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The Impact of Social Media Use on Organizational Culture Transformation in Higher Education Institutions: An Empirical Study among Employees of Sheikh Laarbi Tebessi University

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Abstract:
In the digital era, social media platforms have emerged as transformative tools reshaping organizational dynamics, particularly in higher education institutions. This study investigates the impact of social media use on organizational culture transformation among employees at Sheikh Laarbi Tebessi University in Algeria, focusing on administrative staff. Drawing from systems theory and communication studies, it addresses how digital platforms reshape communicative dynamics amid global technological shifts. Key findings reveal majority platform reliance led by Facebook for administrative tasks like information access and exchange. While recommendations include digital literacy training, balanced usage policies, and expanded multi-institutional research.

Keywords: *Higher Education; Organizational Culture; Sheikh Laarbi Tebessi University; Social Media.*

I. INTRODUCTION

Early scientific research in the field of media and communication studies focused primarily on examining the communicative impact of mass media in all its forms, and the extent to which this impact shaped the broader communication system particularly with regard to audiences and message receivers. However, the emergence of technology and the sweeping transformations generated by recent technological developments have introduced fundamental changes to the communication environment. These shifts are especially evident in the dynamics of influence and counter-influence, role reversal, interactivity, and the exchange and dissemination of information within the communication circuit.

This technological leap has catalyzed a far-reaching revolution that has successfully integrated diverse actors into the communicative process. Institutions and organizations stand out as the primary beneficiaries of these developments, given the enhanced quality of services that technology now provides at the levels of communication, organization, and administration. As a result, technology has substantially reshaped the communicative culture of institutions compared to what it was two decades ago.

It is precisely this transformation that the present paper seeks to investigate, by examining the impact of digital technology on Algerian educational institutions, with the aim of determining the extent to which such technology has influenced and reconfigured organizational culture within these institutions, as well as assessing the degree to which they have effectively benefited from its potential.

I.1. Research Problem

Organizational development and change have emerged as prominent research themes, garnering significant attention from scholars and experts in management, as well as media and communication sciences. This focus stems from the substantial transformations resulting from institutions' and organizations' reliance on technology as a core pillar for advancing functional performance particularly among those seeking to enhance services and establish a foothold in the contemporary digital landscape. Yet, this process is the outcome of various internal dynamic mechanisms, with communicative culture taking center stage in the administrative realm of organizations that recognize its pivotal role in realizing institutional objectives during the shift of administrative processes to digital and electronic environments.

Arab and Algerian educational institutions are not exempt from the profound global shifts imposed by modern communication technologies more precisely, the digital environment that has forged an open and universally accessible space while reconfiguring the structure and norms of communication processes. The all-encompassing and deep transformations across communicative levels whether cultural, intellectual, or philosophical render it challenging to forecast the long-term effects of this digital surge, especially on educational institutions. Such challenges arise from the inextricable link between communication processes and organizational culture, which manifests as internal functional performance and as institutional interactions within the encompassing system, in line with systems theory. This theory views all societal institutions as open systems that actively engage with their surrounding environment and society.

Notably, the higher education sector has fully embraced digitization across all administrative procedures, particularly those pertaining to institutional communication. Social media platforms, as extensions of digital technology, have become essential tools

for streamlining functional performance and operational processes, thereby elevating service quality and fostering public relations with the sector's social partners. From this vantage point, the study investigates the impact of these novel digital technologies on higher education institutions, culminating in the following central research question:

How can social media serve as a catalyst for altering organizational culture in Algerian higher education institutions?

Builds on the central research question by posing the following subsidiary questions:

- What are the patterns of adoption and usage of social media as a communication tool among staff at Sheikh Laarbi Tebessi University within administrative functions?
- To what extent does social media contribute to influencing the quality of organizational communication at Sheikh Laarbi Tebessi University?
- How does social media contribute to reshaping the patterns of organizational culture in the administration of Sheikh Laarbi Tebessi University?

I. 2. Significance of the Study

The study of organizational culture within institutions is an intrinsic phenomenon, particularly given its role in shaping the values and beliefs that govern internal organizational processes, such as decision-making, communication patterns, and conflict mitigation that could otherwise impede institutional objectives. Organizational culture ranks among the most scrutinized variables in contemporary institutional research, especially concerning the rules and norms established since an institution's inception and further shaped by the adoption of modern information and communication technologies (ICTs) and digitization in administrative activities.

Social media platforms have become integral rituals embedded within organizational culture, essential for fostering development and sustainability. Higher education institutions have recently experienced a qualitative leap in investing in ICTs through digital approaches that enable rapid access to required resources for all sector stakeholders. Among these, social media particularly social networking sites serves as a vital bridge connecting employees within institutions or affiliated with the sector (faculty, students, and social partners).

The significance of this research lies in exploring how reliance on and utilization of such platforms within educational institutions may catalyze shifts in organizational culture. It also highlights the potential contributions and benefits that social media can offer to institutional structures and their communicative cultures.

I. 3. Objectives of the Study

For Algerian universities to achieve success and excellence, it is imperative to implement optimal administrative management strategies and policies, which necessitate cultivating an organizational and communicative culture aligned with institutional capacities and goals. Algerian higher education institutions cannot realize their objectives or enhance functional performance in isolation from technology, particularly without examining its digital manifestations and impacts on internal communication dynamics.

The primary objective of this study is to investigate the potential influence of social networking sites on organizational culture within Algerian higher education institutions. Supporting this main goal are the following subsidiary objectives:

- To identify the usage patterns of social media platforms among staff at Sheikh Laarbi Tebessi University in administrative contexts.
- To explore the relationship between social media as a key factor and organizational communication within Sheikh Laarbi Tebessi University.

- To uncover the characteristics of the organizational culture adopted by the institution following its entry into the digital environment.

1. Conceptional Background

Defining the key concepts of a study constitutes one of the essential methodological steps for researchers, aimed at establishing consensus on these scientific interpretations and building a solid conceptual foundation (Abdelhamid.M, 2000, p. 15).

In this regard, delineating concepts and terminology represents a fundamental step in any scientific study or research, situating them within an appropriate semantic framework that aligns with the study's objectives. Accordingly, the present study adopts the following definitions:

1.1. Social Media

Social media refers to programs or websites accessed via the internet through computers or smartphones, enabling user communication while providing electronic access to content that may encompass diverse forms such as information, files, images, and videos (Abdelkarim, 2022, p. 557).

It also denotes new communication technologies or modern tools focused on the operation, transmission, and storage of information in electronic format, including computing technologies, communication media, and networking infrastructures. Furthermore, it encompasses a suite of innovative digital methods and activities that facilitate the production and dissemination of media content in various forms via internet-connected electronic devices (Belabbas.Y, 2022, p. 90).

Operationally, social media is defined here as a technological innovation comprising websites that allow individuals to communicate and interact with others through specific platforms. Users present themselves via personal accounts, sharing daily activities including private aspects of their lives to enable subsequent interactions among participants.

1.2. Organizational Culture:

William Ouchi defines it as: "The values embraced by institutional management that determine patterns of activity, procedures, and behavior; managers interpret these thought patterns through employee actions, which are then transmitted to subsequent generations of workers (Al-Sayrafi, 2007a, p. 257). "While Dallyo Jack views institutional or organizational culture as the habitual and traditional ways of thinking and behaving, shared among system members (Salem.I, 2006, p. 12).

John Bomard describes it as the collection of beliefs, philosophies, values, assumptions, and thinking patterns and norms among organizational members (Al-Sayrafi, 2007a, p. 257). Mahmoud Al-Amayan considers it a set of distinctive features that differentiate one institution from others, characterized by relative continuity and exerting significant influence on individual behaviors within that institution (Said Ramadan, 2020, p. 341).

In this study, organizational culture is operationalized as the system of ideas and meanings formed among workers within organizations and institutions, collectively constituting the principles and norms that govern operational processes and employee interactions, thereby impacting the efficacy and effectiveness of institutional performance.

1.3. Social Media as a Stake in Organizational Culture within Institutions:

In the contemporary context, an institution's success is inextricably linked to the efficacy of its organizational culture, which serves as an intellectual and referential framework guiding members and functioning as a compass for coordination in internal and external relations. Among the administrative functions it fulfills, organizational culture plays a foundational role in fostering commitment and loyalty among employees, thereby overcoming personal allegiances and self-interests that may conflict with the organization's overarching goals (Abubakr.M, 2007, p. 30).

Beyond this, organizational culture assumes a pivotal role in the administrative dimension, particularly in nurturing functional relationships characterized by mutual trust, respect for subordinates' ideas, and attentiveness to their sentiments. This underscores the necessity for organizational culture to embody resilience against unforeseen threats to the institution (Said Ramadan, 2020, p. 342). The distinctive features of organizational culture exert considerable influence on individual behaviors within the organization, providing the framework that directs and shapes these behaviors during work activities. Organizations thus innovate methods and tools to enhance adaptability to internal and external pressures, enabling them to define and achieve strategic objectives. As one of the most impactful variables whether positively or negatively organizational culture shapes the nature of performance, work practices, governing values and principles, operational norms, and implementation mechanisms. Any deficiency or dysfunction within it inevitably affects institutional work styles (Souad.Z, 2022, p. 288).

Recent observations reveal that most institutions, regardless of their operational nature, increasingly rely on digital tools, integrating them as core elements of organizational culture to ensure continuity and success amid fierce competition and the pursuit of superior alternatives. A key rationale for prioritizing social media platforms (social media) lies in their capacity to promote open communication by creating virtual spaces for exchanging knowledge and expertise among employees. This is exemplified by electronic public relations, which disseminate information and news about institutional activities and events while promoting the organization. These platforms also facilitate engagement with stakeholder groups linked to the organization, enabling reciprocal dialogue, monitoring reactions to published content, and gauging impressions to foster mutual understanding and build relationships between organizations and their publics (Benal & Rahmani, 2022, p. 218).

Public relations specialists within institutions strive to leverage these tools through sustained presence on social networks, aiming to enhance the institution's image or mitigate crises. In this vein, Ibrahim Al-Janahi, Executive Director of Commercial Affairs at Jebel Ali Free Zone, affirmed: "Social networking platforms represent the largest and broadest channel for disseminating information to the maximum number of people worldwide" (Henimi.H, 2015, p. 52). Consequently, most institutions seek to harness this digital technology manifested in social media and incorporate it as a key variable in their organizational culture. The adoption of social media applications by institutional members emerges as a strategic imperative, cultivating a competitive advantage through a modern communicative culture for all organizational actors. This involves training employees in social networking and digital tools to keep pace with evolving standards and rival institutions (Al-Sayrafi, 2007b, p. 257).

II. Methods and Materials:

Methodology is defined as the art of systematically organizing a series of ideas, either to uncover truth when it is unknown or to demonstrate it to others when it is

known (Badawi, 2011, pp. 438–439). In scientific research, it encompasses the researcher's procedures and activities, structured as precise steps to chart the research path. Maurice Angers defines it as: "The set of rigorous steps adopted to reach a conclusion" (Angers.M, 2005, p. 58).

2.1. Study Approach

This study falls within the category of descriptive research, which aims to identify and describe phenomena through a series of stages leading to the achievement of objectives. Ahmed Ben Mursli describes descriptive studies as: “The scientific method enabling researchers to understand the studied phenomenon in terms of its constituent factors and prevailing relationships, as they exist in natural, non-contrived conditions, via the collection of pertinent data” (Ben Morsli, 2010, p. 51). This characterization aptly fits our study, which seeks to describe the extent of social media platforms' influence on organizational culture in Algerian higher education institutions.

Given that our study belongs to the descriptive-exploratory approach, the descriptive survey method is most appropriate, as it allows simultaneous examination of multiple variables, aligning seamlessly with the study's type and objectives. We will identify and characterize the organizational culture at Sheikh Laarbi Tebessi University in light of social media adoption or usage, assessing its impact on the administrative climate. This will be achieved using an appropriate technique: an electronic questionnaire form, followed by data processing and analysis in relation to the study's objectives and guiding questions.

Online surveys represent one of the most prevalent methodological approaches in new media research, reflecting prevailing views on modern media as tools that facilitate traditional research endeavors. Their superiority lies in bridging distances and time constraints while enabling access to large respondent pools (Hemissi.N, 2014, p. 75). We adopted this approach due to its aforementioned advantages, coupled with its capacity to reach the maximum number of participants in minimal time, an equation in which electronic surveys outperform other methodological approaches.

2.2. Scopes of the Study

The scopes of this study are delineated as follows:

Spatial Scope: This refers to the geographical framework within which the study was conducted. In the present research, it encompasses Algerian higher education institutions, with Sheikh Laarbi Tebessi University serving as the specific site of investigation.

Temporal Scope: This spans the duration from the initiation of the scientific work and overall study to its completion, corresponding to the period required for its execution, from the beginning of July 2025 to the end of August 2025.

Human Scope: This pertains to the individuals targeted by the research. Here, it includes all staff members at Sheikh Laarbi Tebessi University in Tebessa.

2.3. Population and Sampling

The target population for this study comprises Algerian higher education institutions (Algerian universities). The accessible population is represented by Sheikh Laarbi Tebessi University, specifically its administrative staff across all faculties and departments.

The sampling method most suitable for this study is availability (convenience) sampling, whereby “no predetermined selection criteria are applied to sample units;

instead, they are drawn from the first, nearest, or most readily accessible group with which the researcher can connect" (Ben Jekhdal, 2019, p. 64). We employed a comprehensive census of the accessible population, encompassing all administrative staff at Sheikh Laarbi Tebessi University. This approach leverages modern media and communication technologies to reach all relevant individuals online, facilitating data collection.

In online surveys, researchers typically use convenience sampling, inviting participation from anyone encountering the survey link, with respondents self-selecting or volunteering. Such surveys share limitations with other non-probability methods: the relationship between the sample and population is unknown, precluding theoretical calculation of sampling error margins or estimation of the sample's representativeness. Despite these methodological challenges, we selected this sampling type due to its ease of access to the entire research population, all university staff and employees, while minimizing time and effort in data gathering. The sample thus consists of every employee under the umbrella of Sheikh Laarbi Tebessi University in Tebessa. Shortly after distributing the questionnaire via staff email addresses, we collected responses, excluding 7 forms (due to incomplete or unserious answers), yielding a final study sample of 44 valid questionnaires.

2.4. Data Collection Tools

The target population for this study comprises Algerian higher education institutions (Algerian universities). The accessible population is represented by Sheikh Laarbi Tebessi University, specifically its administrative staff across all faculties and departments.

Scientific research tools play a crucial role in gathering information and data across academic endeavors. Given the focus of this paper, we selected the questionnaire form, one of the most widely used tools in media and communication research.

This study utilized an electronic questionnaire, wherein sample members receive an invitation to participate via any channel, but responses must be submitted online. It is essential that data transmission occurs through the internet as the communication conduit between researcher and respondents; otherwise, it cannot qualify as an electronic questionnaire (Fodil Daliou, 2014). We designed the electronic form for this research using Google Forms, a service that also provided percentage breakdowns of responses serving as a key statistical method alongside frequency counts.

The questionnaire was designed based on the study's guiding questions and objectives, structured around the following thematic axes:

- **Axis 1:** Patterns of administrative staff usage of social networking sites.
- **Axis 2:** The extent to which social media contributes to the quality of organizational communication within the university.
- **Axis 3:** The impact of social media on organizational culture within the institution.

III. Results and discussion :

Axis 1: Patterns of Staff Usage of Social Networking Sites

Table (1): Professional Experience

Professional Experience	Frequency	Percentage
Less than 5 years	10	16.67%
5 to 10 years	10	16.67%
10 to 15 years	8	13.33%
More than 15 years	32	53.33%
Total	60	100%

Source: Prepared by the author.

The results in the above table reveal that the majority of the sample, employees at Sheikh Laarbi Tebessi University, possess more than 15 years of professional experience, accounting for 53.33% of the respondents. The experience levels of the remaining participants are relatively evenly distributed, reflecting moderate diversity in the tenure of staff at the university. This variation naturally influences disparities in technological proficiency, particularly in adopting and utilizing social media platforms. Such generational differences manifest in varying degrees of reliance on and competence with modern communication technologies in professional contexts, as well as their application to administrative functions within the higher education institution.

Table (2): Staff Reliance on Social Media for Administrative Tasks

Response Option	Frequency	Percentage
Rarely	24	40.00%
Sometimes	20	33.33%
Always	16	26.67%
Total	60	100%

Source: Prepared by the author.

The second table, which assesses the use of social networking sites for administrative tasks, indicates that 40.00% of respondents rarely rely on social media in their work. Meanwhile, 33.33% use these platforms occasionally for task execution. By contrast, 26.67% consistently depend on social media for administrative functions. These statistical findings affirm the integration of social networking sites into the university's administrative environment, with staff benefiting from their distinctive features such as instantaneous access to and exchange of information, communicative flexibility, rapid task completion, and interactivity. These advantages, absent in traditional communication methods predominant before the advent of modern media, underscore a broader trend: more than half of the sample employs social media platforms on a regular or semi-regular basis.

Table (3): Most Prominent Social Networking Sites Used During Work

Platform	Frequency	Percentage
Facebook	40	66.67%
Instagram	0	0.00%
YouTube	16	26.67%
TikTok	0	0.00%
Other (specify)	4 (Email)	6.67%
Total	60	100%

Source: Prepared by the author.

The table above highlights the most frequently used social platforms by staff during work hours. Facebook overwhelmingly dominates the results, with 66.67% of respondents, a predictable outcome given its widespread adoption both locally and globally as a primary medium for interpersonal communication and interaction. University staff's reliance on Facebook simply extends its role from everyday personal communication to professional contexts. This aligns with findings by researchers Ashwaq Ben Ammar and Bilal Boutara in their study Social Networking (Facebook) and Enhancing National Identity Among University Students, which notes: "*Social networks can serve as messaging alternatives to email; many institutions, organizations,*

and companies face this shift, enabling public interaction, awareness of news, exchange of congratulations, recommendations, and more" (Ben Ammar & Boutrâa, 2023, p. 75).

YouTube ranks second at 26.67%, a realistic figure considering its status as one of the world's most popular platforms. Staff can leverage it for training and skill development, particularly through videos on personal performance improvement within teams and enhancing communication competencies when using modern media tools.

Table (4): Professional Tasks for Which Staff Resort to Social Media Within the Institution

Task	Frequency	Percentage
Obtaining information	51	34.46%
Transferring files	30	20.27%
Exchanging information	27	18.24%
Communication among staff	28	18.92%
Stress relief/entertainment	12	8.11%
Total	148	100%

Source: Prepared by the author.

The table above delineates the professional procedures prompting staff to use social media platforms within the institution. Field study results show that "obtaining information" emerged as the most selected option, with 51 responses (34.46%). Responses for the remaining indicators varied but clustered closely around file transfer, information exchange, and inter-staff communication. The prominence of information access underscores the pivotal role social media now plays in disseminating and sharing data among institutional members, distinguished by its speed in retrieval, dissemination, and mutual exchange. Respondents also indicated resorting to these platforms during work for file sharing and transfer, owing to the ease and communicative flexibility they afford affirming that social media enables the migration of administrative work into digital formats, circulated seamlessly among employees.

Axis 2: Extent of Social Media's Contribution to Organizational Communication Quality Within the University

Table (5): Does Social Media Enhance Communication Effectiveness Within the Institution?

Response	Frequency	Percentage
Yes	54	90.00%
No	6	10.00%
Total	60	100%

Source: Prepared by the author.

The table above captures respondents' opinions on social media's contribution to enhancing communication effectiveness within the institution. The sample demonstrates strong consensus, with 90.00% agreeing that social networking sites bolster institutional communication at the university. This high rate also reflects the platforms' superior organization and seamless coordination across departments and work teams, alongside rapid and direct staff interactions at all levels facilitating more efficient exchange of information and ideas.

Table (6): Objectives of Social Media Enhancement for Communication Effectiveness Within the Institution

Option	Frequency	Percentage
Ease of staff communication	26	43.33%
Speed of information access	28	46.67%
Closeness among colleagues	1	1.67%
Building good relationships	3	5.00%
Other (specify)	2	3.33%
Total	60	100%

Source: Prepared by the author.

As indicated in the table above, staff primarily attribute this enhancement to the ease of communication among employees one of the foremost supports and reasons representing 43.33% of responses. Meanwhile, 46.67% affirmed that these platforms provide rapid access to information. These statistical insights confirm that employees at Sheikh Laarbi Tebessi University perceive social media's flexibility, communicative ease among staff, and swift information retrieval as premier factors driving improved and heightened communication effectiveness within the institution hallmark characteristics distinguishing modern communication technologies from traditional alternatives.

Table (7): Advantages of Social Media Usage in Functional Aspects

Advantage	Frequency	Percentage
Providing a better work environment	51	60.71%
Motivating staff performance	17	20.24%
Boosting staff morale	13	15.48%
Other (specify)	3	3.57%
Total	84	100%

Source: Prepared by the author.

This table outline the functional advantages afforded by staff use of social media. A majority of respondents (60.71%) selected "providing a better work environment," with converging views on staff performance motivation and morale boosting.

This preference can be explained by social media platforms' enhancement of interactions through seamless, rapid information and file sharing unprecedented in prior systems. They foster interactive communication environments for discussing professional topics, while promoting informal exchanges that strengthen social bonds and cultivate belongingness. Such dynamics contribute to heightened job satisfaction, reduced workplace stress, and improved transparency via open information sharing, enabling easy access to administrative updates and building trust among staff and management.

Table (8): Do Social Media Platforms Contribute to Creating Favorable Conditions for Work Stability?

Response	Frequency	Percentage
Yes	50	83.33%
No	10	16.67%
Total	60	100%

Source: Prepared by the author.

The table above illustrates respondents' views on social media platforms' contribution to fostering conditions conducive to work stability. A clear majority of the sample (83.33%) affirms that social media supports such stability. This consensus can be attributed to several key advantages inherent in these platforms, primarily their technological underpinnings, which directly streamline administrative tasks and task execution with greater ease. Additionally, they promote open interaction and communication, cultivating transparency between employees and management; instill a sense of job security and stability among staff; and encourage team spirit through continuous, direct engagement ultimately reinforcing belongingness and steering toward a more stable work environment.

Table (9): Positive Impacts of Digital Transformation in the Institution

Impact	Frequency	Percentage
Enhancing communication and interaction	21	35.00%
Facilitating administrative processes (upward/downward/horizontal)	11	18.33%
Ease of connection with social partners	0	0.00%
Ease of information exchange and processing	28	46.67%
Total	60	100%

Source: Prepared by the author.

The table above presents respondents' views on the positive impacts of digital transformation within the institution. Dominating responses were ease of information exchange and processing (46.67%) and enhanced communication and interaction among staff (35.00%) at Sheikh Laarbi Tebessi University. These indicators underscore the substantial role of social media platforms, as corroborated by prior study results on their functional advantages (see Table 7) and contributions to communication efficacy (see Table 5).

Respondents emphasized social media's functional importance in information access, processing, and sharing, alongside privileges like flexibility and ease of connectivity elevating institutional communication in ways unattainable prior to these platforms' emergence.

Axis 3: How Social Media Influences Organizational Culture Within the Institution

Table (10): Does Social Media Contribute to Updating and Changing Organizational Culture in the University?

Response	Frequency	Percentage
Yes	52	86.67%
No	8	13.33%
Total	60	100%

Source: Prepared by the author.

This table summarizes sample responses on social media platforms' role in updating and transforming organizational culture within the university institution. A substantial majority (86.67%) affirmed this contribution, attributing it to organizational culture as the cumulative outcome of collective efforts rooted in individual actions that intersect through interactive processes during role and task fulfillment.

These interactions are fundamentally communicative, involving individuals, structures, and systems. Contemporary institutional communication predominantly

flows through modern technologies, with social media as a cornerstone. Consequently, social media has reshaped the institution's communicative culture, imparting a novel character centered on rapid performance and execution in staff interactions, information exchange, collaboration, and sharing manifesting in refined administrative communication styles across branches and with social partners. In essence, social media introduces a contemporary communicative paradigm that strengthens internal and external administrative relations while elevating overall institutional processes.

Table (11): Does Social Media Provide Margin for Freedom to Improve Functional Performance?

Response	Frequency	Percentage
Yes	44	73.33%
No	16	26.67%
Total	60	100%

Source: Prepared by the author.

The table above illustrates sample responses regarding the role of the "freedom margin" afforded by social networking sites in enhancing functional performance. Respondents overwhelmingly endorsed this aspect (73.33%), which can be interpreted through the virtual and interactive spaces provided by social media. These enable individuals to express opinions, engage with peers, and execute tasks with greater autonomy liberating them from hierarchical constraints across multiple professional contexts. This fosters a sense of comfort among employees, in turn boosting productivity and attaining dimensions of job satisfaction, wherein freedom and its perception play a substantial role.

Table (12): Advantages of Relying on Social Media Platforms in the Institution

Advantage	Frequency	Percentage
Improving productive efficiency	6	10.00%
Enhancing functional communication and interaction	9	15.00%
Raising quality and momentum	1	1.67%
Increasing innovation and creativity	1	1.67%
Saving time and effort	43	71.67%
Total	60	100%

Source: Prepared by the author.

The table presents respondents' views on the advantages of relying on social networking sites within the institution, where "saving time and effort" garnered the highest endorsement at 71.67%. Endorsements for enhancing functional communication and interaction (15.00%) and improving productive efficiency (10.00%) were closely aligned. These figures confirm that staff at Sheikh Laarbi Tebessi University turn to social media for certain administrative functions, capitalizing on its capacity to reduce effort and time in communication processes, information access, sharing, and exchange. Platforms excel in direct access to both information and recipients, extending benefits to external communication as well.

Table (13): Social Media's Contribution to Administrative Work Within the Institution

Contribution	Frequency	Percentage
Enhancing helping behavior	46	46.46%
Fostering collective contribution and commitment	11	11.11%
Strengthening system stability	13	13.13%
Conferring collective organizational identity	29	29.30%
Total	99	100%

Source: Prepared by the author.

Regarding the questionnaire item on how social media contributes to administrative work, a majority of respondents (46.46%) indicated that it enhances helping behavior among institution staff. Collective organizational identity ranked second (29.30%), followed by system stability reinforcement (13.13%). These results affirm that social media strengthens interpersonal bonds through simplified communication processes, which in turn elevate collective administrative performance. Platform features render them highly adoptable and usable among employees, ultimately nurturing mutual assistance.

This is evident in interactive exchanges, particularly around sharing information and files for administrative tasks. Moreover, social media usage extends to forging team spirit and a shared identity via communal virtual spaces for ideas, data, and information instilling a profound sense of professional belonging within the institution.

Table (14): Perception of Administrative Communication in the University Post-Social Media Integration

Perception	Frequency	Percentage
Increased commitment and coordination	28	25.00%
Increased trust and acceptance	16	14.28%
Providing a better organizational environment	34	30.36%
Adherence to defined authorities and responsibilities	6	5.36%
Increased fraternal bonds	28	25.00%
Total	112	100%

Source: Prepared by the author.

The table above provides statistical data on staff perceptions of administrative communication following social media's integration into the communicative environment. A better work environment emerged as the leading indicator (30.36%), with increased commitment/coordination and strengthened fraternal bonds tied for second (25.00% each).

Regarding the superior work environment, social media offers modern communication channels distinguished by speed, immediacy, and interactivity facilitating administrative (especially communicative) functions with enhanced quality over previous methods. Platforms also grant access to training and educational content, enabling skill acquisition that elevates professional readiness and performance.

The prominence of fraternal bonds and commitment/coordination traces to social media's activation of informal communication, which bolsters amicable relations through extensive interactions even beyond work hours. This nurtures collaboration, group belongingness, dedication to collective tasks, and support across offices,

branches, and departments processes streamlined by connective platforms unifying all staff within a single ecosystem.

Table (15): Functional Aspects Developed by Social Media Among Staff

Aspect	Frequency	Percentage
Increased exchange and participation	48	51.06%
Developing sense of membership and belonging	19	20.21%
Reinforcing roles and performance standards	15	15.96%
Supporting functional oversight	12	12.77%
Total	94	100%

Source: Prepared by the author.

The table above, concerning functional aspects developed by social media platforms, reveals that most respondents (51.06% of the total sample) perceive them as promoting exchange and participation among staff. Remaining indicators garnered modest, comparable shares: fostering membership and belonging, reinforcing roles and performance standards, and supporting oversight even the latter.

The primacy of exchange and participation reflects social media's opportunities for forging stronger colleague relationships and elevating collaboration via effortless connectivity, information sharing, and broader professional networks vastly expanded beyond pre-platform eras. These sites provide shared virtual communication channels that extend institutional presence, interpersonal relations, and individual performance, embodying communicative standards poised to enhance operational efficiency.

Key Findings

The study yields several key findings, articulated as follows:

- Results reveal variation in years of experience among Sheikh Laarbi Tebessi University staff, a diversity likely influencing their adoption and use of social networking sites as well as proficiency levels, given technology skills' generational ties.

- Over half the sample relies on social media for professional tasks, with usage ranging from regular to occasional; yet findings confirm platforms' integration as vital administrative communication tools. Notably, Facebook emerged as the predominant site during work.

- Primary professional procedures prompting social media use include information acquisition, followed by file transfer, information exchange, and inter-staff communication.

- Most staff perceive social media as enhancing organizational communication quality and effectiveness, citing ease of employee connectivity (fostering teamwork) and rapid information access. These advantages stem from modern technological features conferring communicative superiority over alternatives.

- Staff identify a superior work environment as social media's top functional benefit, driven by facilitated interactions in opinions, ideas, information, and files easing administrative roles.

- University employees view social media as conducive to work stability via unprecedented advantages like open interaction with management/partners, job security, and team spirit through direct engagement.

- Digital transformation is credited with positives like streamlined information access/processing/sharing and direct connectivity, optimizing internal/external administrative communication.

- A majority see social media as capable of modernizing organizational culture, via novel communication patterns emphasizing speed, execution, and process quality.

- Key advantages include time/effort savings for communication-centric tasks, alongside enhanced interaction hallmarks of accessible platforms.

- Social media directly aids administration by promoting helping behaviors and collective identity core cultural functions potentially transforming Algerian university culture.

- Post-integration, staff report improved work environments, fraternal bonds, commitment/coordination; findings suggest capacity to evolve rigid cultures toward creative/informal ones.

- Platforms develop functional aspects, foremost exchange/participation via communication and information dynamics bedrocks of successful organizational processes.

IV. Conclusion:

The investigation into social media's impact on organizational culture at Sheikh Laarbi Tebessi University yields compelling evidence of its pivotal role in modernizing administrative communication and fostering cultural evolution. With overwhelming endorsement for enhanced efficacy, flexibility, and relational bonds, platforms like Facebook emerge as indispensable tools transcending traditional boundaries.

To harness these benefits fully, university leadership should prioritize comprehensive digital literacy training programs tailored to varying staff experience levels, ensuring equitable adoption and mitigating generational divides. Policies must balance integration with safeguards against overuse, such as guidelines for data privacy, professional conduct, and workload boundaries to prevent digital fatigue.

Furthermore, expanding infrastructure via dedicated institutional social channels would amplify collaborative potential while institutionalizing feedback loops for continuous refinement. Future research should extend this scope longitudinally across multiple Algerian universities, incorporating qualitative interviews to deepen insights into long-term cultural shifts.

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