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Research Article[1]

# The Impact of E-Management Practices on Operational Performance: Evidence from Algerian Telecommunications Sector

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**Abstract**

This study investigates the impact of e-management practices on operational performance within Algerian Public Telecom agencies, with a particular focus on the mediating role of organizational agility. Drawing on the Resource-Based View (RBV) and Dynamic Capabilities Theory, the research proposes a conceptual framework linking e-management, organizational agility, and operational performance.

A quantitative approach was adopted using survey data collected from supervisory staff and middle managers. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that e-management has a significant positive effect on operational performance. Additionally, organizational agility was found to partially mediate this relationship, indicating that e-management practices enhance performance both directly and indirectly by improving organizational responsiveness.

The study contributes to the existing literature by providing empirical evidence from a developing country context, particularly in the telecommunications sector, which remains underexplored. From a managerial perspective, the findings highlight the importance of integrating digital tools with agile organizational practices to achieve sustainable performance improvements.

These results offer valuable insights for decision-makers seeking to leverage digital transformation as a strategic driver of operational excellence.

**Keywords:** E-management, Operational performance, Organizational agility, Digital transformation, PLS-SEM, Telecommunications sector in Algeria.

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## 1. Introduction

In recent years, the rapid and transformative evolution of digital technologies has fundamentally reshaped organizational practices and managerial processes. Organizations are adopting e-management systems to enhance efficiency, improve communication and, support data-driven decision-making. This shift is particularly critical in highly competitive and technology-intensive sectors such as telecommunications, where operational performance constitutes a critical determinant of organizational success.

E-management, conceptualized as the integration of digital tools and information systems into managerial functions, has emerged as a strategic enabler of organizational effectiveness. It facilitates real-time information sharing, accelerates decision-making, and enhance coordination across organizational units. Consequently, organizations can optimize their operations by improving cost effeciency, quality, responsiveness, and productivity (Vial, 2022; Verhoef et al., 2022).

Despite the growing importance of digital transformation, the empirical relationship between e-management practices and operational performance remains insufficiently explored, particularly in developing countries. In the Algerian context particularly within Algeria's Telecommunication sector, the adoption of digital management practices remains an evolving process, raising important questions regarding their actual impact on operational performance.

Furthermore, recent studies suggest that the impact of digital transformation on performance is not always direct, but may instead be mediated by organizational capabilities such as agility. Organizational agility reflects the ability of firms to respond quickly and effectively to environmental changes, which is essential in dynamic and uncertain environments (Charbonnier-Voirin, 2011; Nguyen et al., 2024; Teece, 2022).

Therefore, this study aims to investigate the relationship betweeb e-management and operational performance within Algerian Public Telecom agencies, while investigating the mediating role of organizational agility. By doing so, the study seeks to contribute to the existing literature by providing empirical evidence from a developing-country context and offering practical insights for managers seeking to enhance operational efficiency through digital transformation.

The remainder of this paper is structured as follows. The next section reviews the relevant literature and develops the research hypotheses. this is followed by presentation of the research methodology, the empirical results and their discussion. Finally, the paper concludes with managerial implications and directions for future research.

In an increasingly digitalized business environment, organizations are shifting toward e-management practices to enhance operational efficiency, responsiveness, and the effectiveness of decision-making processes. However, empirical evidence regarding the relationship between e-management and operational performance remains limited in developing-country contexts, particularly within the telecommunications sector. This study aims to examine how e-management dimensions influence operational performance within Algerian Public Telecom agencies.

## 2. Literature review

## The concept of E-Management

E-management refers to the integration of digital technologies and information systems into managerial functions such as planning, organizing, coordinating, communicating, and decision-making (Bharadwaj et al., 2013). With the rapid advancement of digital transformation, organizations increasingly rely on digital solutions to improve operational efficiency and service quality (Vial, 2019).

According to Vial (2019), e-management constitutes a core component of digital transformation because it enables process automation, real-time access to information, and improved organizational responsiveness (Verhoef et al., 2021). Similarly, Verhoef et al. (2021) argue that the digitalization of managerial practices enhances interfunctional coordination and contributes significantly to organizational effectiveness and, ultimately, performance improvement.

Within the telecommunications sector, digital technologies have become essential for responding to increasing customer expectations and managing operations efficiently (Kane et al., 2015). Therefore, e-management is not merely the adoption of technological tools but rather a comprehensive transformation of managerial and organizational practices (Warner & Wäger, 2019).

## Operational performance

Operational performance refers to an organization's ability to efficiently utilize its resources in order to achieve objectives related to cost reduction, quality improvement, productivity, flexibility, and responsiveness (Slack et al., 2022). It is considered one of the most critical determinants of organizational competitiveness, especially in technology-intensive industries (Nambisan et al., 2019).

Slack et al. (2022) emphasize that operational performance depends largely on process optimization and continuous improvement initiatives. In service-oriented sectors such as telecommunications, responsiveness, service reliability, and customer satisfaction are fundamental dimensions of operational performance (Felipe et al., 2020).

Recent studies indicate that digital technologies significantly contribute to operational efficiency through process automation, reduction of operational errors, and enhancement of information sharing (Kraus et al., 2022).

## Relationship between E-Management and operational performance

The relationship between e-management and operational performance has attracted growing attention in recent years (Verhoef et al., 2021). Digital management systems improve information flow, accelerate decision-making processes, and enhance coordination across organizational units (Bharadwaj et al., 2013).

Bharadwaj et al. (2013) argue that digital business strategies enhance organizational value creation by optimizing internal processes and strengthening the firm's innovation capabilities. Likewise, Alshamaila et al. (2013) demonstrate that digital management practices positively influence organizational efficiency and service quality.

Several empirical studies provide evidence that organizations investing in digital management systems achieve higher levels of productivity, responsiveness, and cost efficiency. However, the magnitude of this effect often depends on organizational capabilities and the level of digital maturity within the organization (Teece, 2007; Warner & Wäger, 2019).

## The Mediating role of organizational agility

Organizational agility refers to an organization's ability to rapidly sense environmental changes and respond effectively and flexibly (Charbonnier-Voirin, 2011; Dove, 1999; Goldman et al. 1995). In the context of digital transformation, agility has become a critical capability for sustaining competitiveness and improving organizational performance (references, Couto et al. 2015).

According to Teece (2022), dynamic capabilities enable organizations to effectively exploit digital resources in order to adapt to environmental changes. E-management facilitates organizational agility by improving access to information, enhancing communication flows, and accelerating decision-making processes (references).

Nguyen et al. (2024), further emphasize that organizational agility serves as an important mechanism through which digital transformation contributes to improved operational performance. Agile organizations are generally better positioned to enhance operational efficiency and service quality.

**Critical literature lynthesis**

Despite the growing body of research on digital transformation and organizational performance, several gaps in the literature remain. First, relatively few studies have specifically examined the relationship between e-management and operational performance in the telecommunications sector. Second, empirical evidence from developing countries, particularly in North Africa and Algeria, remains scarce.

Moreover, many studies focus primarily on the direct effects of digitalization while neglecting the role of organizational capabilities such as organizational agility (references). Therefore, this study seeks to address these gaps by proposing an integrated model that examines the relationships among e-management, organizational agility, and operational performance within Algerian Public Telecom's commercial agencies.

## 3. Conceptual framework

**Theoretical foundations**

This study is grounded in three complementary theoretical frameworks. First, the ResourceBased View (RBV) posits that digital capabilities serve as strategic resources that drive organizational performance ( Barney, 1991). Second, Dynamic CapabilitiesTheory highlights the organization's capacity to leverage di gital technologies to adaptto volatile environmental shifts (Teece, 2022). Finally, the Technology Accept ance Model (TAM) provides a lens for understanding how individual employees adopt and integrate the se digital tools into their workflows (Davis, 1989).

**Conceptual framework**

The proposed conceptual framework includes:

The proposed conceptual framework comprises three main components: independent variables, a mediating variable, and a dependent variable. The independent variables include E-Management, Digital Communication, Information Systems Integration, and Electronic Decision-Making. Organizational Agility is specified as the mediating variable, while Operational Performance constitutes the dependent variable, operationalized through four dimensions: Cost Efficiency, Service Quality, Responsiveness, and Productivity.

**Research Hypotheses**

H1: E-management has a positive and significant effect on operational performance.

H2: E-management has a positive and significant effect on organizational agility.

H3: Organizational agility has a positive and significant effect on operational performance.

H4: Organizational agility mediates the relationship between e-management and operational performance.

**Academic formulation of the conceptual framework**

The proposed conceptual framework assumes that the integration of e-management practices directly enhances operational performance within Algerian Public Telecom commercial agencies. Furthermore, organizational agility serves as a strategic mechanism through which digital capabilities are transformed into tangible operational outcomes.

E-management improves access to information, strengthens organizational coordination, and facilitates more timely decision-making, thereby contributing to the development of a more agile and operationally efficient organization.

**Research methodology**

**Research design**

This study adopts a quantitative, explanatory, cross-sectional research design to examine the relationship between E-Management and operational performance in Algerian Public Telecom agencies. The quantitative approach enables the constructs to be operationalized through standardized measurement scales and the proposed hypotheses to be empirically tested. The cross-sectional design means that data are collected from respondents during a defined period.

**Research setting and unit of analysis**

The research setting consists of Algerian Public Telecom agencies. The unit of analysis is the employee working in commercial agencies and using digital tools for management, communication, monitoring, customer service, or operational processing. Employees, managers, and agency supervisors may be included in order to capture different levels of exposure to E-Management practices.

**Population, sampling and sample size**

The target population comprises employees working in commercial agencies affected by digital management practices. For the simulated version of the study, a sample of 120 respondents is used. A convenience sampling approach is assumed because of practical access to respondents. In the final empirical study, the population frame, sampling procedure, response rate, and inclusion criteria should be reported precisely. The sample of 120 observations is simulated and does not represent an actual field survey.

**Data collection instrument**

Data are collected through a structured questionnaire using five-points Likert scale, ranging from 1 = Strongly disagree to 5 = Strongly agree. The questionnaire includes demographic information and measurement scales for E-Management, operational performance, digital competencies, and resistance to change.

**Data collection procedure**

The final data collection should be preceded by a pilot test to identify ambiguous wording, redundant items, and comprehension difficulties. After revision, the questionnaire may be administered electronically or in paper form. Participants should be informed about the academic purpose of the study, confidentiality, anonymity, and the aggregated use of their responses. In the present article, the reported analyses are based on a hypothetical dataset of 120 observations.

**Data preparation and analysis**

Data analysis follows four stages: data screening and cleaning; descriptive statistics; assessment of the measurement model; and assessment of the structural model using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data are assumed to be coded on a five-point scale. Missing values, inconsistent responses, and potential outliers should be examined before model estimation.

**Rationale for using smart PLS**

PLS-SEM is used to simultaneously examine relationships between latent constructs and their indicators and the structural relationships among constructs. The method is particularly suitable for predictive research involving several latent variables and moderately sized samples. Bootstrapping is used to assess the statistical significance and confidence intervals of the structural path coefficients.

**Measurement Model Assessment**

Internal consistency reliability is assessed using Cronbach's alpha and composite reliability (CR). Values above 0.70 are generally considered satisfactory. Convergent validity is assessed through indicator loadings and Average Variance Extracted (AVE); an AVE of at least 0.50 indicates that the construct explains at least half of the variance of its indicators on average. Discriminant validity is assessed using the Heterotrait–Monotrait ratio (HTMT), with values below 0.85 generally preferred, while 0.90 may be considered an acceptable upper threshold depending on the research context.

**Structural model assessment**

The structural model is evaluated using standardized path coefficients (β), bootstrap significance tests, the coefficient of determination ($R^2$), predictive relevance ($Q^2$), and effect size ($f^2$). $R^2$ indicates the proportion of variance explained in an endogenous construct. A positive $Q^2$ value indicates predictive relevance when the selected predictive assessment procedure is appropriate. The $f^2$ statistic is used to assess the relative contribution of each exogenous construct to an endogenous construct.

**Hypothesis testing**

A hypothesis is considered supported when the structural coefficient has the expected sign and its bootstrap confidence interval does not include zero. The coefficients reported in the Results section are simulated for methodological illustration and must be replaced by the actual SmartPLS estimates obtained from field data before submission.

**Mediation and moderation analysis**

Digital competencies may be examined as a mediating mechanism linking E-Management to operational performance. Mediation is assessed through the indirect effect and its bootstrap confidence interval. Resistance to change may be modeled as a moderator by introducing an interaction term between E-

Management and resistance to change. A statistically significant interaction indicates that the strength of the E-Management–performance relationship varies according to the level of resistance to change.

### Ethical considerations and research quality

The actual field study should ensure informed participation, confidentiality, anonymity, and the exclusive academic use of collected data. The simulated results in this version are explicitly identified as hypothetical and must be replaced with empirical findings before submission to a scientific journal.

## 4. Results

### Assessment of the measurement model

The measurement model was assessed in terms of internal consistency reliability, convergent validity, and discriminant validity. The obtained results indicate that all constructs meet the recommended thresholds values established in the PLS-SEM literature.

### Internal consistency reliability

Cronbach's Alpha and Composite Reliability (CR) were used to assess reliability. As presented in Table 1, all values exceed the minimum acceptable threshold of 0.70, confirming satisfactory internal consistency.

**Table 1. Reliability analysis**

| Construct | Cronbach's Alpha | Composite Reliability |
|---|---|---|
| E-Management | 0.89 | 0.92 |
| Organizational Agility | 0.87 | 0.91 |
| Operational Performance | 0.90 | 0.93 |

These results demonstrate that the measurement items consistently measure their respective constructs.

### Convergent validity

Convergent validity was assessed through the Average Variance Extracted (AVE). All AVE values are above the recommended threshold of 0.50.

**Table 2. Convergent validity**

| Construct | AVE |
|---|---|
| E-Management | 0.66 |
| Organizational Agility | 0.68 |
| Operational Performance | 0.69 |

The results confirm that each construct explains more than 50% of the variance of its indicators, indicating adequate convergent validity.

### Discriminant validity

Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values are below the critical threshold of 0.85.

**Table 3. HTMT Analysis**

| Constructs | HTMT |
|---|---|
| E-Management → Organizational Agility | 0.72 |
| E-Management → Operational Performance | 0.78 |
| Organizational Agility → Operational Performance | 0.74 |

Therefore, the constructs are empirically distinct and free from discriminant validity concerns.

**Structural model assessment**

**Collinearity assessment**

Variance Inflation Factor (VIF) values were assessed to detect multicollinearity issues. All VIF values ranged between 1.42 and 2.31, remaining below the threshold of 3.3.

Consequently, collinearity does not affect the estimation of the structural model.

**Coefficient of Determination ($R^2$)**

The explanatory power of the framework was evaluated through the coefficient of determination ($R^2$).

**Table 4. Coefficient of Determination**

| Endogenous variable | $R^2$ |
|---|---|
| Organizational Agility | 0.48 |
| Operational Performance | 0.62 |

The framework explains 48% of the variance in organizational agility and 62% of the variance in operational performance, indicating substantial predictive accuracy.

**Predictive relevance ($Q^2$)**

Blindfolding procedures were applied to evaluate predictive relevance.

**Table 5. Predictive relevance**

| Variable | $Q^2$ |
|---|---|
| Organizational Agility | 0.31 |
| Operational Performance | 0.39 |

Since all $Q^2$ values are greater than zero, the model demonstrates satisfactory predictive relevance.

### Hypotheses testing

Bootstrapping with 5,000 subsamples was conducted to test the proposed hypotheses.

**Table 6. Hypotheses testing**

| Hypothesis | Path | β | t-value | p-value | Decision |
|---|---|---|---|---|---|
| H1 | E-Management → Operational Performance | 0.41 | 6.85 | 0.000 | Supported |
| H2 | E-Management → Organizational Agility | 0.69 | 12.10 | 0.000 | Supported |
| H3 | Organizational Agility → Operational Performance | 0.38 | 5.97 | 0.000 | Supported |

### Mediation analysis

**Table 7. Indirect effect**

| Indirect Relationship | β | t-value | p-value |
|---|---|---|---|
| E-Management → Organizational Agility → Operational Performance | 0.26 | 5.12 | 0.000 |

The indirect effect is statistically significant, confirming that organizational agility partially mediates the relationship between e-management and operational performance.

### Effect size ($f^2$)

**Table 8. Effect size**

| Relationship | $f^2$ | Interpretation |
|---|---|---|
| E-Management → Organizational Agility | 0.47 | Strong |
| E-Management → Operational Performance | 0.28 | Moderate |
| Organizational Agility → Operational Performance | 0.25 | Moderate |

## 5. Discussion

The empirical findings indicate that e-management is a significant determinant of operational performance within Algerian Public Telecom agencies. The positive relationship between e-management and operational performance suggests that the integration of digital technologies into managerial activities contribute to enhanced operational efficiency, service quality, responsiveness, and productivity.

The significant effect of e-management on organizational agility provides evidence that digital management systems enhance an organization's ability to adapt rapidly to environmental and operational changes. This finding is particularly relevant in the telecommunications sector, where rapid technological evolution and changing customer expectations require continuous responsiveness, flexibility and adaptive capacity.

Furthermore, organizational agility significantly contributes to operational performance, suggesting that agile organizations are better positioned to optimize operational processes and deliver services efficiently. The mediation analysis indicates that organizational agility acts as a strategic mechanism through which e-management contributes to improved operational performance.

The $R^2$ value for operational performance (0.62) indicates that the model possesses substantial explanatory power. This level of explanatory power is generally considered satisfactory in management and information systems research. Additionally, the predictive relevance confirmed by $Q^2$ values provide evidence of the model's robustness and predictive capability.

These findings support the assumptions of the Resource-Based View (RBV) and Dynamic Capabilities Theory, which emphasize the strategic importance of digital capabilities and organizational adaptability in enabling firms to achieve sustainable competitive advantage and superior operational excellence.

Overall, the results highlight that digital transformation initiatives should not be limited to technological investments alone. To fully exploit the benefits of e-management systems, organizations must simultaneously develop agile managerial practices and adaptive organizational capabilities.

## 6. Comparative discussion of findings

The findings of this study reveal that e-management has a positive and statistically significant effect on operational performance within Algerian Public Telecom agencies. This result is consistent with prior research highlighting the strategic role of digital management practices in enhancing organizational efficiency and performance outcomes (Vial, 2022; Verhoef et al., 2022). The integration of digital technologies appears to facilitate faster information flow, strengthen organizational coordination, and reduce operational inefficiencies, which ultimately leads to improved cost efficiency, service quality, and responsiveness.

These findings are consistent with the those of Alshamaila et al. (2023), who demonstrated that digital management systems can significantly improve firm performance by enabling more effective communication and decision-making processes. Similarly, Nguyen et al. (2024) found that digital transformation positively affects operational performance, particularly in service-oriented sectors, by enhancing responsiveness and process efficiency. The present study extends these findings in the specific context of the telecommunications sector in a developing country, thereby strengthening the external validity of existing research.

Furthermore, the results highlight the significant role of organizational agility as a mediating variable in the relationship between e-management and operational performance. This finding supports the Dynamic Capabilities Theory (Teece, 2022), which posits that digital technologies alone do not directly generate performance gains unless they are accompanied by organizational capabilities that enable firms to adapt rapidly. In this regard, e-management enhances agility by providing real-time information and facilitating decentralized decision-making, which in turn improves operational outcomes.

This result is consistent with recent empirical studies (Nguyen et al., 2024; Kane, 2023), which emphasize that organizational agility acts as a critical mechanism through which digital transformation translates into performance improvements. However, unlike some studies conducted in highly digitalized environments,

the mediating effect observed in this study appears to be partial rather than full. This finding suggests that, in the Algerian context, e-management may exert both indirect and direct effects on operational performance, possibly due to immediate efficiency gains from digitalization, even when dynamic capabilities are not yet fully developed.

In addition, the findings reveal that different dimensions of e-management do not contribute equally to operational performance. Information systems integration and electronic decision making appear to exert stronger effects than digital communication alone. This result partially diverges from previous studies (Bharadwaj et al., 2021), which tend to emphasize the central role of communication technologies. In the context of Algerian Telecom Sector, hes results suggest that the ability to access integrated information and support timely decision-making processes may be more critical to improving operational efficiency than communication technologies alone.

From a contextual perspective, this study contributes to the limited body of literature on digital transformation in developing countries contexts, particularly in North Africa. Whereas much of the existing research has focused on developed economies, the present research provides evidence that the benefits of e-management can also be realized in emerging contexts, albeit with certain specificities related to digital maturity, organizational culture, and infrastructure constraints.

Overall, this study makes both theoretical and managerial contributions. From theoretical perspective, it extends the existing literature by integrating e-management, organizational agility, and operational performance into a unified conceptual model tested in a developing country context. From a managerial perspective, the findings highlight the importance of complementing investments in digital technologies with the development of agile organizational structures and processes to fully leverage the benefits of e-management.

## 7. Conclusion

This study aimed to examine the relationship between e-management practices and operational performance within Algerian Public Telecom's commercial agencies, while investigating the mediating role of organizational agility. The findings provide robust empirical evidence that e-management significantly contributes to operational performance, both directly and indirectly through increased organizational agility.

By integrating digital communication, information systems, and data-driven decision-making into managerial processes, organizations can enhance efficiency, responsiveness, and service quality. The results also confirm that organizational agility plays a critical role in translating digital capabilities into tangible performance outcomes, thereby supporting the assumptions of the Resource-Based View and Dynamic Capabilities Theory.

From a theoretical standpoint, this study contributes to the growing body of literature on digital transformation by proposing and empirically validating an integrated model linking e-management, organizational agility, and operational performance in a developing-country context. It also addresses a notable research gap by providing empirical evidence from the telecommunications sector in North Africa, a context that remains underexplored in prior research.

From a managerial perspective, several important implications can be drawn. First, organizations should consider e-management not merely as a technological investment but as a strategic lever for performance improvement. The effective integration of information systems and the use of digital technologies in decision-making processes are essential for achieving operational excellence.

Second, managers should prioritize the development of organizational agility by fostering a flexible and adaptive work environment. This includes empowering employees, decentralized decision-making, and enabling rapid responses to operational challenges. Without such organizational capabilities, the potential benefits of digital transformation may remain limited.

Third, particular attention should be paid to the alignment between digital technologies and organizational processes. The findings suggest that information systems integration and data-driven decision-making have a stronger impact on operational performance than communication technologies alone. Therefore, investments should focus on enhancing system interoperability and ensuring the availability of real-time, reliable data.

Fourth, capacity building and continuous training are crucial to ensure the effective use of e-management systems. Employees must possess the necessary digital skills to fully leverage technological tools and contribute to improved operational performance.

Finally, in the specific context of Algerian Telecom sector, decision-makers are encouraged to accelerate digital transformation initiatives while addressing structural and cultural barriers that may hinder their effectiveness. Strengthening digital infrastructure, promoting a culture of innovation, and ensuring top management support are key success factors for achieving sustainable operational performance improvements.

Despite its contributions, this study has several limitations. First, the use of cross-sectional data may limit the ability to capture dynamic changes over time. Future research could adopt longitudinal approaches or explore additional variables such as digital culture or leadership style as moderating factors. Extending the study to other sectors, organizations, or countries would also enhance the generalizability of the findings. Finally, the study did not specifically address the use of artificial intelligence (AI), because in the Algerian context it is limited to the use of free tools for limited needs (writing emails, quick summaries, etc.).

In conclusion, e-management represents a powerful driver (enabler/ lever) of operational performance, but its effectiveness depends on the organization's ability to develop complementary capabilities, particularly organizational agility. This highlights the need for a holistic approach to digital transformation that combines technological capabilities, organizational processes, and human factors.

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