

Strategic Leadership and Digital Transformation: Toward Developing the Oversight System in Algerian Economic Institutions

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ABSTRACT

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The Algerian economy is undergoing a significant transitional phase as a result of the global shift toward digital transformation and the adoption of fourth-generation technologies, which requires economic institutions to reformulate their oversight and organizational strategies. In this context, strategic leadership emerges as a decisive factor in guiding digital transformation efforts and adapting the oversight system in a way that enhances transparency, governance, and effectiveness. This study aims to analyze the role of strategic leadership in activating digitalization as a mechanism for developing oversight in Algerian economic institutions, with a focus on current challenges and available opportunities. It also seeks to propose an innovative leadership approach that supports institutional excellence and contributes to strengthening the competitiveness of the national economy amid accelerating digital transformations.

Keywords: strategic leadership, digital transformation, oversight, economic institutions, fourth generation.

Introduction

Economic institutions around the world—including Algeria—are witnessing profound transformations driven by the Fourth Industrial Revolution, which is based on digitalization, artificial intelligence, and the Internet of Things. These transformations have generated major challenges for traditional leadership models and classical control systems, making strategic leadership and digital transformation two fundamental pillars for developing control systems and enhancing competitiveness in an environment characterized by uncertainty. Accordingly, this study raises a central research problem: To what extent can strategic leadership keep pace with digital transformation and contribute to developing the control system in Algerian economic institutions as they move toward Fourth-Generation concepts?

To address this problem, the study is based on the following hypotheses:

1. Digital transformation constitutes an effective tool for overcoming the limitations of traditional control systems.
2. Strategic leadership represents a decisive factor in guiding the course of digital transformation within economic institutions.

3. Positive interaction between strategic leadership and digital transformation leads to building an intelligent control system that enhances the competitiveness of Algerian institutions.

The importance of this study lies in its attempt to link two key dimensions: strategic leadership as a tool for guidance and vision-making, and digital transformation as an entry point for developing control systems. This provides a deeper understanding of how institutional performance can be enhanced in the Algerian context. Its significance also stems from its alignment with current academic discussions regarding the requirements of transitioning to a knowledge economy and digital transformation.

With regard to previous studies, some research has addressed strategic leadership in terms of its role in improving institutional performance (Bass, 1990; Daft, 2014), while other studies have focused on digital transformation as a means of developing management and control processes (Kaplan & Norton, 2004; Teece, 2007). Algerian studies (Zaoui, 2019; Bouchnafa, 2022) have also highlighted the reality of control systems in local institutions and the challenges associated with digitalization. It is noteworthy that most of these studies have treated the two dimensions separately, whereas this study seeks to integrate them into a comprehensive approach that highlights the interaction between strategic leadership and digital transformation as a fundamental condition for developing the control system and strengthening the competitiveness of Algerian economic institutions.

1. Strategic Leadership and Digital Transformation

Economic institutions today are undergoing deep transformations due to the digital revolution and the rapid changes in the business environment. Traditional management approaches are no longer able to respond effectively to the requirements of global competitiveness and market pressures. In this context, strategic leadership has emerged as a cornerstone in shaping future visions, directing organizational energy, and mobilizing resources toward achieving long-term goals. Strategic leadership is not merely a process of making immediate decisions; rather, it is a conscious practice aimed at anticipating changes and shaping the future.

2.1 The Concept of Strategic Leadership

Strategic leadership is considered one of the essential pillars for the success and sustainability of institutions in an environment characterized by instability and increasing complexity. It is not simply a traditional administrative practice, but rather a comprehensive and dynamic process that enables the leader to formulate a future vision, allocate resources, and make decisive decisions that ensure excellence and competitiveness. In this sense, strategic leadership constitutes a framework that combines strategic thinking with executive capability, granting leaders a key role in turning major aspirations into tangible reality.

Definitions of strategic leadership have varied among scholars. Belias & Trihas (2018, p. 79) define it as “the ability to align the requirements of the institution’s internal environment with the pressures of the external environment through well-considered decisions that ensure continuity and enhance the institution’s competitive capacity.” Meanwhile, Olwan, Irtaimeh, & Al-Lozi (2019, p. 60) define it as “a set of core competencies possessed by the leader, enabling them to combine strategy formulation and implementation in a way that leads to institutional superiority.” Al-Sanhouti (2022, p. 225) emphasizes that strategic leadership is “an integrated process based on diagnosing environmental challenges, investing available opportunities, and formulating an achievable future vision through practical plans and clear performance indicators.”

Based on these definitions, a comprehensive definition of strategic leadership can be formulated as: **“the leader’s ability to foresee the future, formulate a vision, and make critical decisions,**

while mobilizing and directing human and material resources in a way that ensures institutional excellence and sustainable competitiveness in a changing environment.”

1.2 Dimensions of Strategic Leadership

Based on contemporary literature, the most prominent dimensions of strategic leadership can be identified as follows:

- **Formulating the vision and mission:** Drawing a clear future vision and formulating a mission that reflects the institution’s identity are among the most important functions of the strategic leader. The vision guides organizational behavior and creates collective commitment toward goals (Al-Sanhouti, 2022, p. 227).
- **Managing human capital:** Human resources represent the essence of institutional excellence; therefore, strategic leadership focuses on developing skills, motivating employees, and distributing roles in a way that ensures the strategy is implemented in practice (Olwan et al., 2019, p. 66).
- **Strategic decision-making:** The strategic leader deals with critical decisions often related to entering new markets, developing innovative products, or restructuring the institution, which requires deep awareness of both the internal and external environment (Belias & Trihas, 2018, p. 82).
- **Building a change-supportive organizational culture:** The success of any strategy is linked to the presence of an organizational culture that believes in the value of change and innovation, where the leader instills shared values that support renewal and continuity (Al-Sanhouti, 2022, p. 230).
- **Adapting to the external environment:** This dimension reflects the leader’s ability to respond flexibly to economic, technological, political, and social changes in a way that enhances the institution’s survival and increases its competitiveness (Olwan et al., 2019, p. 71).

From the above, it becomes clear that strategic leadership is not merely a passing administrative function; rather, it is an art and a future-oriented vision that combines deep thinking with practical execution capability. It represents a bridge between long-term planning and short-term results, and between the broader vision and daily operational details. Accordingly, Algerian economic institutions are in urgent need of strategic leaders capable of facing the challenges of the business environment—such as fluctuations in energy prices, changes in economic policies, and the shift toward a knowledge economy. These institutions cannot keep pace with Fourth-Generation economic requirements without leadership that possesses vision, insight, and the ability to drive change.

3.1 Digital Transformation and Control: From Traditional Systems to Smart Control

Digital transformation today represents one of the most important phenomena reshaping the business environment and control systems in economic institutions. Whereas control once relied on traditional procedures such as periodic reports and manual inspection of operations, institutions now face accelerating challenges that require shifting toward smart control systems based on artificial intelligence, big data, and the Internet of Things. This transformation is no longer merely an administrative option, but a strategic necessity for raising efficiency, transparency, and risk predictability.

1.3.1 Traditional Control

Traditional control systems have historically been associated with concepts such as accounting audit, internal control, and human supervision. They are based on core principles such as setting performance standards, comparing results, and taking corrective actions. However, these systems face several limitations, most notably (Mo, 2023, p. 15):

- **Delayed detection of deviations**, as problems are often discovered only after they occur.
- **Heavy reliance on the human element**, which may lead to errors or human bias.
- **Inability to adapt to rapid changes**, especially in complex and evolving business environments.

2.3.1 Smart Control

With technological advancement, smart control has emerged as a strategic alternative that overcomes the limitations of traditional control. This type of control is based on (Li & Zhang, 2025, p. 6):

- **Real-time monitoring** through big data analytics systems, enabling institutions to track operations instantly and detect deviations in their proper time.
- **The use of artificial intelligence and machine learning** to predict future risks and provide automated recommendations that support decision-makers in selecting appropriate responses.
- **Integrating control within institutional digital transformation**, so that control becomes embedded within operational systems rather than functioning as a subsequent activity.
- **Enhancing transparency and governance** through interactive reports and digital dashboards that are displayed in real time for stakeholders.

3.3.1 Transitioning from Traditional to Smart Control: Basic Requirements

The transition from traditional systems to smart control is not merely a technical upgrade; rather, it is a complex strategic process that—according to (Mo, 2023, p. 19)—requires conscious strategic leadership to guide the digital transformation process and link it to the institution's long-term objectives. It also requires a strong technological infrastructure, including integrated information systems, robust cybersecurity, and investment in cloud computing, as well as the development of human competencies by retraining employees to become capable of dealing with modern technology and interpreting data—within a supportive legislative and regulatory framework that allows the adoption of digital solutions while taking governance principles into account.

Accordingly, it can be said that smart control does not eliminate traditional control; instead, it complements and develops it. Traditional elements provide the legal and organizational foundations, while smart control adds speed, predictive capability, and adaptability. For Algerian economic institutions, this transition represents a historic opportunity to enhance transparency, combat corruption, and achieve operational efficiency—especially with the state's adoption of digital economy and Fourth-Generation orientations.

4.1 The Relationship Between Strategic Leadership and Digital Transformation

In an era of rapid technological change and intense global competition, institutions can no longer rely solely on traditional resources and inherited planning. It has become necessary for strategic leadership

to play an active role in driving digital transformation as an inevitable path toward renewing processes, developing capabilities, and achieving sustainability. The relationship between them is not a simple dependency; rather, it is an integrative partnership: strategic leadership paves the way for digital transformation, and digital change in turn enhances leadership effectiveness and enables it to achieve broader visions.

Accordingly, strategic leadership influences digital transformation—as noted by (Niaz & Ullah, 2024, p. 1985)—through the following:

- **Vision and proactive guidance:** Strategic leadership enables the leader to establish a clear future vision that includes how technology will be used to support institutional objectives. Research such as *“Influence of Strategic Leadership on Organizational Performance: Mediating Role of Digital Maturity and Digital Transformation”* indicates that strategic leaders who possess a clear vision for digital transformation and the ability to anticipate change contribute to accelerating digital transformation and achieving digital maturity within institutions.
- **Providing the necessary infrastructure and resources:** Digital transformation does not occur unless digital tools, information systems, and the required investments are made available—each of which requires support from top leadership that approves budgets, encourages innovation, and stimulates experimentation. Strategic leaders are known for their ability to allocate resources and select appropriate technologies in line with the institution’s strategy.
- **Level of digital maturity:** Strategic leadership affects the institution’s level of digital maturity, meaning its ability to absorb and use technology effectively at all levels—organizational and operational. Digital maturity is considered a mediator between strategic leadership and institutional performance, which means that leadership stimulates digital transformation, which in turn translates into better results if sufficient maturity is achieved.
- **Cultural and organizational change:** Digital transformation requires a shift in organizational culture from preserving the status quo to a culture of innovation, experimentation, acceptance of learning from mistakes, and transparency. Strategic leadership plays a vital role in establishing this culture through communication, empowerment, and reward systems, which facilitates employee adoption of new technologies and reduces resistance to change.

Digital transformation also influences strategic leadership and introduces changes in how leadership itself is practiced:

- The leader’s role shifts from being a supervisor applying fixed procedures to being a change catalyst—adaptive and innovative.
- Smart leadership tools such as data analytics, artificial intelligence, and dashboards provide the leader with real-time visibility into performance and problems, enabling faster and more credible decision-making.
- Leadership under digitalization becomes more participatory, including involving employees in decision-making, listening to their proposals, and using feedback-response mechanisms, among others.
- The relationship between strategic leadership and digital transformation is not always linear; the success of digital transformation also depends on additional factors such as infrastructure,

organizational culture, policies, and human skills. Leadership alone is not sufficient unless supported by facilities, training, and an appropriate organizational climate.

- Digital transformation also exposes institutions to new risks: information security, data privacy, and excessive reliance on technology. Strategic leadership must manage these risks— not only invest in opportunities.

In the Algerian context, there are particular challenges: weak digital infrastructure in some regions, legislative delays or bureaucracy, and cultural barriers that may slow down the adoption of change. Therefore, the relationship between leadership and digital transformation must be detailed according to local characteristics.

2. The Reality of Control in Algerian Economic Institutions

This can be summarized as follows:

1.2 Institutional Control

Institutional control is not an administrative luxury; rather, it is a fundamental condition for institutional sustainability, protecting public and private resources, and ensuring transparency in economic activity. In Algeria, where the public and semi-public sectors constitute a large share of the economic fabric, the effectiveness of control systems becomes a decisive factor in improving performance and enhancing the confidence of both citizens and investors (La Cour des comptes, 2023, p. 12).

1.1.2 Strengths

The strengths can be outlined as follows:

- **The existence of organized supreme oversight institutions:** The *Court of Accounts (Cour des comptes)* carries out wide-ranging oversight operations and issues detailed annual reports on the management of public funds, which indicates the presence of formal control structures and institutional review mechanisms (Cour des comptes, Annual Report 2023, p. 5).
- **Growing awareness of the importance of control within some institutions:** Field studies on the banking sector and large institutions have shown improvements in parts of the control environment, especially among entities that invested in internal control units or adopted independent external oversight (Benladghem et al., 2019, p. 543).

2.1.2 Weaknesses

The weaknesses include:

- **Delayed proactive control and the shift toward smart control:** Many institutions still rely on traditional mechanisms based on periodic inspections and delayed reviews, which leads to delays in detecting risks and addressing them. Local studies on the impact of information technology on internal auditing confirm that IT adoption remains insufficient in many Algerian institutions (Boudounet & Bahri, 2024, p. 18).
- **Transparency problems and corruption risks:** International reports and rankings point to challenges related to public-sector transparency in Algeria. The Corruption Perceptions Index places Algeria in a medium/low position compared to other countries, reflecting the need

for stronger control and stricter accountability mechanisms (Transparency International, 2024, p. 14).

- **Weak technical and human resources:** Limited digital qualification, a shortage of specialized expertise in auditing information systems, and restricted investment in risk management information systems are all factors that reduce the effectiveness of control in some institutions (Cour des comptes, Annual Report 2023, pp. 78–80).

2.2 Practical Manifestations: Internal Control, External Audit, and Governance

- **Internal control:** In many public- and private-sector companies, internal control units exist, but they often suffer from weak independence or a lack of advanced analytical resources. Studies at the level of banks and economic institutions have shown that the effectiveness of internal control is directly linked to the degree of independence and the authority granted to the control unit (Benladghem et al., 2019, p. 546).
- **External audit:** The external auditor plays a crucial role in strengthening compliance and transparency. Algerian studies have demonstrated that companies' adherence to audited reports issued by independent auditors enhances the credibility of financial statements; however, compliance challenges and professional standards remain present in some cases (Benladghem et al., 2019, p. 550).
- **Corporate governance:** At present, there is an institutional debate about the need to mainstream better governance practices in public and semi-public companies. Local research calls for adopting governance models that develop accountability mechanisms and improve risk management (*Towards a Model for Corporate Governance for Algerian Companies*, 2019, p. 6).

3.2 Effects of Digital Transformation on Local Control

Preliminary field studies and academic articles have shown that introducing information technology into auditing and control processes (such as ERP systems, data analytics tools, and automated audit tools) improves the quality of control and the efficiency of detecting deviations in institutions that have actually invested in their digital infrastructure. Nevertheless, implementing these tools on a broader scale faces obstacles, including investment costs, a lack of specialized competencies, and legislative needs to regulate data handling and privacy (Cour des comptes, 2023, pp. 78–82).

1.3.2 Institutional, Legal, and Cultural Constraints

These constraints can be summarized as follows:

- **Legislative and regulatory framework:** Despite existing laws and efforts to reform the legal environment, there is a need to update governance and control frameworks in line with the requirements of digitalization and modern financial ecosystems (World Bank, *Algeria Economic Update*, 2023, p. 21).
- **Cultural resistance to change:** Institutional change requires conscious leadership and an organizational culture that supports transparency and accountability; without this, traditional practices may persist and advanced control initiatives may be hindered (Benladghem et al., 2019, p. 552).
- **Corruption and economic development:** The level of material and non-material corruption places pressure on the effectiveness of control; this dilemma requires integrated

solutions combining institutional reforms, the enforcement of strict laws, and enhanced transparency (Transparency International, 2024, p. 14).

2.3.2 The Logic of Linking Reality to Solutions

Based on the above, practical intervention lines can be proposed that are partially or gradually applicable:

- **Strengthening the independence of internal control units:** Granting control units broader powers to audit and access information, with protection mechanisms against political or administrative pressure (Benladghem et al., 2019, p. 547).
- **Investing in digital and training infrastructure:** Encouraging the implementation of integrated information systems and training internal auditors in data analytics and information security tools (CPA-Tlemcen study, 2025, p. 11).
- **Updating the legislative framework:** Enacting clear legislation to regulate digital governance, data privacy, and managers' responsibilities for information security and integrity (World Bank, *Algeria Economic Update*, 2023, p. 33).
- **Adopting a hybrid of traditional and smart control:** Preserving the foundations of traditional control (legal frameworks and standards) while integrating smart tools for early detection and real-time reporting (Cour des comptes, 2023, pp. 78–80).

The reality of control in Algerian economic institutions is mixed: some institutions have progressed toward more mature control mechanisms, while others still suffer from structural, technical, and cultural shortcomings. The shift toward smart control is possible and desirable, but it requires clear strategic leadership, targeted investments in infrastructure and human resources, and political will to update legal frameworks. Without these synchronized elements, control efforts will remain fragmented and their impact limited.

The opportunity is available now: transforming the control system can become a driver for greater transparency and efficiency, and it can also contribute to attracting investment and improving public trust. However, this requires an integrated national strategy that improves institutional performance across both state-owned and private companies.

4.2 Challenges Facing Leadership in Keeping Pace with Digital Transformation

In the context of accelerating technological change and institutions entering the era of Industry 4.0, strategic leadership faces a complex set of challenges that can become burdensome if adequate resources, knowledge, and appropriate policies are not provided. The main challenges can be summarized as follows:

4.2.1 Digital Skills Gap

One of the most important challenges is the shortage of digital skills among employees and senior management alike. Leaders often do not find sufficient expertise within their teams regarding digital transformation systems, advanced data analytics, cybersecurity, artificial intelligence, or even modern technical infrastructure. Global studies indicate that digital leadership skills have become a central pillar for any successful digital transformation initiative, and that weakness in these skills hinders planning and execution (*Leadership 4.0: Navigating the Challenges...*, 2023, p. 4).

4.2.2 Resistance to Change and a Conservative Organizational Culture

Digital transformation often requires deep cultural change within institutions: changing practices, habits, managerial styles, and ways of thinking. Resistance from employees accustomed to traditional methods, as well as management that fears losing control or prefers relying on the status quo, represents a major obstacle. A culture that does not encourage innovation or learning through failed experimentation slows transformation or disrupts it (*The Challenges of Digitalisation – the Role of Leadership, Culture...*, 2022, pp. 3–4).

4.2.3 Technical Challenges and Legacy Infrastructure

Many institutions possess outdated information systems or technological infrastructures that are not prepared to accommodate modern systems. Upgrading or replacing these systems is costly and time-consuming, and it may cause service interruptions or operational disruptions during the transition. In addition, integration between legacy and modern systems is often complex at both technical and organizational levels (*Leadership 4.0: Navigating the Challenges*, 2023, p. 2).

4.2.4 Limited Financial Resources and Transformation Investments

Investing in IT, updating systems, and training staff all require substantial budgets. Leadership often finds it difficult to convince decision-makers of the value of these investments, especially if there are no clear measures of return on investment (ROI) or if the institution has limited financial capacity. This contributes to delays in digital initiatives or weak implementation (*Digital Transformation Challenges to Overcome in 2024 – Digital Leadership*, p. 2).

4.2.5 Legislative and Regulatory Policies

Leading digital transformation requires a legal and regulatory framework that supports privacy, information security, intellectual property rights, data protection, and appropriate governance systems. Delays in updating laws—or the absence of such laws—may hinder control processes, raise concerns among investors and citizens, and expose institutions to legal risks. Moreover, unclear policies between government bodies and private institutions can create accountability gaps and obstruct implementation (Labsi et al., 2024, p. 5).

4.2.6 Difficulty Measuring Performance and Returns

Leadership needs clear indicators to measure the success of digital transformation, but in many cases these indicators are inaccurate or nonexistent. Should success be measured by improved efficiency, reduced costs, increased revenues, customer satisfaction, or data security? The absence of clear indicators makes it difficult to track outcomes and evaluate them, which may lead to weak commitment, project delays, or even project suspension (*Digital Transformation Consulting: Navigating Leadership Challenges*, p. 3).

4.2.7 Cybersecurity and Privacy

As institutions move into the digital space, data becomes vulnerable to risks such as leakage, hacking, or unethical use. Leadership faces the challenge of establishing strong security policies, securing digital infrastructure, raising employee awareness of risks, and ensuring compliance with privacy-related legislation (*Leadership 4.0: Navigating the Challenges...*, 2023, p. 5).

Accordingly, these challenges are not unique to Algeria; however, in the Algerian context they are exacerbated by local factors such as weak digital infrastructure in some regions, unequal access to the internet, limited technical training, and organizational cultures in some institutions that are conservative and resistant to rapid change. Strategic leadership in Algeria first needs awareness of the

true importance of digital transformation, then the building of internal capabilities (training, capacity development, and recruiting experts) to ensure there are competent leaders driving change. It is also important to have clear national policies supported by the state to modernize legislative and regulatory frameworks, guarantee internet access, protect privacy, and facilitate investments in digital transformation.

5.2 A Leadership Approach to Develop the Control System and Enhance Competitiveness

Accelerating digital transformations require economic institutions to redesign their control systems in line with the requirements of the Fourth Industrial Revolution. In this context, strategic leadership becomes a pivotal factor not only in guiding digitalization, but also in restructuring control so that it becomes smarter and more flexible. Accordingly, we propose an integrated leadership approach built around five main pillars:

5.2.1 Strategic Digital Vision

No digital transformation can succeed without a clear leadership vision that connects technology, control performance, and competitiveness. An effective leader is one who develops a future-oriented conception that balances economic goals with the inevitability of smart control. Alakaş et al. (2024, p. 12) indicate that integrating a digital strategy into the leadership structure enhances institutional resilience and competitiveness.

5.2.2 Empowering Leadership and Building Institutional Culture

Developing digital control requires an organizational culture that supports change, which can be achieved through participatory, empowering leadership that motivates employees toward creativity and initiative. Karakose et al. (2022, p. 7) emphasize that successful digital leaders focus on involving employees in decision-making and building teams that adopt digital innovation as a core value.

5.2.3 Developing Digital Competencies and Skills

Vision and culture are not sufficient; investment is also required in developing human competencies to enable the use of smart control tools (AI, data analytics, cybersecurity). According to Eniola (2023, p. 20), the digital capabilities of human resources represent one of the pillars determining institutions' competitiveness in the digital business environment.

5.2.4 Digital Governance and Transparency

Effective control requires a digital governance framework that ensures transparency and accountability across all levels. The leader is required to set clear policies for data management, information security protection, and strengthening the independence of control units. Research published via Emerald Insight (2023, pp. 6–7) highlights that institutions that adopt effective digital governance achieve better financial results and greater competitive capability.

5.2.5 Innovation and Organizational Agility

Competitiveness today is linked to an institution's ability to innovate and continuously experiment. Here, the role of strategic leadership appears in encouraging pilot projects, adopting AI tools in control, and embracing open innovation as part of institutional identity. Alakaş et al. (2024, p. 12) confirm that digital transformational leadership enables institutions to adapt quickly and achieve sustainable competitive advantage.

This proposed approach is not merely a theoretical framework; it is a practical roadmap that can be adapted to the Algerian reality. Algerian economic institutions face challenges related to bureaucracy, weak transparency, limited digital competencies, and cultural resistance to change. Therefore, adopting a digital strategic leadership model grounded in vision, empowerment, competencies, governance, and innovation is a necessity for strengthening effective control and achieving sustainable competitiveness.

6 Conclusion

Strategic leadership in economic institutions is no longer a traditional function limited to planning and decision-making; it has become a core determinant of an institution's ability to adapt to accelerating digital changes. Through this study, the importance of the role played by strategic leadership in guiding the course of digital transformation within Algerian institutions has been highlighted, as it represents a fundamental pillar for developing control systems and enhancing competitiveness in an environment characterized by complexity and continuous change.

6.1 Key Findings

- Algerian institutions suffer from a clear gap between traditional control approaches and the requirements of data-driven, real-time smart control, which weakens their ability to respond quickly to challenges.
- The absence of a strategic vision among some leaders constitutes an obstacle to effectively realizing digital transformation, as a culture of change and innovation is often lacking.
- Investing in leadership capacity-building and developing digital competencies is a fundamental condition for the success of any digital transformation project.
- Digital transformation is not limited to the technical aspect; it is a comprehensive process that requires reshaping administrative and control systems in line with contemporary requirements.

6.2 Recommendations

- Adopting a forward-looking leadership approach based on a clear future vision and placing digital transformation at the heart of institutional strategies.
- Restructuring the control system from traditional models to smart control based on big data and artificial intelligence, ensuring faster decision-making and higher transparency.
- Strengthening human capabilities through training leaders and functional competencies in digital technology and modern management methods, fostering a culture of innovation and renewal.
- Developing digital infrastructure and providing the necessary financial and technical resources to support digital transformation projects in Algerian economic institutions.
- Strengthening partnerships and international cooperation to benefit from successful global experiences in digital transformation and smart control, while adapting them to the specificities of the Algerian environment.

In conclusion, strategic leadership represents the cornerstone for achieving successful digital transformation and ensuring the transition of Algerian institutions toward an advanced control model that keeps pace with global challenges and enhances competitiveness at both regional and international

levels. Institutions that recognize digital transformation as a necessity rather than an option are the ones most capable of achieving sustainability and growth in the future.

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