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Organizational Transformation in Bahrain Context

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Abstract	**Review Article**

Organizational transformation in Bahrain shows the shift to a more diverse and knowledge-driven economy in line with Bahrain Economic Vision 2030. Moreover, it will seek to engage in structural, cultural and technological transformation within the public and private sector. The change is happening due to globalization, digitalization, and other factors. Leadership ability to adjust, workforce education, and innovation acceptance are the factors behind it. The cultural heritage, government reforms, and regional economic integration influence the Bahraini context with unique dimensions. Businesses are more adopting digitization, agility and result-based operational systems to enhance competitiveness and resilience. Some challenges include resistance to change, regulators and sustainability will be explained. To create effective transformation strategies that impact the socio-economic environment and cultural values of Bahrain, we must examine them.
Keywords: Bahrain, organizational transformation, economic vision, digitalization, leadership adaptability.

1. Introduction to Organizational Transformation

Organizational transformation addresses significant shifts in structures, strategies, processes, and cultures to enhance performance and competitiveness in rapidly evolving environments [1]. In Bahrain, dynamic social, political, economic and technological changes compel a variety of organizations to adapt and transform to remain viable [2]. Economic activities, particularly trade, have historically driven the development of Bahrain's transformed organizational forms, including business enterprises [3]. Digital transformation, Internet access and commercial telecommunications services have exploited emerging technologies to further stimulate change [4]. Proposed frameworks identify seven key dimensions of digital-change evolution, positioning telecom organizations to successfully compete in the digital economy [2].

2. Historical Context of Bahrain's Organizational Landscape

Bahrain's organizational context has been shaped by both inward and outward relations with neighbours, especially Saudi Arabia and Dubai [5]. Historically, the Kingdom of Bahrain has served as a strategic hub for the distribution of resources in the region and a natural gateway to the Gulf and Saudi Arabia [6]. The process of economic and social development remains an important impetus for the present transformational process [7]. After the arduous search for oil, the local businessmen, in spite of many difficulties, have established open enterprises and companies in different fields [8]. Indeed, the difficulties and challenges associated with the transformation are connected with the rapid growth of both the social as well as the economic sectors [9]. Today, Bahrain is facing a rapid transformation process and a competition in all spheres of life [10]. There is therefore a pressing need to change in line with the new reality in order that it retains and even enhances its position as strategic center in the Gulf [11].

Before the oil discovery, Bahrain's economic activities mainly consisted of fishing, pearling, and the exchange of commodities with neighbouring states [12]. With the transformation towards an oil-based economy and the development of the financial services sector, growing inward investment demand Luxembourg, Switzerland, and Australia—however, Motives, risks,

and performance of foreign investments by Bahrain and other selected industrial and emerging-markets countries [13].

3. Key Drivers of Transformation in Bahrain

Economic, technological, and cultural factors constitute the primary driving forces of organizational transformation in Bahrain [14]. This framework examines how these elements interact to shape reform processes in Bahraini organizations [15].

Bahrain's economic conditions point to the need for organizational transformation. Economic growth and low unemployment have pushed wages upward, unpredictable oil revenues persist, and sizeable government budget deficits continue to challenge policymakers [16]. These factors compel organizations to reduce operating costs, raise revenue, enhance productivity, and increase efficiency and effectiveness [17]. Unfavorable environmental events—including government subsidies on essential goods, a zero-interest-rate regime, and preferential interest rates for selected commercial banks—complicate resource utilization but simultaneously stimulate organizational change [18]. Collectively, these developments encourage a move toward knowledge-based economies, compelling organizations to design new structures, processes, and systems to attain higher maturity levels [16]. Accordingly, exporters, manufacturers, and the public sector are reforming their operations, adopting new modes through continuous, robust, and dynamic change initiatives [19].

Technological advancement imposes a second major driving force. Digital technologies and innovation present both opportunities and challenges for many organizations in Bahrain [19]. The rapid pace of development increases the adoption of information and knowledge-intensive processes, thereby transforming methods of production and service delivery [20]. Observed limitations of existing regulations necessitate the drafting of new laws to regulate electronic transactions and communications, including frameworks for intellectual property and privacy protection [21]. Bahrain's adoption of national and international standards to secure and facilitate technology deployment testifies to the government's awareness and supportive stance toward such reform and change initiatives [22]. The public sector introduces national strategies that provide roadmaps for electronic government and information and communication technology transformation, while the private sector rises to the occasion by creating knowledge dimension-centered organizations [23]. Many projects in this area are both ambitious and innovative, aiming to promote an overall overview of candidate technologies and their quality levels, based on an open innovation framework [24]. Pervasive trust and application-sharing, openness, and e-readiness values assume a fundamental role in the

conception and implementation of digital transformation programs [25].

Cultural drivers constitute a third significant impetus [26]. In the Arab world, including Bahrain, societies display reluctance to embrace change, largely favoring procedures and modes—irrespective of their efficiency and effectiveness—because of religious, cultural, and traditional reservations [27]. Bahrain maintains its own unique set of cultural values [27]. Organisational change in Bahrain relates strongly to these values: the change is frequently demonstrated first in organizational culture and generally struggles to entrench itself in wider society [28]. Expectations from organisational transformation thus appear to combine both the economic and cultural aspects characterizing the country [28].

3.1. ECONOMIC FACTORS

Economic factors constitute a pressing challenge for the entire Gulf Cooperation Council (GCC), but the issue is especially severe in Bahrain owing to its very limited sources of income [3]. The activities of private companies in Bahrain cover only a fraction of domestic consumption and investment requirements, while employing very few Bahrainis (26). Indeed, although almost all employment is in the private sector, only 18 per cent of Bahrainis working in the country are employed in this sector, necessitating a heavy reliance on low-wage expatriate labor [30]. In an effort to address these problems, the Economic Development Board (EDB) was created in 2000 with the goal of strengthening the investment climate and promoting a process of private-sector-led development [19]. Its activities include the establishment of major enterprises and the provision of support for private-sector initiatives through bodies such as Tamkeen and the Bahrain Development Bank [30]. In 2008 the Economic Vision 2030 was launched, representing a concerted attempt to steer the country away from an oil-dependent economy towards a more productive, open and globally competitive economy based on a thriving private sector [31]. A central objective is to raise productivity and encourage the growth of high-wage jobs [29].

3.2. TECHNOLOGICAL ADVANCEMENTS

Technological advancements have been a key factor behind organizational transformation in Bahrain and many other countries [14]. The surge of new technologies has made economics, globalization, and competition change in very short periods of time. Such innovations have led to changes in how organizations conduct business as well as in the organizational structures of companies [18]. Technology enables organizations to improve communication with both internal and external customers [23]. It also allows employees to network with other employees within the organization and with customers and suppliers [7]. In terms of meeting customer requirements, many

customers want to buy products or services at the lowest price with the highest quality at the shortest time possible [21]. Technology allows organizations to meet the needs and expectations of customers and streamline production processes, which in turn reduces cost and improves quality [32]. The use of technology increases productivity, which ultimately increases organizational profits [32]. Many organizations require employees who, in addition to being qualified for the job, have good technological skills that enable them to compete successfully [13]. Organizations recognize that investing in technology and workforce development enables them to compete locally and in the international market [33].

3.3. CULTURAL SHIFTS

Contemporary technologies define the fourth generation of the industrial revolution—Industry 4.0—and although some of these technologies existed since the late twentieth century, the development continues until now and the technological world is still witnessing the remarkable and astonishing changes that technology makes in all fields [11]. Bahrain, like most of the modern world, is racing towards embracing these technologies in order to maintain competitiveness on the global market, and respond to future challenges [3]. What is evident now is that the incorporation of new technologies is mainly revealed in the manufacturing sector and other industrial sectors, yet the services sector remains far behind, despite its importance, especially in an economy like Bahrain's, where service sectors constitute around 70% of the GDP [34].

These massive sectors are usually characterized by providing the main services and utilities for other businesses, such as government, commercial and financial services [12]. Therefore, the evolution of these sectors into digital and smart sectors will have a great impact on the success of the digital economy [35]. It can be claimed that the new era of services is still in its early phases [36]. Historical and recent studies show that the service sector is the largest employer in Bahrain, and therefore the need for the development of the leadership skills needed in services becomes utterly important [37].

4. CHALLENGES TO ORGANIZATIONAL TRANSFORMATION

Organizational transformations address a fundamental shift in how processes and activities are conducted across various operational levels within an organization [29]. Despite this importance, the subject remains underexplored, especially throughout the Middle Eastern region [24]. In Bahrain, the development of organizational structures remains limited [13]. The country's transformation in the Kingdom remains restricted by new organizational developments [38]. Several considerations exist including an emphasis on behavioural approach and an uneven shift from scientific management previously dominating the organizational environment [39].

4.1. RESISTANCE TO CHANGE

A significant challenge to organizational transformation is the resistance to change displayed by employees [13]. Resistance is the extent to which individuals express opposing behavior towards change [40]. Since individual employees' control many of the core processes, operations, and routine interactions, they often possess a perceived or actual ability to inhibit or reduce the overall efficacy and effectiveness of the change initiative [41]. Resistance is the most serious threat to successful implementation [42]. It is not limited to an individual organizational employee but can be both individual or collective in nature, and it may occur at any point during the change implementation [43].

4.2. LACK OF SKILLED WORKFORCE

Despite the increasing demand for new and specifically skilled employees for organizational transformation, some organisations suffer from a lack of skilled workforce [44]. This can be due to various factors, such as the low number of skilled employees in the labour market, a large gap between the skills of the employees and the level of the organization, or an absence of the correct organization/expertise allocation techniques [45]. Developing organisation/expertise allocation techniques can help bridge this gap [46].

Sarhan et al [47] presented an organizational transformation approach based on lean principles with the aim of developing the Saudi Arabian Alkylation Industry for its sustainable transformation. The study also developed an expertise allocation methodology, as allocating the right expertise to an organisation is a critical area in the transformation process. Natural Language Processing and optimisation techniques were used to recommend a suitable expertise for a particular role in a business [48].

4.3. REGULATORY BARRIERS

Regulatory barriers constitute a significant challenge to organizational transformation processes [36]. Frameworks intended to support change have yet to adequately address these barriers [49]. Innovation processes require clear, stable, and consistent regulatory frameworks; an unclear set of rules and procedures can constrain innovation initiatives [50]. Organizational transformation refers to the process of fundamentally changing how a company operates [49]. It requires development of new operating models, core capabilities, and management systems [51]. Achieving sustainable growth depends on transformational change rather than incremental improvements [52].

In the case of Bahrain's homegrown technological developments, the regulatory regime has hampered organizational adoption and commercialization [11]. Technological innovation capability remains limited to software and application development, with open-source technologies, data management, product design, and networking providing

limited opportunity for further development [34]. The government recognizes the need to cultivate in-house solutions, tools, and channels for emergence of new technologies (9). However, the private sector has largely divergent objectives, complicating efforts at organisation-wide transformation through technological change [53-55].

5. CASE STUDIES OF SUCCESSFUL TRANSFORMATIONS

Two examples of organisational transformation in Bahrain are provided from the public and private sectors [49]. Nordstrom, a luxury department store chain, entered the Kingdom in 2013 and has since expanded its footprint in Bahrain, Dubai, and Riyadh. In the public sector, BAPCO has modernised its operations through a multi-phase strategy focusing on efficiency, capacity, and sustainability [56]. These case studies illustrate how organisations can use five key components to effectively transform their operations [57].

5.1. PUBLIC SECTOR INITIATIVES

The Gulf Cooperation Council (GCC), comprising Saudi Arabia, Kuwait, the United Arab Emirates, Qatar, Bahrain and Oman, is undergoing economic and social change at a pace that sometimes outstrips the region's understanding of its overall direction and its implications for governments, employers and employees [3]. It is becoming somewhat self-evident that small oil- and gas-producing states throughout the world have difficulty achieving the necessary diversification to achieve sustainable growth and employment [58]. Bahrain, and Oman to a lesser extent, are perhaps the only true exceptions; Bahrain, from a very low oil base, has survived the turbulence of the Arabian Gulf wars without reforming its economic infrastructure and Oman's catch-up economic growth strategy seems broadly on track, albeit unproven over time [59]. There have also been sectoral changes, since the business sector structure is no longer dominated by foreign enterprises and must accept the reality of increased competition from new location markets for goods and services [60]. This means that the level of openness and incorporation of international best practice is of more than passing interest, while the concept of Perestroika [restructuring] takes on a certain political and economic resonance following the uprisings of 1990 [61].

There have been a number of questions addressed in these regard but the important ones are: (a) do organizations in the GCC have acceptable structural characteristics and does greater openness enhance economic and social stability? (b) how do organizations open new markets and deal with uncertainty beyond the typical Gulf model described as ''the GCC two-step''? and (c) what kinds of structural change or Perestroika are possible or indeed desirable in such a traditionally closed socio-economic system [62]. The objective of any investigation into GCC countries must be to establish benchmarks for economic and social change which are internally consistent and coherent with emerging regional (in particular GCC) strategy [63]. The area itself is a critical one and the fate of five countries within the western Asian theatre will to a large extent depend on the outcome of such efforts since they involve the generation of capital and the ability to renew productive investment and develop human capacity for reproduction of growth and prosperity [64]. Progress towards improved governance and the realisation of sustainable growth, the role re-orientation of leadership and the need to work within at least a loose rules-based system of economic conduct have all been discussed in general terms [65].

5.2. PRIVATE SECTOR INNOVATIONS

The prevalence of organizational transformation in Bahrain has resulted in significant improvements across various business sectors, enabling effective responses to evolving market dynamics [14]. Given rapid changes in dimensions of sustainability, consumer demands, and competitive forces, organizations find themselves under substantial pressure to micro-integrate, micro-franchise, and micro-function [3]. This necessitates enhancing internal awareness and behavioral adaptation, further influenced by diverse stimuli such as cultural factors and organizational knowledge [48].

To address these challenges, a range of private-sector technologies is available for incorporation into local organizational practice [66]. Technologies based on the SBAR (Situation, Background, Assessment, Recommendation) model have proven instrumental in success stories from within and beyond Bahrain [67]. Adapting such frameworks empowers businesses to enhance stakeholder engagement, facilitating both innovation and organizational transformation by aligning internal and external interests and driving change at multiple levels [68].

6. THE ROLE OF LEADERSHIP IN TRANSFORMATION

Organizational transformation is a marked change in the shape, form, state of mind, and awareness of an organization, as well as a complete change in its operations and strategies [69]. In Bahrain, such transformation is driven by economic, social, and political factors, sector-specific considerations, and associated technological changes—within a global context that embraces digital transformation to enhance organizational competitiveness and efficiency [26]. Significant structural changes in Bahrain's economy and social structure, alongside socio-political and regulatory developments, have altered the traditional operating environment of organizations, compelling them towards transformation [18]. Led by promising initiatives undertaken at the Ministry of Industry, Commerce and Tourism, and inspired by wide-ranging support across strategic, governance, and investment sectors, Bahrain pursued the development of a knowledge economy

where cyber security is essential to maintaining infrastructure integrity in an interconnected world [19].

6.1. VISIONARY LEADERSHIP

Effective leadership can make the difference between a successful transformation and failure [70]. Transformational leaders must generate integrity, trust, vision, passion, and energy [71]. Organisational transformation is notoriously challenging, and only carefully considered and well-led change programs will succeed [72].

The change management style of many clients influences the success or failure of a transformation programme because ineffective communication can inspire fear and resistance, whereas empathetic, well-informed communication creates excitement [73]. Therefore, leaders must plan their communication messages very carefully [74]. They should consider what stakeholders want to know and what they believe they will need to know next [75]. They must also identify key messages and adjust communication for each audience in their organization [76]. Although all employees need to understand what is happening, programme leaders should quickly identify any stakeholders with potential vested interests and provide them with tailored messages [77].

6.2. CHANGE MANAGEMENT STRATEGIES

Organizational transformation is an ongoing process in which companies continuously adjust and revise their structures, processes, and strategies [78]. Adaptation to new situations such as Government of Bahrain's initiatives, as detailed in previous sections on economic diversification, requires a complementary change in capabilities at the organizational level [18]. Organizations in Bahrain have been influenced by the prevailing political instability and insufficient environmental regulation, resulting in frequent damage control and firefighting [9]. Organizational transformation usually entails a fundamental change to the underlying root causes of companies' business problems or major challenges, underpinned by a new business model or framework for delivering customer value without which the resilience to these changes can be expected to progressively erode [79]. Implementation makes fundamental improvements possible through newly attained capabilities [17]. Larger organizations or governments typically prefer to take a programmatic (e.g., African Development Bank, Bahrain Economic Vision 2030) and megaproject (e.g., Bahrain Financial Harbour, King Hamad Causeway) approach, while SMEs prefer maturity (e.g., motivation models) and capability (e.g., benchmarking and information models) approaches [80].

The most common challenge facing organizations of all sizes, industries, and ownership types, is resistance to change [41]. It needs to be examined carefully because it can take many different forms and can be caused by almost anything: financial concerns, time constraints, security, loss of prestige or identity, family conflicts, uncertainty, and so on [81]. Organizations need to select a new technology set that is compatible with their strategies, start immediately gathering employees' opinions about the forthcoming change, and do their best to communicate clearly and persuasively the ultimate benefits of the proposed technology [82]. Providing thorough training on every aspect of the change is among the most effective ways of improving the acceptance of the new technology [83].

7. IMPACT OF ORGANIZATIONAL CULTURE ON TRANSFORMATION

Organizational transformation is a term that addresses significant shifts in the way an organization operates [34]. These changes can impact an organization's underlying fabric, culture, or even identity [85]. They typically involve radical breaks from the past, more so than an incremental phase of changes [86]. Organizational transformation can encompass wholesale alterations in the leadership, structure, or even the mission or vision of the enterprise [84].

Transformation processes can be difficult and time consuming to achieve, requiring new capabilities, mind-sets, and skill sets [88]. Failure to effectively address these needs during times of transformative change may result in freezed and unchanging, obsolete, and inflexible organizations [87].

The concept of organizational transformation can be defined as a decisive shift which satisfies the requirement of the organization as a whole [89]. Change in an organization can be defined as "a process or event that has the effect of altering an organization". Recent works identify organizational transformation as a deep and unprecedented change in an enterprise resulting in a new identity [90]. Organization transformation is deemed to be major and cross-boundary in nature [91]. Successful organizational transformation requires a strong leader who establishes a clear and challenging vision and emotionally commits to help the people involved in the process [92]. It is widely acknowledged that organizational culture plays a critical role in enabling and giving rise to organizational transformation [93].

7.1. ALIGNING CULTURE WITH STRATEGY

Organizational transformation entails the implementation of fundamental changes to an enterprise's operations [94]. Organizational culture establishes the shared norms and values within a firm, serving as a foundation for the more extensive culture of a nation or region [93]. Cultural frameworks are typically based on fundamental assumptions and elements grounded in personal experience [95]. Established norms within an organization influence the kinds of strategies it pursues, which in turn affect the primary task and structure of the organization [96]. Organizational culture

generally evolves over time, attracting individuals with similar cultural dispositions to the organization [96].

8. STAKEHOLDER ENGAGEMENT IN TRANSFORMATION PROCESSES

Stakeholder engagement is a fundamental element in the transformation of organizations in Bahrain [97]. Most organisations are fragmented and find it difficult to match internal skills with emerging technological requirements [98]. Engaging with a wide range of stakeholders during transformation processes ensures inclusion, buy-in and diverse perspectives [66]. The stakeholders engaged will depend on the nature of the transformation initiatives [25]. However, they typically include employees, customers, partners, shareholders, suppliers and the surrounding community [99]. Open and frequent communication maintains stakeholders informed of critical planning and implementation details [100].

Customer outreach, thematically related to collaboration, is a central element in transformation efforts [101]. Governments and organisations consult with citizens and customers about plans that potentially affect them [102]. Compiling, sharing and responding to such inputs is an important step towards successful transformation. Organisation leaders set the tone through constant involvement and engagement [103]. This approach reinforces the importance of change and encourages wider adoption at operational levels [102].

8.1. IDENTIFYING KEY STAKEHOLDERS

The successful implementation of organizational transformation initiatives in Bahrain depends heavily on identifying key stakeholders and engaging them at the appropriate level [97]. Stakeholder engagement helps develop, communicate, and implement a transformation strategy that reflect the needs, concerns, and aspirations of all stakeholders that have an interest in, or whose activities affect or are affected by, the organization [26]. The identification of the stakeholder group, as well as the extent to which it is consulted and involved in the organizational transformation process, varies with the nature of the transformation, its complexity, and distance from the organization's core competences [9].

8.2. EFFECTIVE COMMUNICATION STRATEGIES

A key factor for successful change is effective communication. Appropriate communication strategies include fostering trust and truth, using technology, emphasising face-to-face communication, and holding organizational-wide meetings [104]. Training programmes should be developed to improve employees' communication skills and to promote communication between employees and management [105]. Further, cultural values that influence communication should be identified to ensure that communication strategies and tools are culturally appropriate [106]. Communication should take place in two directions, upward and downward; employees should be allowed to express their views and concerns, and executives should listen and act on feedback from employees during the change process [107]. Managers should communicate the need for change, the significance of change, and the benefits of change clearly and frequently to minimise resistance. Organisational chaos and rumours should be avoided because they inhibit communication and consequently hamper the change process [108]. Communication requires time and resources; managers should plan and allocate time and resources to ensure that communication occurs continuously throughout the duration of the change process [109].

9. MEASURING THE SUCCESS OF TRANSFORMATION INITIATIVES

Assessing progress and measuring the success of transformation initiatives are essential to ensure that goals are met, enabling organizations to maintain focus and allocate resources effectively, particularly in Gulf Cooperation Council countries where economic diversification and enhanced competitiveness are priorities [110]. Key performance indicators (KPIs) provide a means to quantify progress and success, including customer satisfaction, employee engagement, adoption rates, operational efficiency, and financial performance [111]. Gathering data through surveys, interviews, and direct observations facilitates ongoing monitoring and allows for adjustments based on feedback and experience, helping to identify areas for refinement and improvement [112].

9.1. KEY PERFORMANCE INDICATORS (KPIS)

Key Performance Indicators (KPIs) provide a standardized approach to measuring performance and progress in organizational transformation [19]. For Bahraini organizations undergoing change, KPIs are instruments that guide strategy, manage performance, and indicate progress towards organizational goals [97]. When defined coherently, KPIs describe the necessary performance level to achieve strategic objectives in critical areas and align with the mission, vision, and objectives [113].

The practice of performance measurement is well established, even if most organizations still struggle to implement an effective approach [113]. Despite admirable progress, many measurement systems lack integrity or operational usefulness [114]. They require intensively periodic review, because they are linked to constantly evolving organizational goals [115]. Often, systems have incoherent sets of performance metrics linked to loosely developed strategy; thus, one of the essential tasks of the transformation process becomes the development of a systemic approach to planning which goes beyond traditional brainstorming methods and focuses attention on the development of coherent sets of organizational goals [116]. In turn, an effective planning

approach forms a robust foundation of integrated KPIs that can inform and guide the transformation effort [117].

Arguably, there is no universally accepted common framework for identifying valid KPIs. Organizational context and purpose determine how specific performance areas should be assessed [117]. Modeling the KPI development process is more problematic for organizations because global regulatory or sustainability frameworks produce general guidance rather than methodologies and nascent developments in enterprise-wide modeling of organizational systems remain difficult to apply in a prescriptive manner [106]. Nevertheless, a behavioural framework driving organizational strategy and performance management can help the process of coherent goal setting and identify relevant KPIs [118].

The organizational transformation process can be viewed as supporting the re-integration of an organization following a series of projects and changes [119]. The major focus is on defining goals and identifying the key performance areas that underpin transformation [120]. KPI integrity requires a network of organizational goals that are consistent and that provide a robust context for the identification of key objectives and relevant performance measures [121].

Bahraini projects and initiatives that encourage investment in organizational transformation are accompanied by a growing interest in objective assessment of the benefits of such investments [97]. Advice is frequently sought for the identification of a small set of generic KPIs that provide a consistent basis for organizational assessments [67]. These members of this class can demonstrate a range of internal and external organizational benefits and can be complemented by a second set of performance measures that provide a generic basis for hard and soft benefit evaluation [122]. For specific organizational projects, such as business intelligence, important success factors can also be identified [26].

Yet, the number of relevant KPIs for organizational transformation can be prohibitively large and a simple short-list of generic KPIs is often insufficient [123]. The selection and effective use of KPIs requires an understanding of potential KPI classifications and of their role as instruments that represent and reinforce organizational direction [124]. Only once a suitable planning framework has been established can a balanced and purposeful set of KPIs be identified to support effective transformation [123].

9.2. FEEDBACK MECHANISMS
Feedback refers to the dynamic process of presenting and disseminating information aimed at improving performance; its mechanisms are increasingly recognized as key elements of learning before, during, and after a project [125]. Monthly progress notes on project administration, documenting accomplishments as well as bottlenecks, serve as a prominent example (126). Feedback constitutes a circular causal process whereby some portion of a system's output is returned to the input to control the system's dynamic behavior [127].

Within organizations, feedback involves sharing observations, concerns, and suggestions to enhance performance [128]. Examples encompass audits, performance appraisals, monitoring and evaluation, shareholders' meetings, surveys, and 360-degree assessments [129]. The essential preliminary steps of feedback are the processes of monitoring and evaluation (130). Monitoring furnishes senior management with information about current and emerging problems, along with data to assess whether objectives are being met and remain valid [128].

10. CONCLUSION
Organizational transformation represents a fundamental realignment of an organization's operating model, culture, processes, and use of technology, undertaken in response to crisis or to capture a significant new opportunity [131]. It seeks to deliver future-state performance at a faster rate than is achievable by incremental improvement programs [132]. The change often needs to be implemented across the whole organization, but can be localized to a specific business unit, geographical location or operational process [132]. In all cases, transformation is business-led and supported by technology, rather than the other way round [133].

Bahrain's history demonstrates how economic development, industrialization, social and political change, and new trends have led organizations from different sectors to adopt new structures [134]. For example, the recent disruption had a substantial and sudden effect on local commercial operations, requiring organizations to transform accordingly [135]. At the same time, many Najdi-produced traditional commercial businesses continue to apply their own organization structure [136]. This research identifies a mismatch in understanding regarding the definition of business transformation between organizations and the characteristics of the crisis in Bahrain [137]. The corresponding literature review and empirical study point out that the more companies fall behind the organizational transformation process, the later they will overcome the current crisis; consequently, they will lose their competitive advantage [138].

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