

**UCD: 316.7:005:004****JEL Classification : M15, O33, H83****Zohra RAOUD**

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## **AN ORIENTALIST VISION FOR ADMINISTRATIVE DEVELOPMENT USING DIGITAL MANAGEMENT**

The study aimed to identify the effectiveness of developing administrative work under digital management at the University of Ghardaia from the administrators' point of view. To achieve this, a case study approach was used, and a questionnaire was prepared and distributed to the study sample of 60 individuals. The study found that all dimensions of e-governance have a significant impact on supporting administrative development at the University of Ghardaia. The study recommended the need to provide a motivational structure for implementing technology at the university.

Keywords: electronic management, organizational structure, work regulations, administrative development, technology.

**DOI: 10.15276/mdt.10.1.2026.2**

**Statement of the problem in general form and it's connection with important scientific or practical tasks.** The process of development, reform and addressing the problems that higher education institutions are experiencing today requires standing on their reality and the ability to draw up their future administrative policies, and that administrative development does not happen unless administrative leaders are convinced of its importance in achieving quality and improving administrative work. The application of electronic management has become inevitable in various aspects of administrative work and in all institutions, whether service or economic, whether public or private, as we do not find an institution that is devoid of the use of technological means in managing its administrative work, and without it the institution cannot continue to work. As a result of this change, administrative work has moved, benefiting from administrative information technology, away from traditional methods that rely on paper transactions and routine procedures to electronic and digital methods in management. Electronic management represents a kind of response to the developments of the current era, as you will see developments in the field of communications, the information revolution, digital space, knowledge and the Internet revolution, which are considered its most important variables.

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**Analysis of the latest research and publications, which initiated the solution of this problem and on which the author relies.** Across the reviewed studies, e-management/digital management is presented as a key lever for administrative development, with evidence of its benefits in industry, public administration, and higher education. In the Iraqi industrial context, Haider Basil (2023) shows that e-management has a statistically significant positive effect on ERP in the food industry sector, indicating that stronger e-management practices are associated with higher ERP outcomes; the study also stresses the enabling role of technological infrastructure and a supportive digital work environment to maximize technical and human resources and raise performance levels (Basil, 2023). Similarly, Androniceanu (2023) argues that modern trends in digital transformation and AI in public administration require deep structural reforms to reduce bureaucracy and overhead while improving service quality, productivity, accessibility, and transparency; the study concludes that digitization and AI integration can increase administrative, economic, and social efficiency and emphasizes the necessity of public investment and gradual implementation strategies, especially within EU contexts (Androniceanu, 2023). In the university sector, Kama, Ahmed, and Djamila (2025) report strong faculty agreement on adopting e-management systems at the University of M'sila and identify a statistically significant positive relationship between e-management implementation and improved academic life quality; they also find that e-management dimensions account for a substantial proportion of variance in job performance, while demographic variables do not significantly shape faculty perspectives, leading to recommendations for expanding e-management and fully digitizing administrative and academic processes (Kama et al., 2025). From a conceptual and organizational perspective, Sajid and Muataz (2024) highlight that technological change—especially the internet and business networks—has transformed managerial work, positioning e-management as the contemporary approach to executing core managerial functions (planning, organizing, directing, controlling) electronically; the paper additionally targets understanding the impact of e-management application on organizational performance and the challenges surrounding implementation (Sajid & Muataz, 2024). Finally, Dijla Mahdi (2020) examines e-management in Iraqi state organizations through a descriptive-analytical approach using survey data from managers and department/unit heads across travel-related agencies in Wasit; the study emphasizes the need for specific job-management strategies consistent with digital developments, and applies statistical modeling (including regression via AMOS and effect size measures) to assess relationships between study variables and strategic dimensions (Mahdi, 2020).

**Formulation of the purpose of the article (statement of the problem).**

**Problem of the study**

The subject of e-management and administrative development has received attention at the level of all institutions, regardless of their type. From this, our problem can be raised: To what extent does digital management contribute to administrative development in higher education institutions at the University of Ghardaia?

**From which the sub-questions emerged:**

- What is the reality of administrative development at the University of Ghardaia?
- What is the reality of digital management at the University of Ghardaia?

-Is there a significant impact of digital administration at the University of Ghardaia from the point of view of administrators.

### **Study hypotheses**

To answer the study's problem and questions, the following hypotheses can be put forward:

- There is a high level of application of electronic management at the University of Ghardaia from the administrators' point of view;
- There is a high level of administrative development at the University of Ghardaia from the administrators' point of view;
- Digital management has a significant impact in supporting management development at the University of Ghardaia from the point of view of administrators.

### **Study objectives**

- Learn about the reality of digital management at the University of Ghardaia from the administrators' point of view;
- Identifying the reality of administrative development at the university of Ghardaia from a point of view administrators' point of view;
- Identifying the role of digital management as an option for administrative development at the University Ghardaia from the administrators' point of view

### **The importance of the study**

The study derives its importance from the topic it addresses, which is digital management as an option for administrative development at the University of Ghardaia from the point of view of administrators, through improving and developing the administrative process in all its aspects, developing human resources, and the efficient and effective use of technological applications.

### **Study Methodology and Tools:**

the answer to the problem at hand, we used the descriptive approach by identifying the theoretical aspect of electronic management and administrative development. The study tool was relied upon in the questionnaire.

**Statement of the main material of the research with full justification of the scientific results obtained.**

## **1.Theoretical Framework**

### **1.1 Definition of e-management**

E-governance is dominated by modern concepts based on the use of ICT in the exercise of the Department's core functions to facilitate its daily work within the organization between it and other organizations.

Defined as a modern management method that uses ICT to carry out the various administrative work of planning, organizing, controlling, evaluating and means of communication in order to develop and upgrade the management work and achieve the planned objectives (Badash & Salam, 2019)

Digital management is a process, foundation and principle based on the use of ICT for better performance and higher quality

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## 1.2 Objectives of digital management:

The importance of digital management is evident in the following: (Hanash , 2024)

- Rapid and accurate completion of tasks and activities;
- The flow of data and information between individuals working in the institution, which enables them to perform their duties;
- Rationalizing decision-making;
- Facilitating communication procedures between the various departments of the institution;
- Achieving efficiency and effectiveness in performance.

## 1.3. Definition of administrative development:

Management development is critical for enterprises in view of the urgent need to upgrade the performance and tremendous speed of technological progress on the one hand and the many changes in the internal and external environment on the other.

From the above definitions, we say that management development is all efforts to develop the enterprise's performance and good use of resources on the one hand and to achieve its objectives and improve the quality of its outputs on the other.

## 1.4. Objectives of Administrative Development:

Administrative development has objectives, including the following: ( Abdel Salam, 2017)

- Developing human resources, including managers, administrators and employees;
- Developing businesses and jobs;
- Preparing job descriptions with the aim of developing administrative control;
- Examining organizational structures and evaluating work;
- Developing employee concepts and capabilities and developing general.

## 2. Applied Framework:

**2.1 Society and study sample:** The study community consists of a sample of administrative staff of the University of Ghardaia from managerial leaders and administrative personnel. A sample of 60 individuals was xselected to carry out the study.

**2.2. Study tool:** A questionnaire was designed for the purpose of gathering information and preliminary data from the sample of the study. The design of the questionnaire was based on a number of previous studies. 90 questionnaires were distributed to the sample of the study, where 80 questionnaires were retrieved. After the questionnaires were excluded, the number of questionnaires valid for the study became H.60. The variables related to the functional characteristics of the study sample individuals (sex, age, nature work, scientific qualification, years of experience) The second part of the questionnaire consists of 35 phrases spread over two axes:

The first focus on e-management, which in turn is distributed in four dimensions: After electronic planning, after electronic organization, after electronic leadership, and after electronic censorship, it contains 20 paragraphs, the second axis on administrative development, which in turn is divided into three dimensions: after the development of administrative policies, after organizational culture and after the employment of information technology and contains 15 paragraphs.

### 2.3 Stabilization measurement:

The questionnaire's consistency is intended to give the same result if it is redistributed more than once under the same circumstances and conditions, and through the Alpha Cronbachs transaction, which is one of the most detailed measures to indicate the consistency and sincerity of the questionnaire.

Table 1 – Persistence factors for each focus of the study with the overall rate of all paragraphs of the questionnaire.

Axis Title	Number of paragraphs	Alpha Chrombach Value
E-Management	20	0.91
Management Development	15	0.91
Questionnaire as a whole	35	0.92

Source: Prepared by the researchers based on SPSS 20 outputs

Through table 1, the general persistence factor of the questionnaire (0.92) was 0.91. The second axis (0.91) was greater than the minimum acceptable constant factor. This indicates that the questionnaire in all its axis has a degree of consistency that can be relied upon in the field application of the study.

### 2.4 Computational averages and standard deviation of the study axes:

The following table shows the calculation averages and standard deviation of the dimension and axes of the questionnaire.

Table 2 – Explains respondents' perceptions of the paragraphs of the questionnaire as a whole, organized according to importance

Statement	Mean	Standard deviation	Grade
E-Management	4,53	0,29	Strogly Agree
Electronic planning	4,75	0,31	Strogly Agree
Electronic Organization	4,77	0,26	Strogly Agree
Electronic driving	4,16	0,45	Strogly Agree
Electronic censorship	4,40	0,38	Strogly Agree
Management Development	4,39	0,30	Strogly Agree
Management Policy Development	4,29	0,38	Strogly Agree
organizational culture	4,32	0,48	Strogly Agree
IT recruitment	4,51	0,45	Strogly Agree

Source: Prepared by the researchers based on SPSS20 output

From the table above, interviewees from the study sample individuals showed intermediate approval about the dimensions and vertebrae of the first e-management axis. The arithmetic average was estimated at 4,53 and a standard deviation of 0.290 was strongly accepted.

The second pillar, on management development, recorded an average arithmetic B (4.39) and a standard deviation of B (0.30) to a strongly agreed degree according to the Descart ladder.

The first focus on e-management, which in turn is distributed in four dimensions: After electronic planning, after electronic organization, after electronic leadership, and after electronic censorship, it contains 20 paragraphs, the second axis on administrative development, which in turn is divided into three dimensions: after the development of administrative policies, after organizational culture and after the employment of information technology and contains 15 paragraphs.

## 2.5 Computational averages and standard deviation of the study axes:

The following table shows the calculation averages and standard deviation of the dimension and axes of the questionnaire

Table 3 – Explains respondents' perceptions of the paragraphs of the questionnaire as a whole, organized according to importance

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Management Development	4,39	0,30	Strogly Agree
Management Policy Development	4,29	0,38	Agree
organizational culture	4,32	0,48	Strogly Agree
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## 2.6. Hypothesis test results

**a.The results of Testing the second hypothesis:** which states " The results of the first main hypothesis test: which states that "there is a high level of application of electronic management at the University of Ghardaia",

for the purpose of answering the above hypothesis and testing its validity, we used the T -test test and the results were shown in the following table:

Table 4 – Test (T) for eManagement Centered

N	Mean	Std . Deviation	T value	Significance
60	4.53	0.29	119.07	0.000

Source: Prepared by the researchers based on SPSS 20 output.

From the table described above for a test ((T) and descriptive statistics of the electronic management axis paragraphs we note that the calculative average of the individual opinions of the sample was positive to a high degree, so that it was 4.53, whichever is strongly accepted, and the standard deviation value of the axis was 0.29, which The calculated T value was equal to 119,07 and its probability value was equal to 0.000;It is below the level of  $\alpha = 0.05$  so it can be said that it is the first hypothesis which stipulates that there is a high level of application of e-administration at the University of Ghardaia.

**b. The results of Testing the second hypothesis:** which states "There is a high level of administrative development at Ghardaia University", and in order to answer the above hypothesis and test its validity, we used the (t) test and the results were shown in the following table.

Table 5 – (T) test for the paragraphs of the administrative development axis

N	Mean	Std. Deviation	T value	Significance
60	4.39	0.30	111,28	0.000

Source: Prepared by the researchers based on spss20 outputs

From the table shown above, test ((T) and descriptive statistics of the management development axis paragraphs we note that the averages are computerized for the individual opinions of the sample have been highly positive, with 4.39 per degree compared to strongly compatible, and the standard deviation value of the axis 0 .30 per cent is lower and the 111.28 value is lower. $\alpha = 0.05$  So it can be said that it is the second hypothesis and the Tate text "There is a high level of administrative development at the University of Ghardaia.

**C- Results of testing the third hypothesis:** which states: “ There is a significant impact of the e-management in supporting administrative development at University of Ghardaia from the point of view of administrators. ” to answer the above hypothesis and test its validity.

Table 6 – Multiple linear regression analysis of the impact of e-management dimensions in supporting administrative development

Dimensions	Coefficients	t- test	Sig
Constant	0.574	0.753	0.004
After electronic planning	0.176	1,361	0,002
After electronic regulation	0.537	3,445	0,001
After electronic driving	0.097	1,328	0,003
After electronic monitoring	0.005	,061	0,004
Test (F)	8,304		
Significance level	0.000		

Source: Prepared by the researchers based on SPSS20 output

The table above shows that the sum of the e-management dimensions explained by Fisher's statistic for the administrative development variable reached  $F = 8.304$ , which is statistically significant at a significance level less than 0.05. The regression analysis table and the significance level values of the parameters also revealed that the e-organization dimension was the most statistically significant, with a parameter value of 0.176, which is statistically significant at a significance level less than 0.05. This was followed by the e-planning dimension, with a parameter value of 0.537, which is statistically significant at a significance level less than 0.05. This was followed by the e-leadership dimension, with a parameter value

of 0.097, and finally the e-control dimension, with a parameter value of 0.005. Based on the above, it can be said that the hypothesis stating that "there is a statistically significant impact of the e-management dimensions in supporting administrative development in the institution under study" has been proven true for all e-management dimensions.

**Conclusions from this research and prospects for further developments in this area.** In light of the main objective of the study, which is to know the trends of employees at Ghardaia University towards the impact of e-management in supporting administrative development from the point of view of administrators at Ghardaia University, the study reached a number of results

–There is a high level of application of digital management at the University of Ghardaia, and the electronic organization dimension and the electronic planning dimension ranked first;

–There is a high level of administrative development at the University of Ghardaia from the point of view of administrators, and it came after the employment of information technology in first place, followed by organizational culture, and finally the development of administrative policies.

–The electronic organization dimension had the greatest contribution to supporting administrative development at the University of Ghardaia from the administrators' point of view;

In light of the previous results, the study proposes the following:

–Optimal use of the technological means available at the university to simplify work procedures;

–Conducting training courses in the field of developing organizational culture related to electronic management and administrative work;

–The need to expand the use of electronic forms in personnel management to reduce costs and transaction completion time;

–Adopting a management development philosophy among administrative leaders and administrative workers in line with modern digital management;

–Developing electronic information systems to cover all administrative aspects of the university;

–Spreading the culture of transitioning to electronic management and using its tools in the daily work of administrative workers at the university.

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**Концептуальне бачення адміністративного розвитку в умовах цифрового управління.**

У статті досліджено ефективність розвитку адміністративної діяльності в умовах цифрового управління в Університеті Гардаїя з позиції адміністративного персоналу. Метою дослідження є оцінка впливу цифрового управління на адміністративний розвиток закладу вищої освіти. Для досягнення поставленої мети застосовано метод кейс-дослідження та використано анкетне опитування, проведене серед 60 представників адміністративного персоналу. Результати дослідження засвідчили, що всі складові електронного врядування чинять статистично значущий вплив на підвищення рівня адміністративного розвитку в Університеті Гардаїя. Встановлено, що впровадження цифрових управлінських технологій сприяє вдосконаленню організаційної структури, оптимізації регламентів діяльності та підвищенню ефективності управлінських процесів. Зроблено висновок про доцільність формування мотиваційного механізму, спрямованого на підтримку та стимулювання впровадження цифрових технологій в управлінську діяльність університету.

Ключові слова: цифрове управління, електронне врядування, організаційна структура, адміністративний розвиток, управлінські технології..

Received: 6 Desember 2025

Accepted: 20 February 2026

Published: 3 March 2026