



The Role of Electronic administration in Improving public service

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Received: 15/05/2025, Accepted: 11/12/2025, Published: 25 /03/ 2026

ABSTRACT:

The aim of this study is to find out the contribution of e-administration to the improvement of the public service in the Municipality of Oulad aiche. In order to achieve the objective of the study, a questionnaire was distributed to a sample of 50 persons. After the examination 30 samples were used. Social in the discharge of questionnaires and data processing.

The study found that e-management contributed to the improvement of the performance of workers at a high rate of 77% in the Municipality of Ouald aiche Blida, which contributed to improving the public service provided to citizens by 69% and providing the service in an effective and efficient manner.

Keywords: e-management, public service, e-service.

Introduction:

The technical and scientific progress and the spread of the internet have resulted in the emergence of many effects on the nature and form of the work of administrative systems, with which the traditional forms of Service have retreated to a new style based on the technological and information dimension to reformulate public services, and make them based on the distinct potential of the internet and business Therefore, the shift towards electronic management has become a global trend that encourages the adoption of electronic service systems, including the electronic public service.

E-management is one of the fruits of technical achievements in the modern era, as developments in the field of communication and the innovation of advanced communication technologies have led to serious thinking by states and governments to take advantage of the achievements of the technical revolution using computers and internet networks to accomplish business , and provide services to citizens in an electronic way that effectively contribute to solving many problems, the most important of which are Therefore, e-management came as a realistic reaction to the use of computer applications in the field of public services to develop traditional methods of work into more flexible and effective methods on the one hand, and on the other hand to take advantage of the achievements of the technical revolution in saving time, effort and cost, proceeding from the above The problem of the study is the following question :**how e-management has contributed to improving the public service in the municipality of Awlad lives in Blida ?**

The following questions fall within this problem:

- What is the concept of electronic management What are the requirements for its application ?
- How does e-governance affect the public service ?



-How e-governance contributed to the improvement of Public Service in the municipality of Awlad lives in Blida ?

Study hypotheses: to address the topic, the hypotheses on which the study is based have been developed:

- The requirements of electronic management are available in the municipality of Awlad lives.
- E-management has contributed to improving the performance of employees in Awlad municipality living in Blida.
- E-management contributed to the elimination of bureaucracy in the municipality of boys living in Blida.
- E-management contributed to the improvement of Public Service in the municipality of Awlad lives in Blida.

The importance of studying: the importance of studying is:

- The topic is relatively recent and related to electronic management.
- The Association of the study with an important administrative body represented by the municipality due to its close association with citizens through its responsibilities and the services it provides to citizens.

Objectives of the study: the study aims to:

- Highlighting the importance of electronic management.
- Make some appropriate recommendations in this area.
- Identify the degree of application of electronic management in the municipality under study and the extent of its contribution to the improvement of Public Service.

The study was divided into the following axes:

- **The first axis:** the conceptual framework of electronic management.
- **The second axis:** the conceptual framework of public services.
- **The third axis:** the relationship of electronic management to the improvement of Public Service.
- **The fourth axis:** the contribution of electronic management to improving the public service in the municipality of Awlad lives-Blida–

I. The first axis: the conceptual framework of e-governance:

The introduction of the E-management system by government service organizations as a mechanism to provide public service has provided significant improvements and quality of services, which has contributed to a high rate of improvement in the standard of living of society, and we will discuss in this axis the concept of e-management and its importance, benefits and requirements for its success.

1) The concept of e-management: e-management is defined as ' paperless management, it includes a set of basics where there is paper, but we do not use it heavily, but there are



electronic archives, e-mail, directories, electronic diaries, voice messages and automated follow-up application systems.^{1'}

It was defined as ' a new management methodology based on the assimilation and conscious use of information and communication technology applications in practicing the basic functions of Management in organizations of the era of globalization, E-management includes all components of management from planning, implementation, follow-up, evaluation and motivation, but it is characterized by its ability to continuously create knowledge and employ it in order to achieve the goals of the organization, and E-management depends on the development of the information infrastructure within the organization in a way that integrates the vision and thus the performance of the business.^{2'}

E-government is 'the backbone of e-government and it forms internal processes, which are not visible to the citizen or institutions, linking ministries through integration systems, and reaching the full mechanization of the basic functions of classical government^{3'}

It was also defined as ' a new and advanced method, but it is an information technology revolution, which originated as a concept to connect the citizen with various government agencies to obtain government services , and it is one of the means used by the real in the legal and administrative sense to deliver information and services , and market goods to their beneficiaries via the internet and computers, and this does not cancel the real role of the government, but And supports its efficiency and effectiveness.^{4'}

2) The importance of e-Management: in the light of global innovations and accelerated developments in Information Technology in technical means, which in turn led to a qualitative leap in the processes of communication between individuals and institutions, which contributed greatly to changing the methods of communication and interaction between service institutions and their audience^{5'}.

Furst pointed out that e-management has enjoyed a great place among government institutions and the benefits it performs for the institution by taking advantage of modern technologies and putting them into practice in order to contribute to providing management in an innovative and advanced way, and the means of providing management with high ease and ease as well as reducing the gap between the institution and its audience^{6'}.

To transform from an organization that provides its services in the usual traditional way to an organization that provides its services electronically, the organization must correct the challenges that it may face during the transformation process, and it must also know the technological means that achieve its goals and deliver its services to its audiences in the required way, and then start designing internal processes and rebuilding the Advanced and automated use^{7'}.

3) Benefits of e-management: there are many benefits of e-management, including^{8'}:

- It works to provide services to everyone efficiently and transparently.
- Provide services in the fastest and best way.
- Elimination of administrative complications and the impact of interpersonal relationships.
- Improved performance and ease of follow-up process.



-E-management enjoys privacy, security, confidentiality and credibility.

4) Requirements for the application of e-management: access to the provision of e-management requirements can only be achieved through an integrated and comprehensive strategic program to reengineer the operations and business of the organization⁹.

Officials who want to switch to electronic management should take into account several factors to achieve success in the organization, the most important of which are¹⁰:

- Clarity of the strategic vision of the officials in the organization and comprehensive understanding of the concept of electronic management of planning, implementation, production, operation and development.
- Direct and comprehensive care for the senior management of the organization and the distance from dependence and improvisation in dealing with matters.
- Continuous development of work procedures and an attempt to explain them to employees for the possibility of understanding them and understanding their goals, emphasizing their codification and classification.
- Training, qualification and securing the training needs of all employees, each according to his specialization.
- Continuous updating of Information Technology and means of communication.
- Achieving the principle of transparency and the optimal application of realism.
- Positive cooperation between individuals and management within the facility and leaving personal considerations.
- Benefit from previous experiences and do not repeat mistakes.
- Ensuring the confidentiality of information for beneficiaries.

II. Conceptual framework of Public Service:

In this axis, we will try to expose the concept of public service, its characteristics, principles and importance, and we will also get acquainted with the types of Public Service and the obstacles to its provision in the Algerian public facility

1) The concept of Public Service: the concept of Public Service is one of the definitions that is difficult to define a definition of its own due to the breadth of this concept in terms of activities, so we always find in most references the conjunction of the term public service with the term public utility in terms of the subject (public activity), and public service is defined by the public service school « is every function Guaranteed, controlled and monitored by the rulers , because the performance of this function is necessary to achieve and develop social cohesion , and it is of a nature that makes it fully realized only thanks to the intervention of the power of the rulers »¹¹.

2) The importance of Public Service : the importance of Public Service lies in the following¹²:



- Public services are the essence of life for the citizen and the pillars of progress for society, as the individual needs health, education, water, electricity and housing. In order to have a positive impact on society.
- Public services support the position of the government or those based on providing them if they are provided in a way that satisfies the citizen, as governments, whether at the central or local level, commit to some achievements and projects that represent the requirements of citizens, and whenever the latter are embodied, there is fulfillment of obligations by the government, and this is reflected in gaining public confidence.
- Achieving social, economic and political stability: stability in all its forms has an impact on the growth and development of societies, it provides an appropriate climate for work and production, and contributes to accelerating development achievement in all its dimensions.
- The level of public services provided is a criterion for the extent of development in society: the final judgment on any government is through the effectiveness of the services it provides, as states struggling to meet the growing demands of society often find themselves unable to cope with current tasks, which led them to seek new arrangements for partnership with civil society bodies, organizations Non-governmental organizations and the private sector in order to maximize the levels of services provided to their citizens.

3) Principles of public service: represented by the principles of Public Service:

***Equality:** all members of society should have access to public service, the tariff should be the same on similar sites, everyone pays in the same way , receive the same guarantees for any decision or complaint before any court or law, and also for the defense of their interests in the face of Public Utilities¹³.

* **Continuity:** it means that the service is available to any individual who needs it under specific circumstances, and this principle may raise an important issue for consumers, namely, is the right to strike allowed at the public facility.

***Harmonization:** it means the right to receive the fruits of technical progress in the field of efficient service, and it means that both consumers and companies cannot object to temporarily disable the service for the sake of technical renovations or upgrading its level and efficiency¹⁴.

* **The principle of regular traffic:** public organizations are subject to a special regime that ensures the continuation of their traffic, and that it does not stop or end this activity.

***The principle of excluding the goal of profit:** when the government establishes a public organization, its goal is to meet the general needs of the public , and therefore it does not intend to achieve profit, and does not seek it , and it is not intended that the services performed by the public organization are free of charge¹⁵.

4) obstacles to the provision of service in the Algerian facility and ways to address them:

Service delivery barriers:

From this perspective, the state has made great efforts to provide local administrations with basic facilities and necessary equipment to perform their tasks, by completing, equipping and preparing many administrative decisions, enhancing its human resources to ensure their



framework, in addition to activating an ambitious program aimed at modernizing facilities Administrative generality, the introduction of Informatics in its management and the performance of its tasks.

However, the quality of the services it provides remains below the level of ambitions, which is a source of concern for the public authorities and frustration for users of Public Utilities through the following shortcomings ¹⁶:

-Lack of reception of the citizen and taking care of his concerns and requests, especially:

*Some local officials do not receive citizens.

*Some assign some of their subordinates to receive citizens, who often lack the qualifications and abilities that allow them to properly process citizen requests and take care of concerns.

*Receiving citizens in inappropriate conditions, providing negative responses to citizens, which contributes to strengthening distrust between the citizen and the administration.

-Lack of guidance, communication and informing citizens, especially in:

*Lack of informing citizens about various administrative services, such as the organizational conditions for benefiting from some services and their entitlement .

*Procedures to be followed in the preparation of administrative files.

*Delayed file processing.

*The lack and absence of means and guidelines to guide The Citizen at the departmental level, and sometimes the presence of old means that are no longer valid and need to be reset.

*Reception and guidance of citizens by unqualified agents whose original task is prevention and security.

-The continuation of bureaucratic actions in some departments, represented by:

*Demanding documents or procedures outside those stipulated in the laws and regulations in force.

*Slow processing of citizens ' requests and complaints.

The challenges of the success of the e-municipalities project in Algeria: the implementation of the e-municipalities project requires several factors for success, including the availability of infrastructure and the qualification of human cadres, but reality revealed several difficulties that prevented the provision of quality service, perhaps the most important obstacles¹⁷:

-Provision of infrastructure: the infrastructure includes various devices such as computers, copiers, printers, cables, as well as the internet, but the municipalities recorded interruptions in the internet – the internet – and this disrupts the process.

-Absence of laws: the provision of electronic services needs to enact laws to protect and combat forgery, as well as increase the reliability of the electronic signature.

-Bureaucratic procedures: the printing of biometric documents is the reason for the longer delivery of documents, this is due to the absence of daily delivery of documents for remote areas.

-Lack of efficiency of human resources: e-Municipality applications need to use information and communication technology, which is intended to possess modern technologies in addition to enabling human resources to use them to switch from manual work to electronic, and the



responsible authorities have overlooked the latter, as they consider that the delivery of modern means is sufficient to make the process successful, which caused many mistakes.

-Copying errors in the records: this caused the errors in the names to be transferred from the record to the database and therefore the printing of the cards was wrong, and re-correction may require several weeks.

Methods of treatment: the methods of treatment are:

- Procedures and measures to improve the public service in Algerian public utilities¹⁸:

*Receiving and taking care of citizens ' complaints and requests.

*Determine a day of reception, allocate it for the reception of citizens by the first official on the facility and inform the citizens about it.

*The appointment and assignment of qualified frames to ensure the programming of reception processes and ensure the follow-up of complaints and grievances received by citizens, in order to achieve the welfare of members of Algerian society, and to obtain the best requirements, and this is what makes the government always seek to address the problems of public service through¹⁹:

- Providing material and human resources in a manner commensurate with the size of the responsibilities assigned to local groups so that they can respond effectively to the needs of citizens, which are increasing every day.

- Re-establishing trust between the voter and the elected, by focusing on direct and daily friction and focusing on field work instead of writing reports in offices, which often do not reflect the lived reality.

- Cultivating the culture of civil society and changing mentalities so that the Good Citizen can contribute effectively to achieving comprehensive and sustainable development.

- The modernization of Public Administration through the optimal use of modern means of communication, and the need to disseminate them at the level of all departments with the need to enact the necessary legislation and determine its legal framework.

- Belief in the priority of administrative reform in building society and achieving its goals.

-Budget allocation for administrative reform.

III.The relationship of electronic management to the improvement of Public Service :

In the midst of the rapid emergence of internet-based business organizations, a qualitative transformation is taking place today that has led to the emergence of the era of public electronic service, and in this axis we will discuss the concept of electronic service, how to improve public service using information technology in addition to the electronic management skills necessary to improve public service .

1) the concept of electronic service: when we talk about electronic service, there are many definitions associated with it.

EService is defined as 'all it-based services available via electronic networks, it includes the service product, the service environment, the provision or delivery of the service'²⁰ .



It is also defined as 'all services that can be delivered electronically, so that the customer and the service provider are provided with competitive advantages by reducing costs and shortening time²¹.'

2) improving the public service using information and communication technology: the introduction of the concept of electronic management as a mechanism for providing public service has provided important improvements in the form of public services, resulting in the development of tasks and activities provided by government service organizations.

In terms of activating the service: as the activation of the public service pushes the need to adopt the principle of the work of Citizens Service Centers, which is based on the efforts of centers capable of contacting all government departments, and can on behalf of citizens to follow up all their transactions that are carried out through more than one department, where the citizen Activating the public service as the most important effects of the application of electronic management are as follows²²:

- Accuracy, speed of response and respect for deadlines: the accuracy of the provision of public services within the framework of electronic management is achieved through the completion of works according to exact standards determined through information processing systems in a way that limits administrative errors and prevents excesses during the provision of service, while the speed of response and respect for deadlines is achieved in turn through the use.

- Reducing service costs: it also lies in remote communication to obtain public service through online communication without moving and the adoption of windows and electronic network.

- Providing the best services to citizens: attention to Citizen Service requires the creation of a work environment in which a variety of skills and competencies professionally prepared for the use of modern technology, in a way that allows identifying each problem diagnosed, drawing conclusions and proposing appropriate solutions to it.

- Ease of accounting and clarity of service: the full use of Information Technology in the performance of Public Service leads to the possibility of accounting for all the particles of those tasks and activities, through the presence of electronic publishing for all stages of the service, as there is no room to hide transactions.

In terms of the effectiveness of public service organizations: the orientation of electronic public services and bringing them closer to citizens will enable the management based on the provision of public service to facilitate the delivery of services better to the user, and achieve a high degree of convenience and convenience compared to face-to-face service delivery or direct contact with the beneficiary, and also Electronic management also leads to a limited and low percentage of errors from the performance and delivery of the service due to the extreme accuracy that characterizes electronic activities, in addition to saving time for the benefit of service seekers in a way that ends the problems of administrative complexity²³.

3) the E-management skills needed to improve the efficiency of the public service: there is an urgent need to provide five necessary skills needed in e-management to enable it to provide the necessary public services to citizens efficiently and effectively, and can be summarized as follows²⁴:



Analytical skills: these skills are basic skills that should be available at every stage of electronic management, and these skills begin with identifying problems and revealing policies and processes to analyze the needs and requirements of users of services. This requires conducting in-depth research and exploratory or diagnostic studies to find out the requirements of citizens and gain their satisfaction.

Information and knowledge management skills: these skills show the foundations of dealing with knowledge and information as a basic resource with high added value, and you also need skills to ensure the integrity and content of the quality of data and information and the levels of compatibility with the services provided to customers through the development and implementation of information sharing mechanisms.

Technical skills: this can be done by designing information systems compatible with the electronic management infrastructure and developing interfaces with end users by providing services that are easy to use and acceptable to them.

Communication and presentation skills: these skills are employed in the E-management capacity in communication with all interested parties to attract the necessary support .

4) The role of electronic management in improving the efficiency of Public Service:

Those in charge of government programs have realized the importance of continuous changes in information and communication technology that the government no longer has any other option but to seriously think about applying electronic management as a public service channel used by all citizens at any time and place, which will save it a lot of time, effort, money and the hassle of moving citizens to various government departments and waiting in long queues. E-governance plays an important role in improving the quality of government services provided through the following²⁵:

- Reduce the pressure on the service windows and reduce waiting times.
- Facilitating the transactions of individuals and restructuring procedures towards simplification and facilitation.
- Reducing the paper backlog by replacing electronic documents with paper documents.
- The use of information and Communication Technology in increasing the ability of the Algerian government to provide information and services easily and conveniently.
- Reducing the crowding and frequency of visits to various government departments while achieving justice and transparency in obtaining the service.
- Preparing the government apparatus for integration into the global system, where the level of government performance keeps pace with the modern systems followed in developed countries in this field.
- Encouraging the community to deal with computers, information literacy, and creating a better business environment and commercial competition in relation to the new digital economy.
- Reaching remote areas with its services and removing isolation from them in order to make it easier for the citizens of those areas to spend their affairs and not to bear the trouble of moving to finish their transactions with the government.
- Improving the effectiveness of state intervention, both in terms of taking care of citizens ' concerns and putting into action the national policy of social and economic development.



-Continuous development of policies to simplify and ease administrative procedures, as well as the fight against bureaucracy, which is a brake on the development of the country.

-Improving the quality of services provided to citizens in various fields of life, as well as contributing to the embodiment of the principles of social justice and equality on the ground, as well as achieving the current national policy by bringing the administration closer to The Citizen.

-Meeting the challenges of accelerated globalization, where the Algerian government has set a special goal to protect the country against the scourge of organized crime, especially transnational ones, as well as the phenomenon of terrorism, which often uses forged identity and travel documents, hence the role of electronic management through the issuance of biometric and electronic passports.

-The secured document (biometric and electronic passport) provides a guarantee for the security of passenger movement at the level of ports, airports and land border centers with ease of movement thanks to fast electronic monitoring of passenger documents in addition to reliable identification allowed by electronic travel documents.

IV. The contribution of e-governance to the improvement of Public Service – a case study of the municipality of boys living in Blida.

In this axis, we will discuss the application of electronic management and its relationship to improving the public service in the municipality of Awlad lives in Blida.

1) Areas of study:

-Time frame of the study: the study period is 2026 .

-Spatial field of study: municipality of boys living in the state of Blida.

2) Methodology of the study: the questionnaire was used as a basic tool for data collection, where a questionnaire was prepared on the role of electronic management in improving the public service, the form included five sections:

The first section: is about the personal data of the study sample and is represented by gender, age, educational level and years of experience.

Section II: about the availability of e-Management in Awlad live municipality

- availability of computers.

- availability of communication networks.

- availability of programs.

- availability of human and financial resources.

Section three: about the contribution of electronic management to the promotion of employee performance:

- electronic management contributes to increasing the skills of employees to perform their work.

- electronic management contributes to reducing staff errors.

- electronic management provides effort and time for workers to perform their tasks.

- electronic management makes workers control their work better than manual work.

Section IV: about the contribution of electronic management to the elimination of bureaucracy in administrative transactions .



- electronic management contributes to activating the concept of transparency and credibility in administrative transactions.
- electronic management enables all citizens to obtain the same administrative transactions.
 - with the application of electronic management, the concept of administrative mediation between employees and citizens disappears
- electronic management helps to eliminate obstacles and delays in the completion of administrative documents.

Section V: about the contribution of electronic management to the improvement of Public Service

- there is a constant interest on the part of the municipality to improve the public service provided to citizens.
- electronic management contributes to the provision of the service in an effective and efficient manner.
- establishing continuous training programs for employees in the municipality to improve the public service provided to The Citizen.
- the municipality is working on the application of the latest technology techniques in the various services it provides to The Citizen.
- the service provided at the municipal level has improved compared to what it was previously.
- the electronic administration enables citizens far from the municipality to obtain its services.
- The Citizen is satisfied with the public service provided by your municipality.

3) Community and research sample: the research community consists of workers and employees in the municipality of Awlad living in the town, the number of 100 workers, and we adopted the random sample Method in selecting the research sample of 50 workers, the questionnaire was distributed to them and was retrieved, and after examining it, 20 questionnaires were excluded due to the refusal of some to fill out the forms and some The study consisted of 30 questionnaires, and the five-point Likert scale was used, which included the following options:

1: I strongly disagree. 2: I do not agree. 3: neutral. 4: I agree. 5: I strongly agree.

To determine the length of the scale cells, the range was calculated and represents the difference between the highest value and the lowest value ($5-1=4$), and it was divided by the number of scale cells to obtain the cell length (i.e. $4/5=0.8$), then this value was added to the lowest value in the scale or the beginning of the scale, which is the correct one, in order to determine the upper limit of this cell, And after calculating the cell length, the results were as follows:

(1.00 – 1.8): strongly disagree (very low rating), approval percentage 20-36%.

(1.80-2.60): I disagree (low rating), approval percentage 36-52%.

(2.60 – 3.40): neutral (average rating), approval percentage 52%-68 %

(3.40-4.20): I agree (high rating), the approval percentage is 68% -84%.

.strongly agree (very high rating), approval percentage 84%-100% :(5.00 – 4.20)

The stability of the resolution: this scale refers to the stability of the instrument used to measure the variables included in the study, and the result of the scale is statistically



acceptable if the value of Alpha kronbach is greater than 0.60, and the closer to one indicates a higher degree of stability of the study instrument.

We note from Table No. (01) on the value of the alpha-krubach coefficient for all resolution axes that its value is equal to (0.81), and this value shows a high degree of resolution stability.

Statistical processing methods: the following statistical methods were used for data analysis:

- The alpha-krubach coefficient for determining the coefficient of stability of the resolution.
- Frequency and percentages of the description of the individuals of the study sample.
- Arithmetic averages and relative arithmetic mean to find out how high or low the degree of approval of the paragraphs of the questionnaire.
- Standard deviation to determine the dispersion or concentration of respondents ' answers.

4) Results and their discussion: the results of the study appear as follows:

First Division:

It is clear from Table No. (02) that the male percentage is 40% while the female percentage is 60%, which confirms the increasing presence of the female component in the municipality continuously.

It is clear from Table No. (03): the percentages vary, so we find the percentage of the age group from [20 to 31 years] represents 23.33% of the respondents, while we find the percentage of the category of 46 years and over represents 16.67%, and the category that represents the most percentage is (60%) is the category [31 years – 45 years old], hence we find that the municipality is trying to mix young workers with those with experience and competence.

It is clear from Table No. (04) that the percentage of employed graduates of vocational training centers was 60%, while the percentage of the university level category (20%) was equal to the secondary level category (20%), which highlights the extent of the municipalities ' dependence in their employment on graduates of training centers.

It is clear from Table No. (05) that most of the employees have varying experiences, where we find that (13.33) % of the employees have less than 05 years of experience, followed by the category of employees with more than 15 years of experience by (16.67%), while the largest percentage is represented in the category of [05 -10 years) by 70%, and these percentages confirm that the majority of employees in the municipality are recent graduates from universities and training centers.

Second section: availability of electronic management in the municipality of Awlad lives in Blida: as for the results of the paragraphs of the second section, the prevailing opinion among the respondents is neutral with an arithmetic average (3.30) belonging to the field [2.6-3.4] and by 66% belonging to the field[52%-68%], means most of the respondents had a neutral answer regarding the availability of computers This indicates a lack of availability of infrastructure, which is one of the most important requirements for the application of electronic management, the lack of qualified skills electronically, and the lack of devices in a significant way that contributes to providing an infrastructure environment for electronic management .

The third section: the contribution of electronic management to improving the performance of employees: as for the results of the paragraphs of the third section, the prevailing opinion among the respondents is yes with an average of 3.85 belonging to the field[3.40-4.20], and by 77%



belonging to the field [68-84%], this indicates that most of the respondents agree that the importance of electronic management and The most important paragraphs are the paragraph 'electronic management provides effort and time for workers to perform their tasks', which came with an arithmetic mean (4.10) and a standard deviation (0.548), followed by the paragraph 'electronic management contributes to reducing staff errors' with an arithmetic mean (3.93) and a standard deviation (0.907) This showed that e-management has contributed to a high degree in improving the performance of employees by speeding up their work, minimizing their mistakes and controlling their work better.

The fourth section: the contribution of e-management to the elimination of bureaucracy: as for the results of the paragraphs of the fourth section: the prevailing opinion among the respondents is yes with an average of 3.5 belongs to the field [3.40-4.20], and by 70% belongs to the field [68%-84%], as the most important paragraph is 'e-management contributes to the elimination of obstacles The delay in the completion of administrative documents' by an arithmetic average (4.00) and a standard deviation (0.643), which indicates that electronic management has contributed significantly to the elimination of bureaucracy by easily completing administrative documents, and contributed to citizens obtaining the same administrative transactions.

The fifth section: the contribution of electronic management to the improvement of public service: as for the results of the paragraphs of the fifth section: the prevailing opinion among the respondents is yes with an arithmetic average (3.45) belonging to the field [68%-84%], and the assessment here is high, and this means that electronic management contributed to the improvement of Public Service in general, as The most important paragraph in this section is 'that the citizen is satisfied with the public service provided by the municipality' with an arithmetic mean (3.73) and a standard deviation (0.740), and this is due to the constant interest and conviction in the e-Management Project.

Testing the study hypotheses:

The first hypothesis: the availability of electronic management in the municipality of Awlad lives in Blida: through the Applied study in the second section, we saw that the majority of respondents had a neutral answer regarding the availability of electronic management requirements in the municipality to an average degree and not to a large degree. This denies the validity of the first hypothesis.

Second hypothesis: E-management contributed to improving the performance of employees: through the Applied study in the third section, we saw that the majority of respondents believe that e-management contributed to improving the performance of employees by 77% by increasing their skills and saving effort and time, and contributed to their better control over their work.

Thus, we confirm the correctness of the second hypothesis.

Third hypothesis: E-management contributed to the elimination of bureaucracy: through the Applied study in the fourth section, we saw that the majority of respondents, 70%, believe that e-management contributed to the elimination of bureaucracy by establishing the principles of



transparency and credibility and eliminating obstacles in the completion of administrative documents.

Thus, we confirm the validity of the third hypothesis.

Fourth hypothesis: E-management has contributed to improving the public service: through the Applied study in the fifth section, we saw that the majority of respondents, 69%, believe that e-management has contributed to improving the public service.

Thus we confirm the validity of the fourth hypothesis.

Conclusion:

E-governance represented an important demand imposed by electronic transformations, and administrative reform programs are pursuing it as a necessary stage in light of the digital age and openness to global communities and human interaction, which is required by the real development of public service institutions aimed at eliminating bureaucratic challenges, and facilitating the task of public service applicants, E-public services is an alternative service format. It prevents nepotism, bribery and nepotism, especially if the dealing is done by default according to the saying contact and not transfer, which made e-Management represent the first organizational option for all public service institutions, there is no way to rationalize services except by switching to the electronic model of service from it, because of the privileges and facilities it gives, and because it adds reasonable public service values.

Through the field study, the results were as follows:

*Electronic administration is available in the municipality of boys living in the country by 66%.

*E-management contributed to the improvement of the performance of employees in the municipality of boys living in the country by 77%.

*E-management contributed to the elimination of bureaucracy in the municipality of boys living in the country by 70%.

*E-management contributed to the improvement of Public Service in boys living in the country by 69%.

Recommendations:

*The necessity of providing electronic computers in all municipalities in order to use them, facilitate the work of the employee, provide a good service to the citizen and compensate for traditional manual labor.

*Creating a website for each municipality in which the administrative documents that citizens need a lot are listed, which is enriched by the need to come to the municipal headquarters, but they are downloaded from the municipality's website, by giving each citizen his own number to access the site, in order to preserve the security and privacy of the information listed on the site.

*Training of municipal employees on how to use computers.

*Using specialists in the field of automated information in order to develop internal communication programs and networks for each department and to develop the intranet and



extranet network to facilitate the task of providing information and benefiting from the information by citizens .

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Appendix tables

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Table No. (01): the results of the stability of the alpha-krubach coefficient for the stability of the resolution

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

	N	%
Observations Valide	30	100,0
Exclue ^a	0	,0
Total	30	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Alpha de Cronbach basé sur des éléments standardisés	Nombre d'éléments
,810	,789	23

Source: prepared by the researcher based on the spss program.

Results of the first section: personal data: tables (02) – (03) – (04) – (05).

Table No. (02): distribution of sample members by gender

Gender	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide Male	12	40,0	40,0	40,0
Femal	18	60,0	60,0	100,0
Total	30	100,0	100,0	

Source: prepared by the researcher based on the spss program.

Table No. (03): distribution of respondents by age

Age	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide From 20 years to 30 years	7	23,3	23,3	23,3
From 31 years to 45 years	18	60,0	60,0	83,3
From 46 years and older	5	16,7	16,7	100,0
Total	30	100,0	100,0	

Source: prepared by the researcher based on the spss program.

Table No. (04): distribution of sample members by educational level

Educational level	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide Secondary	6	20,0	20,0	20,0
University	6	20,0	20,0	40,0
Professional composition	18	60,0	60,0	100,0
Total	30	100,0	100,0	

Source: prepared by the researcher based on the spss program.

Table (05): Distribution of Sample Members by Years of Experience

Years of Experience	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide Under 05 years	4	13,3	13,3	13,3
05 to 10 years	22	73,3	73,3	86,7
From 15 years and above	4	13,3	13,3	100,0
Total	30	100,0	100,0	

Source: prepared by the researcher based on the spss program.

Table No. (06): Results of the Second Section on the Availability of E-Administration in the Municipality of Ouled Yaish

Statistiques descriptives	N	Moyenne	Ecart type
Availability of computers	30	3,80	1,186
Availability of communication networks	30	2,87	1,106
Availability of human and financial resources	30	3,17	1,262
Availability of software	30	3,37	1,098
All paragraphs of the second section		3.302	1.163

Source: prepared by the researcher based on the spss program.

Table No. (07): Results of the Third Section on the Contribution of E-Management to Improving the Performance of Employees in the Municipality of Awlad Yaish

Statistiques descriptives	N	Moyenne	Ecart type
E-management contributes to increasing the skills of employees to perform their work	30	3,53	1,167
E-management contributes to reducing the mistakes of employees	30	3,93	,907
E-management saves effort and time for workers to perform their tasks	30	4,10	,548
E-management makes employees control their work better than manual work	30	3,87	,937
All paragraphs of the third section		3.857	0.889

Source: prepared by the researcher based on the spss program.

Table No. (08): Results of the Fourth Section on the Contribution of E-Administration to the Elimination of Bureaucracy in the Municipality of Oulad Yaich

Statistiques descriptives	N	Moyenn e	Ecart type
E-management contributes to activating the concept of transparency and credibility in administrative transactions	30	3,50	,974
e-management enables all citizens to obtain the same administrative transactions	30	3,37	,964
With the application of e-management, the concept of administrative mediation between employees	30	3,13	,937
e-management helps in eliminating obstacles and delays in completing administrative documents.	30	4,00	,643
All paragraphs of Section Four	30	3.5	0.879

Source: prepared by the researcher based on the spss program.

Table No. (09): Results of the fifth section on the contribution of electronic administration to improving public service in the municipality of Oulad Yaich

Statistiques descriptives	N	Moyenne	Ecart type
There is a continuous effort by the municipality to improve public service	30	3,77	1,251
Electronic management contributes to providing service in an effective and efficient manner	30	3,77	1,040
Continuous training programs are established for employees in the municipality to improve the public service provided to citizens	30	3,30	,915
The municipality works to apply the latest technological technologies in the various services it provides to citizens	30	3,30	,750
The service provided at the municipal level has improved compared to what it was previously	30	3,47	,973
Electronic management enables citizens far from the municipality to obtain its services	30	2,83	,791
The citizen is satisfied with the public service provided by your municipality	30	3,73	,740
All paragraphs of Section Five	30	3.45	0.922

Source: prepared by the researcher based on the spss program.