

## Electronic Management and the Algerian Institution: Between the Administration's Bets and the Citizen's Expectations

الإدارة الإلكترونية والمؤسسة الجزائرية: بين رهانات الإدارة وانتظارات المواطن

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### Abstract:

Nowadays the world stands on the cusp of a new era in which issues disappear and traditional methods of doing business shrink. This is a world in which information and its exchange have become the foundation that cannot in any way be neglected. The latter gave birth to a new style of business administration called electronic management, which was a solid reflection of the change occurring at various levels, namely technological ones. This study seeks to determine the readiness of Algerian public economic institutions to adopt or adopt the electronic management method by knowing the components of their transition from what is traditional to what is electronic (human, administrative, technical, financial, and security resources), in addition to trying to monitor the most important challenges that stand in the way of effective implementation.

**Keywords:** Management, administration, electronic management, institution, economic institution.

**Résumé:**

Aujourd'hui, le monde se trouve à l'aube d'une nouvelle ère dans laquelle les problèmes disparaissent et les méthodes traditionnelles de gestion des affaires se réduisent. C'est un monde dans lequel l'information et son échange sont devenus la base qui ne peut en aucun cas être négligée. Ce dernier a donné naissance à un nouveau style de gestion des affaires appelé gestion électronique, qui était un solide reflet du changement qui se produisait à différents niveaux, notamment technologiques. Cette étude vise à déterminer la volonté des institutions économiques publiques algériennes d'adopter ou d'adopter la méthode de gestion électronique en connaissant les composantes de leur transition du traditionnel au électronique (ressources humaines, administratives, techniques, financières et de sécurité), en plus d'essayer de surveiller les défis les plus importants qui se dressent sur la voie d'une mise en œuvre efficace.

**Mots clés :** Gestion, administration, gestion électronique, institution, institution économique.

**المخلص:**

يقف العالم اليوم على أعتاب عصر جديد تختفي فيه القضايا وتتقلص فيه الأساليب التقليدية في ممارسة الأعمال، وهو عالم أصبحت فيه المعلومات وتبادلها الأساس الذي لا يمكن بأي حال من الأحوال إهماله، وهو ما أنتج نمطا جديدا من إدارة الأعمال يسمى الإدارة الإلكترونية، والذي كان انعكاسا قويا للتغيير الذي حدث على مختلف المستويات، وخاصة التكنولوجية. تسعى هذه الدراسة إلى تحديد مدى جاهزية المؤسسات الاقتصادية العمومية الجزائرية لتبني أو اعتماد أسلوب الإدارة الإلكترونية من خلال معرفة مكونات انتقالها من ما هو تقليدي إلى ما هو إلكتروني (الموارد البشرية والإدارية والتقنية والمالية والأمنية)، بالإضافة إلى محاولة رصد أهم التحديات التي تعترض التنفيذ الفعال. الكلمات المفتاحية: الإدارة، إدارة الأعمال، الإدارة الإلكترونية، المؤسسة، المؤسسة الاقتصادية.

## **Introduction:**

Contemporary institutions are confronted with a multitude of rapid and complex challenges, among which are the technological transformations facilitated by Information and Communication Technology (ICT) and its constituent components, particularly the Internet. Consequently, information technology has permeated institutions across a spectrum of operational domains.

Electronic management represents a robust response to the exigencies of the twenty-first century, encompassing globalization, the digital sphere, knowledge management, and the Internet revolution. This has motivated numerous nations to embrace this management paradigm to enhance institutional performance, optimize effectiveness, and achieve superior outcomes at minimized cost and maximized quality. Algeria is among the countries pursuing the establishment of a society grounded in information and communications technology.

The integration of ICT has become an unavoidable imperative for expediting electronic transactions. This reality has prompted the present research, which investigates the challenges associated with the transition from traditional to electronic management within Algerian institutions, and assesses the preparedness of these institutions to implement such a transformation. Specifically, this study seeks to address the following research questions:

- What are the standards of moving from traditional management to electronic one?
- Is the department's internal and external environment qualified to receive electronic management techniques and requirements?
- Are the benefits that the state, the citizen, and institutions gain at the level of the costs they bear?
- How prepared is the Algerian public economic institution to implement actual electronic management?

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This study endeavors to address these issues by: (1) delineating the key distinctions between electronic and traditional management paradigms; (2) outlining the requisite conditions for successful implementation of electronic management; (3) examining the current state of electronic management projects in Algeria, including their objectives; (4) identifying the principal obstacles hindering the effective application of electronic management; and (5) proposing alternative strategies and recommendations to facilitate the successful implementation of such projects.

### **Objectives of the study:**

The principal goal we seek to achieve is to try to reach the truth of the studied phenomenon in a scientific and objective manner.

- The need to know the extent of readiness of Algerian institutions (human, technical, and financial resources, in addition to the legislative aspect and political support for the state). Which allows these institutions to adopt electronic management as an administrative method that attempts to overcome the remnants of what is traditional and bureaucratic, considering the negatives it leaves behind, whether in the internal management style of the institutions or at the level of the aspirations of the Algerian citizen.

- An attempt to monitor the most important challenges that stand in the way of implementing the electronic management project in Algerian public economic institutions, which inevitably affect their organizational effectiveness.

- Trying to understand the impact of electronic management on the proper conduct of work within the economic institution, whether positive or negative.

- An attempt to identify the Electronic Algeria project that came about in 2008-2013.

- An attempt to demonstrate the impact that adopting the electronic management method has on the indicators of the effectiveness of the Algerian public economic institution.

### **Significance of the study:**

The significant attention afforded to information technology and its various components by the developed world stems from the substantial benefits and importance it offers. Consequently, institutions have begun to actively pursue the implementation of electronic management due to its inherent advantages.

This administrative approach simplifies internal procedures, positively impacting the quality of services provided to clients. This includes reducing the processing time for electronic administrative transactions and facilitating communication both within the institution (internal communication) and with external entities (external communication).

Furthermore, electronic management contributes to accuracy and objectivity in the execution of organizational operations. It also significantly advances administrative work methodologies and ensures the timely delivery of information at minimal cost. These numerous advantages afforded by modern information technology through the application of electronic management have motivated this research.

## **1- Theoretical Framework**

### **1.1- Administration (Management):**

Administration has been defined by numerous researchers across various disciplines. Frederick Taylor defined it as "knowing exactly what you want men to do, and then seeing that they do it in the best and cheapest way."

Fayol, on the other hand, defined it as "to forecast and plan, to organize, to command, to coordinate and to control." (Al-Allaq, 2008, p. 20)

It is also defined as "encompassing all duties and functions pertaining to the establishment of a project, its financing, its main policies, the provision of necessary equipment, the development of the organizational framework within which it operates, and the selection of its key personnel." (Al-Malikawi, 2007, p. 64).

Based on the definitions provided, an operational definition of administration can be formulated as: a process that seeks the optimal utilization of available resources to achieve

specific goals through a set of operations: forecasting, planning, organizing, coordinating, monitoring, and decision-making.

### **1.2- E-Administration (Electronic Management):**

Among the new terms that have emerged in recent years is what is known as e-administration, which has received attention from many scientists and researchers across various disciplines and knowledge interests.

Najm About Najm sees it as "the administrative process based on the distinct capabilities of the Internet and business networks in planning, directing, controlling, and the core capabilities of the company and others without borders to achieve the company's goals." (Najm, 2009, p. 158).

Others see it as "an integrated digital system aimed at transforming administrative work from the manual to the electronic mode by relying on information systems that help in making administrative decisions faster and at lower costs." (Al-Hayt, 2015, p. 17).

It is also defined as "the completion of administrative transactions and the provision of public services, dispensing with paper transactions and establishing the electronic office through internal networks and the Internet without customers having to travel to administrations in person to complete their transactions, with the accompanying waste of time, effort and energy." (Al-Malkawi, 2012, p. 323). The definitions included several points, most notably:

- It is an administration that relies on the digital rather than the manual method.
- It is an administration that relies heavily on data and information technology, not paper.
- The focus on intellectual capital at the expense of material capital.
- Reliance on Internet technologies and networks in providing services and goods electronically.

From the foregoing, e-administration can be operationally defined as: an integrated electronic system that transforms traditional business into electronic business by relying on modern digital communication and information technology.

### **1.3- The Institution (Organization):**

Several definitions of the institution have been given from various perspectives, as follows:

From an economic point of view, the institution is defined as: "an economic unit in which the human and material resources necessary for economic production are gathered." (Arabaji, 1996, p.11). According to this definition, the existence of the institution requires the availability of human resources and material resources used for economic production. Ghoul Farhat defines it as: "a group of people structured in a hierarchical form with the aim of producing tradable goods and services in order to achieve maximum profit." (Ghoul, 2008, p. 8). This definition focused on the institution as one of the two poles of supply and demand in order to achieve maximum profit.

From a social point of view, the institution is defined as: "a living organization composed of workers organized according to a distinct structure with a special culture that lies in a set of values, knowledge, and procedures accumulated over time, and this living organization acquires characteristics that are not changeable quickly and easily." (Bin Habib, 2006, p. 32). This definition focused on the organization as a combination of social values and norms that naturally has its own culture that is cohesive over time, which makes change difficult and not easy.

It is also defined as "a social system, with the existence of goals, cultures and opinions that differ from one group to another, or from one individual to another, and to work to unify the goal of the institution, negotiations and participation in the decision are made within the framework of internal or external discussions between levels and groups." (Adoun, 1998, p. 15).

This means that the institution is no longer viewed from the angle of the production process and profit, but as a social system that focuses on the distribution of tasks and powers, decision-making and the attitudes of individuals at all levels, in order to achieve goals through cooperation, coordination and continuous communication among its members.

From the foregoing, the institution can be operationally defined as: a unit or organization that gathers many resources, whether material, human or financial, in order to use them in the production process to produce goods and services that are sold in the market in order to achieve profit.

## **2- Theoretical Framework of the Study**

### **2.1- Characteristics of E-Administration:**

E-administration possesses several distinguishing characteristics compared to traditional administration, as identified by Najm (2009, p.159-167):

- **It is an administrative process:** This signifies that it adheres to fundamental administrative processes, including defining objectives, formulating policies (albeit rapidly evolving ones), resource allocation aligned with strategic choices, and oversight of diverse electronic operations.

- **Distinctive capabilities of the Internet and business networks:** This underscores the "e-" component of the term e-administration. These capabilities encompass:

**Hyperconnectivity:** This connectivity functions within the framework of maximizing network potential, in accordance with Metcalfe's Law, which posits that the intrinsic value of any bidirectional network is equivalent to the square of the number of its participants.

**Real-time, around-the-clock interaction:** The Internet facilitates dynamic and direct interaction in real-time, whether among personnel or between personnel and customers, suppliers, and other stakeholders. Furthermore, the Internet operates on a 24/7 basis.

**Interaction irrespective of location:** The Internet and business networks provide the capacity for real-time interaction and operations with personnel or customers, irrespective of their global location, with ease, simplicity, and minimal connection expenses.

**Exceptional speed:** The advantages inherent in the Internet for remote and mobile (cellular) communications, with speeds approximating that of light, enable the transmission of messages across continents via electronic mail within a mere 15 seconds. The composition of such messages often consumes considerably more time than their delivery.

**Resources and remote, unbounded operations:** In the context of the Internet, organizations are no longer constrained by the limitations of physical and human resources. Consequently, the fundamental attribute of electronic operations lies in their capacity to function without boundaries. Therefore, virtual activity constitutes an integral facet of an organization's capabilities, and remote personnel form a segment of its workforce, irrespective of their physical presence within the organization, as they render their services externally.

**- E-administration as an extension and evolution of administrative schools:** An examination of the progression of administrative thought and schools reveals that management specialists have delineated a historical trajectory of escalating evolution spanning over a century. This encompasses the classical school, encompassing Max Weber's ideal bureaucratic model, Frederick Taylor's principles of scientific management, and Henri Fayol's administrative functions; the human relations school, exemplified by the Hawthorne experiments (1924-1933), which subsequently evolved into the behavioral school; the quantitative approach during World War II; systems theory in the early 1950s; contingency theory in the 1960s; and the learning organizations approach in the 1980s, culminating in the emergence of e-administration in the mid-1990s.

**- E-administration as an extension of technological advancement in administration:** Technological evolution has consistently gravitated towards the

substitution of human labor with machinery. Initially, this was concentrated within operational processes and routine manual tasks. Subsequently, it transitioned towards programmable planning and control functions, as exemplified in manufacturing and computer-assisted operational planning. Ultimately, it extended to cognitive processes emulating human intellect through artificial intelligence.

- **The Internet and business networks as the most sophisticated, globalized, and interconnected technology:** This renders e-administration as possessing more profound technological dimensions than any prior historical phase wherein administration has engaged with technology.

- **From human interaction to automated interaction:** Traditional administration, particularly the classical school, initially perceived human interaction negatively due to its potential to engender personal and informal relationships. Subsequently, administration, notably the behavioral school, adopted a more positive perspective on interaction, recognizing its capacity to foster constructive collaboration between management and personnel, as well as among personnel themselves, in service of organizational objectives. However, with the advent of the Internet and business networks, interaction can attain its zenith in organizational, geographical, and temporal dimensions. Nevertheless, these advancements have also engendered the displacement of the human element and the ascendancy of automation, thereby attenuating the real-time, ubiquitous human touch and the humanistic essence. In this context, Steve Case astutely remarked, "Personal human interaction is the soul of the Internet." Consequently, rather than marginalizing human labor, the imperative lies in reinstating human engagement within interaction, thereby reaffirming its pivotal role in efficacy.

## **2.2- Requirements for Implementing E-Administration:**

The transition towards the implementation of e-administration necessitates a multitude of prerequisites, among which the following are particularly salient:

### 2.2.1- Administrative Requirements:

The administrative prerequisites that warrant consideration during the implementation of e-administration are encapsulated within the subsequent elements: (Al-Amri, 2003, p. 18-21)

**a. Formulation of foundational strategies and plans:** This may encompass the establishment of a national-level administrative body or entity vested with the functions of planning, monitoring, and executing e-administration initiatives. At this juncture, it is imperative to secure backing and endorsement from the upper echelons of the administrative hierarchy, in conjunction with the allocation of adequate financial resources to facilitate the requisite transformation.

**b. Organizational structure:** The implementation of e-administration necessitates the execution of modifications across structural, organizational, procedural, and methodological dimensions to ensure alignment with the principles of e-administration. This may entail the establishment of novel departments, the dissolution or amalgamation of existing departments, and the re-engineering of internal procedures and operations to ensure the creation of propitious conditions for the expeditious, efficacious, and efficient implementation of e-administration. It is crucial to ensure that this transition transpires within a phased temporal framework, encompassing the elimination of departments and the establishment of new departments congruent with technological advancements.

**c. Leadership and administrative support:** Leadership constitutes a pivotal determinant in the trajectory of any undertaking, serving as the linchpin for its triumph or failure. The support and capacity of management to cultivate a conducive operational milieu play a seminal role in the success or failure of any endeavor. Leadership commitment is indispensable for the reinforcement of each facet of an organization's strategies. Similarly, leadership oversight of the project and the provision of iterative information flows will ensure its triumph and evolution. The conviction, attentiveness, and endorsement of upper

management regarding the implementation of information technology across all organizational strata are deemed critical and contributory factors in the realization of successful e-administration implementation.

### **2.2.2- Legal Requirements:**

The transition towards the implementation of e-administration within Algerian institutions necessitates a novel legislative milieu or the reassessment of extant frameworks to ensure congruence with the nature of electronic operations. To ensure due consideration, it is incumbent upon regulatory authorities to adhere to specific stipulations, such as the comprehensiveness of regulations encompassing all operational activities and domains of the institution, thereby obviating the necessity for the enactment of distinct legislation for each activity, which could potentially engender inconsistencies or conflicts of law in subsequent junctures. Furthermore, the pliability, explicitness, and stability of the regulatory framework are of paramount importance to facilitate operationalization. Additionally, institutions must ensure the involvement of stakeholders and specialists in technical domains during the formulation of such legislation. (Bouzkri, 2016, p. 91)

Consequently, the promulgation of legislation, regulations, and procedures that streamline the transition towards e-administration and address the requisites of adaptation is indispensable. This is necessitated by the fact that the majority of legal frameworks and regulations originated within a conventional milieu and are thus predicated on the modus operandi of in-person interactions between employees and service recipients, as well as reliance on authenticated evidentiary documents. Unquestionably, the transition towards e-administration necessitates a distinct legal and regulatory ecosystem. Moreover, the presence of legislation and legal provisions facilitates the operationalization of e-administration and imbues it with legitimacy and credibility vis-à-vis all resultant legal ramifications.

In addition to the imperative of administrative reform within the context of achieving a successful transition in the implementation of e-administration, administrative reform is indispensable. As Aban articulates, this reform must encompass functional specialization in the operation of electronic programs, the deployment of information security experts to safeguard programs, transactions, and documents, thereby endeavoring to effectuate fundamental and substantive transformations in administrative and technical paradigms. Furthermore, it necessitates the presence of cognizant and enthusiastic leadership endowed with administrative acumen, the rationalization and evolution of relationships, and the enactment of novel legislation pertaining to electronic signatures. (Aban, 2016, p. 74).

### **2.2.3- Human Requirements:**

The human element is deemed one of the most pivotal resources that can be leveraged to attain success in any undertaking. It assumes paramount significance in the implementation of e-administration, as it constitutes the genesis of its conception, development, and deployment in service of the institution's aspirational objectives. Consequently, e-administration is both initiated and sustained by human capital. These individuals comprise the experts and specialists operating within the realm of knowledge, representing the intellectual capital of the institution, encompassing managers, agents, assistants, programmers, data officers, operators, and editors. (Quraishi, 2011, p. 91)

This primarily entails the education and training of personnel, followed by the sensitization and edification of stakeholders. E-administration necessitates fundamental transformations in the caliber of human resources appropriate for its exigencies. This implies a reassessment of extant education and training systems to align with the requisites of the novel transition, encompassing the formulation of plans, programs, and pedagogical methodologies.

### **2.2.4- Political, Economic, and Social Requirements:**

These are reflected in the presence of a political will that supports the e-transformation strategy and supports e-administration projects by providing material and moral assistance to overcome obstacles and develop transformation programs towards e-administration. Abdelkrim, 2010, p. 25).

Regarding the social aspect, it is necessary to work on creating a supportive and understanding social mobilization for the necessity of the transition to e-administration, with sufficient awareness of the advantages of applying technical means in administrative bodies. This can be achieved by utilizing media outlets and civil society organizations to support meetings, seminars, and awareness-raising gatherings dedicated to disseminating the benefits of implementing e-administration. Additionally, it is crucial to organize training sessions on the use of technical mechanisms at various educational levels (technological literacy), while ensuring the provision of adequate financial allocations to cover expenditures on e-administration projects. This should be done without neglecting investment in the field of information and communication technology, and by identifying sustainable funding sources at the central and local levels.

### **2.2.5- Security Requirements:**

The issue of information security is considered one of the most significant challenges of electronic work. This means that the information and documents that are stored, processed, and electronically transmitted to fulfill work requirements must be protected. Therefore, a high level of electronic security and confidentiality must be ensured to safeguard national and personal information and to preserve the electronic archive from any tampering. The focus should be on the security of the state or individuals, either by incorporating security in the network protocol software, using electronic signatures, or implementing passwords. (Aban, 2016, p. 77).

### **2.2.6- Technical Requirements:**

These are primarily represented in providing the infrastructure for e-administration, which includes developing and improving the communication network to be integrated, ready for use, and capable of handling the massive volume of simultaneous communications. This is to achieve the purpose of using the Internet, in addition to providing appropriate digital technology in terms of equipment, computers, devices, systems, databases, and software. It also includes providing digital mail services available to individuals or institutions on a wide scale. (Abdelkrim, 2010, p. 26)

Therefore, it is imperative to work on developing various communication networks in line with the transformation environment that requires a broad and comprehensive network capable of handling the enormous volume of communications. This should be done without neglecting other technical components such as equipment, devices, and computers, while striving to provide and make them accessible to individuals and institutions.

If the physical entity of an institution embodies capital in the industrial age, then electronic business performs the same function in the digital economy. Since the mid-1990s, the characteristics of business, assets, production, marketing, and physical distribution capabilities have declined in importance compared to the development and expansion of electronic business in its virtual and digital dimensions. Hence, there has been a transition from managing physical objects (location, buildings, and other tangible assets) to digital electronic management (information, digital data, networks, and interactions).

### 3- Comparison between E-Administration and Traditional Administration Services

**Table N°1. Differences between E-administration and traditional administration services**

<b>Feature</b>	<b>E-administration</b>	<b>Traditional administration</b>
<b>Objective</b>	Focuses on managing networks, digital data, information, and relationships to achieve positive interaction and responsiveness to	Focuses on managing individuals and various resources to achieve efficiency and effectiveness.

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	diverse developments.	
<b>Organization</b>	Networked and dynamic organizational structures; diverse organizational divisions, multiple centers of authority, and high-speed communication.	Hierarchical organization, static organizational divisions, slow formal communication, and centralized authority.
<b>Planning</b>	Participatory planning between management and employees; adoption of short-term, flexible plans.	Centralized, rigid, top-down planning; adoption of long-term or short-term plans.
<b>Control</b>	Continuous, real-time, participatory, and immediate monitoring.	Based on balancing actual performance with expected performance; periodic (quarterly or annual) and follows planning and implementation.
<b>Leadership</b>	Shared decision-making based on pre-existing information and data.	The leader is the center of direction and control; centralized decision-making.

#### **4- The E-Administration Project in Algeria 2008-2013**

##### **4.1- Project Definition :**

The expansion of the democratic concept of governance, the rise in the cultural level of peoples, and their increased awareness of their social, economic, health, cultural, and administrative problems and needs, in addition to the increase in organizations that defend their rights and demand quality, transparency, and speed of performance, exacerbate the problems and negative practices such as bribery, bureaucracy in the negative sense, laxity, favoritism, legally controlled discrimination, practicing all forms of procrastination and coercion, distorting the law and responsibilities, adopting secrecy, and the tendency towards

a state of opportunism when evaluating people and dealing with their characteristics and abilities, but these people become in the eyes of the administration violators of the law and other manifestations of administrative corruption, the administration of the previous era is not connected with the citizens and their real tangible conditions and is not concerned with the desires of the people they supervise and not with their needs...and leads in most cases to encouraging inefficiency and generalizing triviality...an administration that is more inclined to waste than to management, an outdated administration in its approaches and hardly aware of the reasons for scientific progress" (BenArab, 2014, p. 65)

It is known that the public administration in Algeria is characterized by its inheritance from the French administration, as it was then held by a class that linked the French administration and the Algerian people and was a repressive administration that remained even after independence, which created a gap between the people and the administration represented in artificial barriers that favored officials and administrators over citizens, which complicated matters and made the public administration and the services it provides a crisis that expresses the loss of public service and the absence of a culture of belonging to the organization, the lack of adoption of legislation that is compatible with the nature and specificities of society, exaggeration in the subjective reading of laws and the use of discretionary power and its abuse, disregard and contempt for the problems of the citizen, the absence of a measure of disputes and penalties within the administrative apparatus, and the failure to encourage individual and collective initiatives. (Tabish & Majdoub, 2015, p. 432)

This has forced Algeria, like other countries, to adopt a new administrative style that keeps pace with the various technological transformations, which has necessitated the creation of a ministry that is concerned with administrative reform and improving public service, which oversees the monitoring and development of general administrative affairs.

This reform was embodied through the launch by the Ministry of Post and Information and Communication Technologies of the "Algeria e-Government 2008-2013" project, in consultation with public institutions and administrations, public and private economic operators, universities and research centers, and professional associations active in the field of science and information and communication technologies.

#### **4.2- Objectives of the E-Administration Project in Algeria:**

The e-administration project in Algeria included a set of general and specific objectives defined in the following areas (Aban, 2016, p. 91-93):

1. Accelerating the use of information and communication technology in public administration: by introducing and strengthening the use of information and communication technologies in e-administration, which allows for better service to citizens in a way that suits their aspirations towards their institutions.

2. Accelerating the use of information and communication technology at the institutional level: Information and communication technology has been integrated to develop applications to improve the performance of companies.

3. Developing mechanisms and incentive procedures to enable citizens to benefit from information and communication technology equipment and networks: through the launch of the "Your Family" process by providing computers and high-speed connection lines, increasing public spaces, internet cafes, information parks, etc.

4. Promoting the development of the digital economy: through dialogue between the government and companies within the framework of "Electronic Algeria" in order to provide favorable conditions for valuing scientific and technical competencies in the field of software production and the provision of services and equipment, as well as directing economic activity based on information and communication technology towards exporting abroad.

5. Strengthening the basic infrastructure for high-speed and ultra-high-speed communications: by upgrading the communications infrastructure, securing networks, and improving their quality.

6. Developing human capacities: by reviewing higher education and vocational training programs in the field of information and communication technology and imparting them to all groups.

7. Strengthening research, development, and innovation: Innovation and research and development are one of the pillars of the knowledge-based economy as they ensure the development of products and services with added value in the field of technology.

8. Qualifying the legal framework: To adopt the method of e-administration, it is necessary to adjust the level of the legal framework in line with international practices and the requirements of the information society.

9. Information and communication: This is the responsibility of the associations, which are considered an extension of the government's efforts.

10. Valuing international cooperation: This is embodied in the establishment of a group of companies and agreements in the electronic field for the purpose of dialogue and benefiting from the experiences of others.

11. Evaluation and follow-up mechanisms: This is done by preparing a conceptual framework for a system of appropriate qualitative indicators.

12. Organizational procedures: through national coordination between various sectors and specialized bodies.

13. Financial resources: It is necessary to provide a considerable financial budget that is spent according to the stages of implementation.

#### **4.3- Challenges of the E-Administration Project in Algeria :**

The e-administration project in Algeria faces numerous challenges that hinder its optimal implementation and effectiveness. These challenges can be categorized as follows:

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- **Weak Internet Infrastructure:** Several public studies conducted on the use of information and communication technologies in administrative bodies have revealed significant disparities. This is further highlighted by a report issued by the World Economic Forum (Davos), which indicated that Algeria has regressed in the field of modern technology and its uses. After ranking 80<sup>th</sup> at 2008, it fell to 108<sup>th</sup> at 2009 and further to 113<sup>th</sup> at 2010 (BenArab: 2014, pp. 69-70). Internet access in Algeria remains limited to certain families, with some lacking wired and wireless connections. This obstacle is not confined to remote areas but also exists in major cities. Therefore, the computerization of administration must be accompanied by expanding the user base of this technology easily and affordably.

- **Technological Limitations:** Technology can never fully replace human interaction. Many services require personal identification, signatures, and witnesses, such as issuing passports or registering real estate transactions. Although efforts are underway to develop systems capable of handling personal identity and digital signatures through remote verification methods, such as comparing fingerprints or iris scanning via specialized scanners or cameras (Mansouri, 2013, p. 13), these solutions are not yet widely implemented or accessible.

- **Digital Literacy:** Internet usage remains limited to certain segments of society. Digital illiteracy is prevalent even within the university environment, which should be a fertile ground for such activities, let alone other social groups.

- **Content Comprehension:** Not everyone who can access the internet can understand the content. Paper-based transactions face several challenges, and the problem becomes more complex when discussing interactive reading and electronic documents. The lack of coordination between administrations in various components of information, including hardware, software, and studies, is a major contributing factor.

- **Political Interference:** The most significant obstacle to implementing e-administration in Algerian institutions is the undue interference from political centers. Local

administrations lack the necessary authority to decide on converting their operations to an electronic mode, as their role is often purely executive. Overcoming this situation requires giving them an opportunity to participate in decision-making and formulating programs and plans that are compatible with their specific environmental conditions.

- **Scarcity of Local Financial Resources:** Development efforts are concentrated in major cities, which are considered the face of the state. For example, the financial allocations for the postal and information and communication technology sector did not exceed 3 680 186 000 DA at 2014 (BenArab, 2014, p. 71).

- **Absence of Legal Framework:** The transition to e-administration requires the enactment of legislation and laws that regulate relations between administrations and the users of electronic services. There is a possibility of slowness or delay in enacting legislation and laws that create credibility in dealing with electronic services (Abdelkrim: 2010, p. 160).

- **Focus on Basic Needs:** Development efforts in local areas are focused on satisfying the basic needs of citizens, neglecting the integration of technology within their priorities. This latter group suffers from unemployment, low living standards, and lack of resources, which may hinder their integration into the information society.

- **Lack of Conviction:** Administrative leaders are not convinced of the idea and philosophy of e-administration and are unable to abandon traditional management. As the saying goes, "Trying to implement new ideas with men who embrace old ideas is a waste of effort and time."

#### **4.4- Potential Solutions to Address These Challenges:**

- Integrating information technology into all curricula in the Algerian state's education system.

- Increasing demand for jobs and services required by the new system, which helps attract more skills and expertise.

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- Organizing seminars that contribute to raising awareness of the goals and principles of e-administration.

- Ensuring the availability of prerequisites that must be provided first, which serve as the foundation upon which e-administration is built, especially the technical, administrative, and security requirements.

- Preparing laws and legislation that guarantee work with e-administration.

- The need to develop information security programs and policies to maintain confidentiality, which is one of the cornerstones of organizational success.

### 5-Conclusion:

E-administration today represents a civilizational and cultural point for various societies, including Arab societies. It has encompassed many areas, particularly political, economic, and social ones. It is considered one of the most important outcomes of the technological development in the field of communication and information technologies and constitutes an inevitable necessity, especially for developing countries seeking to break out of the cycle of underdevelopment and enter what is known today as the digital economy.

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