

**Ministry of Higher Education and
Scientific Research**

**Higher National School of
Management
Kolea**



وزارة التعليم العالي والبحث العلمي

**المدرسة الوطنية العليا للمناجمت
القليعة**

GRADUATE DISSERTATION

Presentation with a view to obtaining an academic master's degree in the specialty

MANAGEMENT OF ORGANIZATIONS

Effects of Organizational Change Caused by the COVID-19 Pandemic Case Study: Logitrans

Prepared by
Mr. Haroune FOURAR

Supervised by
Dr. Mehdi BOUCHETARA

Jury President
Examiner

Ali
Yasmine

BELAIDI
MOHAMED AZIZI

Academic year
2022/2023

ABSTRACT

The aim of our work is to investigate how the COVID-19 epidemic affected the organizational change procedures at the logistics group Logitrans. The theoretical chapter offers a literature review, a conceptual framework, and models of change. The methodological chapter describes the organizational environment, the two employed approaches, the qualitative method, and the quantitative methodology, utilized to gather and analyze data through semi-structured interviews, conducted with 8 directors in the Logitrans Covid crisis unit, and a financial analysis to measure the company's performance. The results of the study show the employing of a change model "McKinsey's model" in this case helped to manage the change implementation process and its management. This study attempts to offer lessons that can be applied to other businesses facing comparable issues by looking at the particular instance of Logitrans, COVID-19 effects, employees' satisfaction, and the financial and economic performance and survival.

Key words: COVID-19, Organizational Change, Change, Logistics

RÉSUMÉ

L'objectif de notre travail est d'examiner comment l'épidémie de COVID-19 a affecté les procédures de changement organisationnel au sein du groupe logistique Logitrans. Le chapitre théorique propose une revue de la littérature, un cadre conceptuel et des modèles de changement. Le chapitre méthodologique décrit l'environnement organisationnel, les deux approches utilisées, la méthode qualitative et la méthodologie quantitative, utilisées pour collecter et analyser des données à travers des entretiens semi-structurés, menés avec 8 directeurs de l'unité de crise Covid de Logitrans, ainsi qu'une analyse financière pour mesurer la performance de l'entreprise. Les résultats de l'étude montrent que l'utilisation du modèle de changement "Modèle McKinsey" dans ce cas a aidé à gérer le processus de mise en œuvre et de gestion du changement. Cette étude vise à fournir des enseignements pouvant être appliqués à d'autres entreprises confrontées à des problèmes similaires en examinant le cas particulier de Logitrans, les effets de la COVID-19, la satisfaction des employés, ainsi que la performance et la survie financières et économiques.

Mots clés : COVID-19, Changement organisationnel, Changement, Logistique

ملخص

الهدف من عملنا هو التحقيق في كيفية تأثير وباء COVID-19 على إجراءات التغيير التنظيمي في مجموعة اللوجستيات لوجيترانس. يقدم الفصل النظري استعراضًا للمراجع الأدبية وإطارًا مفاهيميًا ونماذج للتغيير. يصف الفصل المنهجي البيئة التنظيمية والمنهجين المستخدمين، الطريقة النوعية والمنهجية الكمية المستخدمة لجمع وتحليل البيانات من خلال المقابلات التي أجريت مع 8 مدراء في وحدة أزمة كوفيد لوجيترانس، بالإضافة إلى التحليل المالي لقياس أداء الشركة. تظهر نتائج الدراسة أن استخدام نموذج التغيير "نموذج مكنزي" في هذه الحالة ساعد في إدارة عملية تنفيذ التغيير وإدارته. تسعى هذه الدراسة إلى تقديم دروس يمكن تطبيقها على الشركات الأخرى التي تواجه قضايا مماثلة من خلال النظر في حالة لوجيترانس الخاصة، وتأثيرات COVID-19، رضا الموظفين، والأداء المالي والاقتصادي.

الكلمات الرئيسية: كوفيد-19، التغيير التنظيمي، التغيير، اللوجستيات

ACKNOWLEDGMENTS

First and foremost, I would like to thank Allah for giving me the strength and motivation to complete this task.

I want to thank my supervisor, Dr. Bouchetara Mehdi, for all of his advice, support, and assistance with this study.

My loving parents Bachir and Salima deserve a lot of praise and gratitude for their help and support throughout this process. I was able to go through the ups and downs of this trip because of their support, love, and faith in me and my talents.

Thank you to Mr. Mahmoud Bacha Mohamed and the personnel of the Logitrans Group for providing me with the opportunity to conduct my study under the ideal circumstances. I greatly loved the energetic and demanding environment you created for me.

I also want to express my gratitude to my dear sisters Marmar, Imene, Rahma, and Nour who were by my side the entire time.

A particular thank you to my close friends Redha, Yassine, Amine, Mohammed, Samer, Chakeur, Abir, Liza, and Aridj who supported me mentally and emotionally as I worked on my dissertation. This process has been less intimidating and more fulfilling thanks to their support, encouragement, and camaraderie.

Last but not least, I'd like to express my gratitude to everyone who contributed—near or far—to the completion of this work.

TABLE OF CONTENTS

ABSTRACT	I
ACKNOWLEDGMENTS	III
LIST OF FIGURES.....	VII
LIST OF TABLES.....	VIII
LIST OF ABBREVIATIONS AND ACRONYMS.....	IX
INTRODUCTION.....	1
Introduction.....	2
Research problem and questions	3
Problem Statement	3
Research Questions	4
Significance of the study.....	4
Methodology	5
Structure of the dissertation.....	5
CHAPTER 1 : THEORETICAL FRAMEWORK	7
Section 1. Literature Review	8
1.1. Change concepts	8
1.2. Organizational change during COVID-19	9
1.3. Organizational change in the logistics field during COVID-19.....	16
1.4. The impact of the COVID-19 pandemic on logistics in the context of sustainable development	19
Section 2. conceptual framework.....	21
2.1. Change	21
2.2. Change management	23
2.3. Types of change	24
2.4. Organizational change	25
2.5. COVID-19.....	26

2.6.	Change resistance	27
2.7.	Reason behind change resistance	27
2.8.	Factors of change resistance	28
2.9.	The evolution of organizational change management.....	28
Section 3. Models of organizational change.....		31
3.1.	Lewin's change model	32
3.2.	Kotter's change model.....	33
	McKinsey's change model	35
CHAPTER 2: DATA AND METHODS.....		38
Section 01 Organizational Context		39
1.1.	History	39
1.2.	Organization	39
1.3.	Business sector.....	40
1.4.	Activities	41
1.5.	Structure	41
1.6.	Main department of LOGITRANS group.....	41
1.7.	Human Resources.....	43
1.8.	The positioning of the Group on the market	44
1.9.	The information systems	45
Section 02. Methodological framework (Qualitative Approach)		48
2.1.	Presentation of the research methodology.....	48
2.2.	Reason for choosing the mixed-method approach	50
2.3.	Research design strategy	50
2.4.	Data collection tools.....	51
2.5.	The research sample (qualitative research).....	55
2.6.	Data analysis.....	56
Section 3. Methodological Framework (Quantitative Approach).....		60

3.1. Epistemological approach	60
3.2. The quantitative research	61
3.3. Data analysis methods	61
3.4. Data sources.....	63
CHAPTER 3: RESULTS AND DISCUSSION	64
Section 1. Results (Qualitative Data)	65
Results presentation and analysis.....	65
Section 2. Results (Quantitative Data).....	73
Section 3. Discussion.....	87
CONCLUSION	95
BIBLIOGRAPHY	99
Bibliography.....	100
Appendix A: FLOWCHART OF THE LOGITRANS GROUP	104
Appendix B: Interview Guide.....	107
Appendix C: Coronavirus Prevention Measures and Rules.....	110

LIST OF FIGURES

Figure 1. The Impact of the COVID-19 Pandemic on Supply Chains in the Example of Polish Clothing Companies in the Context of Sustainable Development.....	19
Figure 2: Logo of LOGITRANS Group	48
Figure 3. Word Cloud	72
Figure 4. 2019 Turnover	75
Figure 5. 2019 Consumption.....	76
Figure 6. 2019 Added Value	76
Figure 7. 2020 Turnover	82
Figure 8. 2021 Turnover	85
Figure 9. Development of Turnover	86
Figure 10. Evolution of Intermediate Management Balances	86

LIST OF TABLES

Table 1. The Profiles of The Interviewees	56
Table 2: COVID-19	67
Table 3. organizational Change.....	69
Table 4. Communication, Resistance and conduct of Change.....	70
Table 5. Long Term Views.....	71
Table 6. International Transportation Component Numbers 2019	74
Table 7. The group in figures 2019	74
Table 8. Financial State 2019.....	75
Table 9. Ratios 2019	77
Table 10. International Transportation Component Numbers 2020	78
Table 11. The group in figures 2020	78
Table 12. Financial State 2020.....	79
Table 13. Subsidiaries' Turnover in COVID-19	80
Table 14. Ratios 2020	81
Table 15. International Transportation Component Numbers 2021	83
Table 16. The group in figures 2021	83
Table 17. Financial State 2021.....	84
Table 18. Ratios 2021	84

LIST OF ABBREVIATIONS AND ACRONYMS

ACS Algerian: Containers Services

AfCFTA: African Continental Free Trade Area

AGS: Algerian Global Service

AMCD: Audit and Management Control Department

ARDS: Acute Respiratory Distress Syndrome

ATL: Academy of Transport and Logistics

CEFD: Consolidation and Equity Finance Department

CEO: Chief Executive Officer

COVID-19: Coronavirus disease 19

EBITDA: Earnings Before Interest, Taxes, Depreciation, and Amortization

GAR: Goal Achievement Rate

HRLAD: Human Resources and Legal Affairs Department

KPI: Key Performance Indicator

OSLEB: Observed School Leader Behaviors

PALCS: Processes and Actions to Leading Change at Schools

R&D: Research and Development

SARS-CoV: Severe Acute Respiratory Syndrome-Related Coronavirus

SME : Small and Medium Enterprises

SNTR : Société National des Transport Routiers

SPA : Société Par Action

TAM: Technology Adoption Model

INTRODUCTION

Introduction

The ability of an organization to retain balance and sustain disturbances or changes is referred to as organizational stability. It includes the capacity to respond to internal and external challenges as well as changes in the market while keeping key components of organizational structure and culture. In order to create a sense of predictability, structure, and common identity within the company, routines and rituals must be established. These customs and practices act as stabilizing influences by promoting teamwork, removing uncertainty, and facilitating effective communication amongst team members. (Jouxtel, 2019)

Organizational stability is essential for long-term success because it increases resilience, promotes wise decision-making, and equips businesses to successfully manage challenging conditions. It is crucial to assess an organization's stability and the extent to which that may affect its capacity to help a community. (Jouxtel, 2019)

The process of introducing significant changes to an organization's structure, operations, culture, or strategies is referred to as organizational change. It entails changing the existing state to the intended future state in order to enhance performance, adjust to market circumstances, or handle internal difficulties. In today's fast-paced and competitive business climate, where businesses must be nimble, inventive, and responsive to survive and thrive, organizational change is of utmost importance. (Smith, Johnson, & Brown, 2022)

Survival and growth depend on businesses' timely and ongoing adaptation to the market's rapid changes. In addition to helping firms run more efficiently, people who easily adjust to change also benefit personally and report higher levels of happiness. The need for change necessitates that businesses and organizations be adaptable, that organizational models be redesigned, that rebuilding continue, that learning methods be used, and that employee training be provided. In this study, we examine how organizational change affects employees. (Halkos, 2012)

The COVID-19 pandemic has brought about unprecedented challenges for organizations worldwide, necessitating significant organizational change to adapt and respond effectively. Organizations have had to adopt remote work and digital technologies, adapt their products, services, and operational processes to meet the changing needs and demands of customers, and accelerate the pace of digital transformation across industries. (Gashi, Sopa, & Havolli, 2022)

Organizations have also had to foster a culture of resilience, agility, and learning to navigate the uncertainties of the pandemic and adapt to the new normal. Successful navigation of the pandemic required effective change management, strong leadership, and a focus on fostering resilience and adaptability within organizations. (Gashi, Sopa, & Havolli, 2022)

Research problem and questions

According to recent research by (Johnson, Smith, & Brown, 2021). Individuals and communities are becoming more divided into several organizational groups, each with its own unique goals. Additionally, organizational change introduces a type of mutation within these units. This is a complicated process that can be mysterious in its roots. This procedure frequently entails internal rearrangement and activity restructuring due to practices that result from a nebulous perception of processes.

Since December 2019, when COVID-19 first appeared in China. The epidemic has reportedly caused a moment of emergency over the world. The shock of this event has altered not only people's way of life but also how businesses operate, leading to a socioeconomic crisis. They consequently experience unexpected transformation. This modification is not always as easy as we may believe; it frequently entails interfering with the installed balances and causes resistances in addition to instability. All those people who will be most affected by the change and its implementation are represented by the change's beneficiaries. (Johnson, Smith, & Brown, 2021)

As the organization first exists with its human components before becoming so with its functions, systems, and components in the second place, organizational change is defined as a shift from one state to another. In our case study, we conduct our research in order to find out what were the factors affecting and imposing the changes performed by the LOGITRANS Group during the COVID-19 pandemic, and what changes were performed and their effects on the company's performance, unity, culture, strategy, and many other aspects, which lead us to adopt the following problematic to our study:

Problem Statement

How has the COVID-19 pandemic affected Logitrans, and what are the organizational changes of these effects on the company and its performance?

In order to understand our subject better, and get to discover its different parts and characteristics, we introduce the following research questions:

Research Questions

- What specific modifications did Logitrans make in reaction to the epidemic? and how did these changes affect the business's operations and culture?
- How were Logitrans' strategies and activities affected by the pandemic?
- What were the main opportunities and challenges that Logitrans' workers faced, and how did they react to the changes?
- How did the modifications affect Logitrans' financial performance and employee satisfaction over the short- and long-terms?
- What insights and lessons did Logitrans take away from this experience?
- What type of assistance did Logitrans offer its staff members throughout the pandemic, and how did that effect how they viewed the changes?

Significance of the study

Organizations all over the world have been greatly impacted by the COVID-19 epidemic, with many being forced to quickly modify their operations and adopt significant organizational changes. The case study of Logitrans offers a special chance to examine the organizational transformation brought on by the pandemic in a particular setting and obtain knowledge that may be helpful for other businesses dealing with comparable issues.

The purpose of this study is to look into how the pandemic affected Logitrans' organizational change processes and the short- and long-term effects these changes had on the business and its staff. We will explore a number of research topics through this study, including how the pandemic affected Logitrans' organizational culture and what adjustments were required to keep workers engaged and productive. We will also look at how the leadership at Logitrans handled the organizational transformation process during the pandemic and how they informed staff members of the changes.

We will also look into the main difficulties Logitrans encountered when implementing organizational adjustments in response to the epidemic and how they were overcome. We will also look at how the organizational changes have affected Logitrans' financial performance, client happiness, and staff morale. In the end, this study will offer insights that

might be helpful for other businesses dealing with comparable interruptions and contribute to the development of strategies for handling organizational change in emergency situations.

Methodology

In order to thoroughly examine the consequences of organizational change brought on by the COVID-19 epidemic on Logitrans, this dissertation employs a mixed-method approach that combines both qualitative and quantitative techniques, resembling (Islam, Baikady, & Ahmed Khan, 2022) using the same methodology to explore and investigate a similar subject.

To fully understand the experiences, roles, and viewpoints of Logitrans employees, directors, and executives as they relate to the changes brought on by the pandemic, the qualitative method principally entails conducting in-depth interviews with these individuals. Thematic analysis,

a popular qualitative research technique that finds patterns and themes in data, will be used to record, transcribe, and analyze these interviews. Analyzing financial and performance data is part of the quantitative approach to determining the immediate and long-term effects of organizational changes on Logitrans. The financial and performance data from the time before, during, and after the implementation of the improvements will be compared in this analysis. We will examine performance measures as well as important financial metrics like sales, profit margins, and return on investment.

We attempt to provide a thorough and nuanced knowledge of the effects of the pandemic on Logitrans' organizational transformation processes, as well as the short- and long-term effects of these changes on the business and its employees. It does this by combining qualitative and quantitative methodologies.

Structure of the dissertation

Three chapters make up this dissertation's structure.

The theoretical chapter, which is the first chapter, is broken up into three components. The literature review, which is the first component, offers a thorough assessment of the body of work on organizational change, particularly as it relates to the COVID-19 epidemic. The conceptual framework, which outlines the study's theoretical foundations and emphasizes the important ideas and variables that are pertinent to the study, is the second section. The

third section, titled "Models of Change," gives a summary of the many theoretical models of change and discusses how well they fit into the context of the ongoing research.

The methodological chapter, the second chapter, is also broken up into three components. The organizational context, which is the first section, gives a thorough overview of the Logitrans Group and the environment in which the study was carried out. The qualitative method approach, which is covered in the second section, describes the steps and methods used to gather and examine qualitative data using interviews. The quantitative approach, which is covered in the third section, describes the steps and methods used to examine quantitative data pertaining to financial and performance measures.

The results analysis and discussion chapter, which is the third chapter, is broken up into three sections. The qualitative research results and analysis, which is the first one, presents and examines the conclusions from the qualitative data gathered through interviewing. The outcomes of the financial and performance metrics study are presented and discussed in the second section, which is devoted to quantitative research results and analysis. The outcomes discussion, which summarizes the qualitative and quantitative data and offers a thorough understanding of the consequences of organizational change brought on by the COVID-19 epidemic on Logitrans, is presented in the third section.

CHAPTER 1 : THEORETICAL FRAMEWORK

This chapter seeks to provide a literature review that outlines prior research on change, change management, and organizational change. It will also study the impact of the COVID-19 health crisis on organizations. The review will cover numerous topics, concepts, and theories linked to change and organizational change, including change conduct and resistance. Additionally, it will investigate alternative organizational change models and their significance in the change implementation process. These topics will be separated into three theoretical sections.

Section 1. Literature Review

In this section, we attempt to summarize prior research and work on organizational change in particular as well as concepts and perceptions about the COVID-19 pandemic and its impacts and consequences in this section, which also provides an overview of the topics studied. Following that, we'll discuss how researchers have approached the subject of organizational change in the COVID-19 era, looking at the strategies they've employed to adapt to the situation and how it affects various business and organizational types, while illuminating the added value and analysis of the subject.

1.1. Change concepts

Introduction and implementation of the change process are essential for a firm to survive and adapt to a problem, such as a pandemic or crisis, and in some situations, to take advantage of the situation and improve some functions and upgrade some organizational components. In the section that follows, we'll introduce some literature that discusses organizational change and its numerous components.

Change, is a method of altering history, that affects an organization to reach a particular level of functionality. (Darmawan & Azizah, 2019)

While organizational change is a process that starts with a stimulus that makes a company aims to switch from one state to another. (Schweiger, Stouten, & L. Bleijenbergh, 2018)

It is also a planned effort to strengthen a company's capacity to better serve its clientele. Organizational change involves people. (Pawar & Charak, 2017)

The idea of change should be viewed as an opportunity to break free from boring routines, and this is where change management comes in. Although it can be unsettling to consider leaving one's comfort zone, it should be seen as an opportunity. To achieve a successful

outcome when implementing changes, officials should consult with change management specialists. It's significant to remember that understanding of change management is not exclusive to corporate settings. In order to successfully implement change, it is crucial to integrate new strategies into the prevalent culture. This entails prioritizing efficiency and customer focus in addition to improving leadership and management techniques. Organizations can foster a culture of continuous improvement by drawing obvious connections between new behaviors and successful results. To maintain the pace of change, this also entails training new leaders and putting succession plans in place. (Lagali-Jirge, 2019)

1.2. Organizational change during COVID-19

Spicer (2020) examines how the COVID-19 outbreak has affected organizational culture. The article's methodology entails a discussion of the author's observations regarding the shifts in organizational culture during the epidemic and a critical assessment on the body of existing literature. The author examines how the epidemic has impacted organizational culture using a variety of sources, including scholarly literature, news stories, and personal observations. In order to create new understandings of the impact of the pandemic on organizational culture and its consequences and results, this technique entails synthesizing and analyzing the knowledge and insights already available.

The analysis of how the COVID-19 pandemic has impacted corporate culture is the main goal of the study. According to the author, the pandemic has significantly altered organizational culture, leading to developments including the adoption of remote work, a greater emphasis on employee well-being, and the requirement for firms to respond swiftly to changing conditions. The paper also emphasizes how crucial leadership is in creating and preserving a healthy organizational culture throughout the pandemic. Organizational culture, which is referred to as the common values, beliefs, and behaviors of a company, is the topic of the research. It also looks at the numerous ways in which the COVID-19 epidemic has affected and changed organizational culture.

The findings indicate that corporate culture has been significantly impacted by the COVID-19 epidemic. The epidemic has made it necessary for enterprises to respond rapidly to changing conditions and has brought attention to the value of employee wellbeing and the necessity of strong leadership. Furthermore, the epidemic has expedited trends like remote work and digital transformation, which will eventually have an impact on organizational

culture. In order to successfully address the difficulties brought on by the pandemic and beyond, organizations must continue to adapt and change their cultures. Although the author did not specifically address organizational change as a distinct idea, it is obvious that the shifts in organizational culture discussed in the essay have something to do with organizational change.

Organizational operations have been significantly disrupted by the pandemic, necessitating changes to their practices, policies, and procedures. These adjustments, which are a type of organizational reform, were motivated by the necessity to adjust to the brand-new conditions brought on by the epidemic. In conclusion, the article sheds light on how the COVID-19 pandemic has affected organizational culture and how businesses have had to alter their strategies in order to cope with the pandemic's new challenges. These adjustments can be viewed as a type of organizational reform that was motivated by the necessity to address the difficulties brought on by the pandemic.

In the following case study, (Lopez, 2022) adopts an explanatory-sequential mixed-methods design and methodology. Data were gathered through semi-structured interviews with school leaders, staff, and parents of students from various schools in the United States, as well as by using the "PALCS" questionnaire about processes and actions to leading change at schools and the "OSLEB" survey of observed school leader behaviors. Thematic analysis was used to evaluate the data, which involves extracting patterns and themes from the data and categorizing them in order to reinforce and improve the researcher's conclusions and data collection techniques.

She presents COVID-19 as an outside force that hinders the implementation of educational activities while schools are closed. She also investigates organizational transformation and how the epidemic has impacted and inspired school closures in an effort to learn more about how schools have handled the crisis and managed the pandemic. All parties involved in the education sector saw a sea change on March 13, 2020, when schools had to close as a result of the COVID-19 epidemic. Due to a lack of planning, school districts were forced to create new programs in order to educate all pupils. Priorities were defined in Los Angeles, the largest school system, to make sure a strategy was created. First and foremost, there was a focus on providing all registered kids with technology tools including Chromebooks, iPads, and hotspots.

Second, all staff members of the school district received professional development on the new remote learning mode as well as training on how to use popular learning platforms and systems like Schoology. To ensure that these two priorities were finished by the conclusion of the 2020–2021 school year, school leaders had to add extra hours to their workdays. Schools created the "@home continuity of learning program," a distant learning program, to guarantee that all children have access to an education. To prevent a substantial setback, the school system kept providing digital tools and gave kids a summer distance learning program. For students to participate equally, school officials had to put new plans into place and make sure that social and economic barriers were removed.

Additionally, they had to make sure that staff members and teachers had the proper training and that resistance to change was not brought on by concerns of failure. Health and safety came in third on the list. Only a specialized team was permitted on campus to clean and disinfect buildings due to the coronavirus's ongoing spread. With school employees, students, and their families exhibiting a range of emotional patterns, mental health became another top priority. All students now have access to mental health services provided by the school district, including online counseling sessions. The school district had put into place a new effort focusing on the detection and prevention of COVID-19 cases by the end of 2020.

The pandemic required school leaders to acquire and discard new skills for managing amid a crisis; this is all regarded as organizational change compelled by an external force. The COVID-19 epidemic also compelled school administrators to put new plans in place for a secure learning environment and supply efficient operational methods. Despite the disastrous effects of the epidemic, it may be seen as a chance to alter and put in place new management and learning practices. The school system started preparing for a new goal in March 2021 when the number of COVID-19 cases had decreased and immunizations were available: making the vaccine accessible to all staff, students, and families.

According to the study's findings, school administrators had a number of difficulties implementing organizational change during the pandemic, including a lack of resources and support, the need to adjust to a rapidly changing environment, and the challenge of maintaining stakeholder engagement and communication. The study also uncovered a number of tactics employed by school administrators to meet these problems, including being proactive and adaptable, placing a high value on teamwork and communication, and offering assistance and resources to both staff and students.

The study's findings emphasize the necessity of strong school leadership during times of crisis as well as the necessity for school leaders to be proactive, adaptable, and responsive to the needs of their schools and communities. Additionally, the study offers policymakers and school administrators advice and insights on how to promote crisis management and organizational transformation in schools in the future.

Another case study about police organizational changes during the COVID-19 pandemic presented by (Maskály, Sanja Kutnjak, & Peter, 2021) that describes how COVID-19 affected the police organizations and the signs and shapes of change implemented by them in order to adapt and deal with the pandemic, using data from 28 countries to examine how the strength of the pandemic (such as infection rates and death rates) and governmental restrictions are related to these changes. The goal of the study is to examine organizational adjustments made by police organizations in various nations in response to the COVID-19 outbreak. The study seeks to determine whether other causes or public health concerns are what are principally responsible for these changes.

In order to evaluate the scope of organizational changes made by police departments in response to the pandemic, the study employed a quantitative methodology approach with a comparative analysis of police organizational changes in twenty-eight different countries, including the United States, Canada, Italy, the United Kingdom, Spain, and France. This was done through an online survey that used a standardized questionnaire. After that, they conducted a statistical analysis of the data to look for trends and connections between the various factors. For the purpose of identifying the adjustments made by police agencies in various nations in reaction to the pandemic, the writers examined official papers, news stories, and scholarly publications. In order to better comprehend the thought process underlying these adjustments, they also spoke with police officials in each nation.

The COVID-19 outbreak put the police, who were first on the scene, in crisis mode. While still providing crucial police services, they had to strike a balance between safeguarding themselves by donning personal protective equipment (PPE) and avoiding needless public interactions. They were also in charge of enforcing recently passed COVID-19 laws, many of which lacked precise instructions and adequate police training. As a result, police departments had to change how they conducted themselves internally and interacted with the general public. When they were given the authority to punish and arrest people for violating COVID-19 restrictions, getting PPE for the officers' personal protection became a top

priority. However, PPE alone was insufficient, so several agencies offered guidance or training on how to use it correctly.

Many agencies reduced unnecessary community interactions and discontinued face-to-face proactive measures like community policing in order to reduce exposure to COVID-19. US police agencies reduced their response to certain service calls and used alternative reporting procedures in response to the pandemic. Even preventing arrests for less serious crimes was prohibited by several agencies. Due to this, most agencies stopped doing in-person training and switched their civilian workforce to remote employment. The severity of the measures, however, varied widely around the world, ranging from light measures in Sweden to total lockdowns in Italy and France. As a result, it's probable that other variables influenced how the government and law enforcement agencies responded to the pandemic.

According to the report, public health concerns were the main reasons police organizations across all six countries underwent major organizational adjustments in reaction to the pandemic. These adjustments included shifting officers' positions, deploying new technologies, altering work schedules, and allowing remote work. The study also discovered that police agencies were vital in implementing public health regulations including lockdowns and social segregation laws. The study also discovered evidence suggesting that certain police organizational adjustments were motivated by motives other than worries about public health. For instance, some police agencies took use of the pandemic to put into practice measures that had been planned before the epidemic, such reorganizing departments or implementing new technologies.

The report emphasizes the need for continued oversight of police organizational adjustments during the pandemic to make sure that they are only motivated by public health considerations. The study provides a carefully organized and well-written analysis that helps readers understand how police organizations have handled the COVID-19 outbreak. Before making any strong conclusions, it is crucial to take into account the study's strengths and limitations as with any other research work.

Gashi, Sopa, & Havolli (2022) Investigate how the COVID-19 epidemic has affected businesses in Kosovo using a qualitative approach. A questionnaire that was distributed online was used to look at how the pandemic has affected sales, employment, financial health, and general economic performance. The goal of the study is to examine how the

COVID-19 epidemic has affected several economic aspects of enterprises in Kosovo, such as their workforce, financial performance, and overall survival. The study's objectives are to shed light on the difficulties faced by businesses in Kosovo during the pandemic and offer alternative solutions to aid in their recovery.

Lockdowns have prompted about 50% of all small enterprises to temporarily suspend their trade activities, according to empirical research carried out globally. Additionally, 60% of Small and Medium-Sized Enterprises (SMEs) face the danger of running out of funds. In times of crisis and recession, like the current COVID-19 epidemic, SMEs are dependent on resources like bank and equity financing, venture capital, and business angel financing, all of which are considerably reduced. COVID-19 caused a loss of 3.3 million firms between February and April 2020, accounting for 22% of all actively functioning businesses in the US. The pandemic led to a decline in economic activity and a decline in the number of active enterprises in a number of areas, including construction, hotels, transportation, and personal services. In order to examine the effect of COVID-19 on business businesses in Kosovo, the study's authors collected demographic data from 205 respondents as part of a sample to have a better grasp of their features. The results showed that male owners controlled 74% of the surveyed businesses while female owners controlled 26%.

According to the research, business founders in Kosovo are primarily men, which is consistent with the information in the Statistical Repertoire of Economic Enterprises in Kosovo. According to the survey, men control roughly 76% of Kosovo's registered enterprises, women control 21%, and 3% of businesses have mixed ownership. Additionally, 77% of respondents had a Bachelor's or Master's degree, which is encouraging because management of businesses needs to be well-prepared to recognize and assess events during the pandemic and create crisis plans. Only 18% of the businesses were led by respondents without a high school diploma, and since these enterprises have been in operation for a while and have a lot of experience, they should be able to efficiently handle the matter with the help of the necessary funding.

The information gathered from the polled businesses also revealed that the majority of the respondents are younger in age and have the necessary educational credentials. According to the Kosovo Agency of Statistics in 2020, Kosovo's unemployment rate was 25%. This unfavorable employment condition put Kosovo vulnerable to the economic crisis brought on by the coronavirus pandemic, creating a delicate labor market. The majority of Kosovo's economic sectors have been significantly impacted by COVID-19, which has weakened the

financial stability of businesses that were stunned by their isolation and lack of chances to manufacture or offer services. As a result, the company's income began to decline while its obligations to banks and other partners continued to be active, setting the stage for bankruptcy. Due to the inability to pay salaries, many firms were obliged to fire staff, either permanently or temporarily, leaving them without a source of income.

A chain reaction resulted from this, resulting in a decrease in purchasing power and a decrease in consumer demand. Businesses have faced difficulties as a result of the COVID-19 epidemic, but it has also created opportunities for innovation. The epidemic has changed how companies present their goods and services to customers, and those who have been able to innovate have had the chance to grow and add more employees. The study found that the majority of the questioned businesses didn't need to hire any additional staff members throughout the pandemic. Only 15% of respondents indicated that they needed to hire new employees during this time, while the remaining 85% did not.

Empirical studies of organizations around the world have revealed that many companies are restructuring to respond to the crisis by implementing new operating standards and developing new goods and services to remain competitive in the market. The findings of the study on the reorganization of Kosovo's commercial firms demonstrate that the surveyed businesses are not falling behind in this area. Due to the new circumstances and the global economic recession, many businesses across the globe have been compelled to look for alternate ways to offer goods and services. According to the study results on this subject, specifically the response to the question "Have you changed the way of delivering your products and services during the COVID-19 situation?" 52% of businesses have modified their delivery strategies, while 48% have not. Despite this, Kosovo's businesses have shown an acceptable degree of environment adaptability.

These businesses have suffered considerable financial losses as a result of the COVID-19 epidemic; 13.1% reported no losses, while 49.7% estimated losses between €100 and €19,999. A little more than 4.4% of businesses reported damages above €500,000, while about 32.7% estimated their losses to be between €20,000 and €499,999. The ability of the surveyed business companies to uphold their contractual obligations has been impacted by the COVID-19 epidemic. According to the findings of our study, 88% of businesses reported having trouble fulfilling their current contracts (34% very trouble, 28% some trouble, and 26% little trouble). Numerous variables, including the closing of international borders, travel

restrictions, and city lockdowns, are likely to have made this problem worse. In contrast, 12% of businesses claimed that they had not run into any issues in this regard.

In conclusion, the epidemic has compelled numerous companies all around the world to alter their organizational systems. These adjustments involve adopting new operating procedures, creating fresh items and services, and coming up with new strategies for delivering goods and services to clients. According to the report, Kosovo businesses have changed how they supply goods and services, demonstrating a reasonable level of flexibility to the environment. It also points out that 52% of the businesses polled have altered how they distribute their goods and services, compared to 48% who have not given it any thought.

In addition, the study discovered that 88% of the surveyed businesses experienced difficulties keeping their current contracts because of, among other things, border closures, restrictions on free movement, and municipal lockdowns. This data demonstrates that, despite the pandemic's effects on organizations, they were able to adapt and face the crisis by implementing organizational changes to their structures and different strategies to help minimize or even avoid damages.

The focus on the internal organization of our study case company and how they monitored the change process and made sure it had positive effects and results are what our study gives in addition to the same findings of this study.

1.3. Organizational change in the logistics field during COVID-19

The COVID-19 epidemic has presented the logistics sector with a lot of unheard-of difficulties by upsetting global supply chains and altering customer behavior. In response, logistics businesses have had to adjust and go through significant organizational changes in order to maintain efficiency and satisfy client needs. Logistics organizations have had to quickly change operations to deal with the pandemic's effects, from implementing remote work policies to rethinking warehouse layouts to ensure social distance.

Various industries are connected through a complex web of supply chains and logistics, according to a quantitative analysis, logistics play a major role in the efficient operation of the economy. During the COVID-19 pandemic, logistics was essential in controlling how the epidemic affected supply chains and production processes. The pandemic affected all supply chain nodes and links simultaneously because of its worldwide reach.

The pandemic caused supply, transportation, and production to face a number of difficulties that decreased their effectiveness. Border restrictions, supply market obstructions, delays in vehicle traffic and international trade, labor shortages, and physical distance at manufacturing plants were some of these difficulties. The epidemic exposed flaws in global supply networks as well, leading to lost sales, unmet demand, and unmet supply. Businesses should learn from the scenario and use resilience and robustness in the supply chain to recover from losses sustained during the pandemic.

The pandemic hastened the adoption of numerous logistics solutions, like as real-time supply chain visibility that aids in process management and decision-making in logistics. In order to meet rising customer demand, technologically improved facilities are now more necessary than ever thanks to the expansion of e-commerce. Due to this rising demand, automation of logistics procedures has assumed a crucial role.

To fulfill this need, semi-automated order picking solutions are being adopted, along with process automation, substantial digitalization of areas like finance and warehouse operations, and support for employees in repetitive or complex tasks. A trend towards digitalization has also been brought about by the pandemic, and logistics firms are now more frequently streamlining delivery procedures and utilizing a variety of sales channels. To adapt to this change, courier businesses have created contactless parcel collection services and cashless payments.

The pandemic has also prompted the opening of new online stores in a number of sectors, including food, multimedia, health and beauty, and home and garden, necessitating the optimization of delivery procedures and the maintenance of effective and practical logistics. Logistics firms were not prepared for the epidemic, which came as a surprise. Its widespread occurrence presented a serious issue, and its effects differed from one country and one geographic location to another. Nobody was immune from its consequences, though. A crucial component of economic activity, logistics gained in significance during the COVID-19 epidemic. The pandemic brought attention to the necessity of supply chain resilience and robustness, and logistics organizations are using novel solutions to react swiftly to disruptions and conditions that are constantly changing in the global supply chain. (Rokicki, Bórawski, Bełdycka-Bórawska, Szeberényi, & Perkowska, 2022)

In another study conducted by (Milewska, 2022), she primarily focuses on Polish apparel industries, and she explores the effects of the COVID-19 epidemic on supply chains in the

context of sustainable development. The study finds that the pandemic uncovered a number of supply chain risk management problems. The article's objective is to show how the COVID-19 epidemic has impacted the supply chains of apparel firms in Poland, taking into account both the short- and long-term effects as well as the viewpoint of sustainable development. With telephone interviews with the managers of the apparel companies as a data source, the author employed a qualitative research methodology.

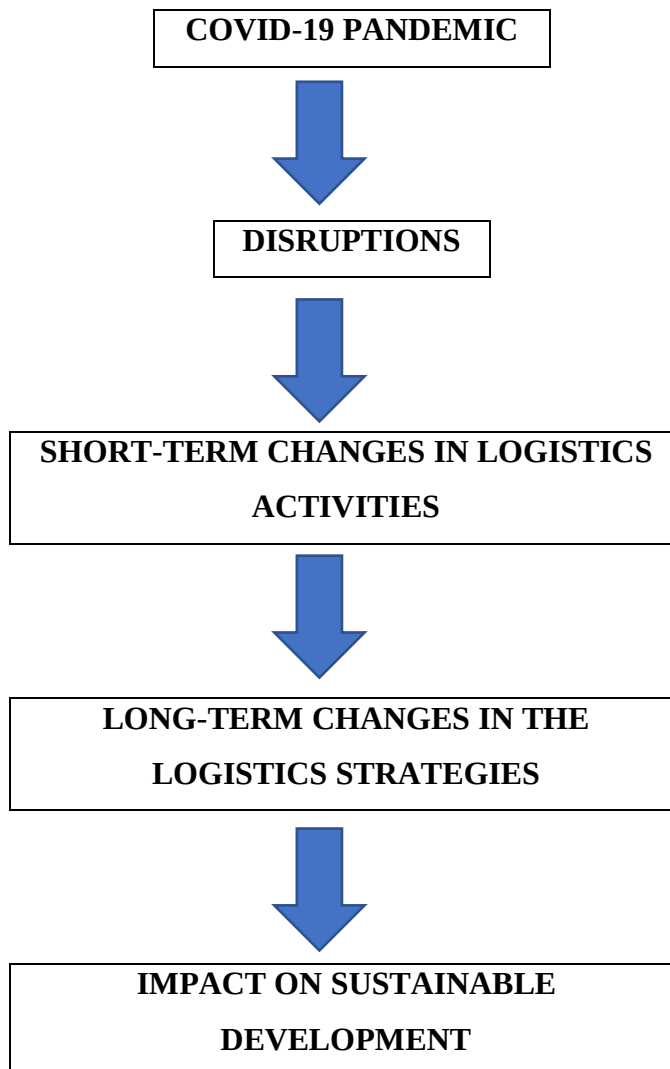
The pandemic's unusual and unanticipated fragilities in supply chains serve as a reminder of how crucial adaptation is when managing supply systems during emergencies. Although the pandemic caused supply interruptions, it had little influence on manufacturing companies' productivity. Nevertheless, depending on their strategies—whether they were local or global—the impact on supply chains differed. According to many experts, global supply chains were more affected by interruptions than local ones. The Polish Economic Institute's research demonstrates that despite disruptions in demand, supply, and maritime transit, global supply chains were inelastic. Only a small proportion of respondents said they were involved in transferring supply chains away from China despite the interruptions. The challenge of reallocating supply or manufacturing is difficult.

The epidemic caused prices for shipping containers from Asia to Europe to surge by up to four times, and both the quality and timeliness of deliveries declined. As a result, output was distributed more closely to the selling market. Quick Response was another modification made by Polish garment producers. Due to their increased online shopping and purchasing behavior, they had to concentrate and place greater emphasis on replying swiftly. The distribution and sales of clothing were affected by the COVID-19 epidemic in all types of Polish businesses that were assessed, including distributor firms, producers of private-label goods, and firms that sew to order. However, the degree of the issue differed amongst businesses.

Various variables, including the location of their showrooms (inside or outside of shopping centers), their ability to sell clothing online, the distance between their sewing factories and distribution centers, and the method of transportation employed for delivery, all had an impact on how each clothing company was affected by the pandemic. The pandemic had a greater impact on retailers of clothing in mall showrooms because the malls were shut down during the lockdown. Large clothing companies that rely on long delivery times and offshore manufacture were particularly badly hit when new products arrived but sales dropped, causing a buildup of inventory in their distribution centers.

1.4. The impact of the COVID-19 pandemic on logistics in the context of sustainable development

Figure 1. The Impact of the COVID-19 Pandemic on Supply Chains in the Example of Polish Clothing Companies in the Context of Sustainable Development



Source. Milewska, B. (2022). The Impact of the COVID-19 Pandemic on Supply Chains in the Example of Polish Clothing Companies in the Context of Sustainable Development. Sustainability; Basel, page 2 of 19.

According to the survey, the pandemic significantly disrupted the supply chains of Polish apparel companies, causing many of them to experience decreased demand and delivery delays. The pandemic has, according to the authors, also had some advantageous impacts, such as raising awareness of ethical and ecological sourcing methods. The study offers suggestions on how apparel companies might better prepare for future disruptions and discusses the significance of the findings for sustainable development in its conclusion.

Due to quarantine or fear of infection, the COVID-19 shutdown and the closure of shopping centers caused many shoppers to purchase clothing online. E-commerce grew quickly as a result of this, with businesses that had previously sold clothing online having a better chance of doing so than those that primarily sold clothing in physical locations. However, due to the abrupt growth of this distribution channel, even businesses who were well-prepared for e-commerce before the pandemic started to have problems with quality delivery. Before the epidemic, some businesses did not have a big internet presence and tried to increase their e-commerce options but ran into problems.

Disruptions in the flow of garments from sewing factories to distribution centers were another problem, particularly when there was a great distance between the two places. This primarily affected businesses who have their distribution operations in Poland and outsource production to sewing factories in low-cost nations. The pandemic increased maritime transport costs and created delays in delivery owing to quarantine in ports and on ships, which decreased the profitability of production in nations with low production costs.

The analysis discovered that the pandemic created supply chain disruptions in all areas of garment manufacturing, distributing, and selling. Lockdowns have a negative impact on traditional retail sales while having a positive impact online. Deliveries of sewed clothing from low-cost nations were delayed, and transportation expenses rose as a result of higher freight rates.

In Poland, production orders for sewing manufacturers decreased, and some firms encountered disruptions because of high absenteeism. Companies' short-term responses to these interruptions included stock building and the search for new contractors. Nevertheless, several businesses undertook long-term strategy changes, such as increasing the share of e-commerce, reallocating production, and developing less reliable ties in supply chains, after realizing that the changes would persist after the pandemic.

These modifications will have an effect on social and ecological aspects of sustainable development. Overall, supply chain leaders anticipate that e-commerce will develop even more. Additionally, they anticipate that regional or local production may replace that from low-cost nations.

There is a general belief that the epidemic will lead to fundamental adjustments in supply chain tactics. Production must be moved from low-cost nations to Europe, and supply chains must be made more adaptable. Representatives in highly globalized sectors, such the apparel

and automotive industries, appear to disagree with this assertion. Unknown are the pandemic's long-term consequences on the operation of the supply chains for clothing, thus the question now is how businesses may control or take use of these effects to improve their performance.

In light of the aforementioned studies, research, and examples of articles written by researchers exploring topics similar to our own or ones that piqued our interest because of their conclusions and comparable context, our study is primarily focused on demonstrating the organizational changes made and their effects in our study case company, or group LOGITRANS, in terms of strategy, culture, and performance during the COVID-19 crisis, as well as how these changes affected the company's performance.

Section 2. conceptual framework

A theoretical framework for comprehending the research problem and directing the investigation is provided in the following section. Additionally, it describes the fundamental theories, ideas, and concepts that are pertinent to our study and explains how COVID-19 and organizational transformation are related, as well as any possible interactions between them. This part defines the backdrop for the study and directs the selection of relevant research methods and data analysis procedures by giving a succinct and clear explanation of the theoretical framework.

2.1. Change

Change is a dynamic, ever-evolving area that draws from several academic fields, including leadership, psychology, organizational studies, corporate history, and neuroscience. This interdisciplinary approach enables change agents to comprehend the intricate dynamics of change and to take wise decisions that will lead to positive outcomes. (Kotter, Akhtar, & Gupta, 2021)

Change is all around us. Many claim that the current time has never seen such rapid, extreme, or significant development. They claim we are dealing with changes that are unprecedented in scope and magnitude. (Beerel, 2009)

CHIAVENATO (1999) claims that change is the primary hallmark of the modern era and is a crucial component of creativity and innovation in enterprises today.

BARBARA (2013) asserts that being psychologically prepared for changes increases a person's likelihood of successfully adjusting to them. However, as it entails letting go of established routines and accepting the unknowable, changing deeply formed habits, beliefs, and attitudes can be difficult. This may instill anxiety and apprehension, which may motivate resistance and cause psychological anguish. People may therefore find it difficult to accept change because they are attached to the security of their old habits of thinking and behavior.

We arrived at a systematic division of changes after a thorough theoretical analysis and in-depth practice-based reflection: changes can be direct or indirect, or they can be divided based on area and duration of influence, the approval procedure, time distance, the ability to decide on change implementation, and cost covering. Organizational modifications have to do with how the project is carried out, whereas direct changes are deviations from the project's approved scope or design. Formal modifications are taken into account, accepted in accordance with a predetermined process, and recorded in the project documentation.

When a client, team member, or group of stakeholders decides on specific changes to the project's goals or a new method of carrying them out without alerting the others, this is known as a "hidden change." If the team intends to achieve the project's goals, necessary changes must be made. Unfunded changes are those whose sources are issues and errors and/or are suggested by team members. Funded changes result in changes to the schedule, specification, and contract. The contractor/project owner is responsible for paying the increased expenses associated with revisions. (Aljaz, 2011)

There are various kinds of organizational changes, including downsizing, restructuring, buyouts, mergers, and acquisitions, to name a few. There are two types of modifications that can be made: episodic or discontinuous changes and continual changes. Organizations are seen to have a lot of inertia during episodic change, however during continuous change, organizations are thought to be more emergent and self-organizing with continuous, changing, and cumulative change.

Another aspect of change is how it happens. Proactive, planned, and programmed change happens when managers foresee events and adjust their organizations accordingly, while reactive change happens in response to outside events. The four types of change in Nadler and Tushman's model-tuning, adapting, redirecting or reorienting, and overhauling or re-creating these two aspects.

It is obvious that obtaining success in organizational transformation processes is a challenging endeavor that necessitates the participation and support of qualified experts. It has been noted that businesses that acquire the right professional assistance tend to advance and achieve their desired results. This revelation is extremely important for organizations, especially those who are just beginning their trip towards the future. (Adriano & de Andrade, 2016)

2.2. Change management

The technique used to improve an organization and maintain its longevity is change management. Only via change can improvement occur, yet not all changes result in improvement. As a result, it's critical to focus on the appropriate items and make the necessary adjustments as needed. Depending on the sort of change, some changes are proactive and well-planned, while others are reactive and unplanned. Change can range from minor daily adjustments to significant enhancements, and it can have an impact on all or just a portion of an organization's activities.

Change management is important at every level, regardless of scope. The entire change process, including its management, leadership, and execution, is the focus when leading change management. The ultimate objective is to produce results that are preferable from the viewpoints of the organization and its staff. Achieving intended goals, resolving any opposition to change, and involving coworkers and participants are all part of change management. (Lehtinen, 2020)

As "taking action in a planned and proactive way to orchestrate a purposeful transformation," this is how we describe change management. The breadth of this transformation may be significant or gradual, but regardless of the scale, change management considers the following three components of change:

1. The change's content (i.e., "What will change?")
2. The change's methodology ("How will the change be carried out?")
3. The dynamics of the shift on people ("How will I support others as they adjust to the change?") (Caldwell, 2005)

(Caldwell, 2005) also shows how change is a fact of life and business that is only going to increase in volume, pace, and complexity. A planned and intentional strategy that considers

the subject matter, approach, and human dynamics involved is required for managing change. Effective change leadership requires a proactive approach rather than a reactionary one. The several types of change, such as evolutionary, developmental, transitional, dramatic, and transformative, are well understood by competent change leaders. Additionally, they must demonstrate a number of attitudes and behaviors, including flexibility, strategic thinking, results-driven focus, cooperation abilities, and the capacity to promote openness and understanding. Understanding change management is a talent that effective change leaders emphasize developing.

- Be ready for change.
- Control the process of change.
- Acquire skills in change management.
- Plan the modification.
- Adapt to change.

A change could necessitate modifying current structures, acquiring new skills, adjusting the workload, etc. It is important to successfully manage each of these effects in order for the transition to take place. Monitoring the change from the present condition to the desired state is necessary. Support for new procedures, emergency planning, risk management, plans, and change management challenges must not be overlooked. Although training is a crucial component of the process, it is frequently handled improperly when a transition is taking place. It is hence to blame for the failure of many organizational changes. (Adriano & de Andrade, 2016)

2.3. Types of change

Understanding the type of change we are experiencing is the first step in managing change. Understanding the causes and effects of change can help us better respond to it and assist others in coping with it. The size, rate, and impact of change also show us what has to be done to properly manage it. Change can take many different shapes.

It can occasionally be connected to significant shifts in the environment, as well as how people and things are seen. Other times, the organizations we work with take the initiative and implement new regulations, reorganize our workplaces, or do something else. Changes

vary greatly from one another. Below are descriptions of the five transitions that we frequently go through: (Caldwell, 2005)

1. **Evolutionary change:** Slow and incremental.
2. **Developmental change:** Making something better through enhancing it.
3. **Transitional change:** A transformation that calls for something fresh and new.
4. **Dramatic or sweeping change:** Sudden change that is frequently thrust upon us.
5. **Transformational changes:** Complete alterations, conversions, or renovations.

General illustrations of each sort of change include the following:

-Evolutionary: Starting a fitness program, building a relationship, and phasing out a product line.

-Developmental: Streamlining a work process, becoming an expert in a field, or remodeling a home.

-Transitional: Setting up a new computer system, relocating, or taking care of an elderly parent.

-Dramatic or broad-reaching: Mandatory regulatory change, becoming a parent, quitting employment.

-Transformative: Career changes, acquisitions or mergers, and relocation to a different culture.

2.4. Organizational change

Organizational change is the process of making significant changes to a company's culture, technology, infrastructure, or internal procedures. With this concept in mind, the management of organizational change is viewed as a strategy for leveraging change to obtain a favorable result and comprises three main phases: preparation, implementation, and follow-through. (Lopez, 2022)

Sistare (2022) claimed that analyzing the existing condition and imagining the desired outcome for the company's future prosperity are necessary for organizational change.

Organizations adapt to succeed. And this benefit isn't necessarily monetary. Sometimes the goal is to simply foster better interpersonal relationships, speed up internal processes, or encourage staff participation in a new initiative. (Adriano & de Andrade, 2016)

Organizational change can be implemented in a variety of ways, and each strategy is anticipated to produce the best outcomes. Organizations must choose a change model that fits the precise change they want to make and take the appropriate actions in order to succeed. Organizations face numerous problems in the rapidly changing global business environment, which forces them to constantly enhance their procedures and business models. (Ionescu & Bolcaş, 2018)

2.5. COVID-19

The novel coronavirus that causes COVID-19 is a disease that has just been identified, according to the Centers for Disease Control and Prevention (2021). While minor symptoms are common in those who get COVID-19, it can potentially cause serious sickness and even death. Severe disease is more likely to affect some groups, such as older persons and people with certain underlying medical disorders.

The new coronavirus SARS-CoV-2 that first surfaced in Wuhan, China in December 2019 is responsible for the infectious respiratory disease COVID-19. The illness has an incubation period of 2–14 days, with fever, coughing, and weariness being the most typical symptoms. Other symptoms can include sore throat, body aches, and a loss of taste or smell, but these are less common. While the majority of COVID-19 cases are low to moderate in intensity, some people may experience significant side effects such pneumonia, acute respiratory distress syndrome (ARDS), severe respiratory disease, or other issues. Older age, underlying medical disorders such as diabetes or heart disease, and immunosuppression are risk factors for COVID-19-related severe illness.

There is presently no known particular antiviral treatment for COVID-19; instead, the diagnosis is often made through laboratory testing, such as polymerase chain reaction (PCR) testing of respiratory materials. Supportive care, including oxygen therapy, fluid control, and complication management, make up the majority of management. The following preventative actions are recommended for COVID-19: immunization, physical separation, mask use, hand cleanliness, and avoiding crowded places. The COVID-19 pandemic has had a profound influence on healthcare systems, economics, and cultures around the world, underscoring the value of international cooperation and readiness for infectious disease epidemics in the future. (Lai, Shih, Ko, Tang, & Po-Ren, 2020)

2.6. Change resistance

From an organizational perspective, change resistance is a phase that is both normal and important. When people oppose change, it is frequently taken as a sign that they are committed to the company and the problem at hand. This is regarded as a mature and critical style of thinking. By engaging in critical thinking and blocking the implementation of bad ideas, this phase can assist prevent improper changes from taking place, which can benefit the company going through the change process. Without opposition to change, a lot of bad ideas could be put into practice for no good reason. Change implementers should therefore see resistance to change as a valuable source of feedback.

Change agents may be able to make better decisions as a result of the feedback given. Thus, it is essential to spot and comprehend possible roadblocks early on that could prevent or delay the transformation. Where there is change, resistance is probably present. Change management and change resistance are intimately associated. The fact that change is sometimes accompanied by opposition and barriers makes leading and facilitating change frequently regarded as a challenge. Change resistance is a normal, essential, and significant part of the change process, thus it's not altogether a bad thing. Resistance should be viewed as feedback for the change proposal, indicating what needs to be changed. (Lehtinen, 2020)

2.7. Reason behind change resistance

Organizations frequently experience resistance to change, therefore it's crucial for change agents to understand how to deal with it. Criticism is a normal component of change management and can reveal important information about the causes of resistance. It's crucial to pay attention to the opinions of those who express criticism since they frequently have a strong sense of commitment to the organization and the transformation process. It's crucial to understand that every organization is distinct and that they may all respond to change in a different way. Therefore, in order to properly handle the resistance, it is imperative to comprehend its underlying causes.

Prioritizing and addressing the most significant types of resistance is crucial because it's not always possible to handle all forms of opposition. Resistance is frequently brought on by fear, so it's crucial to let the team know that resistance is common and acceptable. It's critical to foster an atmosphere where staff members feel free to voice their worries and viewpoints.

Organizations can successfully manage change and adapt to new situations by dealing with opposition to change in an efficient manner. (Lehtinen, 2020)

2.8. Factors of change resistance

Arifin (2019) discusses that in the current business environment, when businesses are continuously looking to enhance their performance, adapt to shifting market conditions, and maintain competitiveness, the relevance of organizational change is discussed. Organizational change, however, may be difficult and frequently encounters resistance from staff members who may be wary or resistant to adopting new working practices. Kamarul Arifin examines a variety of research that have been done in this field to better understand employee attitudes regarding organizational change.

These studies have outlined a number of critical elements that can affect employees' attitudes about change. Employees may experience work uncertainty, for instance, if they think the change will lead to job losses or diminished job security. If they are unsure of how the change will affect their work or their place within the business, employees may also be afraid of the unknown. Employees may have a lack of faith in management if they believe the change is being forced upon them without their consent or involvement.

He also talks about how crucial good communication is for controlling employees' attitudes about change. Employee understanding of the change's motivations and participation in the change process can all be improved through communication. Later on, he makes the argument that businesses should create communication plans that are effective and take into account the requirements and worries of various employee groups, including front-line staff, middle managers, and senior executives.

He ends by urging more study in this field, especially in the context of developing nations where organizational transformation is becoming more prevalent. The author advises that future studies should concentrate on figuring out the best methods for handling employee resistance to change and the variables that affect this resistance in various circumstances. Organizations can create more effective change management methods that are more likely to be successful by better understanding employee attitudes about change.

2.9. The evolution of organizational change management

Managing organizational change is an essential component of change management because it is an inevitable feature of both personal and professional life. While the term "Change

Management" may conjure up technologically specific ideas, it also refers to mentoring, growth initiatives, and assessing how changes will affect teamwork and processes. Organizations may take a structural or humanistic approach to change, but it is important to remember that change management is a dynamic process.

Syed (2015) describes the various stages development of organizational change management as follows:

-1948: Lester Coch and John French Jr. found that people's reluctance to change was caused by motivational variables even after obtaining training in new tools and procedures. Senior workers were more likely to oppose change than junior staff, according to their research, which identified "Resistance to Change" as a crucial aspect in change management. To resolve this issue, they advised management to inform staff members of the importance of organizational change and include them in the planning process. In the end, their research stressed the significance of effectively managing change resistance through proactive tactics including communication and employee involvement.

-1950: In the 1950s, Kurt Lewin and Edgar Schein created the "Three Stage Model" to describe change management. This model consists of three separate phases: first, "Unfreeze" the organization, then "Move" the organization to where it needs to be, and finally, "Refreeze" the company into the new model. Despite being a high-level strategy, it inspired the creation of organized change management methods.

-1960s and 1970s: Lewin and Schein's approach was expanded upon by Everett Rogers in his study of "The Adoption Process." Rogers popularized the terms "Change Champions" (those who champion the change) and "Early Adopters" (those who adopt the change immediately). Five unique steps make up his newly created change management model: awareness, interest, evaluation, trial, and adoption. This approach is still widely used today by change management professionals as a foundation for managing change. Change Management started to become more humanistic during this time, partly as a result of Elizabeth Kubler-Ross's impact. Kubler-Ross dealt with patients who were nearing the end of their lives as a social worker, albeit she was not a project manager herself.

She developed a five-stage model of mourning, which she named after the stages of sorrow that she observed in her patients when she informed them of their approaching death: denial, anger, bargaining, depression, and acceptance. It may not be true to assume that all

employees go through these feelings while an organization undergoes change, but it is nevertheless significant to recognize Kubler-Ross and her contributions because they helped build the "Change Curve" change management model.

The Change Curve is a valuable technique for managing substantial organizational changes, despite being contentious because it ignores differences in experience level (fresh personnel may react differently than seasoned veterans). For modest IT, tool, or team-related changes, it might not be as beneficial. The humanistic approach to change management is reinforced by the Change Curve, which is the main lesson to be learned from it.

-1980s: Compared to Kubler-Ross, Warner Burke and George Litwin took a distinct approach to change management. Instead of concentrating on the individual, they examined 12 organizational characteristics, such as the company's mission, leadership, external environment, and processes, and their impact on the effectiveness of an organizational transformation program. This change in outlook on the company informed Fred Davis's later work on the Technology Adoption Model (TAM/TAM2). This shift in attitude toward change management is illustrated by the TAM and TAM2 models, which focus on verifying the change drivers. The TAM and TAM2 models, which emphasize two important variables that contribute to effective technology adoption:

- 1) The new technology must be simple to use.
- 2) The end-user must benefit from the technology change.

-1990s: There was a change in how change management was approached, and it was seen as a multi-phase process. Before going on to end users in the second phase, the first step required getting buy-in from decision makers and significant organizational influencers. During this time, consultants were frequently employed to have "touchy-feely" conversations with staff members in order to assess and plan organizational improvements. These discussions, however, were not well received, which prompted the emergence of systems integration companies that prioritized strict change management procedures.

In spite of this, several of these strategies were laborious and time-consuming and did not use multi-phase methods. The foundational book on organizational change management, "Leading Change," by John Kotter, was published around this period. The book outlines eight essential elements that must be present for organizational change to be implemented successfully. These elements include instilling a sense of urgency, assembling a strong

guiding coalition, developing a vision, communicating that vision, empowering others, organizing and achieving short-term successes, building on the change, and anchoring the change. Organizations have dismantled their approach to change management over the past ten years.

Currently, some organizations only see it as a communication issue, while others take a humanistic approach to it. While some organizations perceive it as a distinct discipline, others see it as an integral part of the Project Management Office. While some leaders believe they can implement change without specific knowledge or training, others adopt a more organized and methodical approach.

- **Today:** Organizations are choosing smaller, more gradual changes more frequently than major ones. This indicates that it is becoming less typical to consult employees before making changes because changes nowadays are more natural and evolutionary in character, with large changes occurring infrequently. Therefore, regardless of their scope, all changes are being managed as incremental. The communication surrounding these changes is frequently managed by junior change practitioners, but they typically have little impact on the changes themselves. Their involvement in pushing organizational change is minimal, and their function primarily consists of reporting and dashboarding.

People are eager to adopt new technology and solutions that can make their jobs easier, therefore change adoption is happening at a fast rate. Organizations are attempting to manage change, but they are having trouble doing so. Even though there are different schools of thought regarding how to manage organizational change, one thing is certain: change managers must programmatically arrange changes and steer clear of ad hoc change management. To fully comprehend the repercussions of change and to go beyond the short-term effects of change to anticipate longer-term ramifications, they should also contact subject matter experts.

Section 3. Models of organizational change

Organizations must go through an intricate and dynamic process called organizational change in order to respond to numerous internal and external influences and maintain their sustainability and competitiveness. To help organizations through the change process, academics and practitioners have presented a number of organizational change models. The goal of the following section is to review and analyze some of the most well-known models

of organizational change, including Kotter's, Lewin's, and McKinsey's models for change. We'll then explain these models and how they can be used to provide an effective change process.

For businesses looking to implement successful changes, change models are crucial tools. These models offer a methodical strategy that directs businesses through the process of transformation, ensuring that all pertinent issues are handled logically and cogently.

Organizations can modernize their organizational structure, decision-making procedures, and management strategies by using a variety of change theories. The change theories of Kurt Lewin and John Kotter offer a framework that can act as a strong foundation for organizations to start and complete transitions. Even though the two approaches are similar, Kotter's strategy is more thorough and organized than Lewin's three-step strategy. These models can serve as a roadmap for businesses as they assess and make adjustments. (Ionescu & Bolcaş, 2018)

3.1. Lewin's change model

Lewin's approach to controlling group dynamics and change concentrates on developing a flexible plan that outlines the goal and the strategies necessary to produce the desired result. Three stages—unfreezing, altering, and refreezing—make up this organizational transformation concept. (Bell, 2019)

The organization can go forward with each phase to make the transition into the new environment once specific improvements have been recognized. **Unfreezing** is the initial stage, which seeks to modify the current pattern by upsetting it. Regardless matter whether the impact is direct or indirect on an individual, it is quite likely that this unfreezing process will need to take place at numerous levels. (Deszca, Ingols, & Cawsey, 2020)

The transformation will happen throughout **the change phase**, giving management the chance to effectively modify their business models. Organizations frequently start making changes by making little adjustments before going on to bigger ones. Before confronting more important adjustments, this methodical approach enables staff members to become accustomed to the changes and increase their confidence. (Deszca, Ingols, & Cawsey, 2020)

The period of adaptation for employees known as the "**Refreezing phase**" gives them the chance to develop new behavioral patterns that are consistent with their altered positions. (Deszca, Ingols, & Cawsey, 2020)

Understanding the situation and how the system will affect individuals it will affect is essential to ensuring the successful execution of the three phases. Each stage is meant to maintain attention on the transformation process while also informing staff when new patterns emerge. Remembering that this is an evolutionary process and shouldn't be rushed is crucial. Lewin's methodology could be enticing, but its simple approach might not be able to fully handle all the nuances that can affect the organizational change process. (Deszca, Ingols, & Cawsey, 2020)

In terms of Kotter's method, it uses a systematic strategy that gives staff greater support as they learn how to carry out appropriate change actions. Additionally, it creates a trustworthy framework for starting and carrying out organizational changes, including proactive measures for helping workers through a gradual process. (Ionescu & Bolcaş, 2018)

3.2. Kotter's change model

The following list of Kotter's eight steps for change includes general examples used at Timken Company: (Christensen, 2015)

1-Establishing a feeling of urgency. this entails acknowledging the company's dangerous situation and the need for change in order to move forward. For instance, the R&D leadership at the business Timken saw the need for change after reviewing the portfolio and projecting large losses if no action was taken.

2-Building a guiding coalition. To do this, you must assemble a group of professionals who can support and direct the transformation process. Timken's engineering-centric culture had to change in order to appoint a person with a marketing degree to head a road mapping project since trust and common goals were essential to the company's progress.

3-Creating a vision and strategy. This calls on executives to lay out the objectives for change and make sure they mesh with the aims and strategy of the business. An outside consultant worked with Timken's R&D leadership to build and implement a new transformation strategy that supported the development of new technologies by other innovation areas and core businesses.

4. Communicating the transformation vision. which is crucial for energizing staff and making sure everyone is on the same page. The entire organization, from senior leaders to all employees, must be made aware of the new image. According to Kotter's approach, at

Timken, the communications officer communicated their new culture and established expectations at a quarterly meeting with all R&D personnel in attendance.

5-Empowering broad-based action. This requires leaders to give their staff the tools they need to achieve change and remove any roadblocks to it. Kotter underlined the need for a broad-based initiative to remove as many obstacles as possible from the change vision's implementation with a sizable staff base. The current project styles, according to a number of Timken employees, would not allow the effective execution of their portfolios. These associates opposed the move. In order to establish a shared concept of project completion, the R&D process team created flexible processes and best practices for the projects. Processes for each project were simplified as a result of encouraging staff to engage and provide their suggested platform ideas.

6-Creating short-term wins. Which is essential because incremental successes must persuade people to acknowledge the overall advantages of pursuing the change. These successes encourage other stakeholders to join in and support the larger objective. Kotter understood that people want to see results frequently and early to gauge the success of their efforts. In Timken's situation, the R&D division worked with several business divisions to kill off a number of low-value projects to make place for higher-value projects. Through this partnership, several segments of the industry came together to function as a single, coherent one. As a result of realizing the significance of many business operations, R&D was eventually introduced to other business divisions.

7-Consolidating gains and bringing about additional change. Momentum increases as short-term victories multiply, making it possible to implement more reforms. Teams risk losing crucial momentum and being unable to build on prior successes if they give up too soon. Timken quickly increased the visibility of the changes in the R&D division throughout the organization. Other leaders outside the R&D department requested the process documentation so they could replicate these precise findings in response to the favorable feedback from the upper leadership.

8-Anchoring new methods in the culture. this can take some time. As tasks are incorporated into regular operations and no longer need constant inspection, this crucial stage enables the business to move to a new normal. Kotter explained how a company's culture must be changed over time and consistently to become ingrained. According to a news statement issued by Timken on June 11, 2014, wherein the firm pledged \$60 million

to the DeltaX program aimed at enhancing the company through concept-to-commercialization efforts, the R&D changes have become a part of the company's culture.

The nature of change is complex and unpredictable; as a result, it necessitates the creation of a unique plan that can include all parties who will be impacted by the changes. A more thorough framework can be required to ensure successful implementation and employee welfare when managing complicated changes inside a company. Lewin's three-step change model is helpful for smaller changes, but Kotter's model is more reliable and well defined for larger-scale changes. An organized framework for managing changes within organizations is provided by the organizational change theories of Lewin and Kotter.

Unlike Kotter's technique, which has eight steps for implementing change, Lewin's method is more thorough and deliberate. It consists of three phases: unfreezing, implementing change, and refreezing. However, there isn't a single model that can accurately account for all change circumstances. (Potokar, 2021)

McKinsey's change model (Peters & Waterman, 2015)

clarify a popular paradigm for managing change is the McKinsey 7-S Change Management paradigm, commonly referred to as the McKinsey 7-S Framework. It was developed by three consultants at McKinsey & Company in the 1980s named James L. Heskett, John P. Kotter, and Leonard A. Schlesinger. The model was created to help executives who were having problems with everything from slow sales to issues with the development of new products. To successfully implement change, the framework's seven interrelated components must be aligned and integrated. Seven crucial interrelated aspects need to be coordinated and integrated. These seven elements include:

Strategy: The organization's strategy for reaching its goals and objectives is referred to by this aspect. It contains the organization's vision, mission, goals, and objectives as well as the methods and techniques it employs to accomplish them. Organizations must make sure their strategy is distinct, pertinent, and in line with their aims.

Structure: The way in which the organization is set up, including its departments, teams, and reporting lines, is referred to as this element. The organizational structure should be created to support the organization's strategy and help it realize its objectives. Effective internal communication, decision-making, and cooperation can all be facilitated by a well-designed organizational structure.

Systems: The processes and procedures that support an organization's operations, including its information technology systems, are referred to as this factor. Systems may significantly affect a company's capacity to meet its goals and objectives. Inefficient or out-of-date systems can impede development and create delays, whereas effective systems can increase efficiency, production, and quality.

Style: This element is related to the organization's culture and leadership style. The culture of an organization is greatly influenced by its leaders, who also establish the standard for how things should be done. The leadership approach should foster open communication, teamwork, and creativity while being consistent with the organization's values, goals, and objectives.

Staff: The duties, responsibilities, and competencies of the organization's personnel are included in this element. The organization's workforce should be in line with its strategy and organizational structure and have the knowledge and abilities necessary to carry out its goals and objectives. To guarantee that staff members fulfill their roles efficiently, training and development are vital.

Skills: The abilities and competencies that the organization needs to accomplish its objectives are referred to as this factor's subheading. The strategy and structure of the company should be created to pinpoint and foster the abilities and competencies necessary to meet its targets. Programs for developing skills and training can be utilized to make sure that employees have what they need to do their jobs well.

Shared Values: This element speaks of the ideals and principles that direct the actions of the company and its personnel. Shared values should support a culture of accountability, collaboration, and creativity and should be in line with the organization's strategy. Employees are more inclined to cooperate toward a single objective and act in ways that advance the goals of the company when they have common values.

In conclusion, companies can develop a cogent and successful approach to change that aids them in achieving their goals and objectives by evaluating and coordinating these seven aspects. To be successful, it is crucial to make sure that all components are in line with one another and with the goals and objectives of the firm.

Conclusion of the chapter

We made sure to give a theoretical overview of our subject in the first chapter of our study by first presenting the literature review section, where we looked at a wide range of academic works on change, change management, and organizational transformation. This covered research on numerous sectors and businesses as well as various organizational settings. We also looked at the reactions of academics and professionals to the COVID-19 outbreak and its effects on businesses. This gave us a thorough awareness of the various viewpoints and strategies that have been used to deal with change and crisis management.

We next moved on to the conceptual framework where we clarified and defined key terms that are crucial to our study. Change, organizational change, and change management were among the terms mentioned. We also gave a brief historical review of how organizational transformation has developed, tracing its origins to the early days of management philosophy. Discussions of the theories and methods that have shaped the field of organizational change over time were also covered.

We added the Kotter's, Lewin's, and McKinsey's models of organizational change to further enliven our conceptual framework. We highlighted each model's distinctive features and essential elements while providing thorough explanations of each one. As a result, we were able to incorporate a variety of theoretical frameworks and viewpoints into our examination of organizational transformation in relation to the COVID-19 epidemic.

A thorough overview of the literature and the conceptual framework that will direct our analysis of organizational transformation and performance during the COVID-19 crisis were presented in the first chapter of our study.

CHAPTER 2: DATA AND METHODS

The next chapter describes the LOGITRANS Group's organizational context using data from various documents and information gleaned from the group itself. It also includes a methodological framework that includes both qualitative and quantitative studies, as well as information about the research's procedures and an epistemological approach.

Section 01 Organizational Context

We provide a summary of the company's history, mission, structure, and overall presentation in the part that follows. For a thorough understanding of the business, its principles, and its operations, refer to this section. You may learn more about the company's growth and evolution over time by researching its history. Your comprehension of the organization's goals, objectives, and guiding principles will be greatly aided by reading its mission statement.

1.1. History

The National Society of Road Freight Transport (SNTR), currently known as the LOGITRANS Group SPA (stock company), is a public company established by decree on March 27, 1967. It inherited the human and material resources held by the National Transport Office. Until 1987, the SNTR held a monopoly on chartering in Algeria. It was one of the largest road freight transport companies in the world with a nominal fleet of nearly 2,500 trucks of 20 tons or more. The SNTR was transformed into an Economic Public Enterprise, a Joint Stock Company (SPA), on December 31, 1990. In 2015, in accordance with Resolution No. 1/145/17/09/2015 of September 17, 2015, which called for the restructuring of the public sector in maritime, port, and land transport, the SNTR Group changed its name to become the Group for Land Freight Transport and Logistics (LOGITRANS Group), clearly demonstrating its ambitions in the fields of transport and logistics. Its share capital is currently 2,000,000,000.00 Algerian dinars, fully owned by the state.

1.2. Organization

With the opening up of road transport activity to the private sector and the weakness of its investment capacity in renewing its production means, the SNTR was subjected to unfair competition. It reacted by leveraging its strengths, which are: Its organization, Its expertise, Its knowledge of the field, Its territorial presence and real estate assets, and Its professionalism.

In 2002, the SNTR reorganized itself into an industrial group consisting of three wholly-owned branches, each with its own specialty. Freight and chartering management were entrusted to (SNTR AGEFAL), road transport to (SNTR TRANSPORT), and maintenance to (SNTR MAINTENANCE PLUS), which was dissolved in 2013.

In 2010, the Group established the Algerian Company for Monitoring and Service Provision "SNTR SASPS SPA," a limited liability company with a share capital of 1 million Algerian dinars. It offered services as diverse as security, cleaning, access control, site security, and vehicle rental. This subsidiary was dissolved in 2015.

In 2013, the SNTR Group created three new subsidiaries:



SNTR AGS SPA. A national operator specialized in extra-port logistics zones, responsible for the handling of containers in the bonded area (Port Sec) in Rouïba, as well as end-to-end flow management, warehousing, and final delivery to the benefit of local operators, importers, producers, and manufacturers of goods.



SNTR FORMATION SPA. A branch that contributes to the professionalization of road transport and logistics professions, offering higher education and training in transport and logistics, such as the Professional Certificate (BP) in logistics and transport which will be launched soon.



SNTR SOLITRANS SPA. A young computer consulting company, specialized in the deployment of information systems and the development of applications related to the transport industry. This subsidiary was dissolved in 2021.

Participations. Moreover, the LOGITRANS Group is a shareholder in the company A.C.S (Algerian Containers Services) SPA with a capital of 142 million Algerian dinars, of which it holds 49% of the capital (51% owned by EPAL). It is responsible for the handling of containers in the bonded area (Port Sec) in Rouïba.

1.3. Business sector

The LOGITRANS Group belongs to the Services sector as it provides various services related to road freight transport and logistics.

1.4. Activities

- Road transport of goods under different types: Exceptional and special transports, Conventional transports, Specific transports.
- Handling of goods for storage purposes.
- Temporary storage in customs warehouses.
- Logistics and container processing.
- Management of dry ports.
- Management of freight and chartering.
- Training in road transport and logistics professions.

1.5. Structure

The LOGITRANS group is made up of the following departments:

1.6. Main department of LOGITRANS group.

this structure is led by the CEO who ensures the following main missions:

- Develop the overall policy of LOGITRANS and its subsidiaries: commercial, human, marketing, and financial development.
- Adjust the organization of the group based on budget needs.
- Monitor new trends in the sector of LOGITRANS' activity.
- Identify business segments in which to invest.
- Communicate with its employees by making them adhere to decisions.
- Ensure the visibility of the group on the market permanently.
- Represent the LOGITRANS group, especially with investors.
- Maintain close relationships with shareholders, reassure them about market growth and the future of the group.

A. CEO Secretariat. it carries out the following tasks:

- Physical and telephone reception, reception, processing and routing of telephone calls and messages,
- Processing of mail, files and documents (registration, sorting, dissemination and archiving),

- Appointment scheduling, keeping the agenda of the CEO, planning internal and external meetings in electronic agendas and reserving meeting rooms,
- Processing and formatting of documents, notes, letters, decisions, reports, orders, note-taking and report writing,
- Preparation and follow-up of files, reproduction of documents, filing and archiving of documents: letters, notes, reports, decisions, management of supplies and office equipment.

B. CEO Advisors. they carry out the following main missions:

- Advise the CEO on strategic issues related to the development of the LOGITRANS Group as well as on current matters of the main department.
- Assist the general direction in preparing the annual budget.
- Prepare project responses to requests from various public institutions.
- Supervise major and occasional projects related to the activities of the group.
- Represent the company to external partners.
- Participate in the development and implementation of the group's development strategy.

2- Human Resources and Legal Affairs Department (HRLAD) it carries out the following main missions:

- Management of human resources and legal affairs of the group.
- Management of employment and skills.
- Management of employee careers and their training.
- Recruitment of employees.
- Remuneration of staff.
- Improvement of working conditions.

3- Audit and Management Control department (AMCD) This department has the following missions:

- Define the action plan of the LOGITRANS Group.
- Propose and execute internal audit programs to the main department.

- Ensure compliance with current legislation and regulations.
- Monitor the conformity of procedures with pursued objectives.
- Formulate recommendations for improving the internal audit system and preserving assets.
- Plan audit missions (human and material resources).
- Ensure the application of recommendations from external and internal auditors.

4- Consolidation and Equity Finance Department (CEFD) The main missions assigned to this department are as follows:

- Preparation of the consolidated financial statements of the LOGITRANS Group.
- Management of the accounting and financial operations of the Group.
- Management of banking and tax relationships.
- Management of equity interests in branches.
- Coordinate all inter-subsidiary operations.

5- Real Estate Asset Management Department (REAMD) Its mission is to:

- Manage the real estate assets of the Group (land, buildings...)
- Monitor the implementation of the Group's projects
- Manage land concessions
- Establish land deeds.

1.7. Human Resources

Among the strategic objectives assigned to the HR function, one is to ensure a permanent balance, in volume and quality, of the human resources necessary in the short and medium term, through the implementation of an appropriate training plan aimed at:

- Ensuring the employee's adaptation to the workplace.
- Developing the employee and thus maintaining their job within the Group,
- Developing the skills of employees.

Regarding training, a significant growth in quantity and quality is observed through the implementation of an annual training plan that targets all socio-professional categories according to the needs and aptitudes of the occupied positions.

The LOGITRANS Group is aware of the importance of human capital, for which it has created a whole subsidiary called the Academy of Transport and Logistics (ATL). This entity is responsible for the preparation of collectives and collaborators, including the execution of a new business model through training and upgrading of training programs validated by the Group, such as the implementation of point-based driving licenses, driving licenses, and the upcoming opening of new training annexes. All these actions will certainly boost the market share of the training subsidiary (ATL).

The LOGITRANS Group also creates employment opportunities for young promoters through a convention with ANSEJ, as it participates in the emergence of several SMEs in the field of transport and logistics, by providing them with professionalization and a permanent workload plan. The level of staff of the Group's parent company as of the end of April 2022 was 110 employees. Regarding recruitment, the LOGITRANS Group has adopted a recruitment policy that not only aims to find suitable candidates, but also to optimize processes, support its evolution, and ensure the sustainable development of its activities. The approach consists of implementing a set of rules and actions to attract candidates, recruit the best profiles, support new recruits, and retain employees in their positions, as this policy constitutes a real lever for the Group's performance.

Indeed, beyond making itself known to candidates, this also makes it possible to reduce recruitment delays and costs, anticipate departures, limit bad profile choices, reduce turnover, etc., in other words, this promotes the dynamism of the Group.

1.8. The positioning of the Group on the market

The LOGITRANS Group has a dominant position on the north-south and south-south road transport axes, providing a very important transport flow on both axes. For the transportation of fuel in the southern regions of Algeria and conventional transport, the LOGITRANS Group covers 90% of the demand. In the absence of reliable data on the transportation market in Algeria, the LOGITRANS Group's market share, across all modes of transport, is very important and constantly growing year by year, reflected in the steady growth of its turnover, which confirms its position as a leader in this field. For the logistics management activity, the market will undergo constant evolution, as it offers enormous possibilities due to the

existing infrastructure, including the Trans-Saharan road with its different branches and the opening of border posts between Algeria and neighboring African countries such as Mauritania and Libya, which constitute access points for Algerian companies to the African market, especially with the creation of the African Continental Free Trade Area (AfCFTA), which is a continental geographic area in which goods and services circulate freely between the member states of the African Union, facilitating access for Algerian operators to African markets. The dispersion of the transport offer, resulting from the multiplication of small enterprises, mainly due to law 88-17, has led to a lack of professionalism and a lowering of service quality. However, this multiplication of small enterprises should not overshadow the existence of serious competition from the transport capacity of major companies. The competitive advantages of the LOGITRANS Group in such a context are undeniable, as demonstrated by the return of lost clients, the success of chartering operations, the increase in the number of charters, the alignment of competition with its prices, and finally, the constant growth of its turnover in recent years illustrating the competitive advantages of the Group in constantly adapting to market developments. The commercial strategy implemented by the LOGITRANS Group has made it possible, particularly through its subsidiaries AGEFAL, ACGS, SNTR TRANSPORT and ATL, to be present in all sectors of activity and to retain a customer base, the most important of which are: SONATRACH, Naftal, MDN, ENOR, ENAGEO, COSIDER, ENGTP, cement factories, and flour mills. The main competitors of the LOGITRANS GROUP operating in the sector of goods transport are:

STIM: Intermodal Freight Transport Company, SNTF subsidiary

FILTRANS : International Transit Transport

BAOUCHI : Transport BAOUCHI Sarl

TRANSMEX: Special Transport and Handling Company for Industrial and Electrical Equipment

FLECHE BLEU ALGERIENNE Spa.

1.9. The information systems

The project to overhaul the information systems (IS) of the LOGITRANS Group and the integration of logistics technologies offer the opportunity to develop a high-performing tool at the national level for the dematerialization of processes on the carriers' side: shippers,

freight forwarders, and logistics operators, allowing smooth and instant access to shared business information databases. This agility, in terms of logistics process management and instant sharing of information bases, will drive a significant increase in the logistics activities' growth indicators at the Group level, including revenue, value added, and increased market share, and the development of new business positions. The national and regional nature of the LOGITRANS Group will generate very positive impacts in terms of job creation and/or transformation and the eradication of supply chain disruptions and a significant increase in logistics service rate and quality parameters, particularly on the SOUTH/SOUTH axis.

Development of the sector (upstream or downstream of the project)

The modernization project of the LOGITRANS Group's information systems (IS) and the integration of Logistics technologies will enable the Group to undergo a transformation in the value chain of its logistics activities. From a position of a freight and transport company, the LOGITRANS Group aims to transform its business models and activity chains towards consultancy, management, and control of logistics flows of all kinds within the latest generation logistics platforms, animated within the framework of freight exchange and logistics flow exchange community portals, ensuring full dematerialization of processes, real-time monitoring of operations, and integrated management of customer service contracts. Thus, the LOGITRANS Group will move from a logic of resource availability to end-to-end integrated logistics process management supported by customer service contracts.

Substitution for imports: The information system will enable the development of a pool of specialized skills, the implementation of administration and management of logistics platforms and technologies to ensure optimization, controlled outsourcing of the logistics function through the systems, applications, and technologies developed and mastered.

Export: Given the planned management of the dematerialization of transport and international exchange processes (automatic processing of EDI exchanges/Customs or transport manifest), the LOGITRANS Group will have the opportunity to join and ensure continuous interoperability with all international logistics marketplaces, particularly within the TIR convention framework, opportunities that will have to multiply direct business opportunities for the Group's subsidiaries.

Increase in national production capacities

The modernization project of the LOGITRANS Group's information systems and the acquisition of Logistics technologies will enable the following operational performance indicators to be achieved:

Development of subcontracting the implementation and modernization of information systems as well as the integration of new logistics technologies would generate significant workload for the national companies and SMEs specialized in carrying out the various project lots included in the Group's information systems modernization program.

Technology transfer: The modernization of information systems and the integration of logistics technologies are potentially focused on strong skills transfer processes on the following items:

- Architecture and design of logistics information systems.
- Design and implementation of an integrated information system applied to the context of an integrated logistics operator.
- Design and implementation of technical data center infrastructures, secure interconnection platform to support the implementation of different software layers to support the information system.
- Design and implementation of data backup centers, implementation of business continuity plans.
- Design and implementation of specific logistics technologies for GPS location, barcode identification, or radio frequency recognition devices.
- Design and implementation of processes and logistical community portals, with mastery of their interoperability with international protocols.
- Marketing of products and services applied to logistical platforms and logistical community portals.

Figure 2: Logo of LOGITRANS Group



Source. LOGITRANS Group

Section 02. Methodological framework (Qualitative Approach)

In the next section, we provide a high-level overview of the steps we took to conduct our research. First, we explain our chosen methodological approach, which uses both quantitative and qualitative research methods to collect and analyze data, but here we focus on our main approach, the qualitative one. We then identified the study population, which included participants from various backgrounds and age groups. We also discuss how we select participants and the criteria we use to ensure they are suitable for our study. Finally, we review the data collection tools we used in our research, including surveys, interviews, and observations. We explain how we develop these tools to collect relevant data and how we ensure their validity and reliability and analysis.

2.1. Presentation of the research methodology

In order to address the research topic and achieve the goals of the study, we have decided to employ a mixed method approach (both qualitative and quantitative methodologies).

Meaning of research. The word "research" has two components: "re" and "search," where "re" serves as a prefix and denotes "again," "new," or "over again," and "search" serves as a verb and denotes "to examine closely and carefully," "to test and try," or "to probe." Essentially, research entails looking for facts, clarifications, and answers to issues. It aims to examine speculative claims about the presumptive links between distinct phenomena by a systematic, controlled research that is both empirical and critical. Through research, one might identify a problem, develop a hypothesis, gather and examine evidence, and draw findings that provide answers to the immediate issue at hand or advance theoretical formulations in a broader sense. (Dubey & Kothari, 2022)

The qualitative research. Flick (2018) says that qualitative research involves placing the observer in the world and engaging in a variety of interpretive techniques that make the world visible. The world is transformed into a collection of representations through these techniques, including field notes, interviews, photographs, recordings, and memos to oneself. This research methodology is naturalistic and interpretive because it looks at things in their natural surroundings and tries to comprehend them in terms of the meanings that people give to them.

Understanding a societal or human phenomenon demands offering a thorough and in-depth perspective using various methodologies and giving a thorough overview of the setting within its natural context. This is the essence of a qualitative research strategy. This approach aids academics in developing a deeper understanding of a particular topic that has just emerged as a research subject and is still not fully understood. It also emphasizes comprehending the study issue from a humanistic or philosophical standpoint. (Islam, Baikady, & Ahmed Khan, 2022)

The mixed-method approach. The term "mixed-method approach" describes performing research that combines the collecting and analysis of both quantitative and qualitative data into a single study. This kind of research combines qualitative and quantitative methodologies, the two basic views in research. After researching pertinent literature, one can create research questions or hypotheses to start a mixed-method study. The research design might influence the sample and sample size. Additionally, several data collection methods that adhere to both qualitative and quantitative research standards are possible. Data interpretation may be a continuous activity that affects several stages of the research process. (Islam, Baikady, & Ahmed Khan, 2022)

Alwashmi, Hawboldt, Feters, & Davis (2019) state that MMR, or mixed methodologies research, is described as the process of mixing elements of qualitative and quantitative research approaches in order to gain a more thorough understanding of a topic. The goal of MMR is to increase knowledge both in breadth and depth and to confirm discoveries. Both closed-ended response data, which are quantitative in form, and open-ended personal data, which are qualitative in character, are used in this strategy.

2.2. Reason for choosing the mixed-method approach

When a researcher believes a single research design is insufficient for tackling a given issue, they use a mixed-method approach. When the study purpose calls for both qualitative and quantitative methodologies, a mixed strategy is occasionally required, even if it could take longer than utilizing a single approach. This is particularly true when it's required to investigate a phenomenon, test a hypothesis with a novel tool, benefit from one approach's strengths while making up for another's shortcomings, or look at a theory or research challenge from various angles. (Islam, Baikady, & Ahmed Khan, 2022)

Therefore, we have decided to employ a mixed-method approach to collect a range of data to strengthen our study and offer more information to aid with the research and answer the research questions. Generally speaking, our decision to use a mixed-methods approach is based on its capacity to combine the advantages of qualitative and quantitative research while minimizing their drawbacks, as well as, practically speaking, on its sophisticated and intricate research methodology, which appeals to researchers who are looking for cutting-edge research methods and approaches. Additionally, if both qualitative and quantitative data are available, it can be the best course of action.

A mixed-methods approach allowed us to obtain a more thorough comprehension of the study challenges and concerns on a procedural level. A mixed-method approach has also been employed in the majority of studies and research on diseases, the environment's health, and the conditions of employees and their organizations, which is the same theme as our COVID-19-related subject. For instance, consider the 2009 study on occupational health conducted by Ames, Duke, Moore, and Cunradi.

2.3. Research design strategy

In this study, we chose a sequential exploratory approach to first gather primary data through qualitative research to understand the scenario under study. Due to its suitability for our particular area of research, this will allow us to tailor the next quantitative step in accordance with the findings of the data collection, the needs of the subjects being examined, and other factors. This strategy is frequently applied in global health research, particularly when it's important to understand a community or population before using any instruments. (Creswell & Creswell, 2018)

In our situation, we are dealing with the Coronavirus sickness, a serious worldwide health issue, as well as making decisions and going above and beyond to protect the organization's life. To begin, we would gather qualitative data, analyze the results, and then build a quantitative data gathering tool, such as a questionnaire, to get more quantitative data. An exploratory phase, the creation of the quantitative feature or instrument, and lastly the application of the feature to the population sample under study are the three phases of the three-phase approach.

The sequential exploratory design. is a research methodology that emphasizes the use of qualitative methods early on before adding quantitative tools to improve data gathering and analysis. This method of analysis is very useful for exploratory projects. (Islam, Baikady, & Ahmed Khan, 2022)

Our study's design is one with two processes, the first of which is focused on gathering, analyzing, and interpreting qualitative data, followed by the quantitative process. However, occasionally, the quantitative process may also involve developing a measurement tool that is sensitive to the research's context and then evaluating it with a sample, which changes the study's design to three phases. Alternately, it can require the creation of fresh variables that are customized to the population being studied or the formulation of a fresh research question that needs to be afterwards tested and addressed using the quantitative data obtained to support the findings and outcomes of the study. (Creswell & Creswell, 2018)

2.4. Data collection tools

Given that the mixed-methods research will include both qualitative and quantitative tools, it is crucial to give a unique justification for each one.

In this section, we'll go over the observation, interviews, and bibliographical references that we employed as our instruments for gathering qualitative data.

Observation. In our daily lives, we make numerous observations of the world around us, and these observations of objects, events, and phenomena greatly influence our attitudes, behaviors, and beliefs. In order to improve our findings and methodologies as well as gain insight into how various operations are carried out, we have decided to use observation as a data collection strategy in our research. (Islam, Baikady, & Ahmed Khan, 2022)

According to their definition, observation is the deliberate act of observing occurrences, behavior, or objects with a specific goal in mind. The descriptions found in dictionaries correspond to this term. For instance, "observation" is described as "the act of carefully watching someone or something in order to learn something" in the Macmillan Dictionary. Similarly, "observation" is described in the Oxford Dictionary as "the process of closely watching or monitoring something or someone."

Therefore, we were able to gain firsthand experience and notice the ways and methods used to perform the necessary tasks related to the job by using direct structured undisguised observations in the work environment as a qualitative data collection tool. Additionally, by observing various employees and how they carry out their jobs during the internship, we were able to notice and gather many things that assisted us with the research.

- Take note of the employees' observance of the sanitary protocol and awareness of the significance of workplace hygiene.
- Assess the impact and outcomes of the implemented modification, as well as the advantages and beneficial effects it had on Logitrans.
- In order to do the research, check the relevant documents in our research.
- Recognize the company's response to various circumstances during the course of the covid era and take note of the relationships and sense of community they cultivated.

Document analysis. Document analysis is a methodical approach used to examine and assess many types of printed and electronic documents, including computer-based and internet-transmitted content. Document analysis is a qualitative research technique that entails analyzing and interpreting data to derive meaning, comprehend concepts, and build empirical knowledge. A variety of resources, including attendance records, event programs, manuals, books, brochures, diaries, newspapers, press releases, survey data, public records, and even scrapbooks and photo albums, can be used to undertake a detailed analysis. (Bowen, 2009)

Throughout the course of our research, we made use of a variety of sources, including libraries and websites like Scholar Vox, Google Scholar, Z-Library, Scribd, SNDL, and Lib-gen. These sources allowed us to find many books, reviews, articles, and other pieces of literature that helped with our research. The ENSM library, as well as the libraries of the ESGEN, EHEC, ESC, and ENSSEA schools in the university pole in Kolea,

where we had access to works, research theses, books, and articles written by both students and professors, also held useful information for us. In addition to all of that, we were also able to access various documents and pieces of material from the Logitrans group archive and database, which was really helpful in advancing our research, opening new opportunities for us to obtain better outcomes, and strengthening our conclusions.

Interviews. Using interviews, a researcher might study participants' attitudes, beliefs, experiences, views, and behaviors in relation to a certain issue during a research interview. The purpose of a research interview is to gather in-depth, nuanced information on the participants' perspectives, experiences, and understanding of the topic under study. Structured, semi-structured, and unstructured research interviews are only a few of the several formats available. (Liamputtong, 2019)

We chose to employ a semi-structured interview in this instance because it allows us to examine participant viewpoints and experiences in greater detail, producing data that is more thorough and nuanced. Additionally, semi-structured interviews can be altered throughout the study process in accordance with new findings, which facilitates adapting to new information and unexpected outcomes.

Semi-structured interviews. Semi-structured interviews are a sort of interview where a set of core questions are used to guide the conversation while also allowing the interviewer or interviewee to explore deeper into a certain concept or response. This style of interview is frequently utilized in the healthcare sector since it gives participants guidance on what to talk about, which is frequently appreciated. Semi-structured interviews are more malleable than structured interviews, enabling the identification or extension of data that participants find significant but that the research team may not have initially found to be pertinent. (Gill, Stewart, Treasure, & Chadwick, 2008)

The interview guide

The interview guide is a tool that maintains the uniformity of the interviews by acting as a checklist or memory assist. The goal of the guide is to provide consistency throughout the interviews so that they can be efficiently compared. Its main objective is to make sure that all interviews cover the same crucial subjects and that the data gathered can be thoroughly evaluated and compared.

The interviewer is free to probe new territory that may come up throughout the interview without being constrained by the interview guide. An interview guide is used while conducting a semi-structured interview; it contains some beginning instructions and a list of subjects that are significant to the research project and that the participants will be questioned about. The order in which these subjects are discussed offers a possible framework for the interview, but the guide does not mean to impose it. The interview should instead take on a natural flow and direction based on the interviewee's responses. (Daverne-Bailly & Wittorski, 2022)

Choice of the questions in the interview guide.

COVID-19 Part: we used the article of (Maskály, Sanja Kutnjak, & Peter, 2021) about organizational changes during the COVID-19 pandemic, for their study objectives and interests were similar to ours, and they conducted their research in a way that gives other research insights into the direct effects of the pandemic and its possible results on organizations.

Organizational Change Part: The choice of questions for this part was based on the article of (Halkos, 2012) where he talks about the importance and influence of organizational changes on companies and their employees, which interludes with one of the main study aspects.

Long Term Views Part: The questions in the COVID-19 part of the interview guide were inspired by (Jouxtel, 2019) and his article about organizational stability and change, for he showed the great importance of maintaining a stable work and organization environment and how change could be a supporting factor in providing and ensuring that.

Communication, Resistance and Change Conduct: The questions in this part of the interview guide were inspired by the article of (Nyunt, et al., 2015)

Data collection equipment

In order to ensure thorough and accurate data gathering, we used a variety of techniques, including recording the interviews with our own smartphones, writing notes on our computers and notebooks as the interviews were taking place to record important facts, and underlining crucial points. We were able to gather a variety of data that could have otherwise gone unnoticed by using computers and smartphones for data collection. By getting the

consent of the interview subjects and guaranteeing the privacy and confidentiality of the information gathered, we also made sure to uphold the highest ethical standards.

The research sample (mixed-methods approach)

The research question at hand determines which sample design should be used in a mixed methods study. Quantitative research often uses probability sampling, but qualitative research frequently uses nonprobability sampling. Depending on the research methodology and question, the sample size will change. When determining the sample size for quantitative research, statistical techniques are used to account for the variability in the estimate of interest and the likelihood of mistakenly rejecting the null hypothesis.

In contrast, qualitative research bases its sample size decision on the "saturation" point of the data as well as additional factors like context and methodology. When conducting sequential mixed methods research, either the qualitative or the quantitative approaches may be used to sample the other. The sequential mixed method's architecture is determined by the research question, and one approach builds upon the other. (Kaur, 2016)

2.5. The research sample (qualitative research)

Finding the right people to answer your research questions at the start of a project can occasionally be difficult. In general, researchers look for knowledgeable people who can shed light on the subject at hand as well as those with different points of view. The term "sampling" is frequently used to refer to a process whereby the "right" examples are chosen at random from a known pool of cases.

However, the procedure is frequently iterative in qualitative research, especially when interviews are involved. Based on their shifting perceptions of who possesses the most pertinent knowledge and distinctive viewpoints, researchers' approaches to sampling and selecting persons may evolve as they become more familiar with the field and its inhabitants. Typically, sampling in qualitative research does not involve a formal, random selection of a sample of an actual or projected population. Instead, it entails carefully picking out instances, items, or occurrences that will help researchers build a useful corpus of empirical samples for researching the topic of interest. As a result, the majority of suggestions for qualitative sampling are geared toward achieving certain objectives. (Flick, 2018)

As a result, we have decided to use 8 interviewees in our sampling and selection process. They were chosen based on their roles and positions, which included being department

managers or directors, and with the requirement that they be a part of the crisis unit, which was established during the pandemic for the purpose of communication and awareness.

The names of the interviewees, their occupations, and the length of the interviews are shown in the following table:

Table 1. The Profiles of The Interviewees

Name	Job position	Duration of the interview
Mr. M R	Director of audit and management control	40 minutes
Mr. L A	Head of finance and taxation department	30 minutes
Mr. B M	Director of finance and accounting	38 minutes
Mr. L S	Director of human resources	25 minutes
Mr. M B	Responsible of administration and resources	18 minutes
Mr. B	Director of finance and accounting of SNTR transport	25 minutes
Mr. B M	Director of operations of SNTR transport	24 minutes
Mr. B O	Director of information systems	20 minutes

Source. established by the researcher

2.6. Data analysis

In order to find patterns, themes, and insights, qualitative data analysis involves methodically evaluating and interpreting non-numerical data, such as text, photos, and videos. To get a thorough knowledge of people's experiences, attitudes, and behaviors, it is frequently employed in social sciences, psychology, and market research. Content analysis, grounded theory, narrative analysis, discourse analysis, ethnography, thematic analysis, and

interpretative phenomenological analysis (IPA) are a few examples of qualitative data analysis techniques.

A cyclical process of data collection, processing, and interpretation is frequently utilized in qualitative data analysis techniques. Coding, memoing, and diagramming are a few common methods utilized in this process. In general, qualitative data analysis is a potent tool for comprehending human experiences and viewpoints as well as complicated phenomena. (Poth & Creswell, 2018)

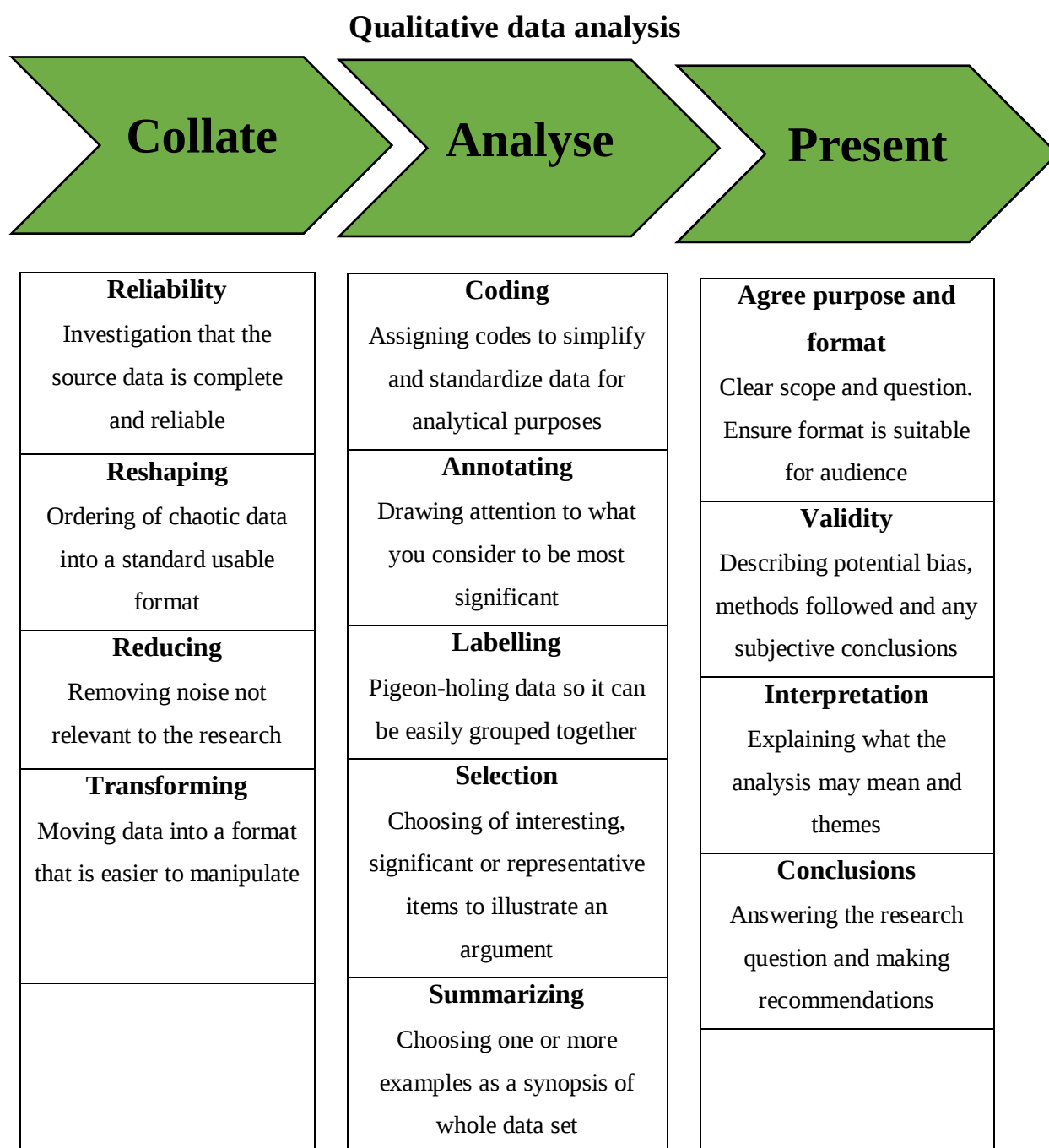
Because it allows for in-depth research, is adaptable and iterative, and is appropriate for examining many perspectives, thematic analysis is the method we have chosen for our study. It enables researchers to find and examine patterns or themes within the data, deepening comprehension of the study subject, it is an appropriate tool for evaluating qualitative data.

Thematic analysis. It involves finding, analyzing, and interpreting recurrent patterns or themes in a dataset. This method's primary goals are to fully comprehend the data and identify any implicit assumptions, meanings, or interpretations. Thematic analysis often employs a methodical and iterative technique. The first step for researchers is to become familiar with the data by transcribing, immersing themselves in it, and making initial notes. They then go on to create first codes that draw attention to intriguing aspects of the data, including both latent and semantic content. The codes are then put into preliminary themes, which are then examined by looking at how they relate to the data extracts and the overall dataset.

The two tiers of this evaluation procedure are Level 1 (which deals with codes and data extracts) and Level 2 (which deals with the complete dataset). The final themes are then identified, named, and their specifics are refined to produce a cohesive narrative. The presentation of the ideas and the overall plot are then written up by the researchers. A flexible and adaptable tool, thematic analysis can be utilized in a variety of research domains, including psychology, sociology, anthropology, and education, among others. (Humble & Mozellus, 2022)

NVivo. Researchers may manage, arrange, and analyze substantial volumes of qualitative data, including text, audio, video, and images, using the computer-assisted qualitative data analysis program (CAQDAS) NVivo. It provides a variety of tools for data coding, categorization, analysis, visualization, and reporting. The qualitative research methodologies

supported by NVivo include grounded theory, thematic analysis, and discourse analysis, among others. It is frequently utilized in academic research, social science, business, and other disciplines where it is crucial to analyze qualitative data. (Bazeley, 2018)



Source: (Cox, 2014)

Data Collating. Collating is the process of compiling data from a variety of sources, including interview notes, researcher reflections, secondary data sources, literature sources, participant-provided or participant-obtained documents, and visual images like photos,

drawings, or diagrams. The gathering of information entails a number of steps, such as confirming the accuracy of the source data, removing personal or irrelevant information, omitting conversational dialogue that helped to forge relationships, reformatting the data to make it easier to manage and use, and providing context to emphasize key points and make comments more understandable. (Cox, 2014)

Data Analyzing. Data must be organized, structured, and examined during analysis. For this process, transcripts are an important source of information. The process of analysis involves categorizing, coding, counting, and mapping the data, which divides qualitative data into separate sections and gives each area a reference. The coding process is aided by categorization, which also helps produce data points that either confirm or refute theories or premises in the final findings.

Coding makes it possible for researchers to locate important data and creates the framework for deriving conclusions and understanding meaning. In order to answer research questions and produce more reliable results, counting reveals fascinating trends and linkages within the data. Finally, mapping the data aids in the transition to presenting the data sets, their relationships, and analysis, improving understanding of the problem and the process' outcomes for both the researcher and the reader. (Cox, 2014)

Data Presenting. Organizing and compressing data so that the reader and researcher can draw conclusions and be inspired to take further action is known as data presentation. The researcher can show how the numerous data points are connected by displaying information using matrices, graphs, charts, and networks. In this phase, the research question is addressed, valuable discoveries—both positive and negative—from the data interpretation are shared, the research's findings and outcomes are validated, the appropriate data display formats are chosen, and the data representatives are scrutinized before the presentation. (Cox, 2014)

We decided to employ a statistical approach for the data treatment and analysis procedure, using the NVivo data analysis program. Because of its ability to efficiently organize and manage massive volumes of qualitative data as well as its extensive and advanced analysis features, NVivo was chosen. Additionally, it has features that encourage cooperation and can be customized to work with different kinds of data and research techniques. In conclusion, NVivo is a useful tool for researchers who want to easily organize and analyze

their data, create structure and order, and derive thorough insights from their data, like we did in our research.

Section 3. Methodological Framework (Quantitative Approach)

The subsequent section offers a full breakdown of the procedures we used to conduct our research. We first go into further detail about the epistemological viewpoint that our research belongs to. We then describe the quantitative methodology we used, including its steps and requirements. We also describe the study population and the methods we used to select eligible individuals, along with the criteria we used. Finally, we evaluate the data collecting methods we used, explaining how we planned them to collect relevant data, ensure their validity and reliability, and analyze the data to support our conclusions.

3.1. Epistemological approach

Our study is based on a particular form of research that is a component of a pragmatic epistemological stance that is centered on a perspective that values utility and effectiveness over absolute or objective truth. This paradigm's studies are often inductive and try to create a general comprehension of a complex issue to improve a particular circumstance. Understanding the human experience is the foundation of pragmatism.

The pragmatic paradigm

According to the pragmatic paradigm, there is an objective reality that predates human experience but is entrenched in the environment and accessible only through human experience. Pragmatism holds that reality cannot be established once and for all because knowledge and reality are generated by socially constructed habits and beliefs. Researchers that are pragmatic favor one interpretation of reality over another depending on how well it produces the desired results. The premise that knowledge is always obtained through experience is also the foundation of pragmatism. However, pragmatic epistemology views knowledge as a tool for more effectively managing one's existence and engaging in the world rather than as an indicator of reality. (Kaushik & Walsh, 2019)

Choice of the pragmatic paradigm. Pragmatism, to put it simply, is a methodical strategy for solving issues that is strongly related to mixed methods research. It connects philosophy with methodology and is frequently utilized as a neutral ground between the two. Pragmatism and mixed methodology are closely related in the minds of many researchers

and theorists. As evidence that it might be beneficial to take into account and explore pragmatism in research technique, researchers Johnson and Onwuegbuzie present this example.

Pragmatism emphasizes a practical and outcome-focused method of inquiry, leading to further action and the elimination of uncertainty while also allowing researchers to choose a methodological mix that can better address their research questions. This approach frequently combines constructivist and positivist principles with both qualitative and quantitative methods to investigate various aspects of a research problem. Overall, pragmatism is an important philosophical approach for mixed methods research, emphasizing flexibility and practicality in identifying the best solutions to research challenges. (Cameron, 2011)

3.2. The quantitative research

research that seeks to compile numerical data, extend it to many populations, or explain a specific phenomenon. This kind of research gathers and examines numerical data in order to understand events using mathematical techniques, notably statistics. (Islam, Baikady, & Ahmed Khan, 2022)

The foundation of quantitative research is the measurement and quantification of variables, which enables exact data collecting and statistical data analysis. This method is frequently employed in scientific study since it offers a rigorous and impartial technique to comprehend and explain occurrences. (Dubey & Kothari, 2022)

3.3. Data analysis methods

Key performance indicators. Businesses utilize Key Performance Indicators (KPIs), which are quantitative and well-defined measures, to gauge their success in reaching their strategic goals and objectives. KPIs give decision-makers a clear knowledge of an organization's performance, enabling them to take data-driven decisions and spot areas in need of development. Numerous quantitative indicators, like as sales income, customer happiness, employee productivity, website traffic, and others may be included in these metrics.

Businesses can assess whether they are on track to accomplish their goals by frequently reviewing KPIs or if changes need to be made to their strategies. KPIs are a crucial

component of efficient performance management, assisting organizations in maintaining their goals and a competitive advantage in their respective markets. (Marr, 2016)

Turnover: KPI that measures resource or asset replenishment frequency.

Revenue: KPI that measures the total income generated from sales of goods or services.

Gross Profit Margin: It calculates the percentage of revenue remaining after deducting the cost of goods sold.

Net Profit: It represents the amount of profit remaining after subtracting all expenses, including operating costs, taxes, and interest.

Ratios: Are numerical comparisons that provide insights into a company's financial performance, efficiency, profitability, and other aspects by expressing the relationship between different financial figures or variables.

Financial analysis. The process of evaluating a company's or organization's financial performance is referred to as financial analysis. By carefully examining its financial accounts and other financial data, this is accomplished. Evaluation of an organization's financial stability, health, and capacity for profit and cash flow are the main goals of financial analysis. Numerous quantitative and qualitative techniques, including ratio analysis, trend analysis, cash flow analysis, and others are utilized to achieve this. These tools enable analysts to recognize potential financial risks and opportunities and make wise judgments that will aid the firm in reaching its financial objectives. (Bragg, 2021)

Document analysis. Examining and analyzing written or visual materials that are pertinent to the research topic is a component of document analysis, a systematic and interpretative research technique. This approach involves gathering and examining a variety of documents, including financial statements, news articles, official reports, social media posts, historical records, and other pertinent materials in order to find patterns, themes, and insights that can help the research process and result in a deeper understanding of the subject at hand.

Through careful investigation of the content, context, and form of the documents, it is possible to use existing records to gain understanding of a specific occurrence. Researchers can grasp historical context, unearth hidden meanings, and get important insights into social, cultural, and political issues by examining documents. (Neuendorf, 2016)

3.4. Data sources

The study's documents are all documents of the three years 2019,2020,2021, and they are:

- Balance sheets
- Dashboards
- Income statement
- Annual reports

The LOGITRANS Group, specifically its directors and managers, served as the primary source for all of these records. The financial balance sheets give a quick picture of the organization's financial situation, while the management reports and dashboards give information on how the business is performing operationally. The statements offer a thorough overview of the business's financial activities for a specific time period.

Conclusion of the chapter

As a whole, the previous chapter gave a thorough overview of the organizational structure of the LOGITRANS Group, covering every facet and nuance from market research and domain to activity kinds and subsidiary specialties and overviews.

The data presented was compiled using a number of sources, including documents and data supplied by the company itself and a mixed-methods study combining qualitative and quantitative research carried out using a sound methodological framework that was fully explained and outlined in steps.

The chapter also describes the research techniques and epistemological approach that were utilized to collect and analyze the data. This in-depth investigation has provided a thorough grasp of the LOGITRANS Group's organizational structure, rules, and procedures. This information provides a useful starting point for further analysis of the company's performance and response to the COVID-19 pandemic's challenges.

It also aids in our data analysis process, which we use to find the answer to the research question, gather the necessary data and knowledge to comprehend the current situation, draw conclusions, and improve our understanding.

CHAPTER 3: RESULTS AND DISCUSSION

This chapter's main goal is to present the findings of the qualitative and quantitative procedures used in the research, along with their analysis and discussion. These procedures involved speaking with the directors of the LOGITRANS company and gathering and analyzing performance data. The analysis of these interviews provides insightful information about the business' operations and the difficulties it has overcoming the COVID-19 pandemic.

The chapter also includes quantitative data, the findings of the performance and financial analysis, and the qualitative data. A thorough insight of the company's performance, resiliency, and pandemic adaption is provided by this mix of data and analysis. The outcomes of both the qualitative and quantitative methods are thoroughly addressed, emphasizing how they relate to one another and how they differ from one another within the larger framework of the study. Overall, the chapter offers insightful information about the performance and operations of the LOGITRANS company.

Section 1. Results (Qualitative Data)

The qualitative findings from our research are presented in this part along with comments and analyses. We investigate the nature and scope of the changes made, the factors affecting those changes, and the impact of these changes on organizational performance and employee well-being through in-depth interviews with managers and employees of the LOGITRANS Group. These results offer insightful information about the difficulties and possibilities brought on by the pandemic, as well as the employed methods to adjust to and prosper in the new reality.

Results presentation and analysis

In-depth interviews with the heads of the crisis unit were conducted as part of a qualitative research approach to learn more about how the COVID-19 epidemic affected LOGITRANS. The study's goal was to offer a thorough examination of the organizational change process that the pandemic-related pandemic caused within the corporation. Tables with in-depth comments and analysis were created from the interview data analysis and presentation. The information provided insight into the opportunities and problems that arose during the process of transition, as well as the strategies and tactics the organization used to handle the issue.

Interview	Theme	Effect	Nature		Explication	Financial performance	Comment
			Threat	Opportunity			
1	COVID-19	We have resisted the crisis due to our strategy and activities.	X	X	It affected us, but gave us the chance to measure our capacity to adapt, open our eyes to the importance of our information system, and prepare for future crises.	Company maintained financial health due to other activities.	The LOGITRANS Group made good and cautious preparations and measures right from the start in order to protect its employees from any possible danger or threat, therefore, when faced with the pandemic and its effects the Group didn't suffer from much financial or operational damage, despite facing some difficulties in certain activities and subsidiaries, it kept on operating and performing by switching
2		We continued working by taking sanitary measurements into account, using remote working, and managing the structure and working procedures with bare minimum staff.	X		Covid has enabled us to improve remote working and the use of information systems to reevaluate our capacities and tools.	We were not affected financially. We are investing more and strengthening our production, despite some setbacks that our clients faced.	
3		Our main activity was transportation, so we had a minimal staff working due to our ERP system and sanitary restrictions.	X		We had the opportunity to evaluate our capacities and organize our functions due to the threat.	Transport was maintained, but international transport decreased, we worked merchandise such as medicines and hospital tools.	
4		We implemented a remote working method and provided masks, hygiene products, and released most of the staff very early.	X		Covid has enabled us to develop new methods and procedures to address the threat.	Monitoring guidelines and employees led to understand we had some setbacks.	
5		We minimized the number of workers and created a crisis unit to track development and changes.	X		Covid caused significant disruption to many activities.	It wasn't affected much, Transport was assured during and after the pandemic, especially for medicines and military.	

6		We have a centralized datacenter system that gives us the upper hand in the event of covid.	X		COVID-19 was a challenge that required adapting to the situation.	We continued working with our information system to make it possible.	its activity domains and focus and taking necessary precautions and respecting the sanitary instructions. In addition to this, we were able to reassess and reevaluate our capacities and abilities in general, and in handling unprecedented situations and managing it well in order to keep on functioning and minimize the possible losses.
7		A crisis unit was established to track pandemic developments and ensure compliance with sanitary instructions, in addition to work programs changing.	X		We had difficulty communicating with clients, suppliers and employees.	Financial problems were not severe enough to affect our performance greatly.	
8		there were certain measures in place, to react to the economic and social effects of covid and the quarantine and the reduced work hours and presence.		X	to reinvent other models of work organizations, like remote work, and to develop TIC methods and work procedures.	the Group had some financial difficulties due to covid restrictions like closing the borders.	

Table 2: COVID-19

Interview	Theme	Types	Strategy	Mental health and well-being of employees	Technology	Comment
1	Organizational Change	We focused functions on certain people and managers to ensure continuity.	We developed a new product, remote trainings, due to the closure of a subsidiary.	The crisis unit created by the group and CEO provided special procedures for workers, such as remote work, with priority given to pregnant women, individuals with chronic illnesses, and young children.	The Group used a secure ERP and video conferences to organize meetings.	The Group has a long term planned strategy from 2016 to 2025, which made it easier to deal with COVID-19 effects and damages, since the strategy is well studied and has goals and objectives in plan. Also, LOGITRANS made sure to take care of its employees in every way possible, from giving priorities to pregnant women, people with chronic illnesses and special needs in terms of early leave, keeping the salary as it was, not making any layoffs or salary cuts, to reassuring and assuring communication through
2		We created a crisis cell, with one online meeting to discuss problems, and strengthened communication to ensure information flows well.	The strategic plan had no impact due to a long-term strategy fixed between 2016 and 2025.	The workers were reassured with good news and communication, no layoffs, and the salary stayed the same for those who worked remotely.	We used the video conferences for reunions, email and phone calls exchanges to communicate, and our ERP information system to work remotely.	
3		Remote job methods, and changes in function systems have been implemented to reduce costs.	Optimizing tasks and activities to reduce employee workload.	We invested in physical health and made exceptions for pregnant women and persons with chronic illnesses, allowing them to stay at home and still receive their salary. No layoffs or salary reductions were made.	Remote working methods were used, and communication via emails and phone calls.	
4		We employed new working programs and changed the decision process in some subsidiaries to ensure the work continued properly.	We provided sanitary instructions and measures to prevent the spread of the virus, such as isolating suspected employees	We continued salary collection and gave some employees their salaries in advance, providing reassurance and communication in all times.	We used email exchanges for communication, in addition to phone calls, we used our information system, we also use the	

			and banning gatherings and direct interactions.		video conferences for reunions.	developed and updated technology tools and means.
5		The work system and program changed to ensure health and order.	Implemented emergency treatment systems to ensure activities and work continue.	We reassured people with chronic illnesses and special cases and kept the communication process positive.	video conferences, and a very secured ERP information system.	LOGITRANS was one of the very few if not the only one to keep giving its employees their salaries even when they did not come to work to ensure the minimum staff and service
6		behavioral change that allowed most IT specialists to work remotely, so making it easy for them was a responsibility for us.	Our information system enabled managers and employees to better manage their tasks.	Video conferences were used to keep contact with employees, provide remote work tasks, and raise awareness of covid.	The use of an information system, ERP, video conferences, and online meetings was instrumental in facilitating communication during the COVID-19 pandemic.	sanitary instruction application, in addition to providing the ones who had to be present in the workplace with all the necessary conditions to ensure their safety,
7		we made certain procedures and notes, such as remote work, and giving people with chronic illnesses and special needs priorities.	specific protocols and changed were implemented to make sure the transport of merchandise continued	We ensured the flow of information and communication to reassure employees and staff.	Email and phone conversations were used for communication as well as remote working techniques.	and make the tasks easier for the ones who had to do remote work with the secure ERP system. All of this was monitored and followed by the weekly meetings still ongoing right now, of the crisis unit created to keep track of the changes imposed by the pandemic and the covid virus.
8		Changes were made to communication tools, information flow, work programs, and plans.	Adopting a new managerial approach based on responsible conduct.	Investment in physical well-being and creating accommodations for those who needed to stay at home during pregnancy and chronic illnesses.	The information system was exploited and used, in addition to video conferences, and remote work methods and technologies.	

Table 3. organizational Change

Interview	Theme	Resistance		Type of resistance	Security measures	Comment
		Yes	No			
1	Communication, Resistance and Conduct of Change		X	/	We followed sanitary instructions and precautions to ensure safety.	In terms of change resistance, all of the employees were very understanding and respective of the imposed instructions and the applied changes, thanks to the flow of the information and communication at all times. As for safety measures, the Group ensured to provide all necessary tools and equipment, and illustrate the instructions to follow and respect.
2			X	/	We ensured to provide everything needed to reassure them. The salaries were maintained for all workers, and we had no layoffs.	
3			X	/	We applied sanitary measures, provided tools and devices to limit the spread of the virus, and performed necessary procedures to continue the work properly.	
4			X	/	sanitary measures and equipment, bonuses to workers, salaries in advance, and help and assistance in any need.	
5			X	/	Workers quickly accepted instructions and adapted to new regulations.	
6			X	/	To stop the virus from spreading, we implemented sanitary precautions, gave out equipment, and carried out the required processes.	
7			X	/	Agreements and protocols for COVID tests and instructions.	
8			X	/	Communication and awareness helped to facilitate adaption and acceptance.	

Table 4. Communication, Resistance and conduct of Change

Interview	Theme	Lessons	Culture and cohesion	Relationship with customers	Comment
1	Long Term Views	Working with minimal staff taught us to use technology to measure capacity.	Solidarity between workers due to loss of friends and family.	Clients were impacted by the crisis and found themselves in difficult financial situations,	The basic minimum of people is always preferable to complete duties. We must constantly be ready for any emergency or condition and flexible enough to handle it. Our information system is crucial, and effective management depends on efficient communication. These are some of the key lessons the LOGITRANS employees acquired from the epidemic, which strengthened their solidarity and togetherness as well as their relationships with their clients who experienced the consequences of covid more severely than they did.
2		We had to take necessary measures to adapt to changes, such as developing communication and an information system, to continue functioning properly.	The spirit of one big family was strengthened through communication and closeness between workers.	The crisis cell enabled us to adapt to the lockdown schedule and provide our clients with the necessary tools to affect their jobs while being understanding of their situation.	
3		Using the bare minimum staff would always be better to perform tasks	We had more cohesion and consolidation; a lot of workers are now closer to each other.	Our training subsidiary stopped operations due to the impact of covid, focusing on our clients' needs.	
4		experience in crisis management and adaption to military logistics procedures, allowed work continuity.	In the pandemic, we had great solidarity and we sensed a shared feeling between the employees.	We maintained good relationships with our suppliers by meeting our commitments and being flexible.	
5		Road transport is the pillar of any country's development	Covid strengthened the spirit of a large family.	New customers relied on Logitrans to ensure merchandise transport and work continuity during covid.	
6		We must always be ready and prepared for any form of emergency or condition, and flexible enough to handle such situations.	We developed a sense of belonging and solidarity during the pandemic.	we developed a bond of belonging and solidarity through the hardships we both faced	
7		our information system is very important, and good communication is the key to successful management.	stronger solidarity and cohesion were developed and strengthened between employees.	We felt a slight impact through our clients, but it was not significant for us.	
8		Setting safety rules is essential for navigating difficult situations.	employees got closer and positive energy was spread more.	Customers gained trust and belonging due to increased exposure.	

Table 5. Long Term Views

Section 2. Results (Quantitative Data)

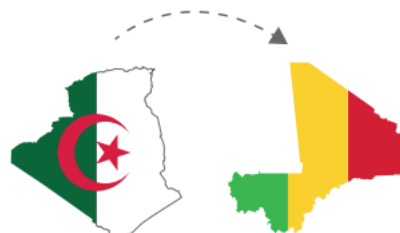
In order to examine the researched company's performance and resilience in the face of the COVID-19 pandemic, we used a quantitative data analysis of its financial performance for the years 2019, 2020, and 2021. In addition to financial analysis, a number of key performance indicators are employed to assess the efficiency of the company's organizational change process. The research aims to understand the company's financial situation, pinpoint its strong and weak points, and gauge its resilience to the pandemic's problems. The data and analysis of the LOGITRANS Group's many functions and processes are used to explain the state and position of the company in this section, which also presents the analysis's conclusions and outcomes.

International Transportation Component Numbers 2019

Algeria - Mali

Number of shipments: 19

Total quantity transported: 20,000 tons



Algeria - Niger

Number of shipments: 16

Total quantity transported: 18,740 tons



Algeria - Mauritania

Number of shipments: 11

Total quantity transported: 3,998 tons



Algeria - Tunisia

Number of shipments: 17

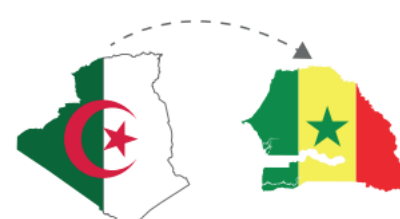
Total quantity transported: 455 tons



Algeria - Senegal

Number of shipments: 02

Total quantity transported: 200 tons



Totality

Number of shipments: 65

Total quantity transported: 43,383 tons

Destination country	Number of expeditions	Quantity transported (tons)
Mali	19	20,000
Niger	16	18,740
Mauritania	11	3,998
Tunisia	17	455
Senegal	02	200
Total	65	43,383

Table 6. International Transportation Component Numbers 2019

The group in figures

In millions of DA	2018	2019
Turnover	6 753	7 265
Added value	4 549	5 014
personnel costs	2 178	2 307
EBITDA	1 973	2 276
Result	1 451	1 989

Table 7. The group in figures 2019

Financial state

In millions of DA	2019	2018	N-1%	GAR%
Turnover of which:	7265	6753	8	92
Transportation and Chartering	4953	4682	6	88

Logistics	1920	1502	28	112
Training	337	553	-39	58
Other	53	15	253	442
Added value	5014	4549	10	89
EBITDA	2276	1973	15	76
Net income	1826	1384	32	149
Consolidated net income	1988	1451	37	155

Table 8. Financial State 2019

Revenue for the LOGITRANS Group reached 7,256 MDA in 2019, an 8% increase from the previous year. 92% of the turnover was anticipated. The following activities of the Group made up the consolidated turnover: transportation (33%), chartering (35%), logistics (26%), and training (5%).

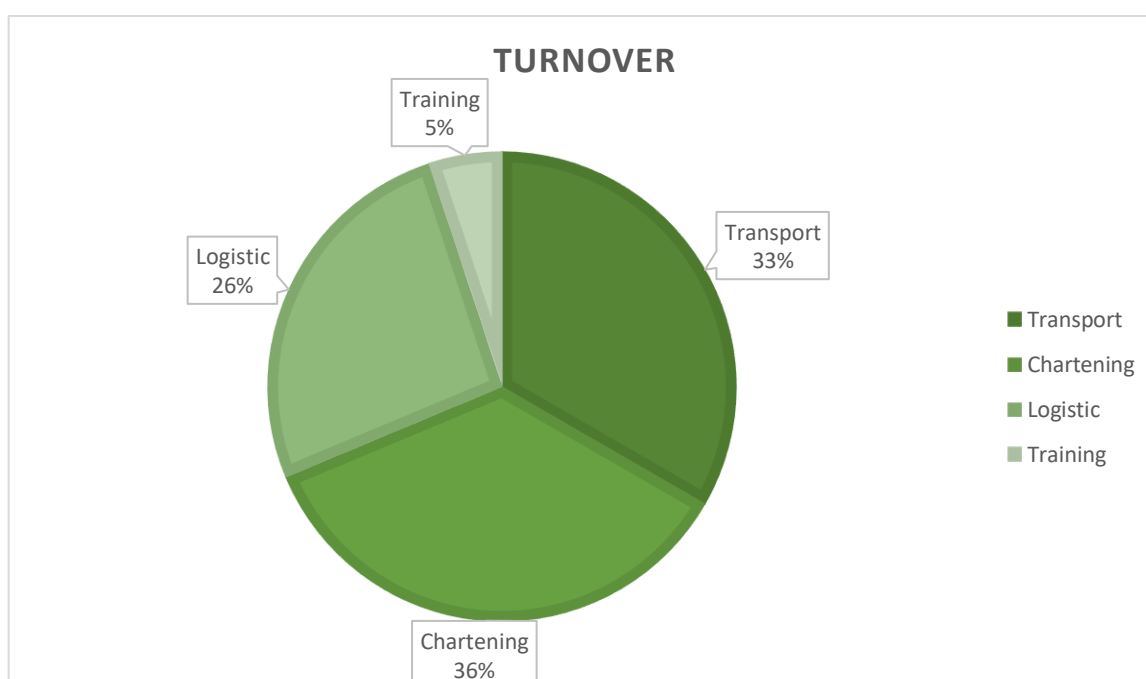
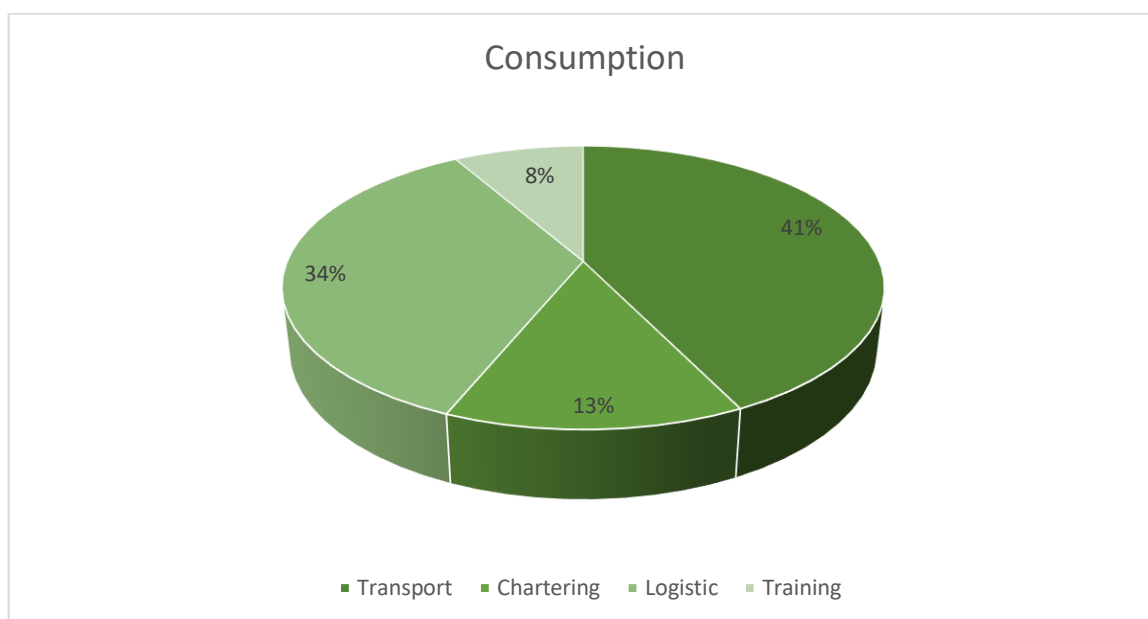
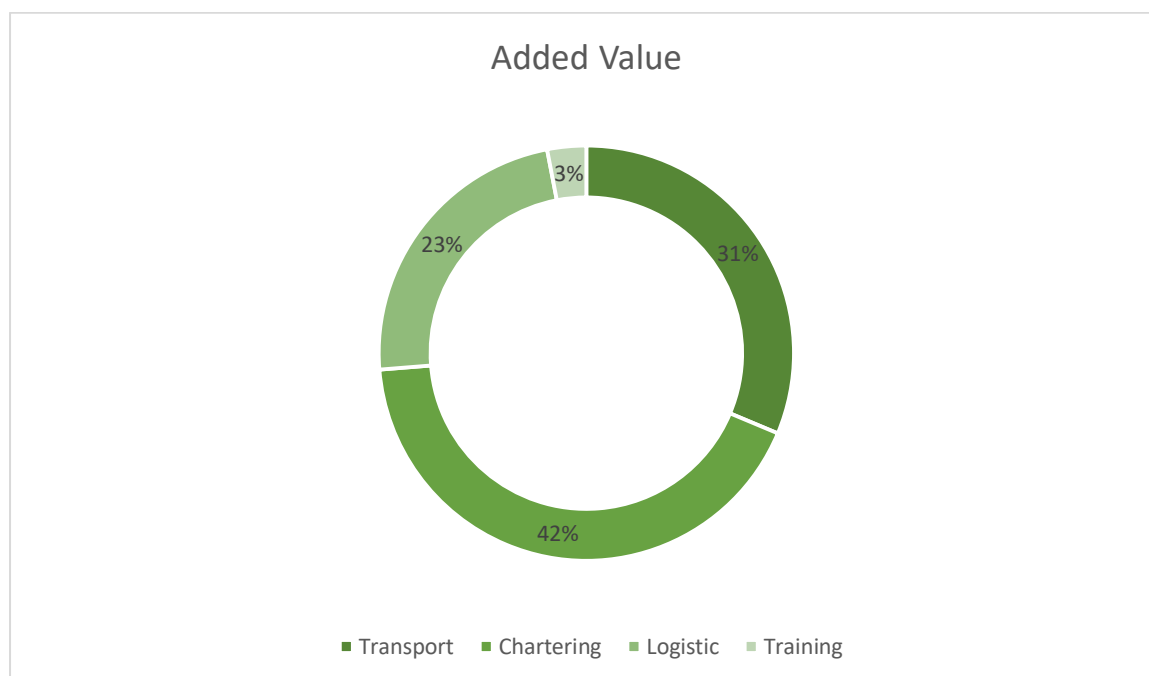


Figure 4. 2019 Turnover

The consumption in 2019 was 2,308 MDA, up from 2,232 MDA in 2018 by 3%. A 92% success rate was achieved. Transportation accounted for 41% of the consumption, chartering for 13%, logistics for 34%, and training for 8%.

Figure 5. 2019 Consumption

The added value produced during the 2019 fiscal year was 5.014 MDA, up 10% over the previous year, mostly as a result of the higher turnover. The objective's success percentage was 89%. Transportation accounted for 31% of the added value, chartering for 42%, logistics for 23%, and training for 3%.

**Figure 6. 2019 Added Value**

Due to the addition of 52 new employees to the Group's staff as well as the distribution of some bonuses, personnel costs grew by 6% in 2019 to 2,307 MDA. 94% was the GAR. At the end of the fiscal year 2019, the Group reported a gross operational surplus of 2,276 MDA,

a 15% increase over 2018 (1,973 MDA). 76% was the GAR. In comparison to 2018 (1,451 MDA), the net result of the consolidated set for fiscal year 2019 was 1.988 MDA, a 37% increase.

Ratios

Ratios	2019	2018	Δ Pts N-1
revenue to value-added 'VA/CA'	69%	67%	2
personnel expenses to revenue ratio 'FP/CA'	32%	32%	-1
cost of goods sold to sales ratio 'achats/CA'	32%	33%	-1
Services to sales ratio 'Services/CA'	20%	21%	-2
EBITDA to sales ratio 'EBE/CA'	31%	29%	2
Profit margin ratio 'Resultat/CA'	27%	21%	6

Table 9. Ratios 2019

International Transportation Component Numbers 2020

Algeria - Mali

Number of shipments: 07

Total quantity transported: 5945 tons



Algeria - Niger

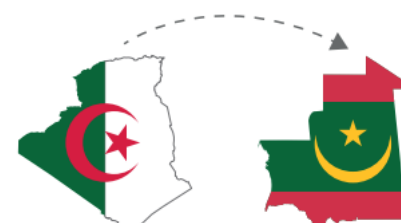
Number of shipments: 05

Total quantity transported: 3250 tons



Algeria - Mauritania

Number of shipments: 02



Total quantity transported: 569 tons

Algeria - Tunisia

Number of shipments: 03

Total quantity transported: 320 tons

Algeria - Senegal

Number of shipments: 01

Total quantity transported: 52 tons



Totality

Number of shipments: 18

Total quantity transported: 9936 tons

Destination country	Number of expeditions	Quantity transported (tons)
Mali	07	5945
Niger	05	3250
Mauritania	02	569
Tunisia	03	120
Senegal	01	52
Total	18	9936

Table 10. International Transportation Component Numbers 2020

The group in figures

In millions of DA	2019	2020
Turnover	7625	16759
Added value	5014	5022
personnel costs	2307	2287
EBITDA	2276	2376
Result	1989	2353

Table 11. The group in figures 2020

Financial state

In millions of DA	2020	2019	N-1%	GAR%
Turnover of which:	16756	18850	-11%	108%
Transport of Own Means	2394	2615	-8%	88%
Chartering	11355	13629	-17%	126%
Logistics	2807	2044	37%	130%
Training	55	364	-85%	10%
Other	148	197	-25%	36%
Added value	5021	5014	0%	73%
EBITDA	2376	2276	4%	60%
Net income	1932	1826	6%	85%
Consolidated net income	2352	1988	18%	101%

Table 12. Financial State 2020

The total consumption for the fiscal year 2020 was 11.817 MDA, a 15% decline from the previous year, 2019, when it was 13.893 MDA. The accomplishment rate, however, was 137%. The added value produced in 2020 was 5,021 MDA, almost the same as in 2019, and in 2019 it was 5,014 MDA. In 2020 compared to 2019, personnel costs, which were 2,287 MDA, fell by 1%. In order to lessen the effects of the COVID-19 health crisis, the Group decided to waive attendance requirements, which led to this drop.

The Group reported a gross operational surplus of 2,376 MDA at the end of 2020, an increase of 4% over the 2.276 MDA it reported at the same time in 2019. 96% was the GAR. Net total consumption for the fiscal year 2020 was 2.352 MDA, an increase of 18% over the prior year's figure of 1.988 MDA.

LOGITRANS Group and its subsidiaries revenue shortfall

The COVID-19 epidemic negatively impacted the operations of the LOGITRANS Group in the 2020 year, just like it did for other Algerian businesses. Numerous factors were negatively impacted, including decreased turnover, wasteful spending, difficulties with cash, and postponed investment projects in the southern region of the nation. The loading schedule for international transport activities and training were immediately impacted by the

preventative and control measures put in place to stop the virus's spread as well as the closing of land borders.

Subsidiaries	turnover at 31/12/2020	turnover at 31/12/2019	Evolution N-1
National Transport	14080995	16153453	-13%
International Transport	128429	663442	-79%
Training	126645	359860	-65%
LOGITRANS Group	14336069	17146764	-16%

Table 13. Subsidiaries' Turnover in COVID-19

The International Transport of Merchandise: The international freight transport industry has been put on hold since land borders with nearby nations have been closed. This endeavor, which began in 2019, was profitable and produced a 633 million DA in revenue. However, leasing 100 6x4 tractors required a substantial expenditure of 1.6 billion dinars, discounting banking costs. Only near the end of August 2020 did the Prime Minister announce a new measure to control export activities through land border posts. With the help of this step, the LOGITRANS Group was able to resume its international shipping operations—but only to NIGER and MALI, where the exported goods were delivered to the kilometric point (PK0). Unfortunately, Mauritania was not eligible for this action.

Training: Due to the COVID-19 epidemic, the training division of an ATL subsidiary was forced to cease its activities, which led in a loss of 233 MDA in terms of revenue. In addition, the subsidiary had to pay 85 MDA in unproductive compensation and struggled with cash flow because of unpaid client claims totaling 112 MDA. The subsidiary's net cash balance is only 20 MDA, which is insufficient to pay off its 123 MDA supplier obligation, as well as its 69 MDA tax and para-tax debts.

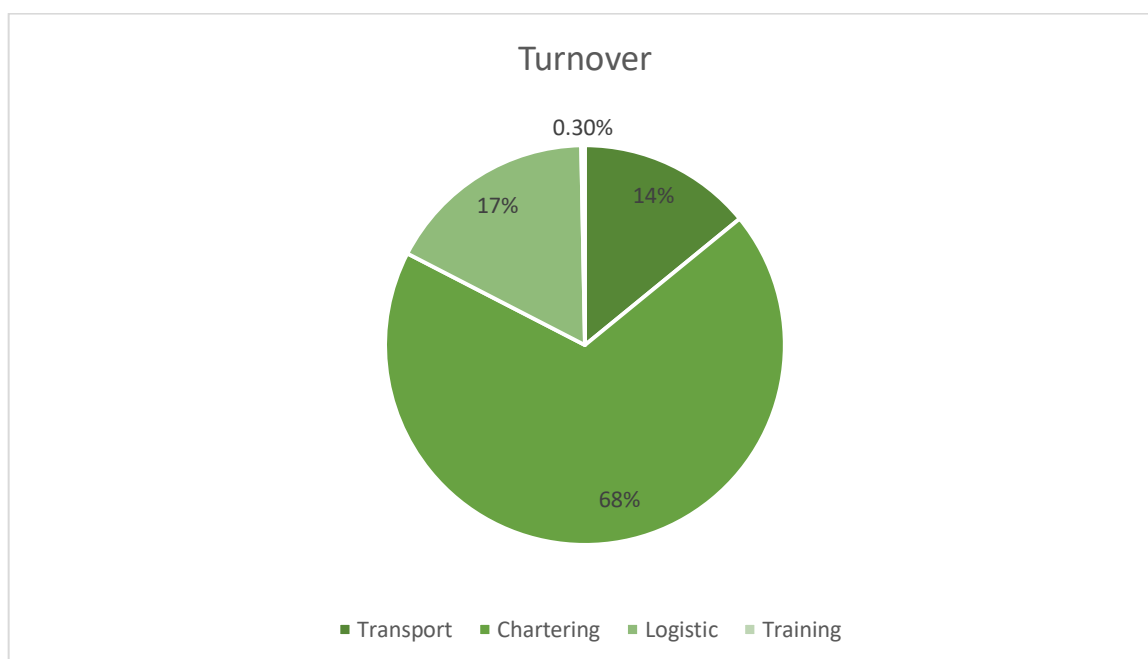
The National Transport of Merchandise: A loss in turnover estimated at 2,072 MDA was caused by restrictions on the movement of cargo vehicles and the effect of the health condition on traditional consumers. This circumstance led to a 10% increase in the immobilization rate of rolling stock in addition to the maintenance of full salaries for employees on leave and on leave of absence.

Ratios

Ratios	2020	2019	Δ Pts N-1
revenue to value-added 'VA/CA'	30%	27%	+3
personnel expenses to revenue ratio 'FP/CA'	14%	12%	+2
cost of goods sold to sales ratio 'achats /CA'	5%	5%	0
Services to sales ratio 'Services/CA'	66%	69%	-3
EBITDA to sales ratio 'EBE/CA'	14%	12%	+2
Profit margin ratio 'Resultat/CA'	12%	10%	+2

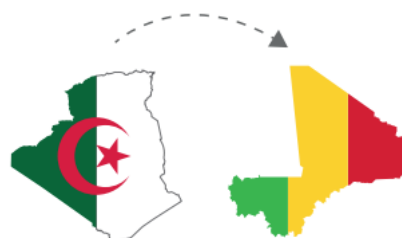
Table 14. Ratios 2020

According to estimates, the amount of money earned in 2020 would be around 16,759 MDA, which is a decrease of 11% from the prior fiscal year of 2019. The actions taken by the authorities to contain the Covid-19 epidemic, such as barrier closures, containment, and suspension of particular activities, were the cause of this drop. The pandemic had a particularly negative impact on a few industries, including international travel (down 77%) and training (down 85%). The predicted consolidated turnover achieved an exceptional rate of 108%, exceeding the goals established, despite the decline in turnover from 2019. This was due to the Group's plans to cut the cost of chartering and restock its own resources in 2020, which it anticipated would result in the creation of more added value and improved outcomes. The projected turnover for the new means, however, had to be made up by the charters because of delays in the investment program's implementation and the creation of the new organization. As a result, the average charter targets were exceeded by 126%. The LOGITRANS Group's consolidated turnover is broken down into the following categories by activity:

Figure 7. 2020 Turnover**International Transportation Component Numbers 2021****Algeria - Mali**

Number of shipments: 15

Total quantity transported: 14360 tons

**Algeria - Niger**

Number of shipments: 04

Total quantity transported : 2259 tons

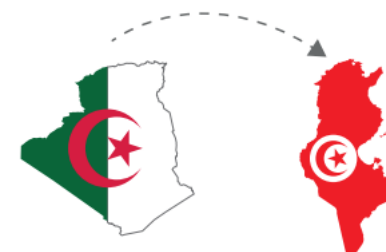
**Algeria - Mauritania**

Number of shipments: 03

Total quantity transported: 2488 tons

**Algeria - Tunisia**

Number of shipments: 01

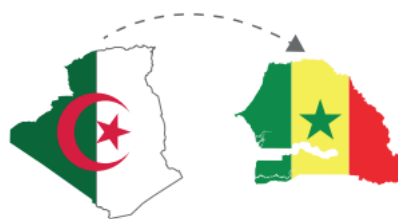


Total quantity transported: 20 tons

Algeria - Senegal

Number of shipments: 01

Total quantity transported: 60 tons



Totality

Number of shipments: 24

Total quantity transported: 19187 tons

Destination country	Number of expeditions	Quantity transported (tons)
Mali	15	14360
Niger	04	2259
Mauritania	03	2488
Tunisia	01	20
Senegal	01	60
Total	24	19187

Table 15. International Transportation Component Numbers 2021

The group in figures

In millions of DA	2020	2021
Turnover	16759	16305
Added value	5022	4632
personnel costs	2287	2600
EBITDA	2376	1687
Result	2353	1657

Table 16. The group in figures 2021

Financial state

In millions of DA	2021	2020	N-1%	GAR%

Turnover of which:	16305	16759	-3%	90%
Transport of Own Means	2373	2394	-1%	64%
Chartering	11675	11355	3%	97%
Logistics	2069	2807	-26%	99%
Training	174	55	216%	66%
Other	14	148	-91%	54%
Added value	4632	5021	-8%	74%
EBITDA	1687	2376	-29%	48%
Net income	1556	1932	-19%	87%
Consolidated net income	1675	2352	-29%	88%

Table 17. Financial State 2021

Ratios

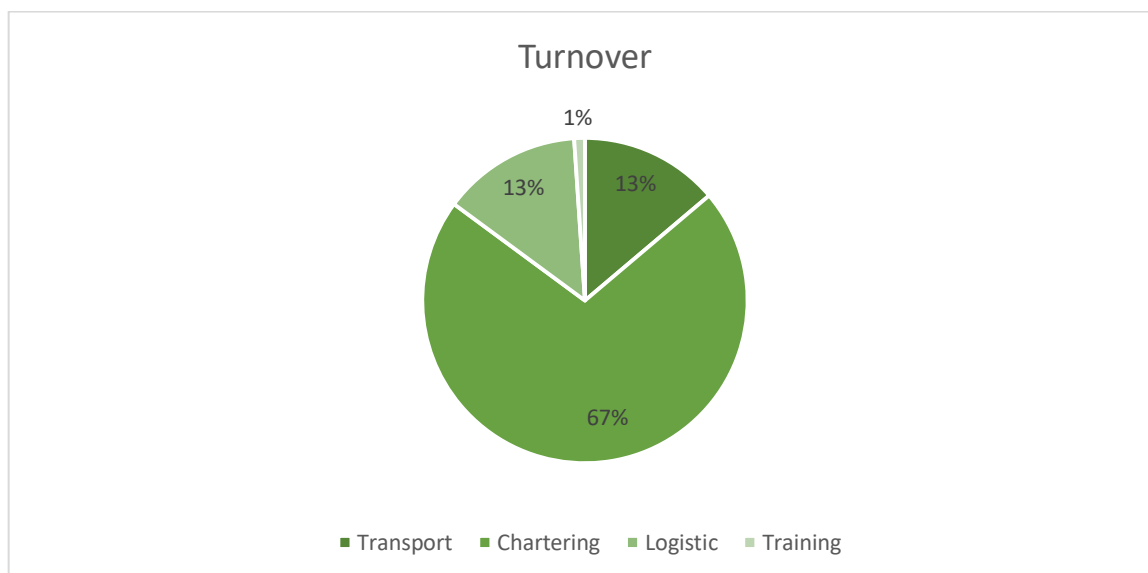
Ratios	2021	2020	Δ Pts N-1
revenue to value-added 'VA/CA'	28%	30%	-2
personnel expenses to revenue ratio 'FP/CA'	16%	14%	2
cost of goods sold to sales ratio 'achats/CA'	6%	5%	1
Services to sales ratio 'Services/CA'	64%	66%	-2
EBITDA to sales ratio 'EBE/CA'	10%	14%	-4
Profit margin ratio 'Resultat/CA'	10%	12%	-2

Table 18. Ratios 2021

The amount of revenue in 2021 was 16,305 MDA, a decrease of 3% from 2020. This decline is particularly explained by the considerable decline in logistical activity turnover that has

occurred since the closure of the dry ports. Even if the turnover for 2020 is expected to decline, the projected turnover shows a 90% success rate. The LOGITRANS Group's consolidated turnover is broken down into the following categories by activity:

Figure 8. 2021 Turnover



The consumption figures for 2021 were, which is 3% less than the 11.818 MDA consumed in 2020. Despite this decline, 96% of the consumption objective was achieved.

The cost of employees grew from 2020 to 2021 by 14%, totaling 2,600 MDA. A 10% increase in the basic pay for all employees covered by the Collective Agreement and a 20% increase in premiums and rolling stock allowances are responsible for this increase.

Achieving 74% of the target, the company's value added in 2021 was 4,632 MDA, a 0.8% decrease from the 5,021 MDA reported in 2020.

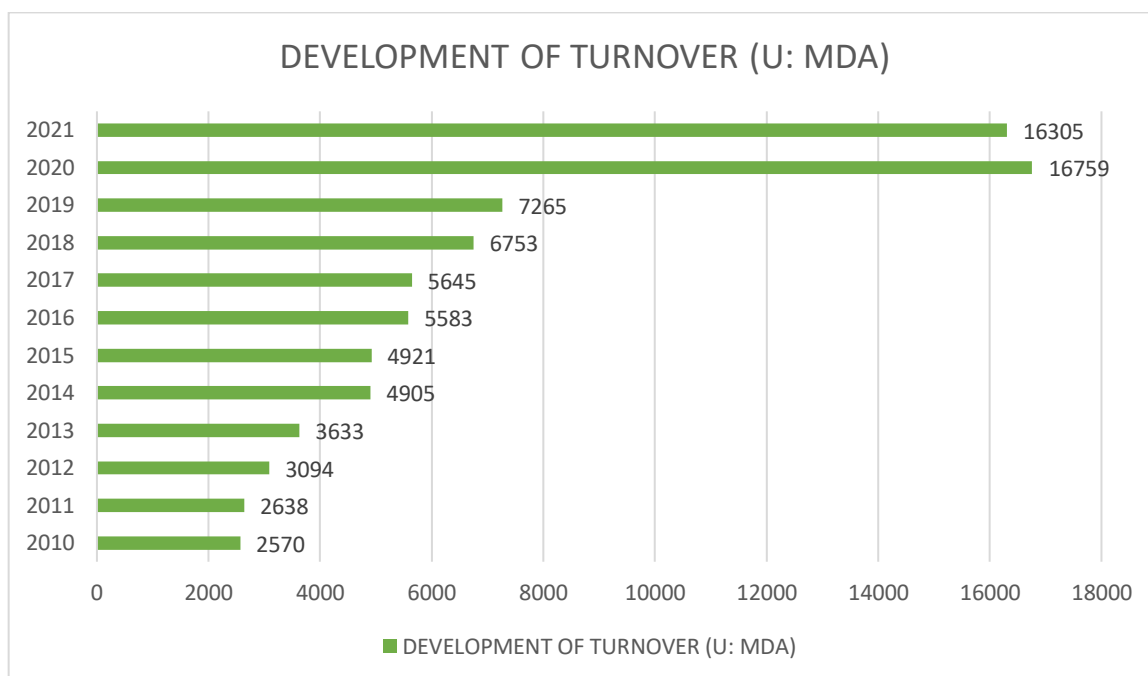
Throughout the fiscal year 2021, The LOGITRANS Group experienced a number of contingencies that had a detrimental effect on their business. As a result, the consolidated group's net income for this year, which was 1,675 MDA, fell by 29%.

The Group's gross operating surplus at the end of 2021 was 1,687 MDA, which is 29% less than the 2,376 MDA reported in 2020. Goal accomplishment rate, or GAR, is 48%.

The growth of LOGITRANS Group turnover through time is seen in the bar graph above, which ranges from 2570 MDA in 2010 to 16759 MDA in 2020. Except for 2021, when it fell by 405 MDA compared to 2020, the rate has increased at a good clip throughout the

year. This decline can be attributed to the pandemic's impacts and legacies on the group as a whole and its clients in particular.

Figure 9. Development of Turnover



The subsequent histogram depicts the progression of the intermediate management balances from 2012 to 2021. These balances are made up of the earnings before interest, taxes, depreciation, and amortization, the added value, and the results.

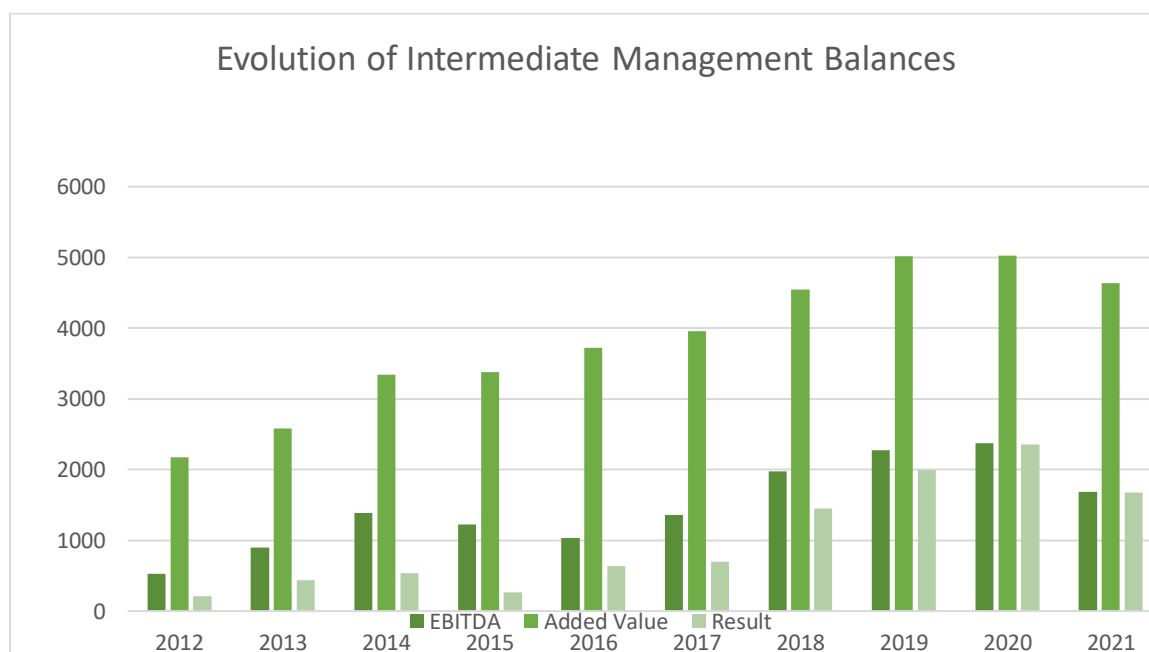


Figure 10. Evolution of Intermediate Management Balances

Section 3. Discussion

We go over the study's results discussion in this section and explain how they apply to the organization under inquiry “LOGITRANS”. Our investigation has shed light on the consequences of the organizational transformation brought on by the COVID-19 pandemic, as well as the obstacles or success factors associated with these changes. We will highlight our important results in this conversation, evaluate them against the body of prior research, and make actionable suggestions for the organization. We hope that this debate will deepen your grasp of the significance of our research and add to your knowledge of organizational change and crisis resilience.

Key Findings

Our research focuses on Logitrans' response to the COVID-19 epidemic and the ensuing organizational adjustments that have impacted the company's performance. To further explore this topic and elucidate its many facets, we have developed a number of study topics. These inquiries entail looking at the precise adjustments Logitrans made in response to the outbreak and evaluating their impacts on the business's operations and organizational culture. Our goal is to comprehend how the pandemic altered Logitrans' strategy and activities and to examine the key opportunities and difficulties that its staff members experienced, as well as their responses to these changes. Additionally, we want to assess how these changes will affect Logitrans' long- and short-term financial performance as well as employee satisfaction. We also seek to uncover the insights and lessons that Logitrans took away from this experience, as well as to look into the kind of support that was given to staff members throughout the epidemic and how that affected how they perceived the changes. We hope to fully comprehend the impact of the COVID-19 epidemic on Logitrans and the organizational changes that resulted by addressing these study issues.

COVID-19 effects: the covid-19 pandemic has had its own effects and results on the LOGITRANS Group, the same as all economic and production based organizations. Some of the effects and changes that the virus forced the company to take were: program changes, in nature and structure, for the Group was mainly focus on remote working for most managers and employees, to ensure the minimal service staff regulation and help minimize the virus spreading and cause more problems, the use and emphasis on the ERP information system to perform tasks and facilitate the different process related to the job, in addition to the change of employees' culture and perception of everyday work life, to alternate to the

cautious and highly careful way, accompanied with the necessary sanitary tools and equipment. In addition to that, the creation of a crisis unit was one of the results that helped control and manage the situation well, to ensure good communication and monitoring of the situation.

Employees' satisfaction : from conducting many interviews with different managers and directors, and while doing in-work observations, we got the result that changes brought about by the epidemic have both beneficial and negative effects on personnel. Increased flexibility and work-life balance were two benefits, but an increased burden and isolation were two drawbacks. LOGITRANS' employees were happy and satisfied about the work environment and conditions provided by the company during and after the pandemic, for they all stated that they found almost no difficulties going back to on-site working from remote work and that they were happy about the many benefits and decisions made by the company during the covid period, which are: to keep the employees' salaries even when they did not work, there were no salary cuts or layoffs, and the ones who had to attend and work on site had bonuses,

in addition to the sanitary instructions and equipment being provided and fully respected. Therefore, there were no change resistance, but in fact all the staff was understanding and respectful.

Financial performance: when the covid pandemic started, LOGITRANS sensed the danger coming and made sure to apply all necessary measures and be prepared for what's coming, and thanks to that, the consequences were not as bad as other companies, for the Group handled the situation well and minimized losses as much as it could. Despite that, it still suffered some losses and faced difficulties and setbacks, like the training subsidiary stopping its activity almost entirely, and the international transport activity having problems due to borders' closures, and of course having to deal with the results caused by the covid to all the customers and suppliers, making it harder and more difficult to proceed with certain tasks and missions, especially in 2020 and after the lockdown ended and the virus stopped spreading, because the aftereffects of it were too much to handle for some organizations, causing some disruptions in the economic system, but for LOGITRANS, its financial performance remained in a good state.

Factors of success of organizational change: The organizational shift brought on by the COVID-19 epidemic was successful thanks to a number of important aspects. One important

component was highlighted as effective communication since it allowed for consistent and clear messaging about the changes and assisted in resolving any employee issues or uncertainty. Support from the leadership was also considered to be crucial since it gave workers guidance and direction when things were uncertain. Another element that helped make the organizational transition successful was employee engagement, as motivated and devoted workers were more likely to be in this situation.

These findings emphasize the significance of strong leadership, good communication, and engaged staff in implementing successful organizational transformation. Organizations attempting to navigate changes in the future, particularly during times of crisis or uncertainty, may find this material useful. Organizations may be better able to manage change and come out stronger on the other side by giving priority to these elements.

Discussion

Like many other firms, the LOGITRANS Group was significantly impacted by the COVID-19 outbreak. The main points on the pandemic's effects on LOGITRANS will be discussed, along with how they relate to the articles and studies brought on the subject in the literature review.

The group had to make improvements to its program, according to the first major finding. In order to limit the spread of the virus and ensure minimal service personnel regulation, LOGITRANS established remote working for the majority of managers and employees. This modification is in line with the paper by (Gashi, Sopa, & Havolli, 2022), which emphasizes the use of digital technology and remote work as a component of organizational change during the pandemic. By accepting remote work, LOGITRANS put its employees' health and safety first while continuing to run its business using technology.

The second finding concerns the degree to which LOGITRANS's work environment and working circumstances were appreciated by its employees both during and after the pandemic. The business avoided wage cutbacks or layoffs, kept employees' salaries even when they did not work, and gave bonuses to on-site staff, among other decisions that had a good impact on employee happiness. This is consistent with the idea of worker participation that was covered in our theoretical chapter . Employees that are motivated and engaged are more likely to adapt to change successfully and help the organization succeed (Halkos, 2012). The happiness of LOGITRANS employees shows that they are aware of and appreciative of the company's improvements.

The primary findings also address another crucial aspect related to financial performance. In contrast to other businesses, LOGITRANS took early action to prepare for the pandemic, limiting losses. Despite experiencing challenges and setbacks including the suspension of operations at the training subsidiary and issues with international transportation brought on by border closures, LOGITRANS was able to keep its financial performance strong. This result is in line with the evaluation of the literature, which highlights the value of organizational stability and how it affects long-term success (Jouxte, 2019). Financial stability was a result of LOGITRANS' capacity to quickly adjust and deal with the pandemic.

The final important conclusion is related to the elements of organizational change success. Successful organizational transformation depends on effective communication, leadership support, and employee engagement, which were all highlighted as essential components. This result is consistent with the study of the literature, which emphasizes the value of strong leadership, effective communication, and motivated employees in managing change (Smith, Johnson, & Brown, 2022). These elements contributed to LOGITRANS' successful organizational transformation during the pandemic by facilitating clear messaging, offering direction to staff, and fostering a supportive and flexible work environment.

The most important data on the COVID-19 pandemic's effects on LOGITRANS Group show that the company was able to successfully adjust to the crises' problems. The results are consistent with the analysis of the literature, which highlights the significance of organizational stability, effective change management, and the adoption of remote work and digital technology during the pandemic. LOGITRANS displayed resilience and dexterity in managing the uncertainties of the pandemic by giving employee happiness a top priority, preserving financial success, and putting in place strong communication and leadership support. These results, which emphasize the need of strong leadership, effective communication, and motivated personnel in achieving successful organizational transformation, offer insightful information for organizations experiencing similar problems in the future.

Adaptation of the McKinsey model in the LOGITRANS Group

Businesses have been forced to quickly adjust to new circumstances and shifting market dynamics as a result of the COVID-19 pandemic. To maintain company continuity and lessen the impact of the pandemic on its operations, LOGITRANS had to make a number of organizational adjustments as a result of the epidemic. The organization used the McKinsey

change model, which offered a structured method for comprehending and implementing change, to handle these changes effectively.

A well-known framework for managing change in businesses, the McKinsey change model consists of seven crucial phases: Mobilize, Engage, Diagnose, Design, Deliver, Sustain, and Conclude. LOGITRANS applied this model's many stages to comprehend the situation, devise and implement solutions, and sustain the changes over the long term as a roadmap for managing the organizational adjustments forced by the pandemic.

-Mobilize: One of the study's main conclusions was that successful communication was essential to the organizational improvements made by LOGITRANS. This result is consistent with the McKinsey change model's first stage, which highlights the significance of organizing the company and creating a strong sense of purpose for the change. LOGITRANS was able to motivate its staff and create momentum for the adjustments the pandemic demanded by clearly outlining the need for change and the reasons for it.

-Engage: The contribution of leadership support to successful organizational change was another significant conclusion. This result is consistent with the second stage of the McKinsey change model, which places a strong emphasis on coalition building and stakeholder engagement. LOGITRANS was able to guarantee that its organizational changes were supported from the top down by interacting with its leadership team and forging consensus around the necessary adjustments.

-Diagnose: According to our study, LOGITRANS' organizational improvements were successful because of many factors, some of which were their focus on employee involvement. This result is consistent with the third stage of the McKinsey change model, which places a strong emphasis on assessing an organization's preparation for change and fostering employee involvement. LOGITRANS was able to increase employee engagement and commitment within its workforce, making them more likely to adapt to the changes needed. This was accomplished through including employees in the change process and offering opportunities for feedback and input, and making sure they are well informed and aware of all details.

By utilizing the McKinsey change model, LOGITRANS was given a methodical method for handling the organizational adjustments that the COVID-19 pandemic demanded. The organization was able to mobilize its workforce, include stakeholders, diagnose the problem, design and provide solutions, sustain the changes over time, and ultimately wrap up the

change process by adhering to the model's many steps. The study's conclusions, which can be helpful for other businesses navigating changes in the future, emphasize the significance of good communication, leadership support, and employee engagement in fostering successful organizational transformation.

When implementing the organizational changes at Logitrans into practice, the seven S points of McKinsey's change model were also taken into account.

-Strategy: The initial "S" stands for "Strategy," which denotes the organization's overarching strategy and course. In order to respond to the problems provided by the COVID-19 epidemic, Logitrans devised a clear strategy that included revising its corporate objectives.

-Structure: The second "S" stands for "Structure," which refers to the layout of the organization and the division and coordination of tasks. In response to the epidemic, Logitrans reorganized its business processes and introduced new work practices, such as flexible scheduling and remote work, to protect its employees' safety while preserving production.

-Systems: The third "S" stands for "Systems," which refers to both formal and informal management practices and processes. To make sure they were in line with the new structure and strategy, Logitrans evaluated and updated its systems. To promote optimal staff collaboration, they, for instance, created new communication channels.

-Shared values: The fourth "S" is for "Shared Values," which stands for the organization's culture, values, and guiding principles. In order to uphold high levels of customer satisfaction during the epidemic, Logitrans stressed the significance of employee safety and well-being.

-Skills: The knowledge, abilities, and competences of the organization's employees are included in the fifth "S," which stands for "Skills." In order to ensure that its personnel had the abilities to adjust to the new work environment and properly carry out their responsibilities, Logitrans provided training and development opportunities.

-Style: The sixth "S" stands for "Style," which describes the organization's management procedures and leadership style. Throughout the epidemic, the management of Logitrans showed their staff members great communication, flexibility, and support, all of which contributed to preserving employee dedication and engagement.

-Staff: The last "S" stands for "Staff," which refers to the quantity, caliber, and distribution of staff inside the company. During the pandemic, Logitrans efficiently managed its employees by ensuring enough staffing levels and resolving any issues that may have affected worker performance or well-being.

Overall, the use of the McKinsey change model and the consideration of all seven "S" criteria led to the execution of the organizational transformation at Logitrans being effective. good leadership support, staff involvement, and good communication were all crucial for the transformation program to be successful.

Applying a change model to organizations going through considerable change, like the COVID-19 pandemic-related changes, can be quite beneficial. With the goal of minimizing negative effects on the organization and increasing positive results, change models offer a framework for efficiently planning and implementing changes.

LOGITRANS was able to successfully handle the organizational changes brought on by the pandemic by using McKinsey's change model. The advantages that a change model offers demonstrate the significance of implementing one. It first assists in identifying areas that need to change and offers an organized strategy for doing so. This can make modifications more efficient, focused, and timely in their implementation. It also makes it possible to create a clear communication plan, which is essential for making sure that all stakeholders are informed about the changes and their responsibilities during implementation.

Thirdly, it makes it possible to manage the changes and their potential effects holistically, reducing risks and guaranteeing that any obstacles are recognized and resolved. McKinsey's change model was effectively used by LOGITRANS, especially in regard to the Seven S framework.

According to the Seven S framework, an organization's strategy, structure, systems, shared values, skills, staff, and style are all examined. This framework offers a thorough method of organizational change and can be quite helpful in emergency situations. There are a number of reasons why LOGITRANS was successful in implementing the Seven S architecture.

First, the business understood that its response to the pandemic needed to be quick and adaptable, so it created a clear strategy to direct its efforts.

Second, they realized that their organizational structure needed to be modified in order to better accommodate remote work and other pandemic-related changes.

Thirdly, they put new technology and processes in place to facilitate communication and distant work.

Fourth, in order to sustain a strong organizational culture, they placed an emphasis on common values including cooperation and employee welfare.

Fifth, they made investments in the professional growth of staff members and offered extra instruction and assistance as required.

Sixth, they thoroughly analyzed their staffing requirements and made modifications to make sure they have the appropriate people in the appropriate positions.

Finally, they changed their management approach to offer greater assistance and direction to staff members during the pandemic.

CONCLUSION

Conslusion

This dissertaion examined Logitrans's reactions to the COVID-19 epidemic and the organizational reforms the business took as a result. The Logitrans reforms were analyzed using the McKinsey's Change Model, which included program modifications, a stronger focus on the ERP information system, a change in staff culture and perception of typical workdays, and the establishment of a crisis unit.

The study concluded that despite certain losses and setbacks, the financial performance of Logitrans remained constant, and its employees were satisfied with the work environment and circumstances offered by the company during and after the epidemic. The successful implementation of organizational change during a crisis was found to depend on effective communication, leadership support, and employee involvement.

The investigation into the specific adjustments made by Logitrans in response to the pandemic, the impact of these changes on the business' operations and culture, the opportunities and challenges faced by employees, the effects on short- and long-term financial performance and employee satisfaction, and the lessons learned from this experience were guided by the research questions and problems. The study's conclusions have applications for organizations trying to manage change in the face of adversity or uncertainty.

Organizations can better handle change and emerge stronger on the other side by placing a priority on effective communication, leadership support, and employee engagement. Additionally, other businesses facing comparable challenges can benefit from the revelations and lessons gained from Logitrans' experience.

The principal organizational change results and aspects in our study were the following:

Remote working: LOGITRANS Group developed a remote work policy for the majority of management and staff in order to stop the virus' propagation. This policy allowed employees to work remotely and communicate with coworkers and clients via online collaboration tools and video conferencing. In order to facilitate remote work and guarantee that employees have access to the essential tools and resources, the company had to invest in technology infrastructure.

Emphasis on ERP information system: In order to complete tasks and facilitate various job-related activities, LOGITRANS Group has expanded its reliance on its ERP (Enterprise

Resource Planning) information system. Due to this, even with a remote staff, the company was able to streamline processes and preserve business continuity.

Cultural shift: Employees' perceptions of workday life and their culture have changed as a result of the pandemic. The LOGITRANS Group adopted a cautious and extremely careful working style along with the essential hygienic instruments and supplies, including face masks, hand sanitizers, and social seclusion. Employees have to adjust to new work habits and conventions in order to protect themselves and others from the virus throughout this cultural transformation.

Crisi unit creation: LOGITRANS Group established a crisis unit to handle the pandemic's effects on the business' operations and personnel. The crisis team was in charge of keeping an eye on the situation, talking to the staff, and deciding how the business would react to the epidemic. This section gave the business the ability to react swiftly and successfully to shifting conditions and make wise decisions based on information and professional counsel.

Flexibility: During the epidemic, LOGITRANS Group offered its staff more flexibility and work-life balance. Employees were now able to manage their personal and professional obligations and modify their work schedules to better suit their demands.

In conclusion, Logitrans' organizational transformation procedures have been significantly impacted by the COVID-19 epidemic. The analysis has demonstrated that the changes brought on by the pandemic have had both favorable and unfavorable effects on the business and its personnel. On the plus side, the epidemic has sped up the use of digital technology, increasing operational flexibility and efficiency. On the flip side, the epidemic has also resulted in lower job security, increased workload, and low staff morale.

The mixed-method approach adopted in this study has given researchers a thorough grasp of the pandemic's consequences on Logitrans. While the quantitative analysis shed light on the financial and performance effects of the pandemic, the qualitative research emphasized how employees experienced and perceived the changes.

Overall, the study's findings add to the body of knowledge on organizational change processes and offer businesses useful advice on how to handle sudden crises like the COVID-19 epidemic. To maintain the success and sustainability of their operations, businesses must be ready to respond rapidly to unforeseen changes and place a high priority on employee well-being.

Last but not least, it is significant to remember that the scope of this study is restricted to the particular example of Logitrans and that the conclusions may not generalize to other businesses in the logistics sector or in other industries. Future investigations could build on this study by looking at additional businesses and sectors as well as the pandemic's longer-term effects on organizational transformation procedures.

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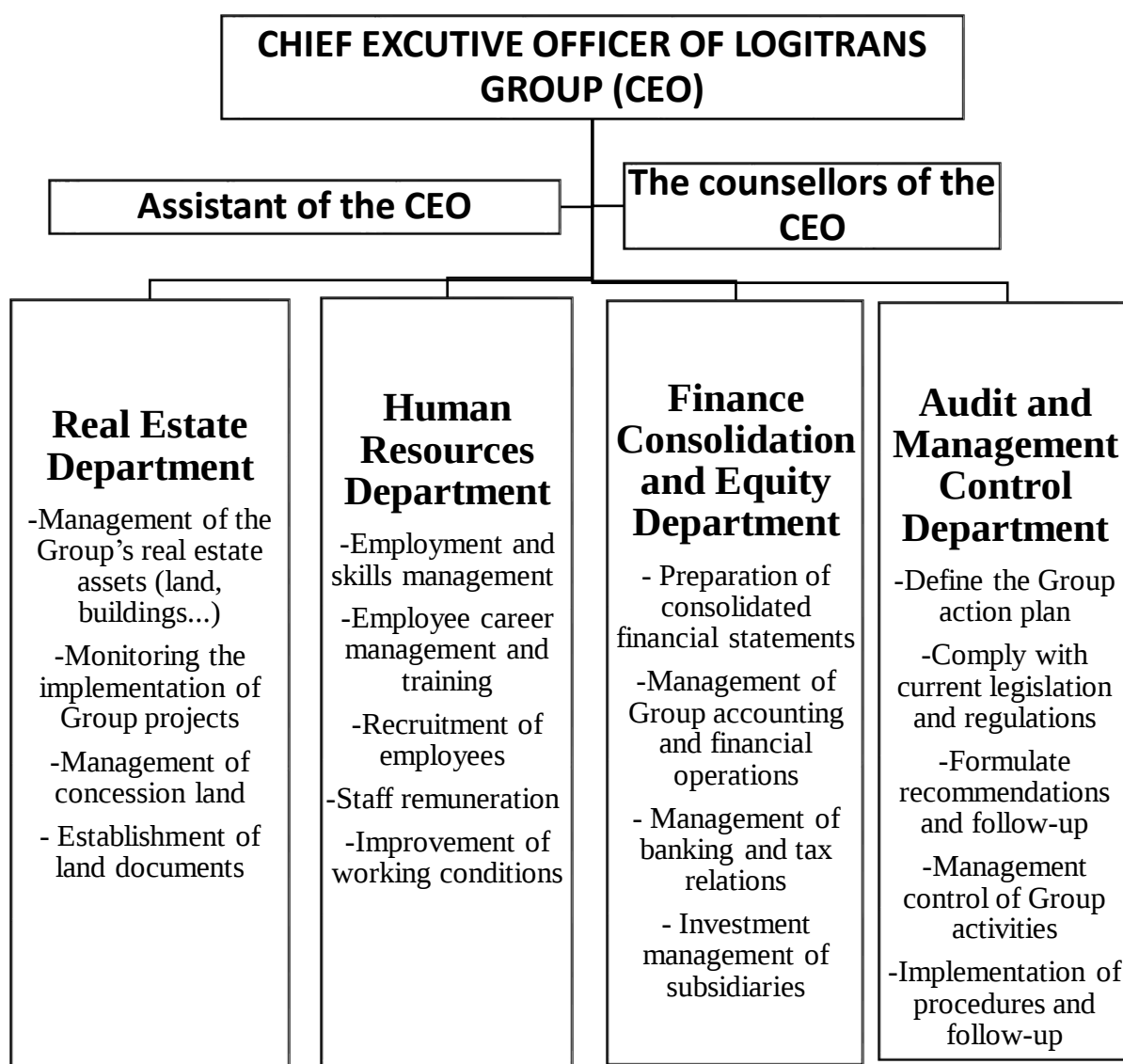
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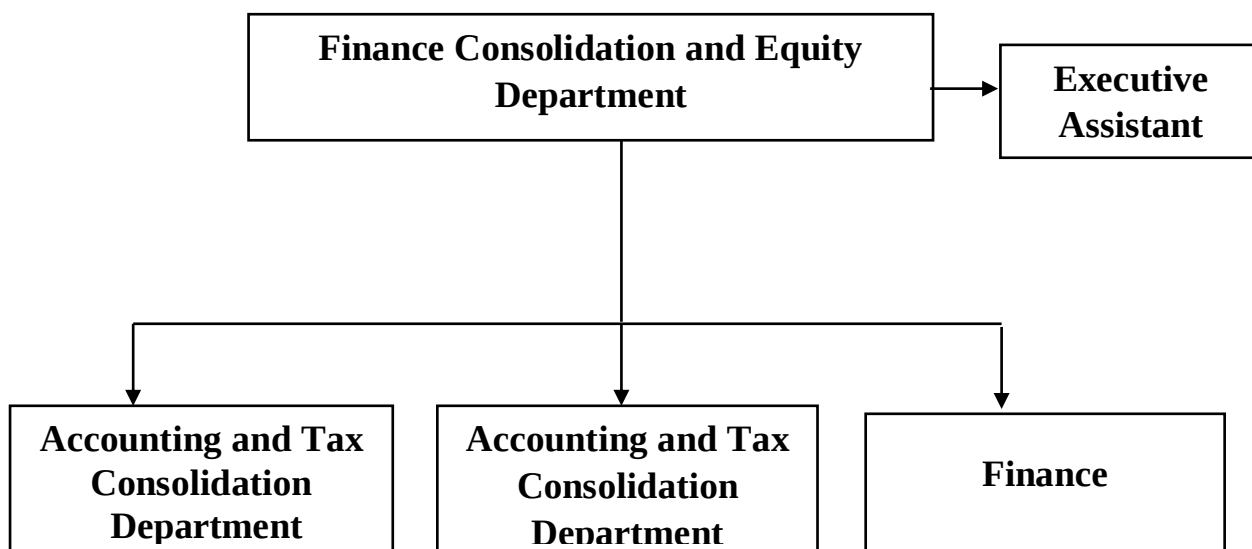
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Appendix A: FLOWCHART OF THE LOGITRANS GROUP



ORGANIZATIONAL CHART OF THE LOGITRANS GROUP



Organizational Chart of The Finance Consolidation and Equity Department

Appendix B: Interview Guide

Le Guide d'Entretien (Version Française) :

Partie 01 : Échauffement

- 1- Pouvez-vous vous présenter ?
- 2- Qu'est-ce qui vous a intéressé à travailler dans Logitrans ?
- 3- Quel est votre rôle et vos responsabilités dans Logitrans ?

Partie 02 : COVID-19

- 1- Comment la COVID-19 a-t-elle affecté Logitrans ?
- 2- Voyez-vous la COVID-19 comme une opportunité ou une menace ? Expliquez
- 3- Quel a été l'impact de la pandémie sur le rendement financier de votre entreprise ?

Partie 03 : Changement organisationnel

- 1- Quels changements organisationnels Logitrans a-t-il subis pendant la pandémie ?
- 2- Quelle a été l'incidence de la pandémie sur la stratégie globale de votre organisation et quels changements ont été apportés pour s'adapter à la nouvelle réalité ?
- 3- Comment votre entreprise a-t-elle soutenu la santé mentale et le bien-être de ses employés pendant la pandémie ?
- 4- Comment votre entreprise a-t-elle utilisé la technologie pour s'adapter à la pandémie ?

Partie 04 : Communication, résistance et conduite du changement

- 1- Y a-t-il eu des résistances aux changements apportés à l'époque ? Si oui, pourriez-vous les décrire ?
- 2- Quelles mesures de sécurité votre entreprise a-t-elle mises en place pour protéger les employés et les clients ?

Partie 05 : perspectives à long terme

- 1- Quelles leçons l'organisation a-t-elle tirées de la crise ?
- 2- Comment la pandémie a-t-elle affecté la culture et la cohésion de votre entreprise ?
- 3- Comment la pandémie a-t-elle influencé la relation entre votre entreprise et ses clients ou partenaires ?

Partie 06 : Conclusion

- 1- Quelle valeur ajoutée le changement apporté a-t-il ajoutée à l'entreprise ?
- 2- Pensez-vous que le changement apporté pendant la pandémie était nécessaire ? Expliquez

The Interview Guide (English Version):

Part 01: Warm-up

- 1- Can you please introduce yourself?
- 2- What made you interested in working in Logitrans?
- 3- What is your role and responsibilities in Logitrans?

Part 02: COVID-19

- 1- How did COVID-19 affect Logitrans?
- 2- Do you see COVID-19 as an opportunity or a threat? Explain
- 3- How has the pandemic affected your company's financial performance and outlook?

Part 03: Organizational change

- 1- What organizational changes did Logitrans go through during the period of the pandemic?
- 2- How has the pandemic affected the overall strategy of your organization, and what changes have been made to adjust to the new reality?
- 3- How has your company supported the mental health and well-being of its employees during the pandemic?
- 4- How has your company used technology to adapt to the pandemic?

Part 04: Communication, resistance, and conduct of change

- 1- Were there any types of resistance to the changes made at the time? If yes, could please describe them?
- 2- What security measures did your company have in place in order to protect employees and customers?

Part 05: Long term views

- 1- What lessons has the organization gained from the crisis?
- 2- How has the pandemic affected the culture and cohesion of your company?
- 3- How has the pandemic impacted the relationship between your company and its customers or partners?

Part 06: Conclusion

- 1- What added value did the implemented change add to the company?
- 2- Do you think that the change made during the pandemic was necessary? Explain

Appendix C: Coronavirus Prevention Measures and Rules

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة الصحة والسكان وإصلاح المستشفيات
المديرية العامة للوقاية وترقية الصحة

إجراءات و قواعد أساسية للوقاية من فيروس كورونا COVID - 19



اغسل يديك باستمرار بالماء و الصابون أو إستعمل مطهر كحولي.

Se laver fréquemment les mains avec de l'eau et du savon ou utiliser une solution hydro-alcoolique.

Wash your hands frequently with soap and water or use an alcohol-based hand rub if your hands are not visibly dirty.



عند السعال، العطس، إحرص على تغطية أنفك و فمك بمرفقك أو بمنديل ورقي و تخلص من المنديل فوراً بعد الإستعمال و اغسل يديك.

Se couvrir la bouche et le nez avec le pli du coude ou un mouchoir en papier en cas de toux ou d'éternuement.

Covering your mouth and nose when coughing and sneezing prevent the spread of germs and viruses.



إذا كنت مصاباً بالحمى (38°)، السعال و صعوبة في التنفس، إستشر الطبيب فوراً.

En cas de fièvre plus de (38°) de toux et de dyspnée,

il est important de consulter un médecin sans tarder.

In case of a fever over (38°), cough and difficulty breathing, during your travel or within 14 days of your return, it is important to seek medical care without any delay.

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الوقاية خير من العلاج

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Transport et Logistique