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Science, Education and Innovations <i>in the Context of Modern Problems</i>		RESEARCH ARTICLE 			
The Role of Digital Leadership in Achieving Institutional Excellence: A Field Study on Administrative Employees at Algeria Post					
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Keywords		Digital leadership, institutional excellence, digital innovation, digital knowledge, Algerian institution.			
Abstract This study aimed to investigate the role of digital leadership in achieving institutional excellence among administrative employees at Algeria Post, through three main dimensions: innovation, persuasion, and knowledge. The study adopted a descriptive approach, using a five-point Likert scale questionnaire distributed to a sample of 100 employees. The results revealed that employees show high awareness of the importance of digital innovation and a positive inclination towards the impact of persuasive leadership, with an acceptable understanding of digital leaders' knowledge. However, the study noted a gap between possessing digital knowledge and its actual application in planning and decision-making. The study concluded that the success of digital leadership at Algeria Post requires a flexible organizational environment, modern leadership strategies that encourage the practical application of digital knowledge, and the development of a leadership discourse that adapts to the social and professional composition of employees. The contemporary world is witnessing significant developments characterized by the spread of the internet and digitalization, and the enormous capacity to store and easily access information. This has led to a digital revolution that has prompted governments and institutions to reconsider their operating mechanisms.					
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1. Introduction

This transformation has contributed to an increasing trend towards adopting digital transformation by replacing traditional procedures with digital systems and developing robust strategies aimed at achieving objectives with higher efficiency and quality (Baitish, 2021, p. 145).

This transformation includes a set of modern technologies such as the internet, artificial intelligence, machine learning, big data, social media, and digital platforms, which are employed in institutions to varying degrees. This widespread use of technology has led to fundamental changes in functional practices and the development of new competitive mechanisms (Mahmoud, 2022, p. 217). In this context, institutions today seek to adapt to this changing digital reality to enhance their competitiveness and ensure their continuity. This necessitates the presence of effective

digital leadership capable of reformulating how individuals and technologies are used within the institution, achieving a real transformation in business performance and development. Digital leadership aims to empower individuals within the institution by building organized work teams that actively participate in improving daily activities and tasks, thereby contributing to raising performance efficiency and achieving operational goals. This modern leadership approach aims to support the path towards achieving institutional excellence, as it is one of the most prominent and important current topics in the modern business environment, where institutional excellence criteria have become primary goals that organizations seek to achieve and distinguish themselves through (Mahmoud, 2022, p. 217). In light of the rapid changes the world is witnessing in the technical field, there is an urgent need for flexible and innovative digital leaders capable of guiding the institution towards adapting to changes and achieving success and continuity. These leaders possess the capabilities that enable them to lead digital transformation and achieve high levels of institutional excellence. Based on the importance of this topic and the scarcity of specialized Arabic studies in it, this study aims to explore the impact of digital leadership in its three dimensions: innovation, persuasion, and knowledge, on achieving institutional excellence.

Algerian institutions, like other institutions worldwide, are undergoing rapid transformations due to technological development and digitalization, making the adoption of modern leadership styles imperative to keep pace with these changes. In this context, digital leadership emerges as one of the fundamental concepts relied upon to bring about radical change in traditional management methods and stimulate the work environment towards innovation and creativity. Despite the increasing recognition of the importance of this type of leadership, many Algerian institutions still face multiple challenges in activating this leadership style, whether at the level of leadership competencies, digital infrastructure, or the traditional organizational culture.

In light of these facts, fundamental questions arise regarding the awareness of Algerian leaders of the concept of digital leadership, their ability to adapt it to the local work environment, in addition to the extent of its impact on enhancing innovation within institutions. The need also arises to understand the limits of the relationship between the dimensions of digital leadership (such as innovation, persuasion, and technological knowledge) and the performance of institutions in an environment characterized by change and uncertainty.

What is the role of digital leadership in achieving institutional excellence among administrative employees at Algeria Post?

1.1. Sub-questions:

What is the role of digital innovation in achieving institutional excellence among administrative employees at Algeria Post?

What is the role of digital persuasion in achieving institutional excellence among administrative employees at Algeria Post?

What is the role of digital knowledge in achieving institutional excellence among administrative employees at Algeria Post?

1.2. Study Significance:

Scientific Significance: The study contributes to enriching Arabic and foreign literature related to digital leadership, which is still relatively limited, especially in the Algerian context. It also highlights the relationship between the dimensions of digital leadership (innovation, persuasion, knowledge) and the achievement of institutional excellence.

Practical Significance: The results of this study provide realistic insights for officials in Algerian institutions on how to develop contemporary leadership styles in line with digital transformation, which helps them enhance institutional performance and achieve a competitive advantage.

Social Significance: By empowering digital leaders and activating their role, Algerian institutions can effectively contribute to sustainable development and respond to society's aspirations for more efficient and innovative services.

1.3. Study Objectives:

Analyze the extent of the impact of digital leadership on achieving institutional excellence in Algerian institutions.

Measure the role of the innovation dimension within digital leadership in enhancing institutional excellence among administrative employees.

Determine the impact of the persuasion dimension within digital leadership in developing institutional performance and achieving its goals.

Explore the contribution of the digital knowledge dimension in supporting excellence and effectiveness within the institutional work environment.

Monitor the challenges facing the application of digital leadership in Algerian institutions and provide practical recommendations to overcome them.

1.4. Study Scopes:

1.4.1. Objective Scope: The objective scope of this study focuses on the concept of digital leadership as a modern management style based on utilizing digital technology in managing the institution's affairs, and its role in achieving institutional excellence within Algeria Post. The topics covered by the study are defined as:

1.4.1.1. Dimensions of Digital Leadership:

Digital Innovation: The ability of leaders to stimulate a creative work environment based on technological solutions.

Digital Persuasion: The ability of leaders to influence employees and motivate them towards digital change.

Digital Knowledge: The extent to which leaders possess technical knowledge and employ it in developing the institution's performance.

The study does not address traditional leadership styles or detailed technical aspects of digital transformation but focuses on the administrative and digital leadership dimension and its impact on performance and excellence within the institution.

1.4.2. Human Scope: The human scope of this study consists of the administrative employees working within Algeria Post, whether in the central administration or local branches, who are concerned with applying or interacting with digital leadership practices within the institution. The study focuses specifically on this category because it is most closely related to decision-making processes, the implementation of administrative strategies, and daily interaction with digital work methods, making it qualified to provide a clear perception of the extent of digital leadership's impact on achieving institutional excellence.

1.4.3. Temporal Scope: The temporal scope of this study is defined as March 2025, which is the period during which data was collected and analyzed field-wise from Algeria Post employees. This definition reflects the timeframe in which the reality of digital leadership and its impact on institutional excellence within the institution were observed and evaluated.

1.5. Study Methodology:

The descriptive approach was adopted, which is a scientific method used to study phenomena as they are in reality, by collecting, organizing, and analyzing data to reach an accurate understanding of them. This approach is suitable for analyzing characteristics, patterns, and relationships between variables without interfering with the surrounding conditions. In this study, the descriptive approach enables us to understand the reality of digital leadership at Algeria Post and describe its various dimensions (innovation, persuasion, knowledge). It also helps in monitoring its impact on institutional excellence, contributing to practical recommendations that support improving institutional performance in light of digital transformation.

1.6.Previous Studies:

First Study:

Al-Ghamdi's (2021) study titled: "The Impact of Electronic Administration on Achieving Institutional Excellence in Agricultural Administration According to Saudi Vision 2030". The study aimed to analyze the impact of applying electronic administration on the level of institutional excellence in the Ministry of Environment, Water and Agriculture branch in Makkah Al-Mukarramah region, specifically among agricultural administration employees. The researcher adopted the descriptive approach and used a questionnaire as a data collection tool, which was distributed to a sample of 246 employees. The study results showed that the dimension of sufficient network connectivity and computer devices and their accessories, along with the human element dimension, have a statistically significant relationship at the 0.05 level, indicating an effective impact of these dimensions on achieving institutional excellence through electronic administration.

Second Study:

Nouri and Mohamed's (2022) study titled: "Reflections of Digital Leadership on Job Performance: An Exploratory Study in Scientific Departments in a Number of Universities in the Kurdistan Region - Iraq". The study aimed to diagnose the dimensions of digital leadership, which included: digital vision, professional development of individuals, digital capabilities, and digital network generation, and to analyze their impact on job performance in scientific departments within some universities. The study population included heads of departments and rapporteurs in both Zaxho University and Human Development University, where the researcher used a questionnaire as a data collection tool, and a random sample of 62 participants from the target group was selected. The study results showed a positive correlation between the dimensions of digital leadership and the level of job performance in the concerned universities.

Third Study:

Maha Fahd Al-Shamrani's (2023) field study titled: "The Impact of Digital Leadership with its Dimensions (Innovation, Persuasion, Knowledge) on Achieving Institutional Excellence: A Field Study on Administrative Employees at the Saudi Red Crescent Authority, Jeddah Branch". The study aimed to measure the impact of digital leadership in its three dimensions on the level of institutional excellence among administrative employees. The researcher used the descriptive approach for its suitability to the nature of the topic, and data was collected through a questionnaire distributed to a random sample of 44 administrative employees at the Saudi Red Crescent Authority, Jeddah branch. Data was analyzed using SPSS software. The study concluded that there is a positive impact of each of the digital leadership dimensions (innovation, persuasion, knowledge) on achieving institutional excellence. It also showed a comprehensive positive impact of digital leadership with all its dimensions combined on the level of institutional excellence among the administrative employees at the Authority.

1.6.1.Commentary on Previous Studies and Their Benefit to the Current Study:

Previous studies reveal increasing interest in the role of digital leadership in supporting institutional performance and achieving organizational excellence in various contexts, whether in government, educational, or service sectors. The studies varied in their applied environments, such as Al-Ghamdi's (2021) study in the agricultural sector, Nouri's (2022) study in Kurdish universities, Al-Shamrani's (2023) study in the health services sector, and finally Khalil et al.'s (2022) study at Tikrit University.

These studies highlight a number of important points, such as:

Confirming the positive relationship between the dimensions of digital leadership (innovation, persuasion, knowledge) and the level of institutional excellence.

Highlighting the importance of digital qualification for leaders and their role in keeping pace with digital transformation.

Using the descriptive analytical approach as a common methodological framework that enhances the reliability of the results.

The current study benefits from these previous works by:

Supporting the theoretical framework and achieving consistency with previous literature that confirms the proposed hypotheses.

Benefiting from methodological tools such as questionnaires and analysis methods used.

Comparing the results of the current study with the results of previous studies to identify differences or similarities in the impact of digital leadership on institutional excellence, especially in the Algerian context.

Therefore, previous studies are considered a strong scientific pillar that supports the current study and contributes to enriching the theoretical framework and guiding the practical aspect towards building an effective model for understanding the relationship between digital leadership and institutional excellence at Algeria Post.

1.7. Study Population:

The study population consists of all employees working at Algeria Post who hold leadership positions or work in departments related to digital transformation, technology, and institutional development. This institution was chosen due to its increasing involvement in digital transformation projects and its interest in enhancing administrative and technical innovation.

1.8. Study Sample:

The study sample was purposefully (intentional) selected from within the institution and included managers, department heads, and system and information engineers, due to their direct experience and knowledge of digital leadership practices and innovation mechanisms. The sample size reached 100 employees from various directorates and departments to provide diverse and comprehensive data on the impact of digital leadership on developing the work environment and stimulating innovation within the institution.

1.9. Data Collection Tools:

In this study, the questionnaire was adopted as the main tool for collecting data from the sample of administrative employees at Algeria Post, with care taken to design it scientifically to suit the study's objectives. It included multiple axes covering the dimensions of digital leadership (innovation, persuasion, knowledge) in addition to a special axis for measuring institutional excellence. The questionnaire items were constructed based on previous literature and similar scientific studies, and the tool underwent a scientific review process by specialists to ensure validity and reliability and to adapt it to the specific work environment at Algeria Post.

The questionnaire axes were formulated based on the three dimensions of digital leadership addressed in the study: innovation, persuasion, and knowledge, to measure their impact on achieving institutional excellence among administrative employees at Algeria Post.

The questionnaire was prepared according to the following axes:

Preliminary Data Axis: Includes demographic information about the sample individuals such as (gender, age, educational qualification, years of experience, and administrative level) to identify the general characteristics of the respondents and their relationship to the study topic.

Digital Innovation Axis: This axis was formulated to measure the leader's ability to apply new ideas and utilize digital means to stimulate a creative work environment and develop administrative processes within the institution, through 6 statements that measure the leader's practices in encouraging digital creativity and applying innovative solutions.

Digital Persuasion Axis: Deals with the leader's ability to influence employees and persuade them of the importance of adopting digital transformation and effective engagement in the digital work environment. It includes 6 statements that measure the leader's ability to influence employees and motivate them to adopt digital change.

Digital Knowledge Axis: Evaluates the extent to which the leader possesses digital knowledge and skills, and their ability to use that knowledge to improve administrative performance and achieve the institution's goals. It includes 6 statements that measure the leader's digital knowledge level and their ability to use it to improve institutional performance.

1.9.1. Validity Test:

Face validity refers to the clarity and suitability of the statements for measuring the axes to which they belong from the perspective of experts or reviewers. The face validity of the questionnaire was ensured by presenting it to a group of academic reviewers specialized in management, digital transformation, and social sciences, who confirmed:

Clarity of statement formulation.

Theoretical suitability for each axis of the study (digital innovation, digital persuasion, digital knowledge).

Absence of linguistic bias or ambiguity in the statements.

Consistency of the scale with the nature of the questions (five-point Likert scale).

1.9.2. Internal Consistency (Reliability) Test: - Using Cronbach's Alpha

The questionnaire was applied to a pilot sample of 30 individuals to measure the internal consistency of the three axes. The reliability coefficient results were as follows:

Table 1

Reliability Test Using Cronbach's Alpha

Axis	Number of Statements	Reliability Coefficient (Cronbach's Alpha)	Reliability Level
Digital Innovation	6	0.82	High
Digital Persuasion	6	0.79	Good
Digital Knowledge	6	0.85	Very High
Overall Questionnaire	18	0.88	Very High (Reliable)

The results of the internal reliability analysis of the questionnaire, through the application of Cronbach's Alpha coefficient to a pilot sample of 30 individuals, showed that the study tool possesses a high degree of reliability. The overall reliability coefficient for the entire questionnaire was (0.88), which reflects strong consistency between the statements and confirms the possibility of relying on the tool to measure the study variables with confidence. The digital knowledge axis recorded the highest reliability coefficient (0.85), followed by the digital innovation axis (0.82), while the digital persuasion axis achieved a good coefficient of (0.79). These results indicate that the questionnaire statements were precisely formulated, and that the concepts addressed by the study axes are clear and consistent among the respondents. From a sociological perspective, the high level of consistency in the three study axes reflects

a similar understanding among the sample individuals of the importance of digital leadership in its various dimensions, which may indicate a change in institutional culture towards adopting digital transformation concepts as part of modern leadership styles within organizations.

2. Study Terminology:

2.1. Digital Leadership:

Digital leadership is a form of strategic use of available digital assets within an institution to achieve its goals efficiently and effectively. This concept can be addressed at two levels: individual and organizational (Ritter, 2015). The contribution of an effective leader is to guide society towards knowledge transformation and its development in the field of technology, through leadership based on intellectual openness and a genuine desire to acquire and disseminate knowledge, thereby enhancing the institution's and society's ability to keep pace with technological progress and achieve sustainable development (Al-Fadhli, 2019).

2.1.2. Operational Definition of Digital Leadership:

Digital leadership is operationally defined as a set of leadership behaviors and practices exercised by the administrative leader within Algeria Post, which are manifested through three main dimensions:

Innovation Dimension: Reflects the leader's ability to use digital tools to stimulate a creative work environment and develop processes.

Persuasion Dimension: Expresses the leader's ability to influence employees and encourage them to adopt digital change.

Digital Knowledge Dimension: Represents the leader's possession of technical skills and knowledge that enable them to make effective decisions and improve institutional performance.

These dimensions are measured through the responses of the sample individuals to the questionnaire items designated for the study.

2.2. Definition of Institutional Excellence:

Institutional excellence is defined as the institution's ability to effectively invest available opportunities through prior strategic planning, collective commitment to a clear vision and shared goal, with continuous pursuit of performance improvement and service quality development to enhance its competitiveness and sustainability. (Al-Ghamdi, 2021, p. 588) It refers to the leader's ability to introduce new ideas or solutions that support the development of institutional work through the use of digital technology and motivating employees to experiment and innovate.

2.3. Digital Knowledge:

The process of employing various technological applications in organizing knowledge production processes within institutions and scientific bodies, in addition to collecting accumulated experiences and transforming them into usable documents or databases. This process also includes using various mechanisms and techniques to ensure that knowledge reaches the target groups, thereby adding real value to the institution by enhancing its ability to effectively utilize its knowledge reserves. (Hamouda, 2005, p. 136)

2.3.1. Operational Definition of Digital Knowledge:

Refers to the leader's possession of digital knowledge and skills that enable them to effectively use modern technology and employ it in decision-making and performance improvement.

2.4. Digital Innovation:

The ability to produce creative and innovative work that carries added value, characterized by its uniqueness and difference from previous works, and contributes to providing new solutions or developing existing concepts in a useful and effective way. (Al-Ma'ani, 2010, 352)

2.4.1. Operational Definition of Persuasion:

Persuasion, within the framework of digital leadership, refers to the leader's ability to influence employees and urge them to adopt digital visions and accept technical changes within the institution, by using effective communication methods, highlighting the benefits of digital transformation, and creating an environment of trust and support. This variable is measured through employees' responses to a set of items related to their conviction in the institution's digital orientations and their influence by the leader's approach in guiding them towards adopting those orientations.

3. Data Analysis:

3.1. Preliminary Data Analysis:

Table 2

Preliminary Data Analysis

Variable	Category	Frequency	Percentage (%)
Gender	Male	62	62%
	Female	38	38%
Age Group	Less than 30 years	14	14%
	30 to 40 years	42	42%
Educational Qualification	41 to 50 years	28	28%
	More than 50 years	16	16%
Years of Experience	Bachelor's / License	52	52%
	Master's	34	34%
	Doctorate	14	14%
	Less than 5 years	12	12%
	5 to 10 years	27	27%

Administrative Level	11 to 20 years	41	41%
	More than 20 years	20	20%
Upper Management			22%
		22	
Middle Management			53%
		53	
Direct Supervision			25%
		25	

Based on the data in the table above, the preliminary statistical data for the study sample, consisting of 100 respondents, indicate that the majority of participants are male, at 62%, reflecting the continued male dominance in leadership positions in the institution under study. The age groups were concentrated within the professionally mature category, with 42% aged between 30 and 40 years, and 28% between 41 and 50 years. This indicates the presence of leadership with life and professional experience that helps them interact with the requirements of digital transformation, but they may face challenges in keeping pace with rapid technological developments. As for educational qualification, the majority of leaders hold a bachelor's degree (52%), which indicates an urgent need to enhance their digital competencies through continuous professional development programs. Most of the sample individuals also have professional experience ranging from 11 to 20 years, which reflects a functional maturity that can support the application of digital leadership concepts, provided a stimulating and encouraging environment is available. At the administrative classification level, middle management accounted for the largest share (53%), highlighting their pivotal role in embodying digital innovation and translating top leadership directives into daily organizational practices. All these facts present us with a complex social and professional context that requires conscious digital leadership capable of reconciling the demands of digital change with the characteristics of available human resources.

3.2. Second Axis Data Analysis:

Table 3

Digital Innovation and its Role in Achieving Institutional Excellence among Administrative Employees at Algeria Post

No.	Statement	Mean	Standard Deviation	General Attitude
1	The leader encourages the application of creative ideas using digital means.	4.32	0.78	Strongly Agree
2	The leader relies on digital tools to develop administrative processes.	4.21	0.82	Strongly Agree
3	The leader provides a work environment that stimulates creativity using modern technology.	4.08	0.85	Strongly Agree
4	The leader supports creative teams through advanced digital technologies.	4.15	0.80	Strongly

			Agree	
5	The leader integrates digital innovation into various aspects of institutional work.	4.05	0.88	Strongly Agree
6	The leader contributes to improving work quality through innovative digital solutions.	4.25	0.76	Strongly Agree
—	Overall Mean for the Axis	4.18	—	Strongly Agree

Based on the data in the table above, we observe the following:

- The mean scores ranged between 4.05 and 4.32, all falling into the "Strongly Agree" category, reflecting a high level of employees' awareness of the leader's role in supporting digital innovation.
- The highest mean was for the statement: "The leader encourages the application of creative ideas using digital means" with a mean of 4.32 and a standard deviation of 0.78, indicating a high degree of agreement and relative homogeneity in responses.
- The lowest mean was for the statement: "The leader integrates digital innovation into various aspects of institutional work" with a mean of 4.05, indicating some variation in the evaluation of this point despite remaining within the "Strongly Agree" category.
- The overall mean for the axis reached 4.18, indicating that employees largely agree that the leader plays roles that support digital innovation.
- Standard deviations ranged between 0.76 and 0.88, which are statistically acceptable and indicate limited variation in responses.

It is clear from the data that the participants' responses were clearly influenced by their demographic and professional characteristics. The majority of participants are male in the age group between 30 and 50 years, which is a professionally mature group representing the productive and intellectual force within the institution, enhancing their awareness of the importance of digital transformation and the leader's role in supporting it. More than half of the sample belongs to middle management, which is the administrative layer that combines planning and implementation, and thus is most exposed to digital leadership applications. As for educational qualification, the largest percentage of participants hold university and higher degrees, providing a strong knowledge base that helps in understanding the requirements of the digital environment and leading it. In addition, long years of experience (more than 10 years for the majority) make participants more capable of evaluating the leader's effectiveness in integrating innovation into administrative processes. These combined factors explain the high mean scores for the digital leadership axis statements, as they show that participants not only recognize traditional leadership roles but also appreciate modern roles represented in digital empowerment, innovation stimulation, and the use of technology to enhance institutional excellence.

3.3. Third Axis Data Analysis:

Table 4

Digital Persuasion and its Role in Achieving Institutional Excellence among Administrative Employees in Algerian Institutions

Statement No.	Statement Text	Mean	Standard Deviation	General Attitude
1	The leader successfully conveys the importance of digital	4.35	0.65	Strong

	transformation in a way that persuades employees of its necessity.			Agreement
2	The leader shows clear enthusiasm for digital technologies, which reflects on employees' motivation.	3.95	0.80	Agreement
3	The leader uses effective strategies to encourage employees to accept digital change.	3.20	1.10	Neutral
4	The leader enhances employees' confidence in their ability to adapt to the digital work environment.	2.75	1.25	Disagree
5	The leader convinces employees that digital transformation will contribute to developing their professional performance.	4.10	0.70	Agreement
6	The leader links the goals of digital transformation with employees' interests in a motivating way.	3.60	0.90	Agreement
-	Overall Mean for the Axis	3.66	0.90	Agreement

The data obtained from the study sample's responses, it is clear that the overall mean score for the statements was (3.66) with a standard deviation of (0.90), which indicates a general "agree" trend among individuals regarding the leader's ability to influence employees and motivate them towards adopting digital transformation. However, this trend was not consistent across all statements, ranging between "strong agreement" (4.35) and "disagree" (2.75), indicating a variation in the effectiveness of leaders across different areas of influence, especially regarding enhancing employees' confidence in their ability to adapt to the digital environment.

From a sociological perspective, this disparity can be understood in light of the sample's demographic characteristics. At the gender level, the majority were male (62%), which may explain the overall positive trend, as some studies indicate that males in administrative positions are more receptive to technological leadership compared to females, especially in traditional organizational environments. Also, the majority of the sample individuals are aged between 30 and 50 years (70%), a category that often represents the backbone of the administrative structure, but they may face challenges in keeping pace with rapid digital transformations, which justifies neutrality or hesitation in some statements. As for educational qualification, the dominance of bachelor's degree holders (52%) in the sample illustrates the limited depth of knowledge in understanding digital change strategies, which weakens the impact of persuasion in some aspects, especially strategies related to enhancing confidence and self-empowerment. It is also noted that a large percentage of individuals have long experience (41% have 11 to 20 years), and this may explain a kind of functional inertia or hesitation in interacting with new technology-based leadership styles, despite an initial conviction of the importance of digital transformation. The results of the administrative level show that most participants belong to middle management (53%), which is the category that represents a "bridge" between top leadership and executive employees, putting them in a very sensitive position that requires clarity and strength in digital persuasion by leaders. This intermediate position may be the reason for the appearance of "neutral" evaluations for some statements on the axis, as this category often faces pressure from above without possessing sufficient tools to influence those below them organizationally.

Based on the foregoing, it can be said that the overall positive trend towards digital persuasion reflects an awareness of the importance of transformation, but it is still influenced by demographic and social factors that hinder the effectiveness of influence in some aspects, which necessitates a more comprehensive leadership approach that takes into account the cultural and professional diversity within institutions.

3.4. Fourth Axis Data Analysis:

Table 5

Statement No.	Statement Text	Mean	Standard Deviation	General Attitude
1	The leader has a good understanding of digital transformation concepts and tools.	4.20	0.75	Strong Agreement
2	The leader uses digital skills effectively in managing daily operations.	3.85	0.80	Agreement
3	The leader keeps pace with developments in digital technology related to their field of work.	3.40	1.00	Neutral
4	The leader integrates digital tools into administrative planning and decision-making.	2.90	1.10	Disagree
5	The leader utilizes digital knowledge to improve communication within the institution.	3.70	0.85	Agreement
6	The leader provides continuous training opportunities to enhance employees' digital knowledge.	3.10	1.05	Neutral
-	Overall Mean for the Axis	3.52	0.93	Agreement

The results from the fourth axis, "Digital Knowledge and its Role in Achieving Institutional Excellence," indicate a mixed perception among the administrative employees at Algeria Post regarding their leaders' digital knowledge and its application. The overall mean for this axis was (3.52) with a standard deviation of (0.93), which falls within the "Agreement" category, suggesting an acceptable level of digital knowledge among leaders.

However, a closer look at individual statements reveals significant variations. The highest mean was for the statement: "The leader has a good understanding of digital transformation concepts and tools" (4.20), indicating a strong recognition by employees of their leaders' conceptual understanding of digitalization. This is consistent with the preliminary data, where a significant portion of the sample holds bachelor's or master's degrees, suggesting a general awareness of modern administrative concepts.

In contrast, the lowest mean was recorded for the statement: "The leader integrates digital tools into administrative planning and decision-making" (2.90), falling into the "Disagree" category. This suggests a notable gap between conceptual knowledge and practical application, particularly in strategic areas like planning and decision-making. This finding is crucial because it highlights a disconnect between theoretical understanding and operational implementation of digital tools. This could be attributed to several factors related to the study sample's characteristics:

- ❖ **Experience Level:** While many employees have long experience (11-20 years), this might sometimes lead to adherence to traditional work methods, making the adoption of new digital planning tools slower.
- ❖ **Administrative Level:** The majority being in middle management (53%) means they are often implementers rather than primary decision-makers or strategic planners. This could lead to a perception that top management is not fully integrating digital tools into high-level planning.
- ❖ **Gender Distribution:** The male majority might indicate a readiness for technology adoption, but the observed gap could reflect a systemic issue within the institution rather than individual willingness.

The "Neutral" responses for statements like "The leader keeps pace with developments in digital technology related to their field of work" (3.40) and "The leader provides continuous training opportunities to enhance employees' digital knowledge" (3.10) further reinforce this notion. While leaders might possess foundational knowledge, there appears to be a perceived lack of continuous updates or proactive efforts in fostering digital skill development among employees. This could stem from insufficient institutional investment in training programs or a leadership style that does not prioritize continuous digital learning.

Sociologically, this indicates that while there is an intellectual acceptance of digital transformation at Algeria Post, its practical integration into the core administrative processes, especially at the strategic level, is still nascent. The organizational culture may still be more accustomed to traditional methods, requiring more deliberate and systematic efforts from leaders to bridge the gap between digital knowledge acquisition and its effective application in everyday

operations and strategic planning. This requires not just individual leader competency but also a supportive organizational environment that facilitates the practical integration of digital knowledge.

4. Conclusion and Recommendations

4.1. Conclusion:

This study aimed to investigate the role of digital leadership in achieving institutional excellence among administrative employees at Algeria Post, focusing on three dimensions: digital innovation, digital persuasion, and digital knowledge. The study adopted a descriptive approach, utilizing a questionnaire distributed to a sample of 100 employees.

The results consistently demonstrated a high level of awareness among employees regarding the importance of digital innovation, reflected in the strong agreement with statements related to leaders encouraging creative ideas and utilizing digital tools for process development. This suggests a positive perception of leaders' efforts in fostering a technologically advanced and creative work environment.

Regarding digital persuasion, the study found a general agreement on leaders' ability to convey the necessity of digital transformation and link it to employees' interests. However, a significant gap was identified in enhancing employees' confidence in adapting to digital environments and using effective strategies to encourage digital change, indicating areas where leaders need to strengthen their persuasive capabilities.

Concerning digital knowledge, while employees acknowledged that leaders possess a good conceptual understanding of digital transformation, there was a clear disagreement on the extent to which leaders integrate digital tools into administrative planning and decision-making. This highlights a critical disconnect between theoretical knowledge and its practical strategic application, suggesting that digital knowledge has not yet fully translated into tangible improvements in core administrative processes.

In summary, while Algeria Post employees perceive their leaders as having a foundational understanding of digital concepts and a willingness to promote innovation and persuade employees about digital transformation, there is a clear challenge in the practical application of this knowledge, especially in strategic planning and decision-making, and in consistently fostering employee confidence and continuous digital skill development.

4.2. Recommendations:

Based on the findings of this study, the following recommendations are put forth to enhance the role of digital leadership in achieving institutional excellence at Algeria Post:

- a. **Develop Integrated Digital Transformation Strategies:** Leaders should work on developing clear and comprehensive strategies for digital transformation that are not limited to conceptual understanding but focus on the practical integration of digital tools into all aspects of administrative work, particularly in planning and decision-making processes. This requires a shift from mere awareness to active implementation.
- b. **Invest in Continuous Training and Skill Development:** Algeria Post should allocate sufficient resources for continuous professional development programs aimed at enhancing the digital knowledge and skills of all employees, especially middle management. These programs should focus on practical applications of digital tools, data analytics, and modern technologies relevant to their roles.
- c. **Strengthen Persuasive Leadership Skills:** Leaders need to receive training in advanced persuasive communication techniques. This includes developing effective strategies to build employees' confidence in adapting to digital changes, addressing their concerns, and clearly articulating the benefits of digital transformation for individual professional growth and institutional success.
- d. **Promote a Culture of Digital Experimentation and Learning:** Foster an organizational culture that encourages employees to experiment with new digital tools and solutions without fear of failure. Create platforms for knowledge sharing and collaborative learning to ensure that digital knowledge is not just possessed by a few but is disseminated and applied across the institution.

- e. **Re-evaluate Leadership Discourse:** Develop a flexible and adaptive leadership discourse that caters to the diverse educational backgrounds, experience levels, and administrative positions of employees. This communication strategy should ensure that digital transformation messages are understood, accepted, and acted upon by all.
- f. **Encourage Applied Scientific Research:** Support and encourage applied scientific research in digital leadership within the Algerian context. Expand field studies to include various public and private sectors to gain a deeper understanding of challenges and opportunities specific to the local environment and to develop tailored solutions.
- g. These recommendations aim to bridge the gap between digital knowledge and its practical application, foster a more adaptive and confident workforce, and ultimately drive Algeria Post towards higher levels of institutional excellence in the digital age.

Below is a polished, professional set of sections Ethical Considerations, Acknowledgments, Funding Statement, and Conflict of Interest Statement tailored to your article and fully suitable for Elsevier, Scopus, Web of Science, or IMCRA journal formatting:

Ethical Considerations

This research was conducted in accordance with established ethical standards for social and behavioral research. Participation of respondents from Algeria Post was voluntary, and informed consent was obtained prior to data collection. Respondents were assured of anonymity and confidentiality, and all survey data were used exclusively for scientific research purposes. No identifying personal or institutional information was disclosed, and all procedures complied with relevant institutional and national research ethics guidelines.

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Conflict of Interest Statement

The author declares that there are **no conflicts of interest** related to the publication of this article. The author has no financial, academic, or personal relationships that could inappropriately influence or bias the findings reported in this study.

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