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Contribution of Digital Transformation in Developing Employees' Skills in Business Organizations

Case Study: Algerian Telecommunications Company- El Oued

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Abstract:
This paper examines the significance of digital transformation within organizations and its role in enhancing employees' skills, including communication, time management, teamwork, decision-making, leadership, and the ability to work under pressure, within the Algerian Telecommunications Company in El Oued Agency. The study employs a descriptive-analytical approach, drawing from various books and references to outline the theoretical framework for the study variables.

A questionnaire served as the primary data collection tool, administered to a sample of 20 employees. The findings reveal several key outcomes, with the most prominent being that digital transformation has a notable impact on improving employees' communication and interpersonal skills at the study site, while no significant effect was observed on the other skill dimensions.

Keywords: Digitization, Digital Transformation, Job Skills, Business Organizations.
JEL Classification: F12 ;M12; F15

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Introduction

The revolutionary advancements in information and communication technologies have led to the rise of a digital economy, underpinned by digital technologies and the gradual obsolescence of traditional economic models. This transformation has prompted both developed and developing countries to establish robust digital infrastructures that foster innovation and the enhancement of functional skills within organizations.

The digital environment, driven by the forces of globalization and digital transformation, has become a critical pillar for organizations. It provides valuable information, facilitates communication with users and clients, and serves as an electronic marketplace for the goods and services offered by these organizations, both locally and globally.

Telecommunications companies represent ideal settings for digital transformation, benefiting from both the internal and external outcomes of this process. This, in turn, facilitates the development of their employees' skills and professional competencies.

1.1 Study problem:

Regardless of their sector, organizations seek to contribute to economic development and serve society by providing products and services to their clients. For telecommunications companies, this is achieved through the effective utilization of the available digital infrastructure and technology. As a result, these companies are continually driven to enhance their employees' skills to ensure they remain competitive in the face of rapidly advancing digital technologies.

The central research question, therefore, is as follows:

- Does digital transformation contribute to the development of functional skills within business organizations?

This central question gives rise to several sub-questions:

- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of communication and interpersonal skills within the organization under study?
- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of time management skills within the organization under study?

- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of teamwork skills within the organization under study?
- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of decision-making skills within the organization under study?
- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of leadership skills within the organization under study?
- Is there a significant effect, at the 0.05 significance level, of digital transformation on the development of the ability to work under pressure within the organization under study?

1.2 Research Hypotheses:

The primary hypothesis of this study is:

- There is a significant relationship between digital transformation and the development of functional skills within the business organization under study.

This main hypothesis is further divided into several sub-hypotheses:

- There is a significant effect of digital transformation on the development of communication and interpersonal skills, as perceived by the study sample.
- There is a significant effect of digital transformation on the development of time management skills, as perceived by the study sample.
- There is a significant effect of digital transformation on the development of teamwork skills, as perceived by the study sample.
- There is a significant effect of digital transformation on the development of decision-making skills, as perceived by the study sample.
- There is a significant effect of digital transformation on the development of leadership skills, as perceived by the study sample.

- There is a significant effect of digital transformation on the development of the ability to work under pressure, as perceived by the study sample.

1.3 Study Importance:

The significance of this research lies in understanding the critical role digital transformation plays in fostering the development of employees' skills. It also seeks to assess the availability of the necessary digital infrastructure to ensure the success of this transformative process.

1.4 Study Objectives:

The study's objectives are as follows:

- To explore the current state of digital transformation in Algerian telecommunications companies.
- To examine the relationship between digital transformation and the enhancement of functional skills within these organizations.
- To highlight the role of digital transformation in boosting and activating the development of employees' skills in the telecommunications sector.

1.5 Research Methodology:

Given the nature of the research topic, this study adopts a descriptive-analytical approach to gather data and insights regarding digital transformation and its impact on the development of functional skills. The methodology relies on a review of relevant literature and similar research to build the theoretical foundation.

For the empirical component, a questionnaire was distributed to employees, and the collected data were analysed using SPSS software (version 25) to draw meaningful conclusions about the subject matter.

1.6 Temporal and Spatial Scope:

The field study was conducted at the headquarters of the Algerian Telecommunications Company in El Oued. A total of 20 questionnaires were distributed to a sample of employees during the data collection period, which spanned from June 4, 2024, to June 11, 2024.

1.7 Previous Studies:

- **Rania Naeem Saleh Al-Sharif (2022):** *Organizational Culture and its Impact on Soft Skills in the Palestinian Public Sector*

This study investigated the prevailing organizational culture within the Palestinian Ministry of Education and its influence on the soft skills of its employees. The research utilized a descriptive approach, with a questionnaire distributed to a random sample of 244 participants, yielding 217 completed responses.

The findings revealed that employees within the ministry exhibited high levels of soft skills, particularly in areas such as time management, communication, problem-solving, and organizational planning, with an average score of 3.42. Furthermore, a strong positive correlation (correlation coefficient of 0.938) was identified between the organizational culture and the soft skills of the employees, with a coefficient of determination of 0.88, highlighting the significant influence of organizational culture on the acquisition of soft skills.

- **Haila bint Abdullah (2022):** *Developing Soft Skills for Academic Leaders in Saudi Public Universities*

This study aimed to propose a framework for the development of soft skills among academic leaders in Saudi public universities. It assessed their current skill levels from the perspective of faculty members and identified strategies to enhance these skills from the leaders' viewpoint. Using a descriptive approach, data were collected through surveys and interviews from a sample of 391 faculty members and 18 academic leaders.

The study revealed that academic leaders' soft skills were at a moderate level, with a score of 3.31 out of 5. It also identified effective methods for improving these skills, such as planned training programs, scientific conferences, discussion forums, self-learning, and peer learning. The study emphasized the need for continuous learning opportunities backed by robust scientific methodologies to develop these skills.

- **Mona Issa (2022):** Transformational Leadership and its Role in Enhancing Soft Skills of Employees

This study focused on the dimensions of transformational leadership and its impact on enhancing employees' soft skills, such as communication, teamwork, time management, decision-making, and problem-solving. It was conducted with a sample of technical staff at the Suez Canal Authority,

where 370 surveys were distributed, and data were analyzed using SPSS and AMOS software to test the hypotheses and model of the study.

The study concluded that transformational leadership has a significant positive effect on improving the soft skills of employees at the Suez Canal Authority, underlining the crucial role of leadership in fostering employee development.

2. Digital Transformation

2.1 Concept of Digital Transformation

The term "digital transformation" has gained widespread recognition in both public and private institutions due to its profound impact, which is felt internally and externally within organizations.

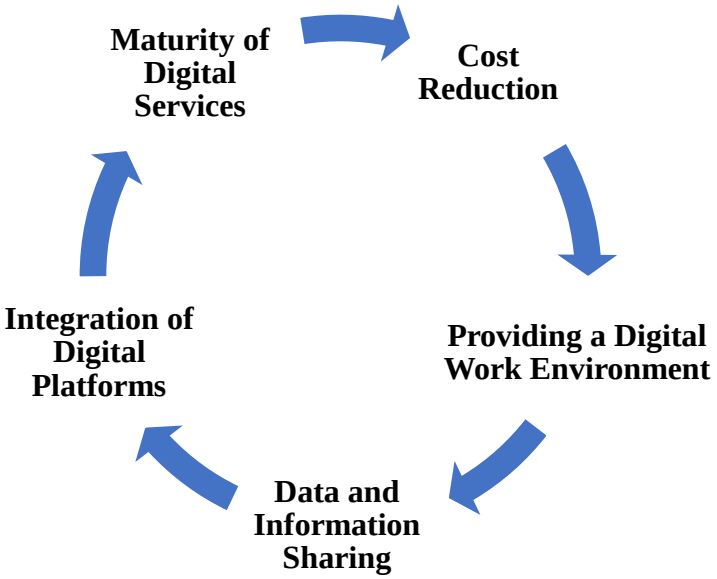
Digital transformation can be defined as: (Schwentner, 2017, p. 388) "The integration of digital technologies into all areas of business operations, leading to significant changes in how businesses operate and how value is delivered to customers."

Additionally, it can also be described as: (Chawchi& Khalouf, 2023, p. 19) "The process through which organizations transition from traditional business models to innovative ones, relying on the incorporation of digital technologies. This transformation involves shifting essential services, related to individuals, organizations, and investments, from their conventional forms to more advanced, digital formats."

2.2 Importance of Digital Transformation in Business Organizations

Business organizations increasingly benefit from the latest technological tools and innovations to enhance operational efficiency, develop new products, improve customer satisfaction, and optimize overall performance. The advantages provided by digitalization play a crucial role in these outcomes, and the importance of digital transformation can be illustrated across several key organizational dimensions:

Figure number (01): Importance of Digital Transformation in Business Organizations



Source: Prepared by the researchers based on previous studies.

2.2.1 Cost Reduction:

One of the primary benefits of digital transformation is the reduction in operational costs through the strategic application of modern technologies to improve processes, enhance efficiency, and minimize waste. This cost reduction manifests in various ways:

- Optimizing resource allocation through data-driven analysis, which helps minimize unnecessary expenditures and streamline operational costs.
- Reducing operational expenses by enabling remote work, thus decreasing the need for physical office space and related office equipment.
- Lowering marketing expenses by leveraging social media platforms and digital analytics to better target and reach the intended audience, thereby reducing ineffective or inefficient spending on advertisements.

2.2.2 Providing a Digital Work Environment:

Creating a digital work environment is integral to facilitating efficient task execution, communication, and collaboration among employees and stakeholders. The essential components of this digital workspace include:

- Digital communication tools, such as email, instant messaging applications, and video conferencing platforms, which enable seamless and efficient communication across teams.
- Robust data and network security systems to safeguard information, ensuring its protection from cyber threats and data breaches.
- The provision of digital devices, including laptops, tablets, and smartphones, which empower employees to work remotely and access organizational resources from anywhere, enhancing flexibility and productivity.

2.2.3 Data and Information Sharing:

Digital transformation significantly enhances the sharing of data and information both within organizations and between different entities. This improvement is enabled by advanced digital tools and technologies, which include:

- Enhanced data accessibility through digital systems, allowing information to be easily accessed across various devices and platforms.
- Facilitated collaboration by using digital platforms that enable simultaneous document sharing and editing, enhancing teamwork and efficiency.
- Centralized data management platforms that consolidate information into unified sources, simplifying data retrieval and ensuring consistency across departments or organizational units.

2.2.4 Integration of Digital Platforms:

The integration of digital platforms refers to the seamless linkage of various digital systems or applications, ensuring they work in cohesion with one another. The benefits of this integration include:

- A unified user experience that allows users to access multiple services and functionalities through a single interface, eliminating the need to log into different systems.
- Enhanced operational efficiency by reducing redundancy and automating processes that would otherwise require manual intervention, thus minimizing the occurrence of duplicative tasks.

- Streamlined communication within the organization, facilitated by the automatic synchronization of data and tasks between integrated systems, which improves coordination and overall workflow.

2.2.5 Maturity of Digital Services:

Digital transformation goes beyond the mere application of new technologies; it entails a fundamental reimagining of how organizations operate and interact with customers to achieve their strategic goals. A key element of this transformation is the maturity of digital services, which is reflected in several key areas:

Providing multiple communication channels with customers through digital portals, smart applications, and social media platforms, which improve customer engagement and interaction.

- Offering platforms that allow organizations to discover and develop new services that respond to market trends and meet the evolving needs and expectations of customers.
- Strengthening decision-making processes by ensuring that managers and leaders have access to accurate, data-backed information, enabling them to make more informed and timely decisions.

2.3 Justifications for Digital Transformation in Business Organizations

Several factors have driven the adoption of digital transformation by business organizations. The most prominent of these include: (Yub & Bodbra, 2019, p. 49):

- Globalization, which has brought societies and individuals into direct contact through smart devices like the internet, facilitating information exchange and the establishment of remote communication systems.
- Organizations' growing recognition of the importance of digital information and the necessity of providing and utilizing this data for customer benefit.
- Technological advancements in computing, information systems, and remote communication, which have reshaped how businesses operate.
- The provision of innovative and creative services in new ways, which help organizations expand and reach a broader customer base.

3. Job Skills

3.1 Concept of Skills

A skill, in its singular form, refers to proficiency in performing a task and mastering it with precision. In the context of professional development, the term "skill" refers to an individual's ability to apply knowledge effectively to complete tasks efficiently (Maysoun Abdallah &Dounya Manaf Mohammad, 2012, p. 208).

As defined by Millet (2006, p. 283), "Skill is the ability to demonstrate knowledge, practices, and individual traits that are organized and aligned with professional situations."
However, there is a notable distinction between the concepts of **skills** and **knowledge**, as illustrated in the following table:

Table 01: Key Differences Between Knowledge and Skills

ledge	**Skills**
ection of information	A collection of theoretical, behavioral, and scientific knowledge
e abstract	Related to practice
oped without practice	Developed through practice
e stored and transferred	Cannot be stored or transferred from one person to another

Source: (Hijazi & Mallem, 2013, p. 88)

From the above table, the essential differences between knowledge and skills become evident, particularly in terms of content, abstraction, relationship to work, production, development, and transferability.

3.2 Contemporary Classification of Skills

In the fields of management and administration, researchers have proposed a contemporary classification of skills. This classification includes both intangible, non-technical skills (often referred to as **soft skills**) and tangible, technical skills (referred to as **hard skills**), with the latter representing the technical aspects of a profession (Maysoun Abdallah & Dounia Manaf Mohammad, 2012, p. 208).

3.2.1 Soft Skills

Soft skills are personal attributes and capabilities that set individuals apart from others with similar professional experience. These skills encompass personal traits, behaviors, and attitudes, rather than technical expertise or knowledge (Al-Taei et al., 2020, p. 83).

According to research by the Stanford Research Institute, long-term career success depends 75% on soft skills and only 25% on hard skills. Managers and leaders frequently rely on interpersonal skills to build teams, foster innovation, and facilitate training (Al-Badrani, 2022, p. 03).

Some of the most vital soft skills include communication, decision-making, problem-solving, time management, teamwork, and leadership (Al-Jarjari & Al-Daboni, 2023, p. 06).

3.2.2 Hard Skills (Professional Skills)

Hard skills are defined as: (Gharbi &Bafa, 2023, p. 181) "Learnable (acquired) technical skills necessary to perform specific tasks. These are specialized skills required for an employee to execute their duties, typically gained through specialized education prior to entering the workforce and further enhanced through practice and repetition."

3.3 Importance of Skills for Organizations

Shen (2014, p. 100) emphasizes the importance of skills and their critical role in improving organizational performance through:

- Enabling qualified human resources to participate effectively in various operations.
- Increasing the utilization of skills within an organization, often resulting in economies of scale in resource use.
- Promoting innovation and creativity in processes by applying diverse skills across different fields.
- Combining resources and capabilities in ways that foster discoveries and innovations that enrich skill sets within the organization.

3.4 Skill Development

Merely having a set of skills, regardless of their type, is insufficient for an organization. It is imperative that organizations actively foster the development of these skills in response to the changing environment and the

emergence of new roles, while others may diminish or disappear due to rapid technological advancements (Morsi, 2003, p. 59).

Skill development is defined as: (Mesnoua, 2013, p. 08) "A set of activities designed to optimize the use and development of individuals and groups to achieve the organization's mission and enhance individual performance." These activities include career development, training, motivation, and other means of improving organizational performance, with a focus on aligning individual and organizational goals.

4. Case Study

4.1 Study Population and Sample

The study population consisted of employees at Algeria Telecom in El-Oued. A random sample of 20 employees was selected.

4.2 Data Collection Tool

The survey tool was used to collect data from the sample. After examining the responses, 20 surveys were accepted as they met the criteria for valid answers. This represents 100% of the total surveys distributed. The Likert five-point scale was used to measure the degree of agreement, ranging from 1 to 5:

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

The mean scores were calculated, and the direction values were determined based on the following mean score ranges:

- Mean values between (1 to 1.79) indicate a very low level.
- Mean values between (1.80 to 2.59) indicate a low level.
- Mean values between (2.60 to 3.39) indicate a medium level.
- Mean values between (3.40 to 4.19) indicate a high level.
- Mean values between (4.20 to 5.00) indicate a very high level.

4.3 Statistical Analysis

The SPSS v25 statistical software was used to process and analyze the data, which included two variables: digital transformation (8 statements) and skill development (29 statements).

Cronbach's Alpha Reliability Coefficient: This was used to measure the reliability of the research tool, as represented in the following table:

Table 02: Cronbach's Alpha Coefficient

Variable	Number of Statements	Cronbach's Alpha
Digital Transformation	37	0.737
Job Skills		

Source: Prepared by the researcher based on SPSS v25 outputs

From the results in the table above, the overall Cronbach's Alpha coefficient was calculated to be 0.737, which is considered good for the purposes of this study.

4.4 Descriptive Statistical Analysis

4.4.1 Personal and Professional Data:

In this section, we will address the descriptive statistical analysis of the personal and professional data of the sample participants from the telecommunications company. The results are represented in the following table:

Table 03: Descriptive Statistical Analysis of Personal and Professional Data

Variable		Frequency	Percentage
Gender	Males	16	0.8
	Females	04	0.2
Age	Less than 30 years	2	0.1
	From 30 to less than 40 years	12	0.6
	From 40 to 50 years	4	0.2
	Over 50 years	2	0.1
Educational Qualification	Secondary	1	0.05
	Technical and Higher Technical	6	0.3
	Bachelor's and Master's	12	0.6
	Postgraduate Studies	1	0.05
Current Position	Execution Agent	5	0.25
	Control Agent	9	0.45
	Manager	5	0.25
	Senior Manager	1	0.05

Experience (Seniority)	5 years or less	6	0.3
	From 6 to 10 years	7	0.35
	From 11 to 20 years	6	0.3
	More than 20 years	1	0.05

Source: Prepared by the researcher based on SPSS v25 outputs

From the analysis of the above table, it is evident that the majority of respondents were male, comprising 80% of the total sample, with females representing only 20%. This distribution reflects the small number of women employed at the company. In terms of age groups, 10% of the respondents were under 30 years old, 60% were between 30 and 40 years old, 20% fell between 41 and 50 years old, and 10% were over 50 years old. This indicates that the workforce is predominantly younger, with a concentration of employees in the age range of 30 to 40 years.

Regarding educational qualifications, 5% of the respondents had completed secondary education, 30% possessed technical or higher technical qualifications, 60% held university degrees, and 5% had completed postgraduate qualifications. This distribution suggests that the majority of employees surveyed either had university degrees or vocational training certifications.

In terms of job roles, 25% of respondents held execution positions, 45% were control agents, 25% were managers, and 5% held senior managerial roles. This breakdown indicates that the majority of respondents were either in execution or control functions within the organization.

As for professional experience, 30% of participants had 5 years or less of experience, 35% had between 6 and 10 years, 30% had between 11 and 20 years, and only 5% had over 20 years of experience. This distribution suggests that the company attracts and retains a relatively young, qualified workforce, with a good representation of employees at various stages of their careers.

In this section, we will present the descriptive statistical analysis of the study axes and their respective dimensions for the sample participants from the telecommunications company. The results are summarized in the table below:

Table 04: Descriptive Statistical Analysis of Study Axes and Dimensions

Dimension	**Mean**	**Standard Deviation**	**Impor**

Axis 1: Digital Transformation	3.4812	0.41014	
Axis 2: Employee Skills			
- Communication and Interaction	3.4	0.43042	3
- Time Management	3.48	0.64039	1
- Teamwork	3.41	0.54086	2
- Decision Making	3.38	0.61866	5
- Leadership	3.4	0.45883	4
- Working Under Pressure	3.3375	0.45883	6

Source: Prepared by the researchers based on SPSS v25 outputs

From the above table, based on the study scale, the Digital Transformation axis had a mean of 3.4812 and a standard deviation of 0.41014. This suggests that the participants exhibited a high level of acceptance regarding the digital transformation process within the company.

For the second axis, which focuses on employee skills (specifically soft skills), we observe the following rankings:

- Time Management ranked first in importance with a mean of 3.48 and a standard deviation of 0.64039, indicating a high level of acceptance among the participants.
- Teamwork came in second, with a mean of 3.41 and a standard deviation of 0.54086, also reflecting a high level of acceptance.
- Communication and Interaction ranked third, with a mean of 3.41 and a standard deviation of 0.43042, showing a strong agreement from participants.
- Leadership was ranked fourth, with a mean of 3.40 and a standard deviation of 0.45883, also indicating a high level of acceptance.
- Decision Making ranked fifth with a mean of 3.38 and a standard deviation of 0.61866, showing a medium level of acceptance.

- Lastly, Working Under Pressure ranked sixth with a mean of 3.3375 and a standard deviation of 0.45883, indicating a medium level of acceptance.

4.4.2 Testing Study Hypotheses

The study hypotheses were tested using a variety of statistical methods, including coefficient analysis, the coefficient of determination (R-Square), effect size, and statistical significance tests. The detailed results of these tests are summarized in the table below:

Table 05: Testing the Study Hypotheses

el	Coefficient B	R-Square	Effect	Sig	Statistical Sig
munication and Interaction **0.976 + 0.696X**	B0=0.976 B1=0.696	0.440	Positive	0,001	Significant
Management **1.895 + 0.455X**	B0=1.895 B2=0.455	0.085	Positive	0.212	Not Significan
work **1.663 + 0.502X**	B0=1.633 B3=0.502	0.145	Positive	0.098	Not Significan
ion Making **1.346 + 0.584X**	B0=1.346 B4=0.584	0.150	Positive	0.092	Not Significan
ership **2.447 + 0.274X**	B0=2.447 B5=0.274	0.06	Positive	0.098	Not Significan
king Under Pressure **3.029 + 0.088X**	B0=3.029 B6=0.088	0.003	Positive	0.804	Not Significan

Source: Prepared by the researchers based on SPSS v25 outputs

From the table above, the Communication and Interaction dimension shows a positive effect, with a coefficient B1 of 0.696. The computed Sig value is 0.001, which is less than 0.05, indicating that the effect is statistically significant. The R-Square value of 0.440 suggests that approximately 44% of the variance in the dependent variable is explained by the independent variable, indicating a considerable impact.

For the Time Management dimension, the positive effect is reflected by a coefficient B2 of 0.455, but the computed Sig value of 0.212 is greater than 0.05, meaning the effect is not statistically significant. The R-Square value of 0.085 indicates a minimal impact, explaining only 8.5% of the variance in the dependent variable.

Similarly, the Teamwork dimension shows a positive effect, with a coefficient B3 of 0.502. However, the Sig value of 0.098 is greater than 0.05, suggesting that the effect is not statistically significant. The R-Square value of 0.145 indicates a relatively minimal impact, explaining about 14.5% of the variance.

The Decision-Making dimension also demonstrates a positive effect, with a coefficient B4 of 0.584. The computed Sig value of 0.092 is greater than 0.05, meaning the effect is not statistically significant. The R-Square value of 0.150 shows that only 15% of the variance in the dependent variable is explained by this dimension.

For the Leadership dimension, a positive effect is observed with a coefficient B5 of 0.274, but the Sig value of 0.098 exceeds the 0.05 threshold, indicating that the effect is not statistically significant. The R-Square value of 0.060 implies that only 6% of the variance in the dependent variable can be attributed to this dimension.

Finally, the Working Under Pressure dimension shows a positive effect, with a coefficient B6 of 0.088, but the Sig value of 0.804 is much higher than 0.05, meaning the effect is not statistically significant. The R-Square value of 0.003 suggests a negligible impact, explaining only 0.3% of the variance.

5. Hypothesis Testing Results:

Based on the analysis of the hypotheses, the following conclusions can be drawn:

- There is an acceptable correlation between digital transformation and the development of employee skills within the company under study.
- A statistically significant relationship exists at the 0.05 significance level between digital transformation and the Communication and Interaction dimension within the company.
- A statistically significant relationship exists at the 0.05 significance level between digital transformation and the Time Management dimension within the company.

- A statistically significant relationship exists at the 0.05 significance level between digital transformation and the Teamwork dimension within the company.
- There is no statistically significant relationship at the 0.05 significance level between digital transformation and the Decision-Making dimension within the company.
- There is no statistically significant relationship at the 0.05 significance level between digital transformation and the Leadership dimension within the company.
- There is no statistically significant relationship at the 0.05 significance level between digital transformation and the Working Under Pressure dimension within the company.

6. Recommendations and Proposals:

Based on the findings from the study on the impact of digital transformation on the development of employee skills at the telecommunications company (Mobilis) in the Oued Agency, the following recommendations are proposed:

- Encourage employees to take advantage of the digital environment within the company and motivate them to develop their skills for the success of the company.
- Promote teamwork within the company to benefit from the exchange of experiences and reduce professional errors.
- Empower employees with tasks within the company to encourage them to make sound decisions and take appropriate actions.
- Focus on leadership styles that serve the interests of both employees and the company.
- Find solutions to address the working conditions under pressure and its negative impact on employee productivity.

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