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The Impact of Digital Management on the Effectiveness and Efficiency of Intellectual Capital in Educational Institutions Applied Research at Al-Imam Al-Kadhim University College for Islamic Sciences

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Abstract: The research aimed to identify the relationship between digital transformation, with its dimensions of technological infrastructure, legislation, policies, digital skills, and the availability of necessary funding, and intellectual capital, with its dimensions of human capital, organizational capital, and relationship capital. The deductive correlational approach was adopted, and the study population was a group of employees of Imam Al-Kadhim College (peace be upon him). The researcher used a questionnaire design for both research variables, which included (11) items, to collect primary information from the research sample consisting of (30) employees. In light of this, the data were collected, analyzed, and the hypotheses were tested using the Statistical Package for the Social Sciences. The researcher distributed (30) questionnaires to a sample of employees of Imam Al-Kadhim College (peace be upon him) in the registration department. Several statistical methods were used to achieve the research objectives, the most important of which was the use of the arithmetic mean and standard deviation. The research reached a number of results, the most prominent of which is that the success of digital management in the college depends on maximizing the intellectual capital in the college through the level of organizational culture that supports learning and innovation for professors, employees, and students.

Citation: Hamdan, H. F The impact of digital management on the effectiveness and efficiency of intellectual capital in educational institutions applied research at Al-Imam Al-Kadhim University College for Islamic Sciences. American Journal of Economics and Business Management 2026, 9(1), 19-30.

Received: 10th Oct 2025
Revised: 16th Nov 2025
Accepted: 24th Dec 2025
Published: 05th Jan 2026



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Keywords: Digital Management, Intellectual Capital, Digital Management Strategy.

1. Introduction

In recent decades, the world has witnessed profound transformations driven by rapid technological advancement, globalization, and the accelerated growth of digital systems. Among the most influential of these changes is digital financial transformation, which has reshaped traditional administrative, financial, and managerial practices across both public and private institutions [1], [2]. Governments, educational institutions, and organizations worldwide are increasingly adopting digital solutions to enhance transparency, efficiency, service quality, and decision-making processes. This transformation has led to the emergence of what are commonly referred to as digital governments and digitally driven organizations, where technology is no longer a supportive tool but a strategic pillar of institutional development and sustainability.

Digital financial transformation represents a comprehensive shift from conventional, paper-based, and manual financial processes to technology-enabled systems that rely on electronic platforms, integrated databases, automation, and advanced analytics. This

transformation encompasses multiple dimensions, including technological infrastructure, regulatory frameworks, digital legislation, institutional policies, digital competencies, cybersecurity, and the availability of sustainable financial resources. Collectively, these dimensions form the foundation upon which modern financial management systems operate, enabling institutions to respond effectively to environmental changes, stakeholder demands, and competitive pressures.

Within this evolving digital landscape, higher education institutions occupy a particularly critical position. Universities and colleges are no longer limited to their traditional roles of teaching and research; they are increasingly expected to function as dynamic organizations that apply modern management practices, ensure financial accountability, and adopt digital innovations. For educational institutions, digital financial transformation is not merely a technical upgrade but a strategic necessity that influences planning, control, budgeting, financial reporting, and institutional governance. Consequently, understanding the implications of digital transformation in the financial domain has become an essential area of academic inquiry.

At the same time, contemporary organizational theory emphasizes that technological progress alone does not guarantee success. The human element remains the most decisive factor in achieving sustainable development and institutional excellence. The writings of classical and modern thinkers consistently affirm that the most valuable form of capital is human and intellectual capital, which includes knowledge, skills, experience, creativity, and organizational learning. In the context of the knowledge economy, intellectual capital has emerged as a central driver of competitiveness, innovation, and long-term performance.

Intellectual capital is commonly conceptualized as a multidimensional construct encompassing human capital (skills, competencies, expertise), structural capital (organizational systems, procedures, databases), and relational capital (relationships with stakeholders). In educational institutions, intellectual capital plays a vital role in shaping academic quality, administrative efficiency, and financial performance. Effective investment in intellectual capital enhances an institution's ability to absorb and utilize digital technologies, adapt to change, and achieve strategic objectives.

The interaction between digital financial transformation and intellectual capital is therefore both complex and significant. On the one hand, digital financial systems require skilled personnel, digital literacy, and innovative thinking to be implemented effectively. On the other hand, the adoption of digital financial practices can strengthen intellectual capital by improving knowledge sharing, enhancing transparency, supporting data-driven decision-making, and fostering a culture of continuous learning. This reciprocal relationship suggests that digital transformation and intellectual capital development are mutually reinforcing processes rather than independent phenomena.

Despite the growing global interest in digital finance and intellectual capital, empirical studies examining the relationship between these two variables within higher education institutions—particularly in the Arab and Islamic academic context—remain limited. Many existing studies focus either on digital finance in governmental or commercial organizations or on intellectual capital in corporate performance, with relatively little attention given to educational institutions as complex organizational systems. Moreover, Arabic-language academic literature addressing this relationship is still scarce, creating a noticeable research gap that warrants systematic investigation.

Against this backdrop, Imam Al-Kadhimi College of Islamic Sciences represents a relevant and meaningful case study. As an educational institution operating within a rapidly changing digital and financial environment, the college faces increasing pressure to modernize its administrative and financial systems while simultaneously investing in its human and intellectual resources. Examining the extent to which digital financial transformation contributes to the development of intellectual capital within the college provides valuable insights not only for institutional decision-makers but also for policymakers and scholars interested in digital transformation in education.

Accordingly, this study seeks to explore the nature of the relationship between digital financial transformation—through its key dimensions of technological infrastructure,

legislation, policies, digital skills, and funding availability—and intellectual capital, particularly human and intellectual capital, within Imam Al-Kadhim College of Islamic Sciences. By addressing this relationship, the research aims to contribute theoretically to administrative and accounting literature and practically to improving digital management practices in educational institutions.

2. Materials and Methods

1. The search problem

Based on the preliminary study and previous research, the research problem can be formulated in the following question:

(Is there a relationship between the digital financial transformation, with its dimensions of technological infrastructure, legislation, policies, digital skills, and the availability of necessary funding, and intellectual capital, with its dimensions of human and intellectual capital, at Imam Al-Kadhim College of Islamic Sciences?) A number of sub-questions stem from this, including:

- a. Does the college administration have a clear vision of digital management?
- b. When does digital management contribute to improving the preparation of financial statements and the processes of control and planning at Imam Al-Kadhim College?
- c. To what extent is digital management implemented within Imam Al-Kadhim College?

2.. Research objective

We aim to achieve the following objectives:

- a. To highlight the importance of digital management and enhance its effectiveness through the use of information technology.
- b. To shed light on the current state of intellectual capital within the institution under study.
- c. To identify the extent of digital management implementation within the college under study and its contribution to the development of intellectual capital.
- d. To offer appropriate recommendations in this area for future application.

3. The importance of research

The importance of this research plays a key role in its preparation for scientific research for the following reasons:

- a. By contributing to enriching aspects of administrative thought regarding digital management in organizations and its relationship to intellectual capital, as there are, to the best of the researchers' knowledge, few studies in this area have been presented in Arabic.
- b. The results of this research are expected to have numerous positive impacts and be of great importance to many stakeholders, including potential and current employees, financial stakeholders, and others. They will draw the attention of decision-makers to the actual reality of the college and its digital management trends, leading to action in the right direction to meet their needs in general.

4. The research hypothesis

Researchers have formulated several hypotheses in this area, including:

- a. There is a statistically significant correlation between digital management and intellectual capital.
- b. There is a statistically significant causal relationship between digital management and intellectual capital.

5. Time and spatial limits for research

The time frame is that the research began in 2025. As for the spatial frame, the research will be implemented at Imam Al-Kadhim College (peace be upon him).

6. Research Methodology and Tools

Adopting the descriptive approach in the theoretical aspect in order to extrapolate from this aspect and understand its contents ,Research tools consist of research, books, and

statistics related to the research topic, particularly in digital management, intellectual capital, and research related to the topic, in order to (collect) and analyze information to reach conclusions and recommendations and write the final research report.

7. Previous Studies

A study by Bougassa et al., 2024, entitled "Digital Finance and its Applications in Arab and Foreign Countries – Models," addressed the recent emergence of digital finance as a global trend (governments, organizations, and international groups) towards achieving what is known as e-government. This led to the following research question: What are the most important Arab and foreign experiences in implementing digital finance?

The importance of this topic lies in identifying the most successful experiences, both Arab and foreign, in achieving their goals and digitizing their finances. This aims to improve financial operations, increase work efficiency and productivity, and reduce costs by providing technological means for managing information and data. The study also aims at understanding the main barriers and challenges encountered by a few countries that are yet to report positive findings in this regard. Among the conclusions are that there is a general absence of a conceptual notion of digital finance and its core needs and how to meet them, and that it fails to take into account the experiences of certain Arab states in this domain.

In her 2021 research 'The Influence of Intellectual Capital on Financial Performance', Zainab Fadhil Salman made an attempt to address the research issue by asking the subsequent queries: Are there any concerns for intellectual capital amongst decentralized finance ('DeFi') divisions? – And has its nature, effect and degree of significance in financial performance been determined?

The importance of this research results from the necessity to concentrate on the financial performance of decentralized finance organizations so as to protect public funds and improve their resources. To attain this end, scientifically valid methods based on administrative tenets must be employed. This demonstrates the importance of intellectual capital to financial performance in any of the DFE under consideration. An important result is that the investigated elements of intellectual capital should receive special consideration by firms since they are valuable treasure trove for enhancing the wealth of the organization and its development.

8. The most important feature that distinguishes this study?

From previous studies is that no previous research has explored the relationship between the two variables (digital management and intellectual capital) and demonstrated the interrelationship between them through the active influence of their interaction. This study highlights several points in this relationship:

- a. Defining digital management across all departments of the organization according to the current situation.
- b. Defining intellectual capital and its relationship to transformation and modern technology.
- c. Demonstrating the real results of using modern technology in terms of effective oversight, reduced service costs, and improved college operations.

3. Results and Discussion

Theoretical Framework for Digital Management

1. The Concept of the Digital Management

Digital administration is one of the achievements of the modern era, through the development of advanced technologies by governments to benefit from the achievements of the technological revolution using computers and the internet to complete tasks and provide services to citizens in a digital way that is effective in solving many problems. Therefore, digital administration came as a reaction to the use of computer applications in

the field of services to develop traditional methods [3]. The definitions of digital administration can be stated as follows:

Table 1.

Source	Definition
Tariq, 2021	It is the ability of different organizations to manage organizational activities and internal and external services in a way that facilitates their provision and delivery to internal and external customers by electronic means, with high speed and capacity, and with lower costs and effort. From this definition, we conclude that digital management is the use by institutions of electronic means in running their internal and external affairs in a way that ensures customer satisfaction at the lowest costs.
Faisal, 2022	Digital management is a systematic approach that relies on the use of electronic tools, programs, and technologies, as well as leveraging human skills and capabilities in the electronic sphere, in order to provide distinguished and rapid services to customers on the one hand, and to reduce the organization's costs in terms of time, effort, and money, and achieve its goals on the other hand.
Saleh, 2022	It is a general and organized framework as an integrated technology that differs from the traditional practices of ordinary management, as it includes a major transformation of workers that includes the life in the country, from human, economic, social, ..., to develop its internal with the aim of providing better services than those performed by traditional management in the first place.

2. The importance of digital management

The importance of digital management stems from its ability to keep pace with qualitative and quantitative developments in the field of information systems and the accompanying emergence of a powerful revolution of challenges, including the globalization of the digital space, the information economy, and the internet revolution [4]. Among the most prominent concerns of governments regarding this are :

- Flexibility in employee work, in terms of easy access to the internal network from anywhere to perform the work they need, as the office, with its digital management applications, has become borderless.
- Convenience achieved when customers conduct their business at one window, which serves as a liaison for other offices or departments.
- Procedures are streamlined in houses, contributing favourably to an employees service.
- Convenience in storing, preserving as well protecting data and information from disasters, and from the vagaries of nature [5].
- Simplification of procedures within the department has a positive effect on the quality of services to citizens and shortens the timeT007A that citizens spend on various administrative transactions.

3. Digital Management Goals

There are varying views among scholars on what constitutes the digital management goals. Some have listed:

- Providing a service satisfactory to the beneficiaries, 24x7, including weekends during certain religious and national holidays.
- Enhancing business management efficiency and streamlining administration services when dealing with citizens, companies and organizations.
- Cutting the red tape and easing the exchange of work and specialization.
- Improving quality and quantity whilst doing these more cheaply [6].
- Advancing management by replacing conventional administrative instruments with digital ones.

- f. Supporting a conversation at the Collaborative Dialogue Platform to improve interaction and collaboration among Employees, Clients and Beneficiaries!

4. Functions of Digital Management

Digital administration encompasses a number of key tasks that made up a vital core to the renovation of administration. These are:

- a. Digital Planning felectronic planning is a dynamic process of setting broad, flexible, immediate and short-term objectives that are continuously updated, evolved and communicated.
- b. Digital Organization: Digital organization implies a new organization structure. Traditional companies are built around rigid, large teams, and they often don't have a clear organizational structure [7], [8]. The organization elements have been altered within digital management which is now dynamic in its process.
- c. Digital Control: Digital control permits monitoring in real time from the internal network of the organization or company, and consequently minimizing the time distance between the detection of deviations or mistakes and their correction.
- d. Digital Leadership: A new era has emerged as the e-commerce climate and management thinking have evolved and digitally-based leadership style has emerged as a result of this qualitative leap [9].

5. Factors Influencing Digital Management

The digital management is about applying technology, and information to improve an organization's performance and process of operation. There are multiple determinants of success or failure of digital management and working on them is a way towards successful digital management that enhances efficiency and innovativeness within enterprises [10]. If you have questions beyond this or need more detail on any specific topic let me know.

- a. Technical infrastructure: A well-developed technical infrastructure (like networks, electronic systems) is a prerequisite for the successful application of digital management.
- b. Skills and Training: Employees must receive training on how to use new digital tools. Skill deficiencies may also restrict how effective digital management can be [11].
- c. Cybersecurity: Information should be kept secure and safe from all threats, as breaches of security may harm trust and business.
- d- Legal and Regulatory Issues: There may be hurdles in enforcing digital management policies under data and other technology management laws and regulations [12].
- d. The cost of digital transformation: Digital transformation initiatives can be cost-intensive, and that may be a barrier for some organizations.
- e. Rapid technological change: The pace of technological change is so rapid that it challenges organizations to keep pace with their evolving environment.

Theoretical Framework for Intellectual Capital

1. The concept of intellectual capital

Intellectual capital is an important topic for all organizations because it is an intangible asset that is part of an organization's capital. It contributes to the production of new and innovative ideas that help the organization survive and improve its ability to innovate. The most important concepts of intellectual capital are:

Table 2.

Source	Definition
Mohammed, 2020	This represents the sum of highly distinguished intellectual and cognitive assets possessed by the organization, based on the mental and sensory capabilities of a select group of employees, customer relationships, and work requirements and systems. These assets can be utilized and invested in generating new ideas and work systems or developing existing ones.

Saleh, 2021	It is characterized by the organization possessing a distinguished group of employees at all levels. This group has the ability to adapt flexibly to a sophisticated production system and to restructure and reshape this production system in innovative ways.
Ali, 2022	It is a group of individuals who possess experience, values, and culture, and who utilize their intellect more than their hands, in addition to their capacity for innovation and creativity, all for the sake of the excellence of the organization they work for.

2. The Importance of Intellectual Capital

The significance of the intellectual capital has been increasing in the era of complex problem confronting organizations. This is because of the requirement for development and capacity building, combined with the factors that it is the first route for an organization obtaining leadership. Said leadership is gained from the knowledge and the manpower having creative ideas and the expertise which can provide the organisation with a competitive edge in the market place and raising the performance level of the organisation as a whole. This can be outlined as follows :

- a. Intellectual capital has become the key asset for organization in the leading world, since intellectual possession is the force that guarantees though the life of an organization.
- b. Intellectual capital is a treasure buried that needs to be discovered and mined. One way to mine it is knowledge dissemination [13].
- c. Intellectual capital can bring organisation a lot of money.
- d. It contributes to greater efficiency in asset utilization, resulting in higher productivity and superior customer service.
- e. It is a key source of profitability and competitive advantage in organizations.
- f. This allows an organization to make strategic decisions around those intellectual assets and to leverage them in the best way it can given the nature of the opportunities and the external environment.

3. The Objectives of Intellectual Capital

The goals of intellectual capital are through a series of activities and efforts related to several endetains. These were the needs of the raw material for production to be satisfied in quantity and quality, and the requirements of the tools and machines which the production process affected was advertise [14]. Increasing productivity and productivity would be not possible without these means. These objectives are summarised (below) :

- a. Identify the nature of IP and IC and the way forward to Grow/Maintain/Continuously Evolve it within the organization.
- b. Regulate all IP related processes inside the company (whilst remain an IP holder).
- c. Building a valid organizational leadership that can formulate an intellectual capital strategy and execute it.
- d. Business Markets Competitive Advantage via intellectual capital.
- e. Knowledge intensive processes enabling efficient contribution to enhancement, development of new products and services, and the delivery of such products and services.

4. Characteristics of Intellectual Capital

The distinction of the intellectual capital concept from the other organizational capital concepts definition provides characteristics of intellectual capital. According to Ali (2022:49), Intellectual capital an intangible asset is different from tangibles physical assets in the following aspects:

- a. Intellectual capital has a cumulative nature, meaning that new intellectual capital today is built on previous intellectual capital [15].
- b. It has both a tacit and attlicit component, which corresponds to the doubts, knowledge, ideas and experiences held by people. From economic point of view, tacit knowledge is "sticky."

- c. It also helps improve region and country competitiveness, allowing them to compete regionally and globally. d. To me it's a resource that is irreplaceable, it doesn't come out of nowhere and you can't exchange it for something else or just 'get some more.'
- f. It is rare and unique, that is very hard to find in other organizations, consequently this is considered as an organization's competitive advantage [16]. f. It denotes a relatively high intellectual level acquired by very few in the enterprise.

5. Elements of Intellectual Capital

- a. A number of scholars verified the following components of intellectual capital (Youssef, 2022:28)
- b. Drawing in Intellectual Capital: The pursuit of specialized knowledge of a higher order, drawing high-tech skills, and functioning as an interface that supports the processes of attraction and recruitment.
- c. Generation of Intellectual Capital: Developing employee capabilities, minimizing employee discord, and cultivating intellectual networks.
- d. . Empowering Intellectual Capital: Engaging in brainstorming with employees, motivating passionate teams, and appreciating the views of employees.
- e. Sustaining Intellectual Capital: Delivering ongoing trainings and developing plans, and continuously provide material and emotional supports, with less possibility losing soul.
- f. Orientation toward Customer: Recording the demands of customers, supplying an information system for customer service, giving something extra to the customers and trying to keep the customers [17].
- g. Developing Intellectual Capital is an enterprise's capacity to enhance employee skills and cultivate a team-based approach to problem solving via instruction, training, practice, participation, collaboration and through the development of positive interpersonal dynamics in the workplace.

6. Characteristics of Intellectual Capital

Capital is intellectual with its own distinctive features which give rise to reporting of it and recognition of it in the financial statements. These included features :

- a. Organizational capacity to control its use and access to future economic benefits from it, and these future benefits are unique to the organization and are not easily available to any other organization. This defines the long-term competitive position of the organization.
- b. There are issues with its separation and how to know if it has been retained or will be replaced gradually.
- c. A high degree of information asymmetry about it exists between the internal management of an organization and its other stakeholders.
- d. The risk premium relative to other tangible assets that results from a delay between the time of the investment and the time when the associated positive cash flows are realized. Once the future economic benefits becomes more uncertain, the more difficult it is to estimate and time those benefits, and hence the lower the likelihood that the resulting expenditures will be capitalized as an asset in the financial statement. Investment in intangible assets frequently happens very early on in an organisation's life cycle.
- e. Intellectual Capital is acknowledged as having high uncertainty.

The fourth section will address the research variables in the applied aspect at Al-Imam Al-Kadhim University College for Islamic Sciences, from digital finance and intellectual capital.

The practical aspect

In this section, we will explain the method and tools used, and thus the use of the SPSS statistical software, through the following:

1. Presentation of Results and Statistical Description

- a. Methodology and Tools: This chapter discusses the most important tools and methods used in the research, including the research population and sample, the research tools used to collect data, and the validity and reliability of the questionnaire.
- b. Research Population and Sample: The questionnaire targeted employees at Imam Al-Kadhim College. (30) forms were distributed, all of which were valid for data entry and statistical analysis.
- c. Statistical Tools: The data from the (30) forms was entered into the SPSS statistical software. A set of statistical methods was used, including:
 1. Frequencies and percentages to describe the personal data of the research sample.
 2. Using the arithmetic mean and standard deviation.
- d. Questionnaire Form: The researcher used a five-point Likert scale to analyze the questionnaire.

2. Displaying specific results in search variables

- a. First variable: Digital management

Table 3.

Rep	Paragraphs	Measurement	Strongly agreed	Agreed	Neutral	Don't agree	Strongly disagree	The arithmetic medium	Standard deviation
1.	You have a comprehensive understanding of the services provided by all the digital management systems implemented at the college.	repetition ratio	3 10.0		7 23.3	19 63.3	1 3.3	3.50	.974
2.	You have a comprehensive understanding of the systems used by the college that I need in my work.	repetition ratio			6	18	6	3.93	.254
3.	Do you stay up-to-date with the latest digital systems as they are implemented?	repetition ratio	5 16.7			21 70.0	4 13.3	3.80	.887
4.	You have a background understanding of the concept of digital management.	repetition ratio			2 6.6	28 93.3		4.00	.643
5.	You have a background understanding of the key elements of digital management.	repetition ratio	2 6.7		3 10.0	18 60.0	7 23.3	4.00	.788
	General average							3.8467	51644.

The cross-sectional results in Table (1) show that item (1) achieved the lowest mean score of (3.50) with a standard deviation of (0.974). This indicates a weak overall knowledge of the services provided by all the digital management systems implemented in the college. In contrast, item (5) achieved the highest mean score of (4.00) with a standard deviation of (0.788). This indicates a background knowledge of the main elements of digital management.

- b. Second Variable: Intellectual Capital

Table 4.

Rep	Paragraphs	Measurement	Strongly agreed	Agreed	Neutral	Don' t agree	Strongly disagree	The arithmetic medium	Standard deviation
1	The college strives to retain faculty members with diverse knowledge and skills.	repetiti on		3	1	18	8	4.03	0.850
		ratio		10.0	3.3	60.0	26.7		
2	The college works to keep faculty members engaged and acquire new knowledge through education and training.	repetiti on	1	2	6	20	1	3.61	0.814
		ratio	3.3	6.7	20.0	66.7	3.3		
3	The college makes every effort to motivate its faculty to achieve excellence in academic and administrative performance.	repetiti on	1	2	8	14	5	3.67	0.959
		ratio	3.3	6.7	26.7	46.7	16.7		
4	The senior administration relies on merit-based criteria for faculty appointments.	repetiti on	1	3	3	22	1	3.63	0.850
		ratio	3.3	10.0	10.0	73.3	3.3		
5	The college focuses on utilizing the expertise of those with scientific and technical experience and gives them special consideration.	repetiti on		2	7	15	6	3.83	0.834
		ratio		6.7	23.3	50.0	20.0		
6.	The college has specialized units for monitoring and generating new ideas		4	4	19	3	3.70	0.837	4
				13.3	13.3	63.3	10.0		
7.	General average							3.7444	5.1644

The cross-sectional results in Table (2) show that the item that achieved the lowest arithmetic mean among the items was (3.61) with a standard deviation of (0.814), which is item (2). This means that the college works to activate professors and enable them to acquire new knowledge through education and training. Meanwhile, the item that achieved the highest arithmetic mean was (4.03) with a standard deviation of (0.850), which is item (1). This indicates that the college works to retain professors with diverse knowledge and skills.

3. Testing Research Hypotheses:

The researcher concludes that the first hypothesis, which states (there is a statistically significant correlation between digital transformation and intellectual capital), is achieved through the work of Imam Al-Kadhim College since its establishment on increasing the ability of the college's professors to be oriented and creative in the success of digital management in all the college's institutions.

4. Conclusion

1. Digital management contributes to the development of intellectual capital by enhancing human capital through the development of employees' digital and cognitive skills.
2. Digital management helps support structural capital by building digital information systems and organizational databases that preserve knowledge and ensure its sustainability within the college.
3. Digital management contributes to changing the concept of individual knowledge to institutional knowledge that can be documented and shared, thus helping to reduce knowledge loss during employee turnover.
4. The integration of digital management and intellectual capital enhances the college's sustainable competitiveness.
5. The success of digital management in the college depends on maximizing the college's intellectual capital through an organizational culture that supports learning and innovation for faculty, staff, and students.

5. Recommendations

- 1 .The college administration ought to focus its digital administration on the cultivation of intellectual capital within its three dimensions (human, structural, and relational) .
- 2 .Invest in ongoing digital training for staff to support the development of knowledge and expertise in the college .
- 3 .Develop digital knowledge management tools that help capture and share knowledge within teams .
- 4 .Use digital management tools to enhance client and student relations, and, as a result, relational capital .
- 5 .Assess the effect of digital management on intellectual capital with up-to-date indicators, both financially and non-financially, to inform strategic decision-making .

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