerships between NGOs to achieve their goals	٢		
٥	٠,٧١	٢,٤٤	١٩٠	١٢,٨	١٠	٣٠,٨	٢٤	٥٦,٤	٤٤	Developing staff	٣		

order	Standard deviation	Arithmetic mean	Weighted total	No		quite		Yes		Phrases	N O
				%	no	%	no	%	no		
										awareness of the culture of digital transformation in NGOs to achieve their goals	
٨	٠,٨٥	٢,٠١	١٥٧	٣٤,٦٢	١٧٢	٢٩,٥٢	٣٣	٥,٩٢	٢٨	Creating a favorable climate for NGOs to work on digital transformation to achieve their goals	٤
٦	٠,٥٥	٢,٤١	١٨٨	٢,٦٢	٢٥٣	٨,٤٢	٤٣	٦٣	٤	Training NGO workers on the use of digital transformation platforms to market NGO programs	٥
٤	٠,٥	٢,٤٥	١٩١	.	.	٥٥,١٤	٣٤	٤٤,٩٣	٥	Upgrading internal networks, which affects the quality of communication within departments	٦
٧	٠,٥٢	٢,٣٢	١٨١	٢,٦٢	٢٦٢	٨,٤٩	٣٤	٦٢	٧	Following up on NGOs in using information technology in their services.	٧
٢	٠,٥	٢,٥	١٩٥	.	.	٥٠	٣٩	٥٠	٣٩	Providing staff with the necessary knowledge about digital transformation to implement the organization's activities.	٨
<b>High level</b>	<b>٠,٣٧</b>	<b>٢,٤</b>	<b>The whole variable</b>								

The previous table shows the mechanisms for digital transformation in NGOs as follows: in the first place was training workers to use internet networks efficiently with an arithmetic mean of (2.63), and in the last place was providing a suitable climate in NGOs to work on digital transformation to achieve their goals with an arithmetic mean of (2.01).

**(2) Technological mechanisms for digital transformation in NGOs:**

**Table (8) Technological mechanisms for digital transformation in NGOs**

respondents (No.=٧٨)		<b>No.</b>
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order no	Standard deviation %	Arithmetic mean no	Weighted total	No		quite		Yes		Phrases
				%	no	%	no	%	no	
٣	٠,٥٦	٢,٣٧	١٨٥	٣,٨	٣	٥٥,١٤	٣٤	١	٣٢	Continuously updating the NGO database
٥	٠,٥	٢,٣٢	١٨١	١,٣	١	٦٥,٤٥	١٣٣	٣٢	٦	Providing modern electronic platforms to help NGOs implement digital transformation.
١	٠,٥٣	٢,٤٧	١٩٣	١,٣	١	٥٠	٣٩٤	٨	٣٨	NGOs continuously updating their online platforms to achieve their goals.
٢	٠,٥٥	٢,٤٤	١٩٠	٢,٦	٢	٥١,٣٤	٠٤٦	٢٣	٦	The organization's keenness to move to digital transformation.
٤	٠,٥٨	٢,٣٥	١٨٣	٥,١	٤	٥٥,١٤	٣٣٩	٧	٣١	Building a database of NGOs secured by modern electronic means
٦	٠,٨٧	٢,٠٥	١٦٠	٣٤,٦٢	٧٢	٥,٦٢	٠٣٩	٧	٣١	Providing state-of-the-art electronic devices that enable digital transformation to implement the organization's activities.
٧	٠,٧٦	٢	١٥٦	٢٨,٢٢	٢٤٣	٦٣	٤٢٨	٢٢	٢٢	Developing new information systems that help the organization achieve its goals.

respondents (No.=٧٨)										Phrases	No.
order no	Standard deviation %	Arithmetic mean no	Weighted total	No		quite		Yes			
				%	no	%	no	%	no		
Medium level	٠,٣٢	٢,٢٩	The whole variable								

The previous table shows the technological mechanisms of digital transformation in NGOs through the following factors; in the first rank came the keenness of NGOs to continuously update the electronic platforms to achieve their goals with an arithmetic mean of (2.47). In the last place came the development of new information systems that help the society to achieve its goals with an arithmetic mean of (2).

**(٣) -Digital transformation mechanisms to improve the performance of NGO workers**  
**Table ( 9 ) Mechanisms of digital transformation to develop the performance of NGO workers**

Study Sample (N =٧٨)										phrases	No.
order no	Standard deviation %	Arithmetic mean no	Weighted total	No		quite		Yes			
				%	no	%	no	%	no		
٥	٠,٦٤	٢,١٤	١٦٧	١٤,١	١١٧	٥٧,٤٥	٢٨,٢	٢٢	Improving the capacity of workers in innovation to achieve the goals of NGOs.	١	
٤	٠,٦٣	٢,١٥	١٦٨	١٢,٨	١٠٥	٥٩,٤٦	٢٨,٢	٢٢	Providing NGO workers with the knowledge, expertise and technological skills needed to work	٢	
٧	٠,٧٧	٢,٠٣	١٥٨	٢٨,٢	٢٢٤	٤١,٣٢	٣٠,٨	٢٤	Encouraging employees to pay attention to modern technology to achieve the goals of NGOs	٣	
٣	٠,٥٤	٢,١٧	١٦٩	٧,٧	٦٧,٩	٥٣,٢٤	٢٤,٤	١٩	Hiring technology specialists to train workers on how to apply digital transformation to achieve the goals of NGOs.	٤	
١	٠,٥٣	٢,٣٣	١٨٢	٢,٦	٢٦١,٥	٤٨,٣٥	٣٥,٩	٢٨	Training workers to use computers to implement the activities of NGOs.	٥	
٢	٠,٦٤	٢,١٨	١٧٠	١٢,٨	١٠٥,٤	٥٦,٤٤	٣٠,٨	٢٤	Building the capacities of staff to use digital platforms to market NGO programs and activities.	٦	
٦	٠,٦٨	٢,١٤	١٦٧	١٦,٧	١٣٦	٥٢,٤١	٣٠,٨	٢٤	Continuous assessment of the staff's ability to use digital platforms to achieve the organization's policy.	٧	



Study Sample (N=78)										phrases	No.
order no	Standard deviation %	Arithmetic mean no	Weighted total	No		quite		Yes			
				%	no	%	no	%	no		
8	0,76	1,97	104	29,0	23	43,7	34	26,9	21	Preparing qualified technical cadres to provide services to all categories of beneficiaries.	8
7	0,77	2,03	108	28,2	22	41	32	30,8	24	Achieve team collaboration during service delivery.	9
Average level	0,36	2,13	The whole variable								

The previous table shows the mechanisms of digital transformation to develop the performance of NGOs' workers. Training workers to use computers to implement the activities of NGOs came in the first ranking with an arithmetic average of (2.33). The last ranking is for preparing qualified technical cadres to provide services to all categories of beneficiaries with an arithmetic average of (1.97).

#### (4) Obstacles facing the Implementation of Digital Transformation in NGOs:

respondents (No.=78)										Phrases	No.
order no	Standard deviation %	Arithmetic mean No.	Weighted total	No		quite		Yes			
				%	No.	%	No.	%	No.		
7	0,82	1,76	137	48,7	38	26,9	21	24,4	19	Officials' resistance to innovative ideas related to developing the work of NGOs	1
3	0,5	2,33	182	1,3	1	74,1	50	34,6	27	Lack of experience and skills of workers to use modern technology to develop the work of NGOs.	2
4	0,45	2,22	173	1,3	1	75,6	59	23,1	18	Lack of human and material resources to develop the work of NGOs.	3
1	0,52	2,38	186	1,3	1	59	46	39,7	31	Officials cling to traditional methods and inability to use modern methods to advertise NGO services.	4
2	0,58	2,36	184	5,1	4	53,8	42	41	32	Lack of computers in NGOs.	5

respondents (No.=٧٨)										Phrases	No.
order no	Standard deviation %	Arithmetic mean No.	Weighted total	No		quite		Yes			
				%	No.	%	No.	%	No.		
٦	٠,٧١	٢,٢١	١٧٢	١٦,٧	١٣	٤٦,٢	٣٦	٣٧,٢	٢٩	Lack of specialized technicians to maintain computers in NGOs.	٦
٨	٠,٧٤	١,٦٥	١٢٩	٥٠	٣٩	٣٤,٦	٢٧	١٥,٤	١٢	Lack of staff trained in the use of modern technology in NGOs.	٧
٥	٠,٥٣	٢,٢٢	١٧٣	٥,١	٤	٦٧,٩	٥٣	٢٦,٩	٢١	Lack of continuous updating of the NGO website.	٨
<b>Average level</b>	<b>٠,٣٣</b>	<b>٢,١٤</b>								<b>The whole variable</b>	

Table ( ) Obstacles facing the implementation of digital transformation in NGOs  
 The previous table shows the obstacles facing the implementation of digital transformation in NGOs. The officials' clinging to traditional methods and their inability to adopt modern methods to advertise the services of NGOs came in the first place, with an arithmetic average of (2.38). The low number of workers trained in the use of modern technology in NGOs is in the final rank, with an arithmetic average of (1.65).

(٥) Proposals to activate Digital Transformation in NGOs

Table (10) Proposals to activate digital transformation in NGOs

المبحوثين (ن=٧٨)											Phrases	NO.
order No.	Standard deviation %	Arithmetic mean No.	Weighted total	No		quite		Yes				
				%	No.	%	No.	%	No.			
٢	٠,٥	٢,٤٧	١٩٣	.	.	٥٢,٦	٤١	٤٧,٤	٣٧	Providing a common database between employees and beneficiaries to facilitate communication between them	١	
٨	٠,٥١	٢,٢٩	١٧٩	٢,٦	٢	٦٥,٤	٥١	٣٢,١	٢٥	Developing the institutional structure of NGOs	٢	
٤	٠,٥٢	٢,٤١	١٨٨	١,٣	١	٥٦,٤	٤٤	٤٢,٣	٣٣	Simplifying the procedures for obtaining services from NGOs	٣	

order No.	Stand ard dev iation %	Arith metic mean No.	Weig hted total	No		quite		Yes		Phrases	NO.
				%	No.	%	No.	%	No.		
٥	٠,٦١	٢,٤١	١٨٨	٦,٤	٥	٤٦,٢	٣٦	٤٧,٤	٣٧	Activating complaints and providing immediate solutions.	٤
٦	٠,٥٩	٢,٣٨	١٨٦	٥,١	٤	٥١,٣	٤٠	٤٣,٦	٣٤	Continuous development in NGO services	٥
٣	٠,٥٣	٢,٤٧	١٩٣	١,٣	١	٥٠	٣٩	٤٨,٧	٣٨	Providing the necessary material and human resources	٦
٧	٠,٥٨	٢,٣٧	١٨٥	٥,١	٤	٥٢,٦	٤١	٤٢,٣	٣٣	Establishing committees to follow up and continuously supervise the performance of NGO workers.	٧
١	٠,٥٣	٢,٤٩	١٩٤	١,٣	١	٤٨,٧	٣٨	٥٠	٣٩	Attention to continuous training for employees to develop their ability to solve issues.	٨
١	٠,٥٣	٢,٤٩	١٩٤	١,٣	١	٤٨,٧	٣٨	٥٠	٣٩	Empowering workers to use modern digital technologies to work in NGOs.	٩
<b>High level</b>	<b>٠,٣٣</b>	<b>٢,٤٢</b>	<b>The whole variable</b>								

The previous table shows the proposals to activate digital transformation in local NGOs. Enabling workers to use modern digital technologies in the work of NGOs came in the first order, as well as paying attention to continuous training for workers to develop their abilities to solve issues with an arithmetic mean of (2.49). The development of the institutional structure of NGOs ranked last with an arithmetic mean of (2.29).

### IX: General results of the study

**1 -The results related to the mechanisms of digital transformation in NGOs are as follows:** Training workers to use Internet networks efficiently occupied the first place. Providing a suitable climate in NGOs to work on digital transformation to achieve their goals was in the final rank.

**٢-The results related to the technological mechanisms of digital transformation in NGOs through the following;** the interest of NGOs in updating electronic platforms continuously to achieve their goals ranked first. The last ranking was the development of new information systems that help the association to achieve its goals.

**3-Mechanisms of digital transformation to develop the performance of NGO workers:** training workers to use computers to implement the activities of NGOs ranked first, whereas the last rank was preparing qualified technical cadres to provide services to all categories of beneficiaries.

**4 -Obstacles facing the implementation of digital transformation in NGOs:** The officials' clinging to traditional methods and their inability to adopt modern methods in

advertising the services of NGOs ranked first, whereas the low number of workers trained in the use of modern technology in NGOs came in the last place.

**5-Proposals to activate digital transformation in local NGOs;** enabling workers to use modern digital technologies in the work of NGOs, as well as paying attention to continuous training for workers to develop their abilities to solve issues ranked first the first, whereas the development of the institutional structure of NGOs came last.

**Tenth :**

Based on the theoretical frameworks of the way society is organized in social service and based on the opinions of experts in this field, some indicators can be developed to activate the mechanisms of digital transformation in improving services in NGOs within the framework of the following principles :

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