

The impact of digital transformation on organizational performance : A case study of Algeria Telecommunication corporations, Batna

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Abstract:

This study aims to investigate the role and impact of digital transformation on the organizational performance in a digital sector, specifically at the Algerian telecommunications corporation (Algerie Télécom) in Batna state. Moreover, it diagnoses the reality of both digital transformation and organizational performance in the organization. In this basis, The methodology relied on a questionnaire that suits the nature of the study and serves as the appropriate tool to collect data, based on a random sample of 52 employee. And a linear regression has been used to examine the impact of the digital transformation on its organizational performance.

The results revealed that Algerie Telecom Batna the Algerian telecommunication corporation is adopting digital transformation at a high level. moreover, it has achieved high levels of organizational performance. Showing a direct correlation between digital transformation and organizational performance at Algérie Telecom Batna and the adopted Digital transformation impacts its organizational performance.

Keywords: Digital transformation; Organizational Performance; digital sector; Algerie Telecom.

Jel Classification Codes : O 33, M15, M10

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Introduction

The contemporary world is experiencing significant developments, particularly in information and technologies. These developments have imposed numerous changes in various fields. Therefore, it has become imperative for organizations to keep pace with these conditions by ensuring that their employees possess the technologies and technological expertise that will help them cope with these challenges in a way that facilitates the performance of their various tasks. In this context, Digital transformation is a strategic process that restructures the organization. It is not simply the adoption of new technologies. However, This transformation has helped bring about a radical shift in lifestyles and work methods, dominated by the use of digital tools. These tools are a key driver in improving the offerings of organizations by reducing and shortening turnaround time, enabling organizations to adapt to various variables and ensuring business continuity, in addition to improving the quality of their products and enhancing the organization's flexibility to adapt to various changes. Therefore, digital transformation is not limited to mere reliance on software and hardware; it is considered a transformation in the culture, work style, and skills of individuals within the organization.

Based on the aforementioned , a research question may raise as follows:

Does digital transformation have an impact on organizational performance at Algeria Telecommunication corporations, Batna?

To adress this research question, the current research aims at achieving a set of objectives, among which the most important are :

- providing conceptual framework related to digital transformation and organizational performance;
- Exploring the level of digital transformation at Algeria Telecom, Batna;
- Diagnosing the reality of organizational performance at Algeria Telecom, Batna;
- Analyzing the nature of the relationship between digital transformation and organizational performance at Algeria Telecom Batna;
- Understanding the nature and extent of the impact of digital transformation on organizational performance at Algeria Telecom Batna.

On this basis, the research will include differnt sections, starting by an introduction ; The first section provides a littérature review that presents some previous studies and highlights the conceptual framework of both the digital transformation, and the organizational performance ; a second section covers the whole field study including the research methodology and the results and discussions ; then the research concludes with a conclusion.

I. Litterature Review

Several studies have highlighted the potential role of digital transformation in organizations ; any others adressed the organizational performance. The Study of Nguyen Phuc Nguyena et al. focused on the organizational performance and adressed the impact of transformational leadership and organizational culture on organizational performance -Empirical evidence from an emerging Country, This study examined the relationship between transformational leadership and organizational culture, and the joint effect of both on organizational performance; it relied on structural equation modelling using data of 903 employees from the Vietnamese manufacturing sector, the results showed that transformational leadership effects organizational culture and performance, where organizational culture directly effects performance and partially mediates the contribution of transformational leadership to organisational performance. The findings of NguyenPhucNguyena et al. provided a theoretical and practical implications for firms seeking to improve organizational performance through changes in leadership type and culture. (Nguyen & al, 2023)

Thang Nam Huynh et al. From another hand, highlighted the Fostering of organizational performance through innovation, and analyzed the roles of environmental policies, instruments, organizational learning supports, and intellectual capital. It aimed to examine the key factors that

influence entrepreneurial innovation and organizational performance, specifically focusing on the impact of environmental policy instruments, intellectual capital, and organizational learning. In the context of the resource-based view and institutional theory, the authors developed a comprehensive research model to establish hypotheses about the relationships between these factors. Utilizing a survey-based technique with random sampling, this study analyzed the complex relationships between variables by employing structural equation modeling. Data were obtained from 323 members of management teams from Vietnamese firms. The results emphasize the significant advantage of accruing intellectual capital and fostering organizational learning in response to the impact of environmental policy instruments on entrepreneurial innovation. Furthermore, integrating intellectual capital, entrepreneurial innovation, and organizational learning is shown to improve organizational performance. Entrepreneurial innovation plays a role in connecting organizational performance with intellectual capital and organizational learning. (Huynh & al, 2024)

(Abdelghani & al., 2023) Analyzed the Impact of Digital Transformation on Organizational Performance Effectiveness. The study aimed to identify the impact of the digital transformation strategy on organizational performance in the Egyptian banking sector. (Abdelghani & al., 2023) reached 360 respondents and the study reached several results, the most important of which are: There is a significant impact of the digital transformation strategy on organizational performance. Regarding demographic differences, there were no fundamental differences between the sample members according to (gender, age) with regard to the study variables, while there were differences between the opinions of the sample members according to (years of experience and academic qualification) with regard to digital transformation and organizational performance.

The novelty of this current research is that investigates the role of digital transformation and its impact on organizational performance in Algerian organizations, specifically in a digital sector, namely the telecommunications sector, through the Algerian telecommunications corporation in Batna state.

I. 1. The Digital Transformation: An Overview

Digital transformation may refer to the adoption of modern digital technologies, that impact the business models and organizational structures of contemporary organizations and institutions. This phenomenon of digital transformation leads to widespread changes in industry and contemporary society, due to the emergence of new business models that have led to the dismantling of traditional systems, including production systems, consumption and new consumer uses, distribution transportation systems (sadiq, 2025, p. 54). Moreover, Digital transformation refers to the process of integrating digital technology into all business activities of organizations and institutions, and obtaining the elements of continuous change, challenge, and innovation to keep pace with developments in this technical field.

I.1.1. Defining Digital Transformation

Digital transformation can be considered as a strategic goal for adapting to technological progress, as it intervenes in the functions of the organization in general, starting from recruitment to motivation. It also represents the use of new digital technologies such as: social media, smartphones, mobile applications, and electronic platforms to improve basic operations in organizations, so that these technologies can be exploited to improve the organizations' services, simplify their operations, and innovate new business models and procedures. Furthermore, the digital transformation may contribute to the efficiency and effectiveness of business activities, enhance communication and interaction with other stakeholders, create new opportunities, and provide innovative and flexible solutions to the challenges, that may face the organizations (hadja & aoudia, 2024, p. 231). In this context, Digital transformation can be defined as "The process of strategically reorganizing an organization's operations (including business models, organizational structure, and human resources) and utilizing data, applications, and digital capabilities to facilitate

the user experience and thus achieve greater benefit and return. It is an institutional change realized through digital technologies and business models, with the aim of improving the operational performance of the organizations ; This includes business models, organizational structure, employees, used technologies, information management, and customer interaction models” (Hachelaf & Cherabcha , 2024, p119)

I.1.2. Digital Transformation Features

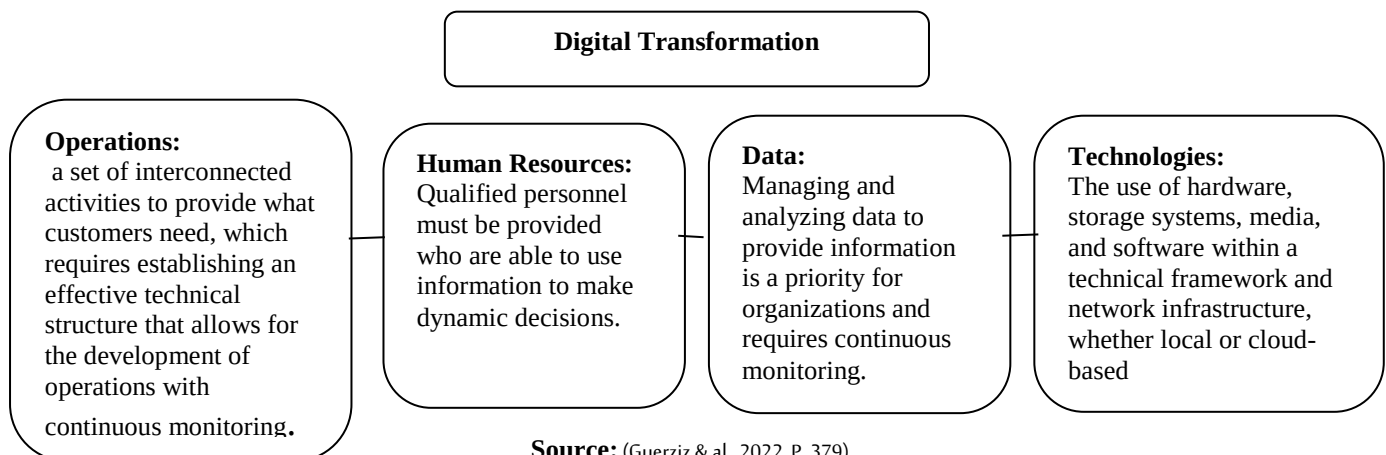
Digital transformation is characterized by a set of features, the most important of which can be summarized as follows : (aoune & mahmoudi, 2023, p. 7)

- **Agility and Adaptability:** digital technologies help organizations quickly adapt to changes.
- **Transforming the Value Creation Process:** digital technologies contribute to the production of new value propositions aimed at providing and facilitating services to meet customer needs by offering innovative, creative, easy, and more precise solutions.
- **Organizational and structure change :** in the context of digital transformation, the organization must restructure, create new roles, and develop skills in line with current developments. This change leads to the development of the organization's culture and the ability of employees to respond to new roles, breaking out of routine work. One of the advantages of digital transformation is that it contributes to the development of employees, even those not specialized in information technology. Moreover, it encourages the employees to take the initiative in technology-intensive projects and become more active in their implementation.
- **Customer Communication:** through digital interfaces or platforms, the organization has been able to enable communication with customers and business partners. These interfaces are later used as tools to strengthen relationships with other customers and suppliers, enabling digital technologies to increase their participation in projects, qnd consequently increase the organization profits.
- **Digitization of Processes:** The ability of information technology to digitize processes and transaction processes. This means that computers can convert paper data into digital data after it has been stored and the information is absorbed into specialized programs that contribute to efficient time management.

I.1. 3. Pillars of Digital Transformation

The success of digital transformation depends on a set of pillars. These pillars are illustrated in Figure 1.

Figure 1. The Digital Transformation Pillars



Source: (Guerziz & al., 2022, P. 379)

As shown in figure 1, digital transformation has a set of pillars represented by each of the following:

- **The Technologies:** represented by devices, storage systems, media and softwares...
- **The Data:** that contributes through its management and analysis in enhancing the decision-making process.
- **The Human resources:** which must be qualified and able to use the information.
- **The Processes:** that cover the various activities of the organization, which in turn require the convergence and integration of the first three pillars to establish the technical structure and develop the processes.

According to the aforementioned, digital transformation goes beyond the adoption of new technologies; it furthermore, reshapes the organization's structure and culture, it acts as a catalyst for the whole organizational transformation, including the organizational performance.

I. 2. The Organizational Performance

The Organizational performance refers to the organization's effectiveness in achieving its desired objectives. It is considered as a factor that measures the extent of the organization's success in achieving those desired objectives (Douakh & Berbaoui, 2023, p. 361)

I. 2. 1. The Organizational Performance Definition

The organizational performance can be defined as the indicator through which the organizational capabilities of management and the behavior of employees within it can be determined (Djakaoua, 2024, p. 28). It can be also defined as the desired results that an organization seeks to achieve compared to its competitors in the market. Moreover, it is defined as the final outcome of an organization's activities and tasks when achieving its objectives through the efficient and effective use of resources. In other words, it reflects how material and human resources are used in a manner that makes them widely acceptable (Karar, 2024, p. 72).

In other definitions; Organizational performance refers to the achievement of activities and objectives. It reflects the practices implemented to meet functional requirements. Then, Performance is measured based on the results achieved. Furthermore, The concept of performance is linked to both employee behavior and the organization as a whole. It represents a special status within any organization as it is the sum total of all activities and practices implemented by employees and the organization (Abdulhamed & Al-Sayed, 2022, p. 50)

I. 2.2. The Organizational Performance Importance

The importance of organizational performance is clearly evident within the framework of determining the organization's current position and the extent to which it is far from, or in line with, its desired ultimate objectives. Examining organizational processes and identifying performance is also important for understanding how organizations operate, with the aim of correcting deviations within the organization and raising the level of performance, as well as designing an organizational structure that is efficient and effective. On another hand, organizational performance represents a time-test for the strategies pursued by management through its great and distinct interest in performance and its results.

Performance is also of great importance to organizations today, and its importance stems from the fact that it helps them create and communicate with their surrounding environment. Good performance, both quantitatively and qualitatively, helps an organization achieve the success it seeks. Organizations are born and grow for a primary purpose, which represents their ultimate objective and purpose, which is performance, synonymous with individual or organizational productivity. Thus, through good and optimal performance, organizations can compete with other organizations, achieve a good reputation, and embark on their path to growth and expansion. Otherwise, the organization may decline or fail. Therefore, performance is of great importance to all organizations, whether economic or Social (Karar, 2024, pp. 72-73).

In addition, the importance of measuring organizational performance lies in the following elements (Douakh & Berbaoui, 2023, p. 362):

- Supporting and facilitating improvement;
- Helping managers adopt a long-term perspective;
- Developing more accurate communication;
- Supporting organizations to allocate their resources to attractive improvement activities;
- A more effective and efficient operating system for planning and control or performance management;
- Motivating individuals and encouraging them to adopt more appropriate organizational behavior and supporting management and change management initiatives.

I. 2.3. Motives for Organizational Performance Improvements

Among the most important motives for improving organizational performance in organizations are the following: (Abdulhamed & Al-Sayed, 2022, p. 51)

- **Rapid change:** Change is the only constant that organizations deal with, and its primary cause is the changing and unstable conditions of the external environment.
- **Maintaining market position:** This reflects the organization's competitive position among other organizations operating in the same field.
- **Eminence of organizational skills and resources:** eminence of skills refers to the level of skills of the organization's employees, which distinguishes them from other employees in competing organizations. Organizational resources refer to all non-human physical assets owned by the organization, regardless of their type.
- **Competition:** Countries have traditionally protected their domestic products from external competition by developing national industries to achieve economic growth.
- **Focus on quality:** All of the above variables have interacted to place the responsibility on organizations to introspect and strive to improve their performance compared to competitors. This enables them to achieve stability and increase their opportunities and continuity.

II The Study Fieldwork

This section presents the research Methodology from one side; and discusses the research results from another side, providing an analysis and investigation of the role and impact of the digital transformation on organizational performance at the Algerian Telecommunications Corporation (Algérie Télécom) in Batna state.

II.1 The Research Methodology

In order to realize this research, a questionnaire has been used to collect data from the Algerian Telecommunications Corporation (Algérie Télécom) in the state of Batna. And a set of appropriate statistical methods has been used and analyzed as follows.

II.1.1 The Study Community and Sample

The research population comprised the employees at Algeria Telecommunications corporation in Batna. 70 questionnaires were distributed, 58 of which were retrieved, and 52 were suitable for analysis (see table1).

Table 1. The numbers of the questionnaire forms

The Questionnaire Forms (QF)	distributed	Recovered QF	Analyzable QF
	70	58	52

Source: Prepared by the researchers

II.1.2 The study Tool Description, Validity and Reliability

As mentioned above, the study relied on designing a questionnaire that suits the nature of the study and serves as the appropriate tool which enables the achievement of the study objectives. The questionnaire has been designed relying on the literature and the nature of the the case study; where it has been divided into two main sections :

Title : The impact of digital transformation on organizational performance

- The first section : includes the personal and fonctionnel data covering the study sample members; including gender, age, professional qualifications, and years of experience.
- The second section : includes statements related to both the digital transformation axis which represents the independent variable containing 5 items ; and the organizational performance axis representing the dependent variable and covering items.

Furthermore, the five-point Likert scale has been used to determine the score (strongly disagree, disagree, neutral, agree, strongly agree) ; and the categories of this scale are determined based on the category length, which is calculated by the range that expresses the difference between the highest and lowest score, i.e. $(5 - 1 = 4)$ Then the range is divided by the number of categories to obtain the correct category length $(5/4 = 0.80)$ which is then added to the lower limits starting from the number 1 (see table 2).

Table 2. The trends of the study sample according to the weighted average values

Categories Range	Scores	General Trend
[1.00-1.8[	strongly disagree	Very low degree of agreement
[1.8-2.6[	Disagree	Low degree of agreement
[2.6-3.4[	Neutral	Moderate degree of agreement
[3.4-4.2[	Agree	High degree of agreement
[4.2-5.00]	Strongly agree	Very high degree of agreement

Source: Prepared by the researchers

Moreover, and in order to process the study, the SPSS software version 26 has been used. In addition to some statistical techniques ; among which are the following:

- first, the descriptive statistics, relying on frequencies and percentages to determine the sample's characteristics ; arithmetic means, which determined the average responses of the study sample members to questionnaire statements ; and standard deviations, which determined the diviations of the study sample member's responses.
- Second, the correlation coefficient to measure the internal consistency of the questionnaire, as well as to examine the strength and direction of the relationship between the two variables. However, the validity and reability of the questionnaire have also been assessed using Alpha Cronbach's coefficient.

Additionally, a linear regression has been used to examin the impact of digital transformation (independent variable) on the organizational performance (dependent variable).

II.1.2.1 The Internal Consistency Reliability

In order to test the validity and reliability of the study tool, a test of internal consistency reliability has been conducted, to determine the extent to which the statements (items) of the questionnaire are consistent and correlate with each other. Thus, the correlation coefficients have been calculated between each statement and the total score of the domain to which it belongs, using the SPSS software.

- **The internal consistency reliability of the digital transformation items:**

The following table shows the correlation coefficients for the items in the digital transformation axis.

Table 3: Pearson's Correlation coefficients between the items and the total score of the digital transformation axis

digital transformation items	The correlation coefficient	The significance level
X1	**0.895	0.000
X2	**0.933	0.000
X3	**0.905	0.000
X4	**0.898	0.000
X5	**0.830	0.000

Source: Prepared by the researchers based on SPSS outputs

The statistical results shown in the table above, revealed that the correlation coefficients between the items of the digital transformation axis and its total score ranged between (0.830 and 0.933), and were statistically significant at a significance level of 0.05. This denotes that the statements or the items of the digital transformation axis reflect a high degree of validity and internal consistency.

- **The internal consistency reliability of the organizational performance items:**

The table below shows the correlation coefficients for the items in organizational performance axis.

Table 4: Pearson's Correlation coefficients between the items and the total score of the organizational performance axis

organizational performance items	The correlation coefficient	The significance level
Y1	**0.945	0.000
Y2	**0.952	0.000
Y3	**0.942	0.000
Y4	**0.934	0.000

Source: Prepared by the researchers based on SPSS outputs

The statistical results in table 4 showed that the correlation coefficients between the items of the organizational performance axis and its total score, have been ranged between (0.934 and 0.952) and were statistically significant at a significance level of 0.05. The fact that indicates the reliability and internal consistency of these items.

II.1.2.2 Cronbach' s Alpha Validity and Reliability Test

The Cronbach's Alpha test has been used in this section to measure the reliability of the scale, knowing that Cronbach's Alpha coefficient is the widely used measure. the closer the reliability coefficient gets to 1.00, the better is. However, the values higher than 0.60 are acceptable.

The following table shows the results of the reliability test for the study tool.

Table 5: Cronbach's Alpha Reliability Test

The axes	The number of items	Cronbach s Alpha values
digital transformation	5	0.933
organizational performance	4	0.957
The total questionnaire	9	0.948

Source: Prepared by the researchers based on SPSS outputs

The table 5 shows high values for the Cronbach's alpha reliability coefficient for both the digital transformation and organizational performance axes, reaching 0.933 and 0.957, respectively ; both are greater than 0.60 the statistically acceptable limit. Moreover, the value of the overall reliability coefficient reached 0.948, which is also greater than 0.6 and closer to 1.0. this denotes the reliability and validity of the study tool and the possibility of its application in similar circumstances.

II.1.2.3 The Normal Distribution Test

In order to determine the appropriate statistical methods for testing the study' hypotheses, it is necessary to test the normal distribution of the data. However, according to the central limit theorem, the study assumed that the data follow a normal distribution, since the sample size exceeds 30, the number 30 which represents the point at which the central limit theorem begins to apply. And in this current study, the sample size is 52, exceeding the aforementioned minimum. Therefore, the study data can be considered normally distributed.

II.2. The Results and Discussion

The results of the research will be discussed in this section; In order to examin the reality of both the independent variable, digital transformation, and the dependent variable, organizational performance, at Algeria's Telecommunication Corporation, relying on a descriptive analysis. After that, the emphasis will be on assessing the study hypothesis, which aims to ascertain whether digital transformation affects organizational performance in the Algeria's Telecommunication Corporation.

II.2.1. The Reality of the digital transformation at Algeria's Telecommunications Corporation

This section used a statistical analysis of the study sample members responses based on the values of arithmetic means and standard deviations to each statement of the questionnaire first and then for the main axis, in order to examine the reality of the digital transformation in Algeria's Telecommunication Corporation in Batna. The results of the arithmetic means and standard deviations of the study sample member's reponses are shown in the table below.

Table 6: The Arithmatic means and standard deviations of the digital transformation axis

The digital transformation	The arithmatic means	The standard diviations	The rank	The trend and level
My organization strives to digitalize everytging possible	3.9615	0.73994	2	High
My organization collects vast amounts of data from multiple sources	3.8462	0.69690	4	High
My organization aspires to use digital technologies in additional activities	3.9615	0.55876	1	High

My organization strives to use digital technologies to improve service quality	3.9423	0.57440	3	High
My organization strives to share digital indormation	3.8269	0.64841	5	High
The digital transformation	3.9077	0.57457		High

Source: Prepared by the researchers based on SPSS outputs

The results of the previous table show that the study sample members agree at a high level that Algerie telecom is moving forward digital transformation, with an average response 3.9077, the arithmetic mean ; and a standard deviation of 0.57457. where the answers tended to be at a high level regarding each of the following: My organization aspires to use digital technologies in additional activities ; My organization strives to digitize possible activities and operations ; My organization strives to use digital technologies to improve service quality ; My organization collects vast amounts of data from multiple sources; My organization strives to share digital indormation

II.2.2. The Reality of the organizational Performance at Algeria's Telecommunications Corporation

Through the aforementioned and relying on the arithmetic means and standard deviations, the descriptive analysis will be conducted to know the degree of application and reality of the organizational performance in the Algerian Telecommunications corporation in Batna.

Table7: The Arithmetic means and standard deviations of the organizational performance axis

The organizational performance items	The arithmetic means	The standard diviations	The rank	The trend and level
The quality of the institution's services has improver over time	3.9231	0.90415	2	High
The institution has a good reputation in its dield	3.8846	0.78350	3	High
The institution's customers appreciate the quality of its service	3.8269	0.90144	4	High
The institution's sales have increased in recent years	3.9808	0.80417	1	High
The organizational performance	4.0136	0.95052		High

Source: Prepared by the researchers based on SPSS outputs

The results of the previous table show that the study sample agrees at a high level with the organizational performance, as the arithmetic mean reached 4.0136 with a standard deviation of 0.95052. Moreover, all the items tended to be at a high level.

II.2.3.The Impact of digita transformation on organizational Performance

In order to achieve the research purpose and investigate the impact of digital transformation on organizational performance in Algeria's Telecommunications Corporation in Batna, a simple linear regression has been conducted and subsequently analyzed.

The F value has been employed to assess the validity of the measurement model; The R-squared coefficient of determination is used to evaluate the explanatory power of the Independent variable regarding variations in the dependent variable; the coefficients of the simple regression equation are determined; and ultimately, a simple regression equation model is formulated between

digital transformation and organizational performance. Hence, the research hypothesis will be tested in the following section

• **The Study Hypothesis Test**

The main hypothesis of the study states that there is a statistically significant effect of digital transformation on organizational performance in Algeria's Telecommunication Corporation in Batna

Accordingly, and in order to investigate the hypothesis and verify its validity or rejection, the hypothesis branches are formulated as follows :

- **Null hypothesis H0:** There is no statistically significant effect of digital transformation on organizational performance at a significance level of 0.05.

- **Alternative hypothesis H1:** There is a statistically significant effect of digital transformation on organizational performance at a significance level of 0.05.

The results of the hypothesis testing are shown in the following table:

Table 8: The simple Linear RrgressionTest

Analysis of Variance of Regression Line		Explanatory Power			Coefficients Table		
Calculated F value	Sig level	R	R ²		B	T	Sig level
53.936	0.000	0.720	0.519	constant	-0.016	-0.029	0.977
				Digital transformation	1.003	7.344	0.000

Source: Prepared by the researchers based on the SPSS outputs

The table above presents the results of the simple linear regression model through which the study investigated the effect of the digital transformation on the organizational performance in Algeria's Telecommunication Corporation in Batna.

The results showed that the calculated F value was estimated at 53.936 at a significance level of 0.000, which is less than 0.05, confirming the validity of the measurement model.

From another hand, The correlation coefficient between digital transformation and organizational performance was 0.720 at a significance level of 0.000, indicating a strong positive correlation between digital transformation and organizational performance.

The coefficient of determination, R², was 0.519, indicating that digital transformation explains 51.9% of the changes in organizational performance, while the remaining 48.1% is attributed to other factors not considered in this study.

Moreover, The value of the regression coefficient B was estimated at 1.003, which means that a change in digital transformation by one unit leads to a change in organizational performance by 1.003, while the value of T reached 7.344 at a significance level of 0.000, which is less than 0.05, the fact that confirms the significance of the regression coefficient.

Hence, the null hypothesis, which states that "there is no statistically significant effect of digital transformation on organizational performance at a significance level of 0.05." should be rejected , While the alternative hypothesis, is accepted, which states that "**there is a statistically significant effect of ethical leadership on task performance at a significance level of 0.05.**"

Conclusion

Digital transformation has contributed to the development of modern organizations. Its importance is not limited to the technical aspect, but extends to improving the products and services provided by these organizations. This, can be reflected in enhancing the performance of

human resources and enhancing their efficiency and ability to accurately accomplish what is required. Furthermore, this contributes to the the development of the organization culture, strategies and performance, and even objectives. Through this current study, the impact of digital transformation on organizational performance at the Algerian Telecommunications corporation in Batna was analyzed and investigated. The study concluded with a set of results, the most important of which are:

- ✓ The digital transformation concept refers to the process of integrating digital technology into all organizational activities to improve core business processes.
- ✓ The most important features of digital transformation are agility and adaptability, organizational change, customer engagement, and digitization of operations.
- ✓ The success of digital transformation depends on a set of pillars: technology, data, human resources, and processes.
- ✓ Organizational performance is a factor that measures the extent to which organizations achieve their objectives.
- ✓ The importance of organizational performance lies in supporting and enhancing improvement, developing more accurate communication, motivating individuals and encouraging the adoption of more appropriate organizational behavior, and supporting organizations to allocate their resources to attractive improvement activities.
- ✓ Algérie Telecom Batna the Algerian telecommunication corporation is adopting digital transformation at a high level.
- ✓ Moreover, Algérie Telecom Batna is achieving high levels of organizational performance.
- ✓ There is a strong, direct correlation between digital transformation and organizational performance at Algérie Telecom Batna.
- ✓ Digital transformation has an impact on organizational performance at Algérie Telecom Batna.

So according to the research analysis and conclusion, some recommendations would be proposed as follows:

- Ensure that everything in organizations is digitized;
- Rely on digital technologies to improve the quality of products and services provided by organizations;
- Ensure that a vast amount of data is collected from multiple sources;
- Ensure that organizations share digital information with their employees;
- Ensure that the quality of services and products is improved, along with customer appreciation;
- leverage digital transformation to build a strong reputation that enables the organization to continue and compete in the market.

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