Canadian Journal of Marketing Research
ISSN: 0829-4836
https://canadian-jmr.com/index.php/cjmr

Research Article

The Role of Digitalization in Promoting Administrative Development in Algeria

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Article History
Received: 21.07.2026
Accepted: 16.08.2026
Published: 29.09.2026

DOI: 10.61336/cjmr.1603.109

Abstract: This study aimed to examine the extent of the impact of digitalization, through its various dimensions, on administrative development reform at the Commercial Agency of Algeria Telecom, Hassi Bahbah Branch. The study focused on four main dimensions of digitalization: computers, software, networks, and knowledge workers. To achieve the objectives of the study and test its hypotheses, a sample of 26 employees was selected, representing 62% of the total study population. Data were collected through a questionnaire designed to obtain the employees' perceptions regarding the role of digitalization in supporting administrative development. The collected data were statistically analyzed in order to determine the relationships between the study variables and to verify the proposed hypotheses.The results of the study showed that there is a statistically significant effect of digitalization on administrative development reform. This finding indicates that the use of digitalization contributes to supporting the development and improvement of administrative practices within the organization. The results also revealed differences in the degree of influence among the dimensions of digitalization included in the study. The knowledge workers dimension recorded the strongest influence on administrative development, highlighting the importance of the human element and the knowledge and skills required to effectively use digitalization. The networks dimension ranked second, reflecting the importance of communication and information exchange in facilitating administrative activities. The software dimension came in third place, as software provides tools that support the performance and organization of administrative tasks. Finally, the computers dimension recorded the lowest level of influence among the dimensions examined. Overall, the findings emphasize that administrative development reform does not depend only on the availability of technological equipment, but also on the effective integration of technology with qualified human resources, communication networks, and appropriate software.

Keywords: Digitalization, Administrative Development, Electronic Management

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INTRODUCTION

There is no doubt that scientific and technological progress and the spread of the Internet have led to many effects on the nature and form of the work of administrative systems. Traditional forms of service have consequently declined in favor of a new pattern based on the technological and informational dimension, relying on the distinguished capabilities of the Internet and business networks. This has led to a shift towards modern administration as a concept that expresses speed, immediate interaction, and the crossing of boundaries.

This transformation has brought about a number of changes in the concept of service. The service recipient has become exposed to a certain degree of transparency and indirect participation in decision-making.

This study seeks to provide an analytical and evaluative study of digitalization and its impact on administrative development. We divided the study into two parts. The first part dealt with the theoretical aspect of digitalization and administrative development, while the second part was devoted to the field study and the analysis of the information obtained using the methodological techniques and statistical measures used to test the hypotheses.

Problem Statement

The application of digitalization in administration has produced direct effects on the process of administrative development. In light of these practical developments, the problem of this study is formulated as follows:

- What is the impact of digitalization on administrative development reform

This main question gives rise to the following sub-questions:

- Is there a statistically significant effect at the significance level $\alpha \leq 0.05$ between the dimensions of digitalization and administrative development at Algeria Telecom, Hassi Bahbah Unit
- Are there statistically significant differences at the significance level $\alpha \leq 0.05$ in the respondents' attitudes at Algeria Telecom, Hassi Bahbah Unit, towards digitalization and administrative development attributable to personal and functional variables (age, educational level, and years of experience)

Study Hypotheses

This study presents a number of hypotheses, which can be summarized as follows:

- **Main Hypothesis:** There is no statistically significant effect at the significance level $\alpha \leq 0.05$ of digitalization on administrative development at Algeria Telecom, Hassi Bahbah Unit
- **First Sub-Hypothesis:** There is no statistically significant effect at the significance level $\alpha \leq 0.05$ between the dimensions of digitalization and administrative development at Algeria Telecom, Hassi Bahbah Unit
- **Second Sub-Hypothesis:** There are no statistically significant differences at the significance level $\alpha \leq 0.05$ in the respondents' attitudes at Algeria Telecom, Hassi Bahbah Unit, towards digitalization and administrative development attributable to personal and functional variables (age, educational level, and years of experience)

Objectives of the Study

- To identify the reality of the application of digitalization at Algeria Telecom, Hassi Bahbah Unit
- To identify the reality of administrative development at Algeria Telecom, Hassi Bahbah Unit
- To identify the contribution of digitalization and its impact on the process of administrative development

Importance of the Study

The importance of the study appears through its results, which will benefit each of the following:

- **Algeria Telecom:** The use of these results to improve and develop performance in a manner that keeps pace with continuous changes
- **The Library:** This study will constitute a new addition to the field of scientific knowledge, contribute to enriching the Arabic library, and open new horizons for researchers in the field of digitalization and administrative development
- **Researchers:** By meeting the researchers' need to increase their theoretical and practical knowledge and enrich their information in this important field of administration

Scope of the Study

- **Geographical Scope:** The study was conducted at Algeria Telecom, Hassi Bahbah Unit
- **Time Scope:** Between December 2025 and February 2026
- **Human Scope:** The questionnaire was distributed to administrative employees who were randomly selected from the institution under study

Previous Studies

Study by Mona Hadi Saleh, Khalida Jamal Faraj and Nihad Raouf

Digitalization and Its Impact on University Libraries from the Beneficiaries' Point of View (2017)

The study aimed to identify the extent of the use of digitalization in the library, as well as the impact of digitalization on the performance of library employees and the areas of its use.

The researchers reached the following results:

- Most of the beneficiaries who visit the library are students, while the use of the library by teaching staff was low
- Most beneficiaries agreed that the library's use of digitalization has a significant impact on improving the service, with an overall mean of 4.05

The importance of using automated catalogues lies in helping the beneficiary identify search results, providing multiple research capabilities, and providing multiple access points to the information needed.

The most important recommendations were:

- The necessity of using digitalization in the library in all the services it provides because of its prominent role in improving services and meeting the needs of its beneficiaries
- Providing sufficient financial allocations that enable the library to use digitalization and improve its services
- The library should provide a sufficient number of computers in proportion to the number of its beneficiaries

Study by Mohamed Ben Mahmoud

The Contribution of the Use of Information and Communication Technology to the Development of Human Resources Management Functions in the Organization (2018)

The study aimed to reveal the contribution of the use of information and communication technology to the development and improvement of human resources management functions within the organization. It also sought to identify the contribution of computers to enhancing the training process within the organization, as well as to investigate the contribution of Internet and intranet use to improving the recruitment process within the organization.

The researchers reached the following results:

- The human resources information system plays an essential role in decision-making, especially at the level of human resources management, as it relies on electronic management to manage its functions
- The computer is considered one of the most important components of information and communication technology. It is regarded as an optimal means of moving away from or abandoning traditional training methods because of its ability to store, preserve, and maintain data and information

Study by Ban Qasim Jawad

The Role of Digitalization in Achieving Governance (2017): The study aimed to highlight the role of digitalization in achieving good governance, or what is known as governance.

The most important results were:

- There is a statistically significant effect of digitalization among employees of the General Authority in achieving governance

The most important recommendations were the necessity of focusing on and giving priority to supporting the use of applications and databases by the senior management of the General Tax Authority. The researchers also recommended that the Authority adopt a governance model.

Study Dimensions and Model

Based on the formation of an idea from previous studies, the following dimensions were selected to represent the digitalization variable:

- Computers, software, communication networks, and knowledge workers

- As for the administrative development variable, it was taken as it is
- **Source:** Prepared by the researchers based on previous studies

Theoretical Aspect

Fundamentals of Digitalization

Concept of Digitalization: Digitalization refers to the electronic and digital technologies used to store, process, transmit, and disseminate the results of information analysis, classification, indexing, and extraction, and to direct beneficiaries' use of information in the easiest ways while ensuring speed and accuracy [1].

It refers to those devices, equipment, tools, methods, and means that a person can use in the future to obtain audio, visual, and digital information, as well as to process such information in terms of recording, arranging, storing, acquiring, retrieving, displaying, reproducing, disseminating, and delivering it at the appropriate time to those who need it [2].

It also means the use of computer technologies to organize and collect data in order to obtain information that leads to making sound decisions at the appropriate time [3].

Digitalization Infrastructure

Infrastructure, in its general concept, includes all the means, equipment, and facilities through which basic human needs can be secured. Roads, bridges, power stations, communication lines, and others can be considered traditional examples of infrastructure in any country.

In the field of digitalization, the concept of infrastructure includes modern communication services, satellites, Internet networks, personal computers, information centers, and libraries, in addition to human resources and competencies with experience in computers, information, and communications. It also includes the important role of specialized educational institutions, training and technical qualification centers, and scientific research and development centers [1].

Importance of Digitalization

Digitalization is of great importance in administration, as it provides and simplifies many things. Peter Drucker identified them as follows [4]:

- **Digitalization Improves Government Services:** It simplifies their procedures in order to provide them to citizens in an appropriate manner. It also opens new channels of communication between those responsible for managing them and citizens, thereby creating trust and removing many of the obstacles and difficulties facing citizens. Consequently, citizens feel comfortable with what has been accomplished for them
- **It Contributes to Achieving Transparency:** Digitalization enables the employee to obtain new information through communication with the institution in which he works and with other institutions. This contributes to achieving transparency among employees through the work performed by each employee within the same institution

Dimensions of Digitalization

Most studies agree that the dimensions of digitalization are hardware, software, networks, and knowledge workers. Saad Ghaleb Yassin [5] considers that the computer includes the physical components of the computer, its various systems, and peripherals. The computer is considered the basic pillar and first nucleus for establishing an electronic management project.

Software includes system programs such as operating systems and network management systems, spreadsheets, programming auditing tools, as well as application programs.

He also considers communication networks to be the electronic links extending through a communication fabric of intranet, extranet, and Internet networks, which represent the organization's value network and its electronic management.

Knowledge workers include everything related to intellectual capital, managers, and knowledge-resource analysts. The role of knowledge workers lies in attempting to create a new knowledge culture within electronic management by changing ways of thinking and upgrading administrative work methods according to the experience and knowledge they possess in the field of digitalization [5].

Administrative Development

Concept: The concept of administrative development is associated with many definitions. These definitions have varied according to the interests, different viewpoints, and approaches of writers and researchers. Some definitions of administrative development can be presented as follows:

- **Omar Saddouk Considers That the Term Reform Refers to:** "An absolute judgment that the previous and current situation is corrupt and must be reformed, as well as a judgment that the new procedures are positive and valid. This is relative in both directions because the issue concerns the extent to which each future work project achieves its objectives" [6]
- **Hassan Absher Al-Tayeb Defined it as:** "A political, administrative, economic, cultural, and voluntary effort aimed at bringing about fundamental positive changes in behavior, systems, relationships, methods, and tools in order to develop the capabilities and potential of the administrative apparatus, ensuring a high degree of efficiency and effectiveness in achieving its objectives" [7]
- **It is Also Defined as**: "A permanent and continuous process of adapting administrative structures in light of the prevailing political, social, and legal conditions, in a manner that ensures improving the levels of administrative performance and raising the efficiency of existing administrative systems by changing the beliefs, attitudes, values, and organizational environment of administrative bodies, making them more compatible with modern technological development and market challenges, and bringing about a qualitative shift in the field of providing public services while reducing costs" [8]

Objectives of Administrative Development

The most important objectives of administrative development can be mentioned as follows:

- Improving performance levels in the administrative apparatus, increasing productivity, and developing administrative work methods [9]
- Achieving the optimal use of available human resources and strengthening the competencies and capabilities of employees, especially the units responsible for administrative development [10]
- Achieving accountability for the operations of the administrative apparatus and strengthening the communication system and the exchange and dissemination of information transparently [7]
- Addressing deficiencies and combating administrative corruption by eliminating the causes of corruption, improving the level of resources, and achieving effectiveness and productivity while respecting human considerations [11]
- Providing the technological progress achieved with new possibilities for improving service quality [12]
- Improving methods of dealing with citizens and strengthening the concept of the necessity of responding to their demands, considering that providing services to citizens is the justification for the existence of administrative bodies. This is achieved by demonstrating greater transparency in the work of employees and administrative bodies and strengthening accountability, responsibility, and social responsibility [13]
- Keeping administration abreast of modernization developments in order to achieve administrative efficiency, address deviations, combat corruption, eliminate complications, and overcome pathological deficiencies [14]

Importance

Administrative development is concerned with introducing fundamental and positive changes in administrative behavior, organization, and tools, and developing the capabilities and potential of the administrative apparatus in a manner that ensures a high degree of efficiency and effectiveness in achieving its objectives, enabling it to carry out the tasks and competencies assigned to it and provide the necessary services to meet the general needs of society in the best possible manner, at the lowest cost, and in the shortest possible time [11].

Applied Aspect

Study Population and Sample: The study population consists of all employees of the Commercial Agency of Algeria Telecom, Hassi Bahbah Branch, whose total number is 42. A random sample consisting of 26 persons, representing 62% of the study population, was selected Table 1.

Table 1: Study Population and Sample

Study Population	Study Sample	Sample Percentage
42	26	62

Source: Prepared by the researchers

Table 2: Number and Percentage of Distributed and Retrieved Questionnaires

Number Distributed	Number Retrieved	Number Lost	Number Cancelled	Percentage of Retrieved Questionnaires
26	26	00	02	92.3

Source: Prepared by the researchers

Statistical Methods Used in the Study
The SPSS program, version 26, installed on the Windows 10 operating system, was used.
The questionnaire was also designed based on the five-point Likert scale for responses Table 2.

Preparation of the Study Instrument
The questionnaire consists of three parts.

- **Part One:** Personal characteristics of the respondent, such as gender, age, educational qualification, and years of experience
- **Part Two:** Related to the digitalization variable, which in turn consists of four dimensions
- Computer dimension: five items, from 1 to 5
- Software dimension: four items, from 6 to 9
- Networks dimension: five items, from 10 to 14
- Knowledge workers dimension: five items, from 15 to 19
- **Part Three:** Related to the administrative development variable, consisting of 10 items, from 20 to 29

Questionnaire Measurement Criteria
Before conducting the analysis, the questionnaire must be tested, as it is the instrument used to collect data, through several tests to ensure the validity and reliability of the questionnaire and to establish the validity of the results thereafter.

Questionnaire Validity
Questionnaire validity means that the questionnaire questions measure what they were designed to measure and that they include all the elements and dimensions included in the study. The validity of the questionnaire was verified in two ways:

- **Face Validity (Experts):** The questionnaire was presented to two experts, one a member of the teaching staff in the Department of Management Sciences at Djelfa University and another member from Laghouat University. Their opinions regarding deletion and modification were taken into consideration

Scale Validity
First: Internal Consistency: Internal consistency validity means the extent to which each item of the questionnaire is consistent with the dimension to which it belongs. The internal consistency of the questionnaire is calculated by calculating the correlation coefficients between each item and the dimension to which it belongs.

From the above table, it is clear that the correlation coefficients between the score of each item and the total score of all items of the first axis related to digitalization, according to the study sample, are positive. Items 11 and 14 ranked first in terms of their correlation coefficient, reaching 0.892, while item 6 ranked last, with a correlation coefficient of 0.592. From the foregoing, it can be said that all items of the first axis are statistically significant at a significance level of 0.01 Table 3.

Table 3: Correlation Coefficients Between Each Item and the Dimension to Which It Belongs in the First Axis

Dimension	Item No.	Correlation coefficient
Computers	1	0.683**
	2	0.639**
	3	0.747**
	4	0.608**
	5	0.750**
Software	6	0.592**
	7	0.715**
	8	0.707**
	9	0.859**
Networks	10	0.803**
	11	0.892**
	12	0.882**
	13	0.850**
	14	0.892**
Knowledge workers	15	0.719**
	16	0.736**
	17	0.817**
	18	0.681**
	19	0.701**

Source: Prepared by the researchers from SPSS outputs

Table 4: Correlation Coefficients between Each Item and the Second Axis

Item No.	Correlation Coefficient
20	0.794**
21	0.774**
22	0.587**
23	0.785**
24	0.863**
25	0.859**
26	0.812**
27	0.638**
28	0.710**
29	0.791**

Source: Prepared by the researchers from SPSS outputs

Table 5: Correlation of Dimensions and Variables with the Total Questionnaire Score

Dimension/Variable	Correlation Coefficient	Sig.
Computers	0.661**	0.00
Software	0.732**	0.00
Networks	0.706**	0.00
Knowledge workers	0.856**	0.00
Administrative development	0.811**	0.00

Source: Prepared by the researchers from SPSS outputs

Table 6: Cronbach's Alpha Reliability Coefficients for the Dimensions and Axes of the Study

Dimensions and axes	Number of items	Reliability coefficient
Computer dimension	05	0.636
Software dimension	04	0.676
Networks dimension	05	0.915
Knowledge workers dimension	05	0.717
Digitalization axis	19	0.874
Administrative development axis	10	0.914
Entire study	29	0.915

Source: Prepared by the researchers from SPSS outputs

Second Axis: Administrative Development

From the above table, it is clear that the correlation coefficients between the score of each item and the total score of all items of the first axis related to digitalization, according to the study sample, are positive. Item 24 ranked first in terms of its correlation coefficient, reaching 0.863, while item 22 ranked last, with a correlation coefficient of 0.587. From the foregoing, it can be said that all items of the second axis are statistically significant at a significance level of 0.01 Table 4.

Construct Validity

To measure the extent of the relationship between each dimension of the study and the total score of the items, we calculate the Pearson correlation coefficient between the score of each dimension and the total score of all items.

It can be observed from the above table that all probability values (Sig.) are statistically significant at the significance level $\alpha \geq 0.05$, and therefore all dimensions of the questionnaire are considered valid for what they were designed to measure Table 5.

Reliability of the Study Instrument

Reliability means that the questionnaire gives the same results if it is redistributed more than once under the same conditions, that is, determining the extent of stability in the results and whether they change significantly if the questionnaire is distributed to the sample members several times. Cronbach's Alpha coefficient was adopted, and the results were as follows.

It can be observed that the overall Cronbach's Alpha coefficient reached 0.915, which is a very good reliability rate and indicates a high level of reliability for the study as a whole Table 6.

Statistical Description of the Sample According to Personal Characteristics

The questionnaire included a section devoted to personal information in order to identify the characteristics of the study sample and the distribution of sample members according to the following variables: gender, age, educational level, and experience. The results obtained are shown in the following table 7.

Table 7: Distribution of the Study Sample According to Personal Characteristics

Variable	Category	Frequency	Percentage
Gender	Female	6	25
	Male	18	75
Age	Less than 25 years	8	33.3
	Between 25 and 35	5	20.8
	Between 36 and 45	6	25
	More than 45	5	20.8
Educational level	Secondary or below	10	41.7
	University	13	54.2
	Postgraduate studies	1	4.2
Experience	Less than 5 years	5	20.8
	Between 5 and 10 years	13	54.2
	From 10 to 15 years	3	12.5
	More than 15 years	3	12.5

Source: Prepared by the researchers from SPSS outputs

Table 8: Respondents' Attitudes and Tendencies Towards the Study Dimensions

Dimensions	Arithmetic Mean	Standard Deviation	Direction
Computers	4.29	0.43	High
Software	4.26	0.66	High
Networks	4.36	0.42	High
Knowledge workers	4.10	0.60	High
Administrative development	4.41	0.47	High

Source: Prepared by the researchers from SPSS outputs

Table 9: Correlation Matrix Between the Dimensions of Digitalization and Administrative Development

Dimension	Pearson Coefficient	Sig.
Computers	0.222	0.047
Software	0.436*	0.033
Networks	0.421*	0.041
Knowledge workers	0.629**	0.001

Source: Prepared by the researchers from SPSS outputs

Table 10: Simple Linear Regression Analysis to Test the Effect of Digitalization on Administrative Development

Variables	Regression Coefficient	Standard Error	Regression Coefficient	Calculated t-Value	Statistical Significance
Constant	1.745	0.854	—	2.044	0.053
Digitalization	0.628	0.200	—	3.144	0.005

Calculated F value: 9.886
Sig.: 0.005
Degrees of freedom: (1, 22)
Regression equation model:
$Y = 1.745+0.628X + ei$
Coefficient of determination: $R^2 = 0.310$
Correlation coefficient: $r = 0.557$
Source: Prepared by the researchers from SPSS outputs

Test of Normal Distribution

Through applying the Kolmogorov-Smirnov test, all Sig. values were equal to 0.200, which is greater than 0.05. Therefore, we can say that the sample follows a normal distribution and parametric tests can be applied to it.

Attitudes and Tendencies of the Sample Members

By calculating frequencies, arithmetic means, and standard deviations, it is possible to identify the prevailing tendency for each dimension as a whole Table 8.

From the above table, it can be said that the level of awareness of all dimensions of digitalization and the administrative development variable was high.

Hypothesis Testing

Simple linear regression analysis is used to answer this hypothesis, that is, the effect of digitalization on administrative development at the Algeria Telecom Commercial Agency in Hassi Bahbah. The results are shown in the following Table 9.

It is clear from Table 10 that the model is valid for testing the hypothesis, since the significance level of the calculated F is 0.005, which satisfies the significance level condition $\alpha \geq 0.05$, and the calculated F value (9.88) is greater than its tabulated value (9.72). The coefficient of determination was estimated at 0.31, which means

Table 11: Simple Linear Regression Analysis to Test the Effect of the Dimensions of Digitalization on Administrative Development

Dimension	Regression Equation Model
Computers	Y = 3.38 + 0.24X + ei
Software	Y = 3.10 + 0.31X + ei
Networks	Y = 2.37 + 0.47X + ei
Knowledge workers	Y = 2.40 + 0.49X + ei

Source: Prepared by the researchers from SPSS outputs

that administrative development is affected by digitalization by 31%, while the remaining percentage, which amounts to 79%, is attributed to other factors.

In addition, the significance level of the calculated T value is 0.005, which is less than 0.05. Accordingly, we reject the null hypothesis and accept the alternative hypothesis, which states that:

- There is a statistically significant effect at the significance level α≥0.05 between digitalization and administrative development at Algeria Telecom, Hassi Bahbah Commercial Agency

From Table 11, it is clearly evident that there is a linear relationship ranging between moderate and weak between the dimensions of digitalization and administrative development. The knowledge workers dimension ranked first: whenever the knowledge workers dimension increases by one unit, administrative development increases by 0.49 units. It is followed by the networks dimension, then the software dimension, and finally the computers dimension. Accordingly, the hypotheses were verified with the following results:

- There is a statistically significant effect at the significance level α≥0.05 between the dimensions of digitalization and administrative development at Algeria Telecom, Hassi Bahbah Commercial Agency
- By calculating ANOVA, the significance level was 0.08, which is greater than the assumed level. Accordingly, we accept the null hypothesis: there are no statistically significant differences at the significance level α≤0.05 in the respondents' attitudes at Algeria Telecom, Hassi Bahbah Unit, towards digitalization and administrative development attributable to personal and functional variables (age, educational level, and years of experience)

CONCLUSION

Although Algeria Telecom is a pioneer in digitalization and the main provider of Internet networks nationally, we found a moderate relationship between digitalization and administrative development. By analyzing this relationship, it became clear to us that the knowledge workers dimension had the strongest relationship, while the computers dimension came last.

Therefore, technical means alone cannot achieve administrative development independently of human resources, and thus technical means are considered only supporting tools.

Results

- The level of awareness of the dimensions of digitalization was high
- The level of awareness of the administrative development dimension was high
- There is a statistically significant effect of digitalization on administrative development reform
- There are no statistically significant differences in the respondents' attitudes attributable to personal variables

Suggestions and Recommendations

- Algeria Telecom should update information and communication systems
- Human resources should be trained in the latest communication and information technologies
- Human resources should be sufficiently motivated to enable the use of digitalization
- The principle of transparency should be adopted, moving from accountability towards participation in decision-making

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