

Digital Transformation as an Approach to Developing Administrative Performance in Non-Governmental Organizations

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ABSTRACT

This study focuses on the impact of digital transformation on the development of administrative performance within non-governmental organizations, with a particular focus on Al-Awda Health and Community Association in the Gaza Strip. The researchers used a mixed-methods approach, distributing a structured questionnaire to all 40 administrative staff, achieving an 80% response rate. The results showed that the overall level of digital transformation is very high, particularly in technologies and information security, while digital operations management performed well but still requires further improvement. Administrative performance development was also rated high, reflecting employees' awareness of management efforts to create a motivating environment, allocate resources effectively, and enhance communication. Statistical analysis revealed a positive correlation between digital transformation and administrative performance ($r = 0.421$, $p = 0.016$), with information security emerging as the most influential factor, whereas the impact of technologies and digital operations management alone was limited. The interviews supported these findings: the IT Unit Manager/Digital Transformation Officer explained that adopting a cloud-based system enabled administrative staff to access data, track reports, and coordinate aid even during crises, while applying strict protocols to protect sensitive information. The Administrative Coordinator/HR Staff highlighted that digital tools greatly reduced the time spent on paperwork, improved transparency and accountability, and emphasized the need for specialized training and integration of communication and task management systems to facilitate coordination between central administration and field staff. The results also indicated that employees' perceptions of digital transformation did not differ by gender, educational level, job title, or years of experience, showing that the impact of digital transformation was equally felt across all staff. Based on these findings, the study recommends strengthening digital infrastructure and operations, enhancing information security procedures, and designing incentive programs to encourage innovation and active participation, emphasizing that adopting a comprehensive digital strategy supported by effective policies, training programs, and a motivating organizational culture improves administrative performance and increases the efficiency and sustainability of non-governmental organizations.

Keyword: digital transformation; administrative performance, non-governmental organizations

INTRODUCTION

Development's become a huge topic these days it's not just about economic progress, but also social, political, and technological changes. Plus, there's the push to modernize how institutions handle their work (Al-Subki & Darwish, 2024; Ibrahim, et al., 2025). Out of everything, digital technology stands out. It's reshaped nearly every aspect of life and kicked off a wave of digital transformation. For organizations to keep up, they really need a full-on digital culture, covering infrastructure, people, and their whole setup (Ibrahim, & Eitah, 2025a). Research shows that when organizations meet the demands of digital transformation, they actually deliver better services and get more efficient in their administrative work—especially non-governmental organizations (Hamdan & Mansour, 2023; Hamdan et al., 2024).

Digital transformation isn't just an upgrade; it's a game-changer. Organizations can produce services faster, cut costs, and save time and energy. And now, with AI, decisions get smarter and administration levels up (Mansour, et al., 2024; Hamdan & Karim, 2025). Tools like cloud computing, big data analysis, and digital HR systems are now seen as must-haves for boosting and maintaining performance (Al-Khouri, 2017).

Organizations today depend on how well their people perform and the quality of their processes. If management isn't up to par, chances are they won't last or stand out (Al-Omari, 2024; Ibrahim, et al., 2023). With technology moving at breakneck speed, digital transformation has become essential especially for non-governmental organizations, since they're often strapped for resources and sustainability is a big concern. This shift helps them overhaul their processes, become more flexible, transparent, and quick to respond (Kane et al., 2015; Mohammed & Alshehri, 2021; Fadhil, & Ibrahim, 2024).

So, this study sets out to shed light on how digital transformation can be used to improve administrative performance in non-governmental organizations. It'll look at the connection between modern technology and admin effectiveness, aiming for excellence and long-term sustainability.

Accordingly, this study aims to clarify the role of digital transformation as an approach to developing administrative performance in non-governmental organizations, by exploring the relationship between modern technology and administrative effectiveness and promoting excellence and sustainability.

Problem of the study

Its non-governmental responsibility faces significant challenges in achieving effective Non-governmental organizations struggle to deliver strong administrative performance because they're short on resources, their infrastructure isn't up to par, and they stick to old-school management methods. This slows down their processes, limits how many people they can help, and makes it tough for staff to stay on board (Al-Suraihi et al., 2021; Al-Omari, 2024). Even so, since the Health and Community Return Association started out, it's jumped into firefighting and organizing, but ran into problems with missing patient information kind of like what happens in counterterrorism, where gaps in information hurt the quality of care in the U.S. (personal interview, August 26-28, 2024). Now, with the digital revolution in full swing, the group is pushing hard to step up its game through digital process redesign, better planning and organization, and tighter control. It wants to make things more transparent and accountable, and keep services running smoothly and consistently (Kane et al., 2015; Brynjolfsson & McAfee, 2014). New research is helping too, showing improvements in management, communication between people, and the overall work environment (George Zakaria et al., 2024; Mohammed and Al-Shahri, 2021). So, this study is all about digging into how digital transformation can boost administrative performance in NGOs, and seeing how using personalized approaches makes these services more effective and sustainable.

The President's Question: **What is our digital role in developing executive performance within NGOs?**

Study Hypotheses

To achieve the objectives of the study, the following hypotheses were formulated:

First Hypothesis: There's no statistically significant link—at $\alpha \leq 0.05$ —between the dimensions of digital transformation (like technologies, organizational information security, and digital operations management) and how administrative performance develops in NGOs.

Second Hypothesis: The mean scores from the study sample's judgment of digital transformation as a way of improving administrative performance in NGOs don't show any statistically significant differences at $\alpha \leq 0.05$, based on gender, educational qualification, job title, or years of experience.

Significance of the Study:

This study matters because it tackles digital transformation as a way to boost administrative performance in NGOs, especially since there aren't many studies on this topic in Palestinian society. On the theoretical side, it

fills a knowledge gap and adds to the literature by presenting a model that shows how digital transformation affects administrative performance and pinpoints the factors that make it work better. It also builds a practical framework rooted in existing research to highlight indicators and criteria for improving administrative work. From a practical angle, the study helps organizations see how digital transformation can make their administrative processes more efficient and streamline decision-making. It offers real recommendations for using digital tools and technologies, and spells out what kind of training staff need for managing digital operations and keeping information secure. This boosts organizations' readiness for digital challenges and gives management the tools to create clear digital transformation strategies that actually improve administrative performance, raise efficiency, support ongoing service, and contribute to their sustainable development goals.

Conceptual framework and previous studies:

Digital Transformation

The Concept of Digital Transformation:

Digital transformation is a pretty recent idea, fueled by fast-moving tech breakthroughs. It's now a key way organizations grow and stay competitive. But it's not just about adopting digital tools — it's about reworking business models, making processes smoother, and adding new value for everyone involved. You'll find plenty of definitions out there, some zeroing in on the tech, others leaning more toward management or economics.

Makhramish & Salmi (2023: 4) say digital transformation is all about using digital tech to turn processes and data into digital formats, then harnessing them for innovation and growth. Al-Bar (2023) sees it as companies shifting to business models built on digital tech, shaking up how products and services are created, and boosting both value and revenue. Alzahmi, & Ibrahim, (2021) describe it as organizations weaving digital tech into their operations, fundamentally changing how value reaches customers. Abdelghani (2022: 55) defines digital transformation as using tech to generate more efficient and productive economic value.

Al-Banna (2023: 170) talks about organizations investing in digital programs and apps to ramp up performance and hit sustainable development goals.

Al-Hadi (2018) looks at it as using new digital tech to sharpen business operations, improve the customer experience, and make workflows smoother. Academically, Muehlburger et al. (2019) see digital transformation as major changes in a company's value chain through tech. Vial (2019) calls it a process to boost organizations using information and computing tech.

The Yesser Program (2019: 11) outlines it as organizations chasing their strategies with investments in tech and talent, aiming to make things better for customers and employees. And Yass (2015: 30) keeps it simple: digital transformation is making printed materials digital with computers.

Objectives of Digital Transformation:

Digital transformation's main goal is to lift performance and make organizations run smoother in all sorts of ways (Ibrahim and Eitah, et al., 2025b). It lets organizations share loads of info online for less money, protects original documents by converting them to digital, and makes searching and finding info faster and easier. Plus, it cuts down on printing and storage costs, opens up access to info for people no matter where they are, speeds up information flow to help quick decision-making, and powers scientific research with advanced digital info services.

Dimensions of Digital Transformation:

Digital transformation isn't just a minor upgrade — it's a complete overhaul meant to boost performance and simplify how things work, all thanks to modern tech. It centers on three big areas: technologies, information security, and digital operations management (Ibrahim & Mohammed, 2023; Ahmed, 2022; Miller et al., 2021).

- 1. Technologies:** This covers every digital tool organizations use to drive transformation, like cloud computing, AI, big data, IoT, and blockchain. These tools let organizations store data more flexibly, analyze info quickly, work together more smoothly, and offer creative services to customers.
- 2. Information Security:** Here, the focus is keeping data and systems safe from digital threats. It's all about locking down sensitive info, handling digital risks, and sticking to legal rules. This is crucial for building trust with customers and protecting privacy.
- 3. Digital Operations Management:** This area means swapping old-school processes for digital ones to run things more efficiently. It includes redesigning workflows, using digital business management tools, and analyzing data to boost performance and support smarter choices. This also helps organizations keep improving and react fast to new challenges.

Administrative Performance

The Concept of Administrative Performance:

People don't always agree on what "administrative performance" means—researchers and experts keep debating it, partly because organizations and work environments can be so different. Al-Koni (2024: 479) describes administrative performance as the way organizations manage and organize their resources and processes. According to him, a good manager uses key skills and principles to get the best results and keep the organization growing. Al-Wajih and his colleagues (2022: 13) see administrative performance as the behaviors employees follow while using management principles to handle tasks like planning, organizing, leading, and controlling—getting things done with minimal effort, time, and cost. Al-Harbi (2020: 22) takes a different angle, focusing on how well a manager equips employees with the skills and abilities they need. If employees perform well enough for the job, the goal is met. If not, management has to improve communication to boost efficiency and help employees reach the right level. Honestly, communication is at the heart of how work gets done and how issues are solved.

Objectives of Administrative Performance:

Abu Awisha and his team (2024) sum up the goals of administrative performance in three points:

- 1. Strategic Objectives:** These connect employee performance directly to the organization's big-picture goals. They also define the outcomes and behaviors expected, matching the organization's strategy with employees who can actually carry it out.
- 2. Administrative Objectives:** Here, organizations use employee performance and evaluations to make decisions, motivate, and encourage improvement—whether through rewards and incentives or, sometimes, with deductions and warnings.
- 3. Developmental Objectives:** These focus on building up employees' skills and knowledge, raising performance, and spotting what people do well or where they need support. The goal is to strengthen what's working, fix what's not, and understand why.

Factors Affecting Administrative Performance:

There are all kinds of things that shape how well employees perform administratively, and honestly, it's impossible to list them all. The field is broad and complex. Still, some factors matter more than others (Al-Kouni, 2024; Ibrahim, 2021):

- 1. Effective Communication:** Communication helps share information and ideas. Good communication straightens things out, cuts down on confusion, and lifts performance overall.
- 2. Employee Empowerment:** When people have the power to make decisions, they feel responsible and more connected to their work. That usually means higher motivation and better performance.

- 3. Information Technology:** New tech tools can streamline admin processes, saving time, boosting efficiency, and driving up productivity.
- 4. Organizational Climate:** The workplace atmosphere really affects morale. If people like where they work, they're more creative and productive. Toxic environments—on the other hand—drag everyone down.
- 5. Organizational Structure:** The way responsibilities and power are spread out determines how easily decisions get made. A clear, flexible structure keeps things running smoothly.
- 6. Leadership and Leadership Styles:** The way leaders run things directly influences performance. A good leader motivates people and pushes teams to hit organizational goals.
- 7. Participation in Decision-Making:** When employees have a say in decisions, they feel included and committed, which bumps up loyalty and effort.
- 8. Incentives and Rewards:** Recognizing and rewarding good work gives employees that extra push to do well.

Previous Studies

Looking at earlier research on digital transformation, most studies focused on its role in enhancing organizational performance, competitive advantage, and service quality. For instance, Zakaria et al. (2024) found that in the government tourism sector in Port Said, employees had low digital literacy, which led to weak administrative performance, and recommended implementing the right digital infrastructure. Garcia et al. (2023) showed that integrating advanced analytics, developing internal skills, and leveraging the latest technologies helps digital transformation succeed in organizations. Mansour and Hamdan (2023) reported that the requirements for digital transformation significantly improve hotel service quality in Gaza, despite challenges related to e-participation and digital skills. Ibrahim and Mohammed (2023) indicated that digital transformation enhances strategic decision-making by providing fast and accurate data, thereby giving organizations a competitive edge. Ahmed (2022) highlighted a strong link between organizational change and digital transformation requirements in universities seeking to maintain a leading position. Qarziz et al. (2022) reported similar findings in the banking sector, emphasizing that digital transformation is essential for sustainable advantage, although continuous technological updates are necessary. Ibrahim et al. (2025) demonstrated that digital transformation in sports clubs was moderate but still played a crucial role in building competitiveness.

When it comes to administrative performance, research has primarily focused on organizational and technological determinants. Alzahmi & Ibrahim (2025) found that management information systems improved administrative performance at the Social Fund for Development. Majeed et al. (2023) showed a clear relationship between lean management and enhanced administrative efficiency at a private university. Overall, these studies agree that implementing modern technology and new management systems boosts administrative performance and organizational efficiency, highlighting a strong link between digital transformation and organizational outcomes.

Focusing specifically on non-governmental organizations (NGOs), recent studies highlight both opportunities and challenges. Cordery et al. (2023) argued that digital transformation in NGOs can significantly influence performance, governance, and accountability by engaging diverse stakeholders. However, the study also noted challenges, including resource constraints and limited involvement of beneficiaries in developing accountability measures, which may exacerbate social inequalities. Leitonienė et al. (2025) examined 182 NGOs across Poland, Croatia, and Lithuania, finding that the level of digitalization is influenced by organizational characteristics such as size, scope of activity, and type of beneficiaries. The study emphasizes that while digitalization can enhance NGO operations and communication with stakeholders, institutional and cultural contexts affect the outcomes.

What sets the current study apart is its focus on the relationship between digital transformation and administrative performance in NGOs in a new context, thereby addressing a gap in the literature and contributing novel insights into how digitalization can impact administrative processes and efficiency in the non-profit sector.

METHODOLOGICAL PROCEDURES OF THE STUDY

Study Methodology:

The researchers adopted a descriptive approach combined with a Mixed Methods design, given the complex nature of social phenomena that cannot be fully captured by numbers and statistics alone. The team focused on coding behaviors, characteristics, and attitudes to gain a deeper understanding of these phenomena, integrating both quantitative and qualitative analyses to provide a comprehensive and accurate depiction of the subject under study (Ibrahim & Ali, 2025).

Data were collected from two primary sources:

1. **Primary Sources:** This included both **questionnaires and semi-structured interviews**. Questionnaires were distributed to participants, and responses were analyzed using **SPSS** to extract quantitative indicators and meaningful results. Semi-structured interviews were conducted with a number of supervisory staff members to gather rich qualitative insights, supporting the interpretation of findings and clarifying the mechanisms through which the studied variables operate.
2. **Secondary Sources:** The researchers reviewed Arabic and foreign books, journals, articles, and reports, in addition to previous studies and various online resources, to support qualitative analysis and enhance understanding of the phenomenon from a multi-dimensional perspective.

Study Population and Sample: The study focused on all administrative staff at the Al-Awda Health and Community Association not just the main group in Deir al-Balah (Central) Governorate branch in Nuseirat City, but also admin staff in the mobile and branch clinics across Deir al-Balah and Gaza Governorates. There are (40) employees according to official records from the Public Relations Department. Just to be clear, the association doesn't operate in northern Gaza right now, given the situation there, so their work sticks to these specific places. The researchers included every admin staff member in their survey to get accurate psychometric results and make sure nothing was left out. They sent the questionnaire electronically to all (40) employees (32) replied, so that's an (80%) response rate. Those 32 became the actual sample for their statistical analysis.

The Al-Awda Health and Community Association was selected as the field setting for this study based on strong scientific and methodological considerations. The association is one of the few health and community institutions that maintained the continuity of its operations and humanitarian and medical services during the war in the Gaza Strip (2023–2024), despite the exceptional circumstances caused by the conflict, including the destruction of infrastructure and the disruption of many institutional activities. The association continued to carry out its missions through its branches and both fixed and mobile clinics in the Deir al-Balah and Gaza Governorates. This continuity made it an appropriate institutional model that reflects the reality of administrative and service work under crisis and emergency conditions. Furthermore, the association's sustained operations during this period enabled access to administrative staff and facilitated direct data collection, thereby providing a realistic environment for examining the study variables within their actual context and enhancing the reliability and validity of the study findings in interpreting organizational dynamics during periods of crisis.

Descriptive Statistics of the Study Variables

Table 1: Results of the Descriptive Statistics of the Study Variables

Variable	Category	Frequency	Percentage
Gender	Male	13	41%
	Female	19	59%
Educational Qualification	Bachelor's Degree	26	81%
	Postgraduate Studies	6	19%
Job Title	Association/Branch Director	4	13%
	Director of Financial and Administrative Affairs	1	3%
	Public Relations and Media Coordinator	1	3%

Variable	Category	Frequency	Percentage
	Operations and Programs Officer	2	6%
	Administrative Supervisor / Administrator	21	66%
	Other	3	10%
Years of Experience	10 Years or Less	9	28%
	10–20 Years	14	44%
	20–30 Years	6	19%
	More than 30 Years	3	9%
Total		40	100%

Data Collection Tool:

We pulled together a questionnaire using several past studies, then had a panel of experts look it over. To make things easier and faster for respondents—and for analyzing the data later—we stuck with closed-ended questions. The questionnaire had two sections. The first had four questions covering basic demographics like gender, job title, and years of experience. The second section focused on the main topics: digital transformation and how administrative performance evolves. To tackle the research questions, we coded the responses and ran the analysis in SPSS (Version 26). We also checked whether the questionnaire was both valid and reliable, making sure it was fit for analyzing the results and answering the study questions, using these procedures.

Semi-structured interviews were also conducted to deepen the understanding of the phenomenon and complement the statistical analysis derived from the questionnaire. These interviews involved (2) supervisory staff members within the association and focused on digital transformation as an approach to developing administrative performance in non-governmental organizations. This approach enabled the researchers to gather rich qualitative insights, enhancing the interpretation of results and clarifying the mechanisms through which digital transformation impacts administrative performance.

Questionnaire Scale:

The five-point Likert scale was used to measure respondents' answers to the questionnaire items, as shown in Table (2).

Table 2: Five-Point Likert Scale Levels

Degree of Agreement	Relative Weight	Percentage	Statistical Interpretation
Always	5	More than 80%	Very High
Often	4	60–79%	High
Sometimes	3	40–59%	Moderate
Rarely	2	20–39%	Low
Never	1	Less than 20%	Very Low

The score “1” was assigned to the response “Never,” giving a relative weight of **20%**, which corresponds to this response category.

Validity of the Questionnaire:

Face Validity:

Face validity was verified by presenting the questionnaire to a group of academics and supervisors for evaluation and feedback.

Construct Validity:

All correlation coefficients for the questionnaire dimensions were examined and found to be statistically significant at the **5% significance level**, indicating that all questionnaire dimensions are valid for measuring what they were designed to measure.

First: Digital Transformation Dimension

Table 3: Construct Validity of the Questionnaire Dimensions

Dimension	Correlation Coefficient (R)	Significance Level (Sig.)	Significance
Technologies	0.803	0.000	Significant
Information Security	0.847	0.000	Significant
Digital Operations Management	0.884	0.000	Significant

**** Significant at 0.01 level. * Significant at 0.05 level. // Not significant.**

It is evident from Table (3) that all correlation coefficients for the questionnaire dimensions are statistically significant at the **0.05 significance level**, which indicates that all questionnaire dimensions possess acceptable construct validity and accurately measure the intended variables.

Second: Development of Administrative Performance

Table 4: Internal Consistency Validity of the Questionnaire Items and the Total Score of the Administrative Performance Development Dimension

No.	Correlation	No.	Correlation	No.	Correlation	No.	Correlation	No.	Correlation
1	0.679**	2	0.548**	3	0.501**	4	0.699**	5	0.470**
6	0.690**	7	0.759**	8	0.528**	9	0.664**	10	0.536**

**** Significant at 0.01 level. * Significant at 0.05 level. // Not significant.**

It is evident from Table (4) that all correlation coefficients between each questionnaire item and the total score of the **administrative performance development** dimension are statistically significant. Based on the correlation coefficients, all values were significant at the **0.05 significance level**, indicating that the items of this dimension have acceptable internal consistency validity and accurately measure what they were designed to assess.

Reliability of the Questionnaire

Table 5: Cronbach's Alpha Reliability Coefficient

Scale	Number of Items	Cronbach's Alpha
Digital Transformation	15	0.829
1. Technologies	5	0.745
2. Information Security	5	0.710
3. Digital Operations Management	5	0.698
Development of Administrative Performance	10	0.760
All Questionnaire Items	25	0.852

It is clear from Table (5) that the value of Cronbach's Alpha for the overall questionnaire reached (0.852), indicating that the questionnaire has a high level of reliability and consistency, making it suitable for analyzing the study results and answering the research questions.

Study Results

Analysis of the Study Questions

The First Question: *"What is the level of digital transformation in non-governmental organizations?"*, To answer this question, the researchers calculated the **mean, standard deviation, relative weight, and ranking** to determine the level of digital transformation in non-governmental organizations from the employees' perspective, as shown in Table (6).

Table 6: Analysis of Digital Transformation Showing the Mean, Standard Deviation, and Relative Weight of the Scale

No.	Requirements	Mean	Standard Deviation	Relative Weight	Rank	Level
1	Technologies	4.34	0.50	86.75%	1	Very High
2	Information Security	4.19	0.52	83.88%	2	High
3	Digital Operations Management	4.18	0.33	83.63%	3	High
Overall Scale Score		4.24	0.38	84.75%		Very High

Table 6 clearly shows that digital transformation in the organization demonstrates significant strength in the "technologies" dimension, with an average score of 4.24 and a relative weight of 84.75%, reflecting employees' recognition of the importance of technology in facilitating administrative work. This is supported by the insights of the IT Unit Manager/Digital Transformation Officer in the first interview, who explained that the adoption of a cloud-based system enabled administrative staff to access data, monitor health and financial reports, and coordinate aid even during displacement or damage to offices, contributing to the continuity and efficiency of administrative operations. In contrast, the digital operations management dimension lags slightly, mainly due to challenges in transitioning from traditional paper-based procedures to fully digital systems. The Administrative Coordinator/HR Staff in the second interview highlighted the need to fully digitize workflows such as purchase requests and leave applications to reduce processing time and improve task completion speed. Regarding information security, the IT Unit Manager emphasized strict encryption protocols, access controls, and regular backups, while the Administrative Coordinator/HR Staff stressed the importance of enhanced staff training and improved coordination between central administration and the field in emergency situations to ensure the protection of sensitive data. These insights from both interviews indicate that digital transformation clearly enhances task efficiency, transparency, and accountability, while further development in digital operations management and information security is needed to maximize the benefits of digital systems. These findings align with previous research that highlights the role of digital infrastructure and employee capabilities, including Zakaria et al. (2024), Garcia et al. (2023), Mansour & Hamdan (2023), Ibrahim & Mohammed (2023), Ahmed (2022), and Qarziz et al. (2022), which confirm that investing in modern technologies and digital transformation improves administrative performance and organizational efficiency, while full digitization of operations requires ongoing efforts to change organizational culture and streamline procedures.

The Second Question: *"To what extent is administrative performance being developed in non-governmental organizations?"*

To answer this question, the researchers calculated the **mean, standard deviation, relative weight, and ranking** to determine the extent of **administrative performance development** in non-governmental organizations from the employees' perspective, as shown in **Table (7)**.

Table 7: Analysis of Administrative Performance Development Showing the Mean, Standard Deviation, and Relative Weight of the Scale

Statement	Mean	Standard Deviation	Relative Weight	Rank	Level
Overall Score of the Dimension	4.24	0.31	84.75%		High

Table 7 shows that the "Administrative Performance Development" dimension scored an average of 4.24, with a standard deviation of 0.31 and a relative weight of 84.75%, indicating that employees perceive administrative performance as generally strong. This high score reflects management efforts to create a motivating work environment, organize tasks fairly, provide necessary resources, and encourage open communication, all of which enhance productivity and employee loyalty. Supporting this, the **IT Unit Manager/Digital Transformation Officer** in the first interview explained that the adoption of a **cloud-based system** allowed administrative staff to access data, track reports, and coordinate aid even during displacement or office disruptions, which contributed to maintaining operational continuity and flexibility. At the same time, the **Administrative Coordinator/HR Staff** in the second interview noted that digital systems significantly reduced the time spent on compiling paperwork and preparing reports, allowing employees to focus more on service

quality rather than routine tasks. The digital systems also enhanced transparency and accountability, as each transaction leaves an audit trail that clearly shows where delays occur and who is responsible, reducing personal discretion and promoting fairness in task assignment and evaluation. However, both interviews highlighted areas for improvement, including more systematic motivation and recognition programs, specialized training in data analysis, and better integration of internal communication and task management tools to support coordination between central administration and field staff in emergency situations. These findings align with previous research showing that digital transformation strengthens administrative performance through effective use of technology, employee skill development, and improved management practices, as noted by Zakaria et al. (2024), Garcia et al. (2023), Mansour & Hamdan (2023), Ibrahim & Mohammed (2023), Ahmed (2022), Qarziz et al. (2022), Alzahmi & Ibrahim (2025), Majeed et al. (2023), Cordery et al. (2023), and Leitoniene et al. (2025). Overall, the evidence suggests that while current practices significantly boost performance, sustaining long-term improvements requires ongoing incentive programs, training, and alignment with organizational culture and strategy.

Analysis of the Study Hypotheses

First Hypothesis: There's no statistically significant link—at $\alpha \leq 0.05$ —between the dimensions of digital transformation (like technologies, organizational information security, and digital operations management) and how administrative performance develops in NGOs.

Table 8: The Relationship Between Digital Transformation Dimensions (Technologies, Organizational Information Security, Digital Operations Management) and Administrative Performance Development in Non-Governmental Organizations

Domains	R Value	Significance Level (Sig.)	Significance
First Dimension: Technologies	0.313	0.081	Not Significant
Second Dimension: Information Security	0.443	0.011*	Significant
Third Dimension: Digital Operations Management	0.129	0.274	Not Significant
Digital Transformation (Overall)	0.421	0.016*	Significant

** Significant at **0.01** level. * Significant at **0.05** level. // Not significant.

Table 8 illustrates how different dimensions of digital transformation—technologies, information security, and digital operations management—relate to administrative performance in NGOs. The analysis shows that technology alone has a weak and non-significant correlation with administrative performance ($r = 0.313$, $p = 0.081$), indicating that simply providing technological tools is not sufficient to improve outcomes. This is consistent with insights from the interviews: the IT Unit Manager/Digital Transformation Officer emphasized that while the cloud-based system enables access to reports and coordination of services, its impact depends on proper staff training and integrating digital processes across workflows. Similarly, the Administrative Coordinator/HR Staff highlighted that digital tools streamline routine reporting and enhance transparency, but effective performance requires employees to understand and use these systems fully.

On the other hand, information security shows a moderate and significant positive relationship with administrative performance ($r = 0.443$, $p = 0.011$), reflecting its critical role in protecting sensitive data and building trust in digital systems. Both interviewees stressed the importance of secure access, strict permissions, regular backups, and staff awareness to prevent disruptions and ensure reliable operations. Conversely, digital operations management alone does not show a meaningful relationship with performance ($r = 0.129$, $p = 0.274$), likely due to challenges such as weak process integration and resistance to cultural change, as noted by the staff regarding the need to fully digitize workflows and overcome bureaucratic habits.

When all digital transformation components are considered together, there is a moderate and statistically significant correlation with improved administrative performance ($r = 0.421$, $p = 0.016$), confirming that a comprehensive approach is most effective. These findings align with previous research emphasizing that

information security and proper process integration are foundational for digital transformation to enhance administrative efficiency, as highlighted by Zakaria et al. (2024), Garcia et al. (2023), Mansour & Hamdan (2023), Ibrahim & Mohammed (2023), Ahmed (2022), and Qarziz et al. (2022). In practice, NGOs achieve the greatest improvements when technology, secure data practices, and digital operations are implemented together, supported by training, clear policies, and a culture receptive to digital change.

Second Hypothesis: The mean scores from the study sample's judgment of digital transformation as a way of improving administrative performance in NGOs don't show any statistically significant differences at $\alpha \leq 0.05$, based on gender, educational qualification, job title, or years of experience.

Gender Variable:

Table 9: Statistical Differences by Gender

Dimension	Gender	N	Mean	Standard Deviation	T Value	Significance
Digital Transformation as an Input for Administrative Performance Development	Male	13	4.31	0.28	0.002	0.965 //
	Female	19	4.19	0.29		

** Significant at **0.01** level. * Significant at **0.05** level. // Not significant.

Table 9 indicates that gender does not significantly influence perceptions of digital transformation in relation to administrative performance in NGOs. This finding aligns with the understanding that digital transformation affects all employees similarly, regardless of gender. What matters more is digital literacy, familiarity with technological systems, and the ability to integrate digital tools into daily work. Both men and women can acquire the necessary digital skills, and their effectiveness in using technology depends on training, support, and organizational culture rather than gender. In practice, this means that efforts to enhance administrative performance through digital transformation should focus on capacity-building, user-friendly systems, and comprehensive training programs, ensuring that all employees—regardless of gender—can fully engage with digital processes and tools.

Educational Qualification Variable:

Table 10: Statistical Differences by Educational Qualification

Dimension	Educational Qualification	N	Mean	Standard Deviation	T Value	Significance
Digital Transformation as an Input for Administrative Performance Development	Bachelor's Degree	26	4.22	0.29	0.198	0.660 //
	Postgraduate Studies	6	4.33	0.32		

** Significant at **0.01** level. * Significant at **0.05** level. // Not significant.

Table 10 indicates that educational level does not significantly affect employees' perceptions of digital transformation in relation to administrative performance in NGOs. Whether an employee holds a bachelor's degree or a postgraduate qualification, their view on the importance of digital transformation remains largely the same. What proves more influential is practical experience, hands-on training, daily use of digital tools, and on-the-job knowledge, rather than formal academic credentials. This aligns with the reality that improving administrative performance through digital transformation relies on practical digital skills, familiarity with technology, and the ability to apply systems effectively, which can be developed by all staff regardless of their educational background. Therefore, organizations should focus on providing training programs, user-friendly systems, and continuous support to ensure that every employee can effectively use technology, manage digital

operations, and maintain information security, maximizing the benefits of digital transformation for administrative efficiency.

Job Title Variable:

Table 11: Source of Variation, Sum of Squares, Degrees of Freedom, Mean Squares, F Value, and Significance Level by Job Title

Dimension	Source of Variation	Sum of Squares	df	Mean Square	F Value	Significance
Digital Transformation as an Input for Administrative Performance Development	Between Groups	0.378	5	0.076	0.879	0.509 //
	Within Groups	2.233	26	0.086		
	Total	2.611	31			

** Significant at **0.01** level. * Significant at **0.05** level. // Not significant.

Table 11 shows that job title does not significantly influence employees' perceptions of digital transformation in relation to administrative performance in NGOs. Whether an employee is a supervisor, part of the executive team, or performs general tasks, the benefits of digital transformation are experienced across all positions. What matters most is how effectively employees use digital tools, follow organizational digital procedures, and manage information security, rather than their formal role within the organization. This aligns with the principle that digital transformation is not confined to a single department or hierarchy level—it requires full engagement from all staff, integrating their experience and skills with new digital systems. Consequently, there are no substantial differences between job titles in perceiving the impact of digital transformation on administrative performance, as everyone contributes to achieving efficiency, transparency, and improved organizational outcomes.

Years of Experience Variable:

Table 12: Source of Variation, Sum of Squares, Degrees of Freedom, Mean Squares, F Value, and Significance Level by Years of Experience

Dimension	Source of Variation	Sum of Squares	df	Mean Square	F Value	Significance
Digital Transformation as an Input for Administrative Performance Development	Between Groups	0.080	3	0.027	0.293	0.830 //
	Within Groups	2.531	28	0.090		
	Total	2.611	31			

** Significant at **0.01** level. * Significant at **0.05** level. // Not significant.

Table 12 indicates that **tenure does not significantly affect employees' perceptions of digital transformation** in relation to administrative performance in NGOs. Whether employees are new hires or long-standing staff, their views on the impact of digital transformation are largely similar. What truly matters is **training, practical digital skills, and hands-on experience with digital tools**, including technologies, information security, and digital operations management. The number of years spent in the organization does not automatically provide an advantage in using these systems effectively. This makes sense because **digital transformation relies on participation from all staff**, not just senior or experienced employees. As a result, tenure alone does not create significant differences in perceptions of how digital initiatives enhance administrative performance, highlighting the importance of providing continuous training and support for all employees to maximize the benefits of digital change.

RESULTS AND RECOMMENDATIONS

Results:

Here's what stood out from the analysis:

1. Employees see digital transformation at a high level overall. They rate technologies and information security very highly. When it comes to digital operations management, management style, skills, employees, and values, those scores are still high—just not as high as the top categories.
2. Administrative performance development scores high across the board.
3. Digital transformation links closely to boosts in administrative performance within non-governmental organizations in the Gaza Strip. The relationship is statistically significant ($r = 0.474$, with a 0.05 significance level).
4. Gender, age, education, job title, or years of experience don't really affect how people view digital transformation's role in improving administrative performance. Everyone seems to see it about the same way, regardless of these factors.

Recommendations:

Looking at these findings, there's a lot to feel good about, but a few areas could use some work. Here's what should happen next to keep digital transformation moving forward and really lift administrative performance:

- Make better use of digital tools and streamline operations; Get more self-service devices out there, blend them smoothly with other digital systems, and work on making these systems easier to use. Technical support shouldn't just exist—it needs to be reliable and ongoing. Gather all digital services on one platform and regularly check for weak spots so people don't need to show up in person as often.
- Take data security seriously; Use up-to-date security solutions, run regular checks on your digital infrastructure, and don't let cybersecurity awareness slide—everyone needs to stay sharp. Set up backup plans so you're ready if cyber threats ever hit. Data protection has to be a long-term commitment.
- Motivate your team and encourage fresh ideas. Build real incentive programs that reward both individuals and teams; Mix in both material rewards and recognition. Launch competitions or initiatives inside the organization to keep the creative energy high. Incentives should tie in with the big-picture goals, so positive change sticks around for the long haul.

If non-governmental organizations in the Gaza Strip put these steps into action, digital transformation won't just be a box to check—it'll make a real and lasting difference in how effectively they work.

التحول الرقمي كمدخل لتطوير الأداء الإداري في المؤسسات غير الحكومية

تركز هذه الدراسة على تأثير التحول الرقمي في تطوير الأداء الإداري داخل المنظمات غير الحكومية، مع التركيز على جمعية العودة الصحية والمجتمعية في قطاع غزة، حيث استخدم الباحثون المنهج المختلط ووزعوا استبانة على جميع الموظفين الإداريين البالغ عددهم 40 موظفًا، بنسبة استجابة 80%. أظهرت النتائج أن مستوى التحول الرقمي مرتفع جدًا بشكل عام، لا سيما في جانب التقنيات وأمن المعلومات، في حين سجلت إدارة العمليات الرقمية نتائج جيدة لكنها تحتاج لمزيد من التحسين، كما جاء تقييم تطوير الأداء الإداري مرتفعًا، ما يعكس وعي الموظفين بجهود الإدارة في خلق بيئة محفزة، توزيع الموارد بفعالية، وتعزيز التواصل بينهم. أظهرت التحليلات الإحصائية وجود ارتباط إيجابي بين التحول الرقمي وتطوير الأداء الإداري ($p = 0.016$, $r = 0.421$)، حيث كان أمن المعلومات العامل الأكثر تأثيرًا، في حين كان تأثير التقنيات وإدارة العمليات الرقمية بمفردها محدودًا. دعمت المقابلات هذه النتائج، حيث أوضح مدير وحدة تكنولوجيا المعلومات / مسؤول التحول الرقمي أن اعتماد نظام سحابي مكن الطواقم الإدارية من متابعة التقارير وتنسيق المساعدات خلال الأزمات، مع تطبيق بروتوكولات صارمة لحماية البيانات، بينما أشار المنسق الإداري / موظف الموارد البشرية إلى أن الأدوات الرقمية قللت بشكل كبير الوقت المستغرق في الأعمال الورقية، وعززت الشفافية والمساءلة، مع التأكيد على الحاجة لتدريب متخصص ودمج أنظمة التواصل وإدارة المهام لتسهيل التنسيق بين الإدارة والميدان. كما أظهرت النتائج أن تصورات الموظفين حول التحول الرقمي لم تختلف حسب الجنس أو المؤهل العلمي أو المسمى الوظيفي أو سنوات الخبرة، ما يشير إلى أن أثر التحول الرقمي كان متساويًا بين جميع الموظفين. استنادًا إلى ذلك، توصي الدراسة بتعزيز البنية التحتية والعمليات الرقمية، تقوية إجراءات أمن المعلومات، وتصميم

برامج تحفيزية تشجع الابتكار والمشاركة الفعالة، مؤكدة أن تبني استراتيجيات رقمية متكاملة مدعومة بسياسات فعالة، برامج تدريبية، وثقافة مؤسسية محفزة يعزز الأداء الإداري ويرفع كفاءة واستدامة المنظمات غير الحكومية.

الكلمات المفتاحية: التحول الرقمي، الأداء الإداري، المؤسسات غير الحكومية.

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