

ICT as a mechanism for activating corporate governance and its effect on raising the quality of hotel services.**-An empirical study on a group of hotels in western Algeria-**

تكنولوجيا المعلومات والاتصالات كآلية لتنفيذ حوكمة الشركات وأثرها في رفع جودة الخدمات الفندقية.

-دراسة تطبيقية على مجموعة فنادق بغرب الجزائر-

Phd/S. BENELHADJ DJELLOUL Rachida ¹, Dr. MORTET Sabrina ²

¹ university of Relizane, GMFAMI Laboratory (Algeria), rachida.benelhadjeloul@univ-relizane.dz

² university of Relizane, GMFAMI Laboratory (Algeria), Sabrina.mortet@univ-relizane.dz

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Abstract:

Our article addresses the possibility of a relationship between the application of corporate governance and information and communication technology (ICT), And their impact on increasing the quality of hotel services The study was conducted on a sample of hotel workers (managers, receptionists, service staff, customers...) in a group of hotels in the west of Algeria .In this study, we used a combination of descriptive statistics tools represented in arithmetic averages, as well as correlation coefficients to analyze the answers of 72 questionnaires by using SPSS21 program, The results of the research concluded that there is a correlation between the application of corporate governance and ICT , and the ICT is an extension and the part of corporate governance in hotel institutions as we have concluded that the application of corporate governance obliges the hotel to apply ICT, which has been proven by the opinions of various actors at the hotel level.

Keywords: corporate governance, information and communication technology (ICT), hotel services quality.

JEL Classification Codes: G34 , O33 , M12.

ملخص:

نهدف من خلال مقالنا دراسة امكانية وجود علاقة بين تطبيق حوكمة الشركات وتكنولوجيا المعلومات الاتصال. وهل لها اثر على زيادة جودة الخدمة الفندقية؟. تم اجراء الدراسة على عينة من عمال الفنادق (مدراء، مسيرين، موظفي استقبال، موظفي الخدمات، النزلاء..) في مجموعة من فنادق الغرب الجزائري، وقد استخدمنا في هذه الدراسة مزيج من أدوات الاحصاء الوصفي ممثلة في المتوسطات الحسابية، وكذا معاملات الارتباط لتحليل اجابات 72 استبيان باستخدام برنامج spss 21 ، توصلت نتائج البحث الى ان هناك ارتباط بين تطبيق حوكمة الشركات وتكنولوجيا المعلومات وأن هذه الأخيرة جزء من حوكمة الشركات وامتداد لها في المؤسسات الفندقية، كما أن تطبيق حوكمة الشركات يلزم المؤسسة بتطبيق تكنولوجيا المعلومات والاتصال وهو ما اثبتته اراء مختلف الاطراف الفاعلين على مستوى الفنادق.

الكلمات المفتاحية: حوكمة الشركات، تكنولوجيا المعلومات و الاتصال، جودة الخدمات الفندقية.

تصنيفات JEL : M12، O33، G34.

INTRODUCTION:

The importance of ICT stems from being a necessary framework to ensure the achievement of objectives companies in general and hotels in particular, especially with regard to increasing the quality of hotel service and to achieve ease and credibility in its presentation, and this quality is built on the basis of a group of standards that can be reached through corporate governance tools and mechanisms.

It should be noted that ICT is not a stand-alone system or isolated from the companies in which it is applied, rather it must be viewed as a sub-system or an integral component of corporate governance. As a whole, it is of great importance and is applied in most hotels, as it leads to the presence of hotels with efficiency and competitiveness and characterized by transparency and integrity in providing service and obtaining customer satisfaction. Therefore, information technology has become necessary to support the strategies and objectives of these hotel s institutions and preserving its interests, resulting from harmony and harmony ICT strategy with the strategic vision and general objectives of hotel establishments, which is one of the first ICT responsibilities, and it should be noted that this can only be achieved through the proper application of ICT in conjunction with the effective application of corporate governance in hotel institutions. As a result of all this, interest in the concept of corporate governance has increased and its link to ICT .And it became one of the main pillars upon which the units, companies in general, and hotel institutions in particular, must be based, and the matter was not limited to that, but many professional organizations and bodies emphasized the advantages of this concept and application.

-Problems research: In light of the foregoing, we formulated the following problems:

1. Is there a relationship between the application of corporate governance and information and communication technology?
2. Is there an impact of applying corporate governance on increasing the quality of hotel service?
3. Is there an impact of the application of information and communication technology on increasing the hotel service quality characteristics?

- Hypotheses: Based on the research problem and objectives, a set of hypotheses can be formulated as follows:

1. **The first hypothesis:** There is a relationship between the application of corporate governance and ICT.
2. **The second hypothesis:** There is an impact of applying corporate governance on increasing the quality of hotel service.
3. **The third hypothesis:** There is an impact of the application of ICT on increasing the quality of hotel service.

-The importance of the study:

The importance of the research comes in emphasizing the importance of expanding the application of the concept of corporate governance in hotels and benefit from them in the development of hotel practice and hotel service development, and therefore achieving information technology in the hotel environment, and that information technology has become a major tool to give the hotel a competitive advantage. To assist the administration in facing the fluctuating climate and the changing environment in order to avoid its obstacles and

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problems, and to reduce the effects that could result from threats posed by the surrounding environment.

- Methodology:

Considering the nature of the above research questions a mixed method approach is undertaken, a quantitative approach was used to address the questions by using a descriptive and analytical research method to identify and obtain information on the characteristics of the phenomenon studied. The analytical tests to test the hypotheses in this study were performed using SPSS21.

- Previous studies:

We have taken into account some previous studies related to this paper for the object to illustrate the important results reached up to date so as to make the study relevant and have a value, we set below studies that helped us to take part in the looking of our main issue.

The study of (Bedjaouia Sihem, 2022), “Contribution of the Quality of Hotel Services in Influencing the Hotel Policy in the Management of Hotel Demand (ar)”, published article.

In this study the researcher tried to show the position of hotel services in the tourism sector and the extent of its contribution to its promotion as a whole, and the extent to which the quality of services provided by hotel institutions to customers contributes to attracting tourists and achieving his satisfaction and loyalty to this hotel over others. By clarifying how the quality of hotel services contributes to influencing hotel policy in managing hotel demand. Where the results showed that it was clear the role of quality in the development of the tourism sector by satisfying existing customers and attracting future customers, where quality standards are determined according to the requirements of customers and is relied upon as a main mechanism to achieve their satisfaction, it aims to improve the competitiveness of the sector locally internationally, as tourism and hotel services have become one of the important sectors in international exchanges.

The study of (Mazhoud Hicham & Klache Mariem, 2020), “The impact of information technology management on Algerian economic institutions in light of corporate governance”, published article.

This study aims to highlight the importance of the role that IT management can play in Algerian economic institutions in the light of corporate governance. As a result of the integration between information technology and corporate governance, the concept of IT governance has emerged as IT governance in the economic environment has given great importance to the success of economic transactions, and the relationship between the application of corporate governance and IT governance, where IT governance is a part of corporate governance, and the study recommended that the benefits of applying S corporate governance in Algerian economic institutions.

The study of (Khallout djihed & chenchouna mohamed, 2019), “Impact of ICT in improving the quality of hotel service Study of a sample of tourists at Sidi Yahya Hotel – Biskra”, published article.

In this study the writer tried to exploring the impact of ICT in improving the hotel service quality in the Algerian hotels. Information and communication technologies were represented in: Hardware and software, individuals, databases and networks ,while the hotel service quality used dimensions were: tangibles, responsiveness, reliability, assurance and empathy. The results showed the existence of the four previously cited ICT components in the studied hotel. The findings also showed the contribution of both hardware and software and databases in improving the quality of services provided by the hotel, While there was no contribution of individuals and networks in improving the quality of service according to the studied sample despite the availability of these two dimensions in the Hotel.

The study of (Sami Jarbouï, Hazar Guetat, & Younes Boujelbène, 2015), “Evaluation of hotels performance and corporate governance mechanisms: Empirical evidence from the Tunisian context”, published article.

The aim of this paper is to determine the incidence of internal corporate governance in Tunisian hotels. Their used a stochastic analysis frontier model of a sample of 63 hotels between 2012 and 2013. Their also explained the efficiency of the hotel industry in terms of internal corporate governance. The stochastic is used to assess the efficiency and performance of firms, as well as factors determining performance. This is the first study to examine the interrelations among ownership, board and manager characteristics and firm efficiency in a sample of the hotel industry. To maximise performance, these governance characteristics are operationalised in terms of board characteristics, ownership structure and chief executive officer (CEO) characteristics. Six performance measures, such as financial performance, social and human performance, organisational performance, commercial performance and global performance, are specified and used to estimate hotel efficiency. The results showed a positive correlation between the proportion of independent directors on the board and hotel performance. We also find that hotel performance is viewed as a proxy for director effort; therefore, the director's tenure positively affects the firm's efficiency and performance.

The study of (Nirvana Saad & Khaled AL-Duais, 2004),“ ICT and Service Quality delivery: A Challenge on Employees at Multinational Hotels in Egypt” , published article.

Through this research, the researchers wanted to clarify how information and communication technology can be used as a tool by hotel staff to provide positive results quality of service. In addition, they explored all the necessary knowledge and skills that would enable employees to make the best use of technology. The study focused in particular on the Sheraton Hotel in Cairo. The study found that technology can serve as substitutes for tedious and manual task, thus offering hotel employees more time to attend to guests. Yet another side of the formula of service quality is the quality of the hotels labor force. They need to have the necessary managerial, technical and social skills. Multinational hotels in Egypt do not lack up-to-date ICT; yet miss a qualified pool of workers. This is one of the main global challenges Egypt faces as demonstrated in the Global Competitiveness Report by which the country lags behind in Human Resource competitiveness.

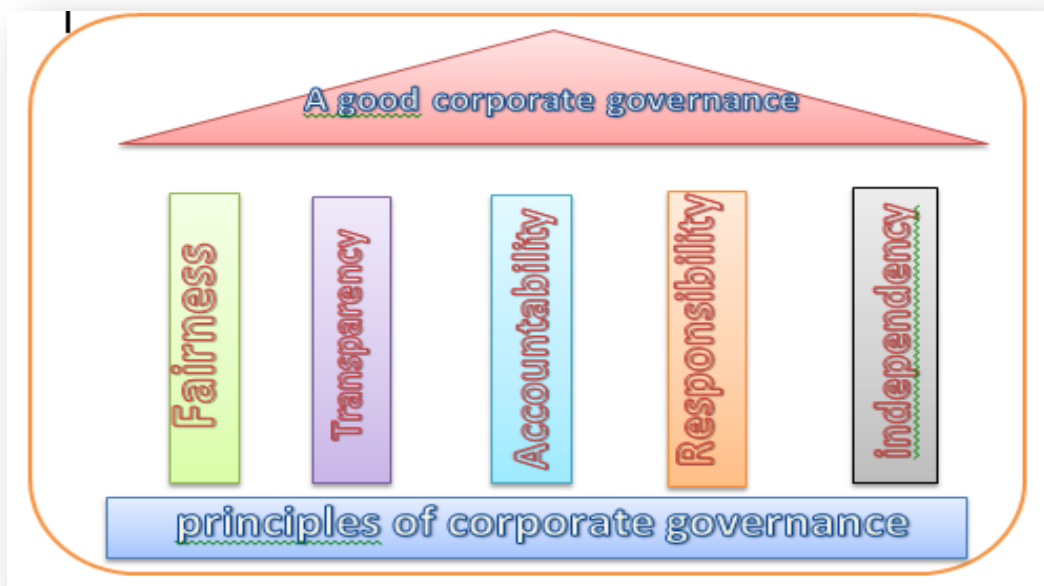
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I. section 1: theoretical framework :

1- Corporate governance:

A number of definitions have been given to corporate governance. (Monks & Minow, 2011) defined corporate governance as a relationship between the various parties (CEO, management, stakeholders, and employees) to affect the direction and performance of a company ,The term “Corporate governance” does not easily lend itself to one universal definition. Different writers have defined it differently from different perspectives. It was defined as: “a system of law and sound approaches by which corporations are directed and controlled focusing on the internal and external corporate structures with the intention of monitoring the actions of management and directors and thereby, mitigating agency risks which may stem from the misdeeds of corporate officers”(Sifuna, 2012),A survey by (asian corporate governance association , 2012)showed that corporate governance sustains an in-line relationship with market performance. Companies that show good market performance were supported by good corporate governance, vice versa. Consequently, it is crucial for a company to pay attention to its governance from various aspects. From these definitions it may be stated more generally that different systems of corporate governance will embody what are considered to be legitimate lines of accountability by defining the nature of the relationship between the company and key corporate constituencies.

Figure (01): Principles of Corporate Governance .



Source: prepared by researchers based on OECD, 2004

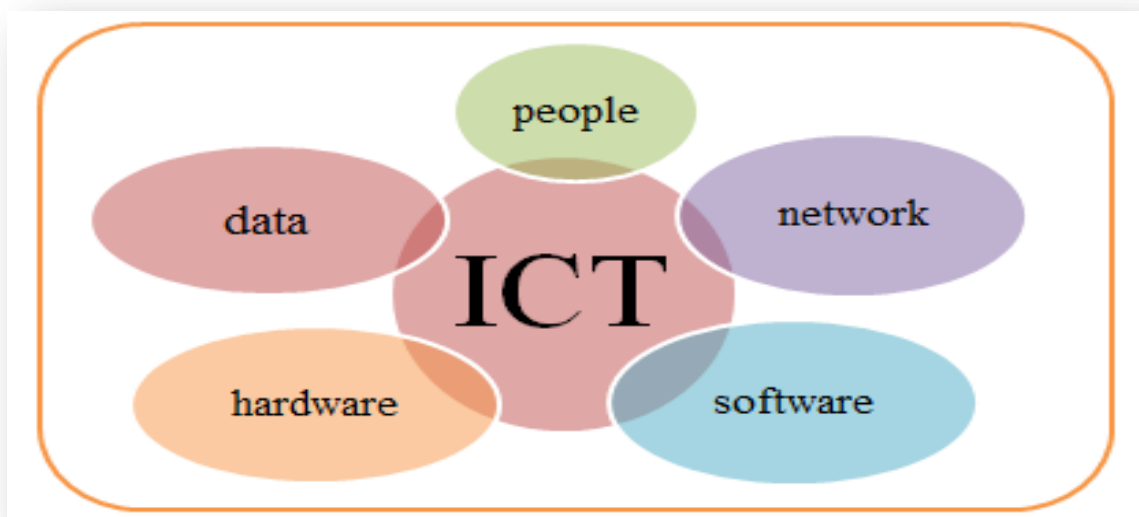
1-2 - (OECD , 2004) proposed five pillars for good corporate governance. Those pillars are: Fairness, Transparency, Accountability, Responsibility, and independency. Such pillars provide a better understanding of corporate governance and its role.

2- Information and communication technology (ICT):

That there is no consensus on the definition of ICT, which has its heterogeneity and complexity. Where Carpenter taught: “(Information and Communication Technology) is a group of technologies used to process, edit and share information, especially scanned data. The birth of ICT is mainly due to the convergence of three activities Strictly speaking, From the perspective of Herbert Simon: (Nobel Prize for Economics 1998), He argues that these technologies help provide: “All information available to men is in verbal or symbolic form, and also in a computer-readable form; books and memories are stored in semiconductor memories...” , Where ICT can be defined as: “The combination of computer and communication technologies is the result of the convergence of technologies, it allows the exchange of information and treatments, and it also provides new ways . And methods of communication” (**MOKHEFI & Belaribi , 2016**).As for the OECD, its definition is a bit broader as it includes also the wholesale industrial equipment. The idea is to keep all the economic sectors that contribute to the visualization, processing, storage and transmission of information by electronic means. It is also defined as a wide range of activities and equipment including all the tools, applications and information, which are available and accessible via computers. It encompasses various forms of information delivery systems such as televisions, radios, newspapers, computers, the internet (**Okwudishu, C. O, 2005**), In general, (ICT) are technologies used for the collection, storage, processing, analyzing, transferring and dissemination of information. (**Kabir Mohammed & Binta Muhammad Yarinchi, 2013**).

2-1 Information and communication technology components: The following figure shows the different components of the ICT :

Figure (02): components of the ICT .



Source: prepared by researchers.

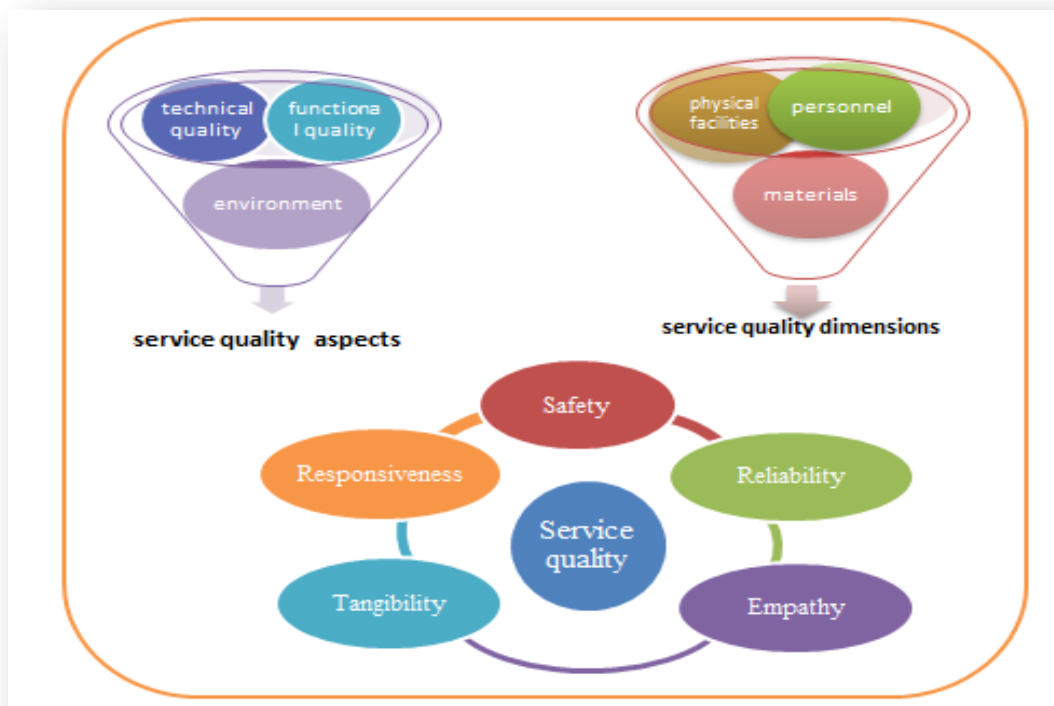
2-2 Information and communication technology consists of a group of interconnected elements that interact with each other to achieve the desired goal, and these components are the computer and its hardware components, software, individuals, databases and networks.

3- Service quality :

Service quality can be defined as the extent to which the service fulfils the needs or expectations of the customers or conceptualized it as the overall impression of customers as regards the weakness or excellence of the service. However, service quality is defined as “what the customer gets out and is willing to pay for” rather than “what the supplier puts in”. Therefore, service quality can be seen as the gap as the between the expected service and the actual perceived.(Mukhles M , 2017), Service quality is a way to manage business processes in order to ensure total satisfaction to the customer on all levels (internal and external). It is an approach that leads to an increase of competitiveness, effectiveness and flexibility (Oakland, J.S), More precisely, service quality is a measure of how an organization delivers its services compared to the expectations of its customers. Customers purchase services in response to specific needs. They either consciously or unconsciously have certain standards and expectations about how the company will provide services to meet those needs. A company of high service quality provides services that match or exceed the expectations of its customers. The service quality not only includes the evaluation of the service performances. But also includes the process of service. (ISMAIL Morad, MELAHI Rehia, & BOUCHARB NASSER, 2021).

3-1 service quality dimensions: The following figure shows the Various dimensions of service quality.

Figure (03) : Various dimensions of service quality



Source: prepared by researchers.

3-2 Service quality includes three dimensions: physical facilities, personnel and materials. Also divided into two aspects: functional quality and technical quality. A similar

approach argues that quality of service Includes three dimensions: functional quality, environment and technical quality. Another way to confirm quality of service Five dimensions, namely: Safety, Reliability, Empathy, Tangibility and Responsiveness.

II. section 2: Analyzing the results and testing the hypotheses of the study :

After discussing the theoretical aspects about information technology, corporate governance and quality service, we come to accomplish our study through experimental investigation to determine characteristics and components of the study model. In this part we will also test reliability hypothesis.

1- Study sample: Our study sample consists of 15 hotels; we targeted most of the active members in this Hotels (bosses, managers, employees, and guests). We have submitted 75 questionnaires but we only got 72 ones back, 2 surveys were kicked out because the answers did not fit the treatment.

2- Data collection tools: We used in our study the questionnaire which is one of the appropriate tools for this kind of studies.

3 Questionnaire: The questionnaire consists of two main parts divided along the study request and hypothesis.

3-1 Section One: This section is for information about individuals who were interviewed; It's about demographic data.

3-2 The second section: divided into three axes as follows:

3-2-1 The first axis: There is a relationship between ICT and the activation of corporate governance, consisting of 6 paragraphs.

3-2-2 The second axis: there is an impact of the application of corporate governance on increasing the quality of hotel service, including 7 paragraphs.

3-2-3 The third axis: there is an impact of the application of ICT on increasing the quality of hotel service, it contained 13 paragraphs.

4- To check the internal consistency of the questionnaire and the questionnaire as a whole, we check the stability and confidence of the questionnaire, **Pearson's** internal consistency coefficient and "**Cronbach alpha**" were calculated to measure the validity of the questionnaire as follows :

Table (1): The internal consistency of the questionnaire's axes

Number of axis	Pearson correlation coefficient	Significance level**
01	0.732	0.00
02	0.709	0.00
03	0.758	0.00

** Correlation is significant at 0.01 significance level (99% confidence level).

Source: Prepared by researchers based on the output of spss 21

4-1 The results of the test show that the correlation coefficients of each of the axes with the total degree of the research axis are very strong, and it is a function at the level of significance of 0.01, which means that each of the axes of the questionnaire has a strong relationship with the aim of the study, and that the questionnaire in its entirety is true to what it was designed to

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measure, which makes it acceptable Statistically to conduct the field study, and adopt its results.

Table (02): Cronbach's Alpha reliability coefficient of the questionnaire.

Number of axis	number of paragraphs	Cronbach's Alpha	self-honesty coefficient
01	06	0.457	0.676
02	07	0.665	0.815
03	13	0.522	0.722
The questionnaire as a whole.	26	0.633	0.795

Source: Prepared by researchers based on the output of spss 21.

4-2 We note from the stability analysis results table that the value of Cronbach's alpha coefficient amounted to (0.633), which is a value higher than the generally accepted measures of stability (0.60), which makes the questionnaire stable and acceptable for conducting the field study of the subject of the research.

5- **Description of the study sample** :The characteristics of the study sample were described as shown in Table No (03):

Table (03): the characteristics of the study sample .

	Category	Frequency	Percentages %
Hotel type	Classified	59	84.3
	Unclassified	11	15.7
hotel class	Premium Class	-	-
	first degree	23	32.9
	second grade	09	12.9
	third degree	10	14.3
	fourth degree	09	12.9
	Fifth degree	08	11.4
nature of property	Government hotel	03	4.3
	private hotel	37	52.9
	chain hotel	30	42.9
sex	Male	40	57.1
	Female	30	42.9
Age	less than 30 years old	19	27.1
	30 to 50 years old	46	65.7
	More than 50 years	05	7.1
	Less than 05 years	16	22.9

Experience	From 05 to 20 years	30	42.9
	More than 20 years	09	12.9
Function	hotel boss	05	7.1
	the manager	16	22.9
	Employee	28	40.0
	Guest	21	30.0

Source: Prepared by researchers based on the output of spss 21.

5-1 The previous results indicate that there is diversity in the various classifications, degrees, and ownership of hotels, as well as in the level of individuals with different ages, experiences, gender and jobs for the study community members, which serves the objectives of the study, and what makes them able to form more accurate positive or negative opinions about the subject of the study, and It contributes to a large extent in the formation of positive or negative trends towards a particular subject, which indicates that the study community has a high level of awareness to give adequate answers.

6- Study data analysis:

In this section we will analyze each part of the questionnaire as well as test hypotheses, based on a one-sample T-test, and the arithmetic mean and standard deviation . A median less than 2.5 means that the answer level is low, between 2.5 to 3.5 means the answer level is average, between 3.5 to 5 means that the answer level is high.

6-1 - The first axis: there is a relationship between ICT and the activation of corporate governance.

Table 04: One-sample T-test results for all paragraphs of the first axis and the total score for its paragraphs and the results of the opinion of the questions.

Questions		Strongly Agree	agree	neutrally	not agree	Strongly Disagree	Median	Deviation Sta	T . value	relative weight	SIG*	Opinions
		N										
1- The interrelationship between ICT and corporate governance leads to the quality of hotel service.	N	30	37	2	1	/	4.37	0.618	59.19	87.4	0.00	high
	%	39.5	48.7	2.6	1.3	/						
2- The hotel works to provide a firm and effective basis for the application of corporate governance using ICT.	N	35	33	1	1	/	4.46	0.606	61.49	89.2	0.00	high
	%	46.1	43.4	1.3	1.3	/						
3- The use of ICT is considered a means to establish governance in order to provide excellent hotel service.	N	42	26	2	/	/	4.57	0.554	69.09	91.4	0.00	high
	%	55.3	34.2	2.6	/	/						
4- ICT is an integral part of corporate governance.	N	41	26	3	/	/	4.54	0.582	65.30	90.8	0.00	high
	%	53.9	34.2	3.9	/	/						
5- Corporate governance works to develop the use of ICT in line with its principles	N	29	35	6	/	/	4.49	0.608	61.30	89.8	0.00	high
	%	38.2	46.1	7.9	/	/						

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6- The use of ICT in the hotel is approved after the adoption and application of corporate governance.	N	26	36	7	1	/	4.33	0.631	57.42	86.6	0.00	high
	%	34.2	47.4	9.2	1.3	/						
Total							4.35	0.461	78.918	87.0	0.00	High

*The correlation is statistically significant at the significance level of $\alpha \leq 0.05$

Source: Prepared by researchers based on the output of spss 21.

6-2 Analyze the results and test the hypothesis :

We note from the above table that the level of the adoption of ICT in order to activate corporate governance has an arithmetic average that ranges between 4.57 with a standard deviation of 0.554 and between 4.33 with a standard deviation of 0.631, according to the scale of the study, these indications mean that the average acceptance is High, so the interviewees fully agree that there is a strong relationship between ICT and the activation of corporate governance at the hotel level.

-In general, the arithmetic mean of all the paragraphs of the first axis is 4.35 and the relative weight is equal to 87.0%, which is greater than the neutral relative weight (60%), which indicates that there is a relationship between the application of corporate governance and the ICT at the level of significance 0.05.

Based on the previous results, **we accept the first hypothesis** which states :that there is a relationship between the corporate governance and ICT.

7- The second axis: there is an impact of the application of corporate governance on increasing the quality of hotel service.

Table 05: The results of a one-sample T-test for all paragraphs of the second axis and the total score for its paragraphs and The results of the opinion of the questions.

Questions		Strongly Agree	agree	Neutrally	not agree	Strongly Disagree	Median	Deviation Sta	T . value	relative weight	SIG*	Opinions
1-The application of corporate governance requires the hotel to use the latest technologies in providing services.	N	26	36	7	1	/	4.24	0.690	51.43	84.8	0.00	high
	%	34.2	47.4	9.2	1.3	/						
2-The application of corporate governance enables the hotel staff to be relied upon, skilled and responsive in providing service.	N	29	34	7	/	/	4.31	0.649	55.59	86.2	0.00	high
	%	38.2	44.7	9.2	/	/						

3-The application of corporate governance enables the hotel to implement the service correctly from the first time and adapt it according to the customer's desire.	N	27	37	6	/	/	4.30	0.622	57.83	86.0	0.00	high
	%	35.5	48.7	7.9	/	/						
4-Corporate governance obliges the hotel to provide all information related to the service with all credibility and transparency.	N	36	25	7	1	1	4.34	0.832	43.66	86.8	0.00	High
	%	47.4	32.9	9.2	1.3	1.3						
5-Corporate governance enables the hotel to earn a good reputation for serving its clients.	N	42	24	1	2	1	4.49	0.794	47.27	89.8	0.00	high
	%	55.3	31.6	1.3	2.6	1.3						
6-The application of corporate governance contributes to the production of high quality service, which gives the hotel a competitive advantage.	N	38	30	2	/	/	4.51	0.558	67.68	90.2	0.00	high
	%	50.0	39.5	2.6	/	/						
7-The implementation of corporate governance is a strategic and important requirement to enhance the level of trust between the hotel and customers in providing high quality service.	N	30	34	3	2	1	4.29	0.801	44.7	85.8	0.00	high
	%	39.5	44.7	3.9	2.6	1.3						
Total							4.26	0.562	63.34	85.2	0.00	High

*The correlation is statistically significant at the significance level of $\alpha \leq 0.05$

Source: Prepared by researchers based on the output of spss 21.

7-1 Analyzing the results and testing the hypothesis :

We note from the above table that the level of corporate governance accreditation in order to increase the quality of hotel service has an arithmetic mean ranging between 4.51 with a standard deviation of 0.558 and between 4.24 with a standard deviation of 0.690, according to the study scale, these indicators mean that the average acceptance is high, so people agree Those who were interviewed fully stated that corporate governance directly affected the increase in hotel service.

-In general, the arithmetic mean of all the paragraphs of the first axis is 4.26 and the relative weight is equal to 85.2%, which is greater than the neutral relative weight (60%), Which indicates that there is an effect of applying corporate governance Companies to increase the quality of hotel service at the significance level of 0.05.

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Based on the previous results, **we accept the second hypothesis** which states that there is an impact of applying corporate governance on increasing the quality of hotel service

8- The third axis: there is an impact of the application of ICT on increasing the quality of hotel service.

Table 06: The results of a single sample T-test for all items of the third axis, the total score of its items and the results of the opinion of the questions

Questions		Strongly Agree	agree	neutrally	not agree	Strongly Disagree	Median	Deviation Sta	T . value	relative weight	SIG*	Opinions
1- The hotel uses the latest technology in providing services.	N	28	40	/	1	1	4.33	0.696	52.02	86.6	0.00	high
	%	36.8	52.6	/	1.3	1.3						
2- The hotel's use of computers and software leads to speed in the performance of hotel services.	N	30	33	1	3	3	4.20	0.987	35.60	84.0	0.00	high
	%	39.5	43.4	1.3	3.9	3.9						
3- The use of hardware and software creates a kind of transparency that contributes to creating a state of trust between the tourist and the hotel.	N	33	34	1	1	1	4.39	0.728	50.39	87.8	0.00	high
	%	43.4	44.7	1.3	1.3	1.3						
4- Reliance on qualified individuals in the field of information and communication technology contributes to providing the service in a complete manner.	N	27	40	1	1	1	4.30	0.709	50.73	86.0	0.00	high
	%	35.5	52.6	1.3	1.3	1.3						
5-The hotel's reliance on staff with technological skills creates an atmosphere of trust in documents and information between the hotel and the tourist client.	N	32	35	1	2	/	4.39	0.666	55.11	87.8	0.00	high
	%	42.1	46.1	1.3	2.6							
6-The hotel relies on communication networks, the most important of which is the Internet, with most of its	N	39	27	1	1	2	4.43	0.844	43.90	88.6	0.00	high
	%	51.3	35.5	1.3	1.3	2.6						

applications in providing hotel services.												
7- The hotel's use of networks, the most important of which is the Internet, where the presence of the Internet in the room helps to adequately perform the service.	N	34	33	1	1	1	4.40	0.730	50.40	88.0	0.00	high
	%	44.7	43.4	1.3	1.3	1.3						
8- Modern means of communication contribute to the speed of service provision.	N	35	32	1	1	1	4.41	0.732	50.44	88.2	0.00	high
	%	46.1	42.1	1.3	1.3	1.3						
9- Completing the hotel's transactions over networks contributes to achieving high efficiency and thus accuracy and clarity of information.	N	44	23	1	1	1	4.54	0.736	511.64	90.8	0.00	high
	%	57.9	30.3	1.3	1.3	1.3						
10- Data and information stored in databases allow services to function as should.	N	35	26	1	5	3	4.21	1.075	32.79	84.2	0.00	high
	%	46.1	34.2	1.3	6.6	3.9						
11- you believe that the hotel's reliance on databases to communicate with customers contributes to the speedy performance of hotel services	N	35	32	1	1	1	4.41	0.732	50.44	88.2	0.00	high
	%	46.1	42.1	1.3	1.3	1.3						
12- The databases in the hotel contain accurate and clear information, which creates a kind of trust between the management and the tourist.	N	35	32	1	1	1	4.41	0.732	50.44	88.2	0.00	high
	%	46.1	42.1	1.3	1.3	1.3						
13- you think that the hotel's reliance on databases enables it to facilitate communication with its customers and thus positive relations between it and the customers.	N	31	37	/	1	1	4.37	0.705	51.84	87.4	0.00	high
	%	40.8	48.7	/	1.3	1.3						
Total							4.35	0.53	68.15	87.5	0.00	High

*The correlation is statistically significant at the significance level of $\alpha \leq 0.05$

Source: Prepared by researchers based on the output of spss 21.

8-1 - Analyze the results and test the hypothesis:

We note from the above table that the level of ICT adoption in order to increase the quality of hotel service has an arithmetic mean ranging between 4.54 with a standard deviation of 0.736 and between 4.20 with a standard deviation of 0.987 according to the study scale. These indicators mean that the average acceptance is high, so the people interviewed fully agree that ICT has effectively affected the increase in quality in hotel services.

-In general, the arithmetic mean of all the paragraphs of the first axis is 4.35 and the

ICT as a mechanism for activating corporate governance and its effect on raising the quality of hotel services.

relative weight is equal to 87.5%, which is greater than the neutral relative weight (60%), This indicates that there is an effect To apply ICT to increase the hotel service quality characteristics at the significance level of 0.05.

Based on the previous results, **we accept the third hypothesis** which states that there is an impact of the application of ICT on increasing the quality characteristics of hotel service.

Conclusion:

The study concluded with a set of results as follows:

- ✓ There is a correlation between the application of corporate governance and the realization of ICT, where information technology is a part and an extension of corporate governance, and its application in hotel institutions has led to an increase in the quality of hotel service. Which is similar with a study of Mazhoud Hicham and klache Mariem (study n° 2).
- ✓ Corporate governance applied in hotels is a tool for greater recognition a measure of the quality of the service provided, which enables the hotel to gain a high competitive advantage.
- ✓ The commitment to implement corporate governance by hotels has led to raising the level of transparency and credibility of the hotel service and achieving customer satisfaction.
- ✓ ICT is used as a tool by the hotel to deliver positive results and quality of service. In addition to exploring all the necessary knowledge and skills that will enable employees to make the best use of technology. which is similar with a study of Saad , Khaled AL-Duais (study n° 5).
- ✓ Hotels recognize the importance of implementing corporate governance in conjunction with the application of ICT in order to produce a high quality hotel service.
- ✓ Commitment to the application of ICT has achieved many benefits in hotel institutions that have committed to applying it, and among these benefits is the improvement and development of hotel service.

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