ECONOMICS

THE INTEGRATION OF ICT IN HR FUNCTIONS: THE IMPACT ON OPERATIONAL PERFORMANCE

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Abstract. The transition to digital technology marks our shift from the industrial era to the information age, with Information and Communication Technologies (ICT) being at the core of this transformation. ICT is now ubiquitous in our daily lives, and its use continues to grow, profoundly changing the ways we communicate, learn, and work. In light of this exceptional development, it is crucial to understand its impact on organisational practices and operations. Formerly, team managers held onto information and shared it at their discretion. Communication followed the established rules, and the flow of information was dictated by hierarchy. The advent of ICT has isrupted these traditional methods, enabling easier sharing and faster dissemination of information, as well as instant communication. This article examines the impact of Information and Communication Technologies (ICT) on operational performance, focusing on their integration into the human resources (HR) function at Algérie Télécom. The objective is to assess how these technologies influence HR practices and employee management within the company. The methodology is based on a survey conducted among 15 employees from the marketing department of Algérie Télécom, randomly selected. A structured questionnaire was used to collect quantitative data on the perception and use of ICT. Additionally, semi-structured interviews were conducted with the directors of the marketing and communication departments to gather qualitative insights. The data were analyzed using SPSS software to examine the relationships between age, professional experience, and ICT usage. The results show that ICT is widely perceived as a tool that facilitates daily work. It is used to automate administrative data processing, enhance decision-making, and streamline communication between departments. About 72.7% of the employees surveyed confirm that ICT plays an important role in supporting managerial decisions and accomplishing administrative tasks. Moreover, 81.8% of respondents highlight the existence of specific software for various management functions. Access to both internal and external information is also seen as significantly improved due to these technologies. However, several barriers to optimal ICT usage

were identified, including a lack of training and limited access to certain tools. Some managers also pointed out that managing these technologies on a large scale is challenging, particularly due to the size of the company and the number of employees involved.

Keywords: Information and Communication Technologies (ICT), operational performance, human resource management, Algeria.

Jel Classification: M54, O32

INTRODUCTION

In a rapidly evolving market driven by Information and Communication Technologies (ICT), the business world is experiencing significant transformations. Not only have these technological advancements revolutionised individuals' daily lives but they have also reshaped the learning methods, management strategies, and business development models. In response to these changes, it has become imperative for companies to adapt by placing greater emphasis on human capital to ensure sustainability and enhance performance, both organisationally and financially. ICTs are now essential tools for businesses, enabling them to manage their image, grow financially, streamline work processes, and seize new opportunities in the digital market. The influence of ICT extends to all areas of a company, including Human Resource Management (HRM), which plays a crucial role in organisational dynamics (Faiza Hilmi & Ettaibi Charani, 2020).

In this context, Algeria is transitioning towards this new economic development model by integrating ICT into the business environment. In recent years, the country has launched various initiatives to promote access to these technologies, accelerating the pace of change and contributing to the emergence of new economic models characterised by the increasing exploitation of competitive advantages. The online revolution has begun, and a wide range of "e-tools" are becoming more integrated into the company's HR functions, covering areas such as recruitment, training, and HR management. To support this, the government has implemented some initiatives like the e-Algérie strategy, aimed at creating an information and knowledge-based society.

The objective of this article is to measure the degree of ICT integration within Algerian companies and assess how well their personnel have adapted to using these technologies. In this regard, we pose the following question:

What is the contribution of ICT in the human resource function within companies?

This article is based on a survey conducted among employees and managers at Algérie Télécom. In the first section, we present the theoretical and methodological framework of the research, followed by a concise analysis of the viewpoints shared by our respondents. The third and final section is dedicated to discussing the implications of these findings.

LITERATURE REVIEW

The rise of Information and Communication Technologies (ICT) raises the questions about the sustainability of the Human Resources (HR) function within companies. With the increasing integration of ICT into human resource management and the accompanying organisational and environmental changes, this concern is particularly relevant. Since the 2000s, it has been predicted that all business functions will be profoundly disrupted by the internet, and the HR function is not exempt from this trend.

Not only does ICT transform work methods, particularly through the mobility of employees, but it also enhances the characteristics of information by increasing its accessibility, availability, and diversity. These changes alter the relationships with time and workspace, affecting each individual differently depending on their culture, sociodemographic characteristics, job, and

personal stakes. The digitalisation of business management, amplified by the increasing use of ICT, inevitably influences the HR function, requiring a strategic adaptation.

Thus, the HR function is evolving towards e-HR, characterised by the use of intranets, e-recruitment, and e-learning. The extent of this transformation varies across companies, ranging from ambitious technological projects to more modest investments. The impact of ICT on HRM manifests itself at three levels (Michel Kalika, 2006):

Operational: Implementing Human Resource Information Systems (HRIS) leads to the automation of administrative activities.

Transactional: With the development of e-HR, the focus shifts from administrative tasks to HR tools that support specialised activities and managerial processes, such as recruitment, training, evaluation, and compensation.

Transformational: This involves reorganising the HR function into a virtual team with the aim of assigning more strategic roles and activities.

Jean-Marc Perett identifies several types of Information and Communication Technology (ICT) usage in the field of Human Resources (HR), which include as follows (Dalila Bérass Brahmi and Djamila Bélaouni):

E-recruitment: A section dedicated to internal recruitment, allowing employees to apply for new positions within the company.

Human Resources Information: Dissemination of company information aimed at staff or specific categories of employees.

Mobility Management: A feature available on the intranets of large groups, enabling employees interested in international opportunities to submit their applications.

Personnel Evaluation: An intranet-based system where employees complete evaluation forms, which are then analysed by the administration.

Human Resources Self-Service (HRSS): Online applications accessible to employees, including personnel files, social dashboards, training platforms, and payroll information.

E-learning: Online training in various modules (accounting, management, etc.), replacing traditional classroom programmes. These courses are enriched with videoconferences and group work through the company's intranet.

Knowledge Management: A section for specialists, allowing them to share and benefit from the experiences and knowledge of their peers (such as sales managers, management executives, etc.).

The daily operations of the HR function include operational and administrative activities such as managing dismissals, absences, and payroll, where ICT has a significant impact. This falls under the domain of Human Resource Information Systems (HRIS) and administrative management. According to Alexandre Diard (2023), the integration of HRIS plays a key role in streamlining HR operations and contributes to the overall success of the organisation. Notably, HR software automates various tasks, from onboarding new employees to tracking time and attendance, thereby reducing paperwork and management effort. These systems provide a centralised and intuitive self-service platform for both HR professionals and employees, enhancing engagement and efficiency.

HRIS solutions, often cloud-based, offer reliable management software that covers a wide range of HR needs, particularly recruitment, performance evaluation, and resource management. The SaaS model of many HR systems ensures reliable scalability and accessibility, which are essential for modern and dynamic companies.

ICT contributes to the creation of numerous new jobs, such as software development. According to a study conducted by the recruitment website emplois.developpez.com (2019), the main trends in job offers are:
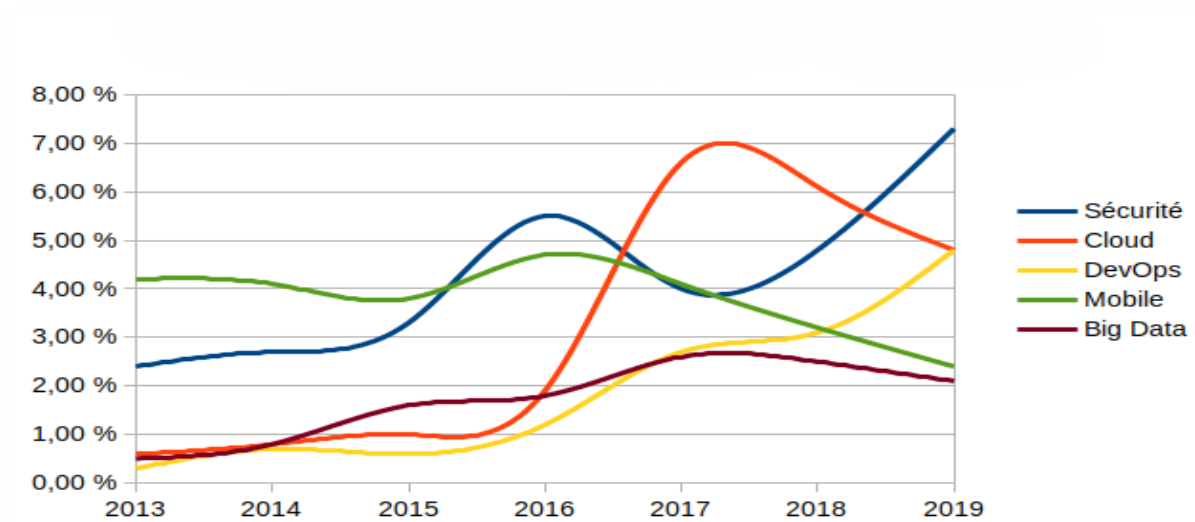
Fig. 1. Key Trends in Job Offers Worldwide

Source: Ali Rholem, 2020

All these job opportunities are important, as each year new roles and specialisations emerge due to new technologies. Many old, routine, and tedious jobs can now be performed by computers, allowing workers to focus on more interesting tasks and harness their creativity.

Remote Work: An increasing number of people can work remotely from home through remote work, a method widely adopted due to the COVID-19 lockdowns. Instead of commuting to the office every day, employees work remotely. The popularity of remote work has increased by 91% over the last 10 years, and by 2028, 73% of teams are expected to include remote workers.

Training: Training plays a crucial role in creating value. E-learning has thus become essential, broadly referring to any training system that relies on internet-based technologies. According to an IBM report, companies that use e-learning tools and strategies can potentially increase their productivity by up to 50%. For each dollar spent by these companies, it is estimated that they receive the equivalent of $30 in productivity. The following figure presents the particularities of distance learning undertaken by employees (Cegos Survey on Professional Training, February/March 2013).
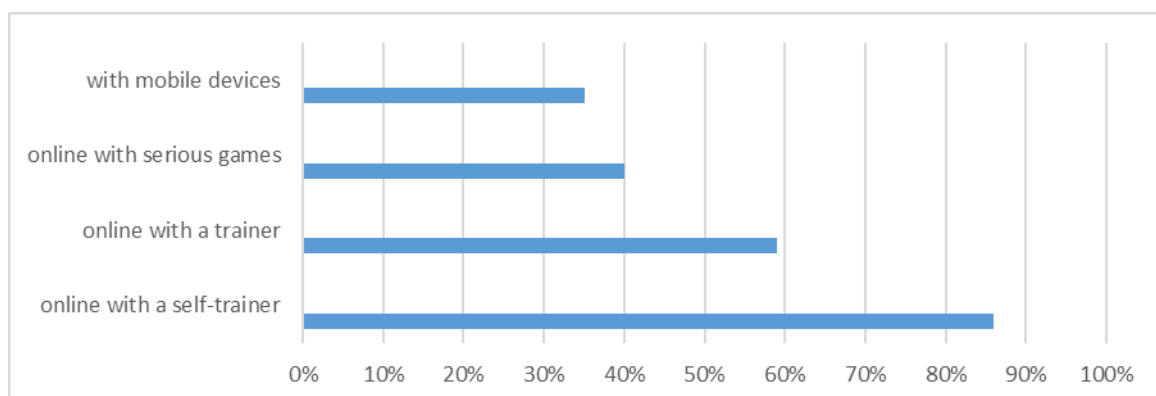

Fig. 2. The particularities of distance learning undertaken by employees

Source: Ali Rholem, 2020

On the other hand, the increased efficiency and automation caused by ICT can lead to job losses, particularly in manual roles and the manufacturing sector.
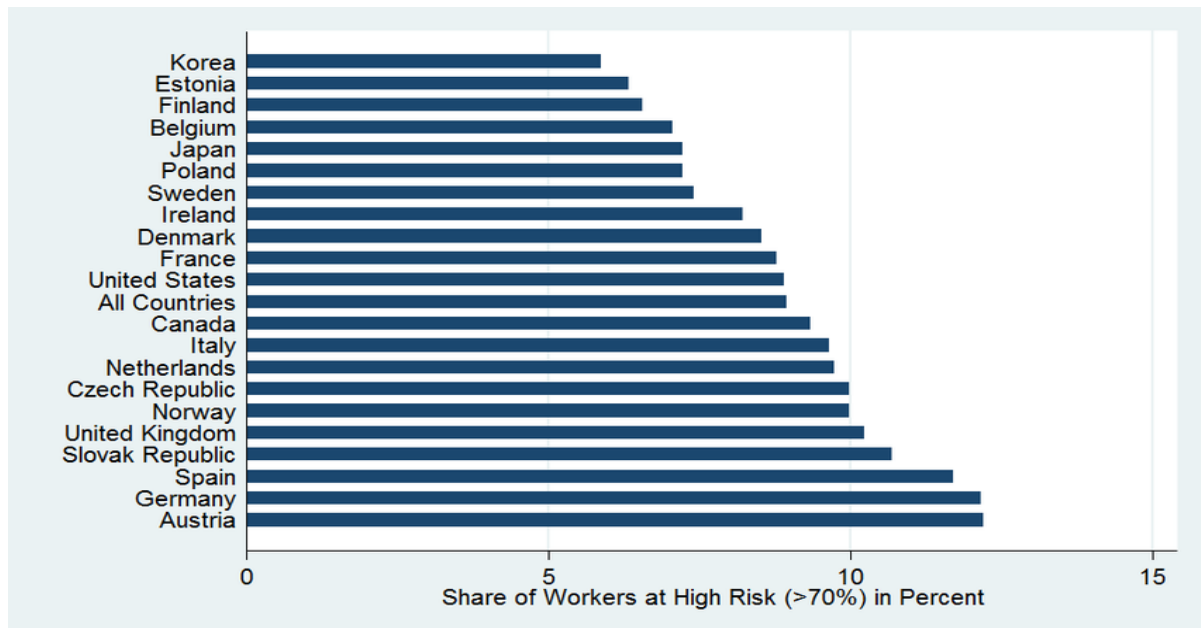

Fig. 3. Part (%) of Workers in High-Risk Automation Jobs in various OECD Countries

Source: Ali Rholem, 2020

The graph illustrates the risk of job losses for a large number of human resources worldwide due to task automation and the development of ICT, the future of which remains uncertain. As observed, the minimum risk threshold is nearly 25%, with the southern regions anticipating automation in their tasks.

● ICT can have negative effects on human resources. The absence of a human interaction and the reliance on technological tools in the workplace can diminish group cohesion and the motivational atmosphere.

Previous researches and studies have shown that the use of ICT not only accelerates the organisational changes that companies must already confront, but also enables (Faiza Hilmi & Ettaibi Charani, 2020):

● Automating certain simple and routine decisions, as well as decentralising the management of rights and obligations by delegating them to lower and intermediate hierarchical levels.

● Enabling managers and employees to work outside the office, making them more flexible and versatile. This also involves non-managerial staff in the decision-making process.

● Allowing employees at all hierarchical levels to access the information necessary for their tasks, thereby making planning, decision-making, coordination, and control more efficient.

ICT (Information and Communication Technologies) are transforming work, management styles, professional practices, job roles, organisational structures, and the functioning of organisations. They also alter modes of interpersonal communication and the potential for coordination and cooperation. The impacts of ICT can vary significantly from one organisation to another. Liang-Hung Lin (2011) highlights that ICT has created new skills and job positions, challenging organisations to adapt to these technologies. E-HRM (electronic human resource management) requires a change and dematerialisation of HR practices through ICT. For example, human resource planning uses quantitative methods and ICT-based information systems to determine and plan HR supply and demand. Recruitment is conducted through social media, the Internet, Intranet, and other advanced technological tools. ICT also transforms the nature of work

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by reshaping existing jobs, introducing new ones, and facilitating the acquisition of new skills through online training and e-learning.

Michaux's (2009) study examined the impact of ICT on unions over a ten-year period. A simple analytical framework was developed to assess the potential impacts of ICT in various sectors, including HRM.

Mohammed ElHazzam (2015), in his article "The Effect of ICT on Human Resources Management Practices: Case of Number of Organizations in Southwest Algeria (Bechar City)," explores the impact of ICT on HR practices in organisations in Bechar, Algeria. The study, based on a questionnaire, aimed to gather information on the use of ICT in HRM and its impact on company performance and competitiveness. The results indicate that managers perceive ICT as having a positive impact on HR practices and the overall performance of organisations.

Benabderrahmane Bouriche (2012) proposes studying the adoption of knowledge management as a new approach to managing organisations in Algeria, focusing on creating organisational value and improving performance. This qualitative research considers two levels of analysis: global and organisational. At the global level, it examines the application of a knowledge management strategy within an e-governance project in Algeria. At the organisational level, it uses a multiple case study approach to identify consistencies and divergences among different cases. The objective is to understand and explain the qualitative relationships governing this phenomenon within a multidimensional and exploratory analytical framework.

METHODOLOGY

To assess the impact of Information and Communication Technologies (ICT) on operational performance and address our research question, "What is the contribution of ICT in the human resource function within the company?" it is necessary to conduct a survey that will allow us to collect all relevant information for our research. In this case, we opted to prepare a questionnaire and conduct interviews. Our target group includes the staff of the marketing department at Algérie Télécom.

The sample consisted of fifteen (15) employees out of 30, selected randomly. Random sampling means that each element in the sample had an equal probability of being chosen as any other element in the target population.

The questionnaire is a scientific investigation method that involves direct questioning of individuals and collecting quantitative data to find mathematical relationships and make numerical comparisons. Our questionnaire is divided into three main sections:
- Section 1: Information about our sample;
- Section 2: The perception of Information and Communication Technologies;
- Section 3: The contribution of ICTs in the workplace and HR management;
It consists of ten (10) questions:
- Open-ended questions that allow respondents a certain degree of freedom in their responses;
- Multiple-choice questions, where the respondent has a list of options but must choose only one answer;
- Scale questions, designed to assess individuals' positions on psychological variables.

The data from the questionnaire were processed using SPSS (Statistical Package for the Social Sciences), except for the two (02) open-ended questions.

An interview is also a qualitative investigation method conducted verbally. The purpose of this interview is to gather information and verify specific points related to the hypotheses through questions. Our interview is semi-structured, meaning that the interviewee must respond directly to the questions, with a limited degree of freedom.

The interview comprises seven (07) questions. We targeted the managers within Algérie Télécom; however, due to their unavailability, we were only able to interview two (02) of them: the Director of the Marketing Department and the Director of the Communication Department.

The responses obtained were analysed using the analytical method, which involves understanding and explaining the various relationships related to our research subject.

RESULTS AND DISCUSSION

The objective of this section is to present the key findings of our survey and to provide the necessary interpretations of these results.

Questionnaire Results:
Sample Characteristics:

Table 1.

The Results Related to the Age of Employees

Age Range	Under 25 years	25-35 years	35-45 years	Over 45 years
Percentage	00,0%	36,4%	63,6%	00,0%

Source: Compiled by the authors based on the collected data.

From the table below, we observe that the majority of employees are between 35 and 45 years old. Regarding seniority, we note that employees with experience ranging from 1-5 years and 5-10 years represent 72.8% of our sample. This suggests that the company favours hiring younger employees, which is conducive to organisational change and the integration of ICT, as younger employees are generally more adaptable to change and proficient with technological tools.

Table 2.

The Results Related to Employee Experience

Professional Experience	Less than 5 years	5 to 10 years	10 to 15 years	More than 15 years
Percentage	36,4%	18,2%	36,4%	9,1%

Source: Compiled by the authors based on the collected data.

Section 1: Perception of ICT
Question 1: How do you define Information and Communication Technologies (ICT)?
Most respondents define ICT as tools, techniques, and methods that process, share, and transfer information. They also see it as computer equipment used for communication. Some still consider them as new technologies that facilitate work and even life. One respondent limited their answer to listing the different types of ICT they know.
Question 2: What are the main types of ICT you use at Algérie Télécom?
The majority of employees mentioned the same types of ICT used at Algérie Télécom, including computer hardware, mobile phones, the internet, intranet, applications, software, email, and the employee portal. However, one respondent considered that they only use computers as their form of information and communication technology.
Section 2: Advantages of ICT
The data show that the majority of employees in the Marketing department (72.7%) affirm that ICT is used in automating administrative data processing and as a decision-making aid, while

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9.1% completely deny this. The remaining 18.2% of employees are evenly split: 9.1% say it is an ongoing project, and 9.1% are unaware of such usage.

Additionally, a predominance of employees (81.8%) confirmed that specific software exists for various tasks. The data also indicate that 100% of respondents believe ICT facilitates work and enhances communication between the Marketing department and other departments and divisions at Algérie Télécom. Moreover, 54.5% of respondents confirm the use of ICT in calculating performance indicators and evaluating staff work, representing just over half of the sample. Meanwhile, 18.2% are unsure or see it as a project in progress, and a minority of 9.1% completely deny this usage.

Regarding employee access to information, 72.7% of respondents find accessing internal and external information much easier due to ICT, while 27.3% find it somewhat easier with these technologies.

After processing the data, the following observations were made:

- ICT aids decision-making by providing rapid access to internal and external information and speeding up its circulation.

- ICT is used to accomplish various tasks and missions and to promote communication, which is why it is highly valued for facilitating work.

Section 3: The Impact of Age and Employee Experience on ICT Use

We used the Chi-square independence test to examine the relationship between employees' age and professional experience with their usage patterns and assessment of ICT benefits. If the expected count in any category was less than 5, Fisher's exact test was used instead of the Chi-square test. The test was considered significant if the P-value was less than 0.05.

Table 3.

The Results Related to the Impact of Age on ICT Use

		Age Range		Chi-square test	
		25-35 years	35-45 years	P	Sig
Use of ICT for automating administrative data processing (e.g., payroll).	Yes	75%	25%	0,279	NS
	No	0%	100%		
	Ongoing Project	0%	100%		
	Don't Know	100%	0%		
Use of ICT as a decision-making aid.	Yes	75%	25%	0,448	NS
	No	0%	100%		
	Ongoing Project	0%	0%		
	Don't Know	50%	50%		
Use of specific software for various tasks.	Yes	55,6%	44,6%	0,999	NS
	No	100%	0%		
	Ongoing Project	0%	0%		
	Don't Know	100%	0%		
Enhancing communication between the Marketing department and other departments and divisions at Algérie Télécom (e.g., use of Intranet) through ICT.	Yes	83,3%	16,7%	0,999	NS
	No	0%	100%		
	Ongoing Project	50%	50%		
	Don't Know	50%	50%		
Use of ICT to calculate performance indicators (e.g., market share) and evaluate staff work.	Yes	83,3%	16,7%	0,394	NS
	No	0%	100%		
	Ongoing Project	50%	50%		
	Don't Know	50%	50%		

Source: Compiled by the authors based on the collected data.

The Chi-square independence test in the four tables shows that there is no influence between age or professional experience and the mode of ICT usage.

These results lead us to refute the hypothesis: "The mastery of ICT depends on the user's age and professional experience." This seems unusual because, in everyday life, we observe a connection between age and ease of ICT use. For example, a young person generally masters these technologies better compared to an older person. For instance, we typically know how to use a smartphone better than our parents. However, in the case of the Marketing department employees, most are under 35 years old, with the remainder between 35-45 years old, so they are all relatively young. This explains the lack of a significant relationship. Additionally, an employee at Algérie Télécom is expected to know how to use these tools, regardless of age or professional experience, as it is part of their job.

This can be explained by the fact that the dissemination of ICT is relatively recent and does not yet contribute significantly to improving the skills management processes initiated in most companies. The software and applications developed or used are not heavily focused on these processes. Instead, the more administrative aspects of different tasks are prioritised for automation.

Table 4.

The Results Related to the Impact of Experience on ICT Use

		Professional Experience				Chi-square test	
		Less than 5 years	5 to 10 years	10 to 15 years	More than 15 years	P	Sig
Use of ICT for automating administrative data processing (e.g., payroll).	Yes	37,5%	25,0%	37,5%	0,0%	0,321	NS
	No	0,0%	0,0%	100%	0,0%		
	Ongoing Project	0,0%	0,0%	0,0%	100%		
	Don't Know	100%	0,0%	0,0%	0,0%		
Use of ICT as a decision-making aid.	Yes	50%	12,5%	37,5%	0,0%	0,176	NS
	No	0,0%	0,0%	0,0%	100%		
	Ongoing Project	0,0%	0,0%	0,0%	0,0%		
	Don't Know	0,0%	50%	50%	0,0%		
Use of specific software for various tasks.	Yes	33,3%	0,0%	0,0%	100%	0,491	NS
	No	11,1%	100%	0,0%	0,0%		
	Ongoing Project	44,4%	0,0%	0,0%	0,0%		
	Don't Know	11,1%	0,0%	0,0%	0,0%		
Enhancing communication between the Marketing department and other departments and divisions at Algérie Télécom (e.g., use of Intranet) through ICT.	Yes	50%	16,7%	33,3%	0,0%	0,345	NS
	No	0,0%	0,0%	0,0%	100%		
	Ongoing Project	50%	0,0%	50%	0,0%		
	Don't Know	0,0%	50%	50%	0,0%		
Use of ICT to calculate performance indicators (e.g., market share) and evaluate staff work.	Yes	50%	16,7%	33,3%	0,0%	0,664	NS
	No	0,0%	0,0%	0,0%	100%		
	Ongoing Project	50%	0,0%	50%	0,0%		
	Don't Know	0,0%	50%	50%	0,0%		

Source: Compiled by the authors based on the collected data.

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- **Interview Results**

Question 1: How do you define Information and Communication Technologies (ICT)?

According to the two (02) managers, ICT represents a broad concept. Generally, they are tools that modernise and facilitate daily tasks related to decision-making and collaboration. They are also used for communication purposes, to convey a message.

Question 2: What role do ICT play within the Marketing/Communication departments?

In both the Communication and Marketing departments, ICT occupies an important place. They are considered essential tools.

Question 3: Do you use ICT as an aid in decision-making?

Yes, ICT is used as an aid in decision-making. They streamline and optimise the flow of information.

Question 4: What are the main types of ICT you use in the Marketing/HR/Communication departments?

The most used ICT in both departments include document sharing, email, videoconferencing, videophones, intranet, various software, and information systems. There is no specific IS for the Marketing or Communication departments.

Question 5: How do you view this usage?

The Communication manager finds the use of ICT within his department and at Algérie Télécom insufficient, while the Marketing director considers it good and widespread, though he acknowledges that improvements can still be made.

Question 6: Would you like to use ICT more?

Both managers expressed a desire to use ICT more because it facilitates work. However, unlike the Marketing director, who believes these technologies only offer advantages for a company, the Communication manager notes that their use has a downside, as they blur the boundaries between professional and personal life.

Question 7: If yes, what are the constraints preventing this?

According to the Communication director, the constraints preventing a more extensive use of ICT include:

- Training Constraint: Not everyone knows how to use ICT.
- Accessibility Constraint: ICT is not accessible to everyone.
- Deployment Constraint: It is challenging to manage, given the large number of employees. For example, information might stop circulating due to negligence by one person.

In contrast, the Marketing director believes it is a matter of organisation and adapting tools to needs. Based on the responses obtained during our two (02) interviews with the heads of the Marketing and Communication departments, we conclude that:

- ICT is an indispensable and essential tool within the company. They are important because they facilitate professional life and aid in decision-making, as previously mentioned, by enabling rapid access to information and accelerating the sharing and exchange of information.

- The company uses various types of ICT, and much of its work relies on them. However, this usage appears insufficient due to several constraints, mentioned in response 7, which prevent a more general or adequate use of these technologies.

In our case, the limited use of ICT only allows us to see the positive aspects. This means we only notice their advantages, but this does not eliminate the fact that they have significant drawbacks. These hidden downsides, such as information overload and the blurring of boundaries between personal and professional life, would become more noticeable if the use of ICT in the company were to increase.

CONCLUSION

This work raises a fundamental question about the optimal value of new information and communication technologies (ICT) and their impacts on human resource management (HR),

business capacity, and communication within their environment. ICT profoundly transforms the administrative processes managed by the HR function and facilitates the outsourcing of certain activities. It is evident that the HR function can no longer maintain the same organisational structure as before.

However, the observed changes in the HR function are less significant than anticipated. The adoption of ICT is still relatively recent and has not yet significantly improved skills management processes in most companies. The software and applications developed or used are primarily focused on automating the administrative aspects of various HR tasks.

In conclusion, technological tools are primarily facilitators that enable the leveraging of certain advantages. However, other dimensions are crucial for the success of any new technology, particularly the human dimension (culture, expectations, behaviors, and habits of the staff) and the organisational dimension. It is essential not to focus solely on the tools but to emphasize practices and needs. Although important, technologies are only one element among many in the process of transforming HR practices. A holistic approach, considering both technological tools, organisational practices, and employee needs, is necessary to fully realize the benefits of ICT in human resource management.

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ІНТЕГРАЦІЯ ІКТ У ФУНКЦІЇ УПРАВЛІННЯ ПЕРСОНАЛОМ: ВПЛИВ НА ОПЕРАЦІЙНУ ДІЯЛЬНІСТЬ

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Впровадження цифрових технологій знаменує перехід від індустріальної епохи до інформаційної, а інформаційно-комунікаційні технології (ІКТ) є основою цієї трансформації. ІКТ тепер повсюдно присутні в нашому повсякденному житті, і їх використання продовжує зростати, докорінно змінюючи способи нашого спілкування, навчання та роботи. У світлі цього розвитку вкрай важливо зрозуміти його вплив на організаційні практики та операції. Раніше керівники команд володіли інформацією і ділилися нею на власний розсуд. Комунікація відбувалася за встановленими правилами, а потік інформації диктувався ієрархією. Поява ІКТ зруйнувала ці традиційні методи, уможлививши простіший і швидший обмін інформацією, а також миттєву комунікацію. У цьому дослідженні було проаналізовано відділ маркетингу компанії Algérie Télécom, яка зазнала значного впливу ІКТ, щоб продемонструвати їхню роль і вплив на операційну діяльність. Аналіз показує, що використання ІКТ є життєво важливим для покращення діяльності компанії, але воно також стикається з низкою викликів. В статті піднімається фундаментальне питання про оптимальну цінність нових інформаційно-комунікаційних технологій (ІКТ) та їхній вплив на управління людськими ресурсами (HR), бізнес-потенціал та комунікацію в їхньому середовищі. Доведено, що технологічні інструменти - це насамперед фасилітатори, які дають змогу використовувати певні переваги, однак для успіху будь-якої нової технології вирішальне значення мають й інші виміри, зокрема, людський (культура, очікування, поведінка та звички персоналу) та організаційний. Важливо не зосереджуватися виключно на інструментах, а робити акцент на практиці та потребах. Технології, попри їхню важливість, є лише одним з багатьох елементів у процесі трансформації практики управління персоналом. Для повної реалізації переваг ІКТ в управлінні людськими ресурсами необхідний цілісний підхід, що враховує як технологічні інструменти, так і організаційні практики та потреби працівників.

Ключові слова: інформаційно-комунікаційні технології (ІКТ), операційна діяльність, управління людськими ресурсами, Алжир.