



DIGITAL GOVERNANCE AND THE QUALITY OF PUBLIC SERVICE: FROM REALITY TO PROSPECTS OF IMPLEMENTATION

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Abstract:

This paper aims to examine the extent to which digital administration contributes to improving the quality of public service by analyzing the transition from traditional administration to modern models such as governance and smart administration, and by highlighting its impact on redefining the relationship between the state and the citizen.

The study is based on the hypothesis that digitalization serves as a strategic lever for reforming public service by accelerating procedures, enhancing transparency, and reinforcing the principle of efficiency. However, this transformation faces several challenges, most notably the digital divide, limited competencies, and the absence of an integrated strategic vision.

Through a descriptive, analytical, comparative, and prospective approach, the study seeks to deconstruct key concepts and examine some successful international experiences in digital administration, in order to identify the requirements for the success of this transformation and to explore its future prospects as a means of enhancing the quality of public services and consolidating the principles of good governance.

Keywords: Digital administration, quality of public service, governance, digital transformation.

Introduction:

Digitization has, amid the rapid transformations the world witnesses today, become a strategic choice that cannot be eluded in the endeavor of states to develop their administrative systems and to improve the quality of their public services. The digital transformation in public administration has become a necessity imposed by contemporary challenges. Global experiences have shown that digitization is not only a technical tool to accelerate procedures, but rather a fundamental instrument to rebuild the relationship between the State and the citizen on the basis of transparency, efficiency, and



accountability. The public administration, being the beating heart of the state, performs vital functions in achieving development, maintaining order, and meeting citizens' needs. However, the performance of these functions has remained dependent on bureaucratic challenges in many countries, especially those developing ones. Excessive centralization, slowness of procedures, and other obstacles have led to the shaking of citizen trust in administration. Hence, reflections began on reform solutions that accompany global progress, which highlighted the shift toward digital administration as a reformative option that enables overcoming these dilemmas through the simplification of procedures, reduction of processing deadlines, and consecration of the principle "administration in the service of the citizen."

The concept of administration has shifted from the model of traditional administration to the model of "public governance" and later to "smart administration." This shift has had a profound impact on the concept of the quality of public service, which is no longer measured only by the level of mastery in the provision of service, but also by the extent to which administration responds to the needs of the citizen, and its capacity for innovation and adaptation with technological developments. Thus, digital administration has become a central tool for achieving quality in the public facility.

However, despite the encouraging results achieved by some countries in this field, the digital experience in the public facility of other states still faces deep challenges related to funding, the digital gap, weakness of competencies, and bureaucratic resistance. Moreover, the absence of an integrated strategic vision for digital transformation leads to fragmented initiatives that do not result in real improvement of the quality of public service. This raises essential questions about the ability of digital administration, in its current form, to achieve a qualitative shift in the performance of the public facility and to consecrate the principles of good governance. It is precisely this issue that the problematic of this study seeks to answer through the following question:

To what extent is digital administration capable of improving the quality of public service, and what are the institutional, technical, and human conditions required to transform this digital shift into an effective lever for the reform of the public facility?

To address this problem, a descriptive-analytical method has been adopted, relying on the deconstruction of the concepts and theoretical approaches related to digital administration and the quality of public service. The comparative approach has also been used through the presentation and comparison of some successful international experiences in this field, in order to extract adaptable lessons, alongside consulting the foresight method to propose practical perspectives for activating digital administration in a way that strengthens the quality of public service.

To answer the raised problematic, this paper will be structured in three axes:

- First axis: The conceptual framework of digital administration and the quality of public service
- Second axis: Digital administration as a mechanism to improve the performance of the public facility
- Third axis: The requirements and prospects of implementing digital administration to achieve quality in public service



First Axis: The Conceptual Framework of Digital Administration and Public Service Quality

Understanding the conceptual framework of both digital administration and public service quality constitutes a basic entry point for determining aspects of integration between them, where it has become necessary, amid rapid technological transformations, to reconsider traditional concepts associated with public administration and quality of its services, and this is what this axis aims at through deconstructing basic concepts, and tracking their evolution, with highlighting the dialectical relationship between digitization and improving public facility performance in light of requirements of modern governance.

First: The Concept of Digital Administration and its Evolution

Digital administration emerged as a new administrative model that seeks to reorganize administrative work in a manner compatible with requirements of efficiency, speed, and instant interaction, where modern administration witnessed profound transformations in its concept and tools, as result of digital revolution that impacted various sectors, and traditional administration which relied mainly on paper documents and physical files, transformed into digital administration that relies on electronic information systems allowing performing tasks more effectively and at lesser cost.

Definitions of digital administration concept varied and diversified, reflecting differences in angles through which researchers addressed this concept, as it is a modern concept still in formation stage, but there is general consensus that it is an administrative pattern based on employing information and communication technology in managing administrative tasks and organizational functions within institutions, where it is defined as: "using information and communication technology systems, particularly the Internet network, in administrative operations specific to a certain facility, aiming to improve the production process and increase efficiency and effectiveness of performance in the facility," (Ahmad, 2009, p. 42) as this definition focuses on productive dimensions and efficiency as essence of digital transformation.

And there are other definitions that integrate political and social dimension within digital administration concept, making it a tool for enhancing participation and societal oversight, and linking between digital administration and digital democracy, where it is defined as "using various technological communication means to manage performance of government administrations, and to communicate with beneficiaries of public facility services with greater transparency, through enabling them to use electronic means via unified portal." (Arrouf, n.d., p. 3)

Dr. "Saad Ghaleb Yassin" defines it as: "the system of works and activities executed electronically and through networks," while "Alaa Abdul Razzaq Mohammed Al-Salimi" defines it as "the process of mechanizing all administrative institutional tasks and activities, relying on information technologies necessary to achieve goals of new administration in reducing paper use, simplifying procedures, eliminating routine, and achieving quick and accurate accomplishment of tasks and transactions." (Ben Khalfa, 2020, p. 4)



Some other approaches see digital administration as "an administrative strategy aiming to provide quality services to citizens and institutions through optimal use of modern electronic means, aiming to save time and effort and simplify administrative procedures" (Arrouf, n.d., p. 4), while others see it interactive system composed of material, software, and human tools, working to manage administrative operations within institutions in integrated electronic manner, including computers, networks, software, and trained cadres (Muqaddam & Belaabid, 2019, p. 47), whereas another definition focuses on functional aspect of digital administration as; comprehensive mechanization process for all administrative tasks and activities, aiming to reduce reliance on paper, simplify procedures, accelerate transaction accomplishment, ensuring connection between administrations via unified network, and this perspective reflects practical application of digitization as tool for re-engineering traditional administrative processes and improving it. (Ben Khalfa, 2020, p. 4)

Second: The Concept of Public Service Quality and its Indicators

The concept of "public service quality" has become one of essential concepts in contemporary administrative studies, as it forms basic foundation for any reform endeavor seeking to modernize administration and strengthen its connection with citizen, and importance of this concept emerges particularly amid profound transformations imposed by digital revolution, which made providing service in itself insufficient, so it became necessary to provide it with high standards requiring efficiency and transparency, achieving satisfaction of transactors.

1- Definition of Public Service Quality

Definitions of "public service quality" multiplied reflecting overlap of its technical, organizational, and behavioral dimensions, where quality concept is measured by extent of its conformity with citizen expectations, which makes us highlight perceptual dimension in performance evaluation, (Al-Farawi, 2005, p. 15) and in this context "Steven Cohen and Ronald Barnar" provided definition considering that quality consists in meeting needs of transactors through integrating technical and organizational standards ensuring effectiveness and beneficiary satisfaction (Muqaddam & Belaabid, 2019, p. 50), while others see quality as strategic entry point for improving public performance, based on transparency, participation, and continuous evaluation, with focus on achieved results. (Ben Khalfa, 2020, p. 4)

Others added economic dimension to this concept, considering that quality means achieving beneficiaries' expectations with reducing expenditures and raising efficiency at same time, which aligns with "New Public Management" approach focusing on optimal performance without cost increase, through investing digital technology tools. (Al-Samrani & Al-Zughbi, 2004, p. 119)

2- Indicators for Measuring Public Service Quality

To measure quality of public services, especially in digital transformation context, there is set of indicators covering quantitative and qualitative aspects of performance:



a- Conformity with Citizen Aspirations

This indicator reflects extent of service capability in meeting actual needs of citizens and ease of accessing it, and study showed that satisfaction surveys, return rates to service, and registered complaints constitute effective tools for measuring this dimension. (Muqaddam & Belaabid, 2019, p. 50)

b- Transparency and Credibility

This indicator relates to clarity of procedures and ease of access to information, so whenever procedures are published and available in multiple formats, citizen confidence in service increases, as absence of transparency opens door for administrative corruption, making digitization effective means to limit it. (Harsh & Khouja, 2021, p. 94)

1- Service Delivery Time

The time required to provide service compared with determined time standard forms one of most prominent performance indicators in digital environment, and data from Algerian Ministry of Interior for instance; indicated that digitization contributed in reducing file processing times noticeably. (Ben Khalfa, 2020, p. 7)

2- Ease of Digital Usage

This indicator concerns extent of simplicity of digital platforms and different community groups' ability to use them, especially vulnerable categories like elderly and those with special needs, as well as importance of considering digital inclusion principle when designing interfaces, for reducing technology gap. (Al-Qudwa, 2010, p. 144)

3- Effectiveness and Cost

This indicator measures relation between achieved results and resources used, and counts among basic indicators in good governance, and according to study done by researchers from El Oued University about electronic administration in municipal services, cost effectiveness constitutes decisive factor in improving public service, especially under financial constraints. (Halilo & Marabat, 2018, p. 66)

a- Quality as Strategic Perspective in Public Service

Quality in public facility no longer just technique for performance improvement, but became strategic conception linked to flexible institutional structure capable of renewal and adaptation, so matter not only relates to service results, but includes also how it is provided, interaction pattern with citizen, and impression it leaves with him, where modern literature in this framework highlights importance of engaging all actors inside institution in improving service quality, considering citizen active partner in evaluation and development, thus changing administrative performance culture passes through repositioning citizen as center for public policies. (Boudayaf, 2013, p. 228)

Through various previous definitions, integrating quality concept with digital administration paves for emergence of new model known as "participatory administration for public service", relies on values like transparency and accountability, and aims to restore trust between administration and society within dynamic flexible environment.



Third: Relationship between Digital Administration and Public Service Quality

Digital transformation in public institutions led to emergence of new administration pattern, based on adopting information and communication technology as foundation in organizing public services, which produced reformulating relationship between administration and citizen, and service quality concept transformed from mere technical standard to strategic determinant for success of public policies, thus digital administration emerged as central factor in improving quality of public services, therefore we try highlighting this relationship through set of indicators.

a- Logic of Interactive Relationship

Cannot speak about public service quality isolated from its production mechanisms, as digital administration not only represents technical tool for task execution, but forms systematic framework affecting directly public service outputs, so interaction between digital administration and quality occurs through two directions:

- First direction: digitization contribution in simplifying procedures and shortening service deadlines, which raises general satisfaction level of citizens, and affects positively institution image.
- Second direction: achieving quality in service imposes on administration to adopt integrated digital system allowing effective resource management, ensuring tracking and continuous improvement.

Therefore relationship between digital administration and service quality not subordination relationship but structural integration relationship, reflected in all links of administrative organization. (Bouras & Bouacha, 2017, p. 9)

b- Impact Determinants: How Does Digitization Improve Service Quality?

Positive effects of digital administration on quality of public services appear in series of objective indicators among them:

1- Speed and Accuracy in Performance

Digital administration provides advanced capabilities for performing tasks with high speed and accuracy, through mechanization of procedures, and real-time data exchange, which enables reducing margin of error, and achieving instant response to citizens' requests. (Ben Khalfa, 2020, p. 5)

2- Transparency and Anti-Bureaucracy

Digitization monitors all administrative operations through unified information system, ensuring clarity of procedures, and reducing human element intervention in decision-making, which reduces probabilities of administrative corruption and nepotism. (Ben Khalfa, 2020, p. 6)

3- Improving Relationship with Citizen

Citizen can track his administrative transactions through electronic interfaces available 24 hours, and also inquire about status of his files without need to travel, which will contribute to entrenching citizen confidence in administration, and make public institution partner in meeting his needs instead of being daily burden. (Muqaddam & Belaabid, 2019, p. 50)



4- Flexibility and Effectiveness

Digital administration grants institutions flexibility in managing human and financial resources, through smart systems for performance analysis and work results evaluation, which pushes toward improving decisions and allocating resources based on real indicators. (Arrouf, n.d., p. 7)

5- Field Evidence: Results of Applied Measurement

Field studies results showed, as in experience related to biometric passports in Bechar district, that using digital administration contributed in: (Muqaddam & Belaabid, 2019, p. 49) reducing file processing duration.

- Improving employees performance thanks to self-monitoring imposed by digital platforms.
- Providing comprehensive database allowing accurate file tracking. And these strong indicators reinforce hypothesis of direct relationship between digital transformation level and quality of provided service.

a- Limits of Relationship: When Does Digitization Fail to Achieve Quality?

Despite all previous indicators relationship between digital administration and quality not always positive, as sometimes many challenges recorded that may hinder achieving desired goals, among them: (Arrouf, n.d., p. 8)

- Absence of sufficient digital infrastructure in some institutions.
- Weak professional training of employees, and absence of organizational digital culture.
- Contenting with formal procedures digitization without real re-engineering of administrative pathways.

Therefore achieving service quality not only linked to achieving advanced technological infrastructure, but also to two basic conditions: availability of strategic vision, and ensuring organizational and institutional commitment.

Second Axis: Digital Administration as Mechanism to Improve Performance of Public Facility

The shift toward digital administration constitute basic step in development of public facilities, where modern technology contribute in improving performance quality and enhancing effectiveness and transparency, this axis review how digitization leads to restructuring administrative operations, which facilitate providing services, and raise citizens satisfaction, and enhance efficiency of general administration facing challenges of digital age.

First: Infrastructure and Human Training as Basic Pillars for Activating Digital Administration

Cannot achieve transformation to digital administration without availability basic requirements, most prominent digital infrastructure and qualified human training, both forming spinal column for success and sustainability of digital administration and its capacity to interact with technological and administrative variables.



1- Importance of Infrastructure in Supporting Digital Transformation

Digital administration infrastructure include hardware equipments and software systems, databases, communication networks, electronic security systems, and information storage and retrieval centers, also preparing integrated consistent technological infrastructure for ensuring; necessary high processing speed and also data protection and quick interaction. (Najm, 2009, p. 158)

Also existence of central database linked with internal and external networks for exchanging information between different departments, consider among important pillars of electronic administration , where lead to enhancing speed of administrative decision making, and any failure or lack in these components lead to stumbling of digitization process and affect service quality,(Ben Khalfa, 2020, p. 6) and infrastructure also include "digital institutional environment", which rely on equipping offices and administrative circuits with interactive technological means like specialized softwares and smart systems facilitate coordination between teams and electronic tasks distribution. (Ben Khalfa, 2020, p. 7)

2- Human Training as Tool for Activating Technology and Achieving Quality

Human resource consider also decisive factor in success of any digital project beside infrastructure, as possessing modern equipments and softwares not suffice without competencies capable to operate them and employ optimally, digitally enabled employee is able to transit from routine traditional performance to interactive work based on technology. (Arrouf, n.d., p. 7)

Human training in digital administration include dimensions: (Arrouf, n.d.)

- 1- Technical training:** means qualifying employee on using various softwares and technologies and exploiting them.
- 2- Behavioral and cultural training:** which means training employee on accepting change and engaging in development, and abandoning traditional bureaucratic behaviours. (Muqaddam & Belaabid, 2019, p. 50)

3- Integration of Infrastructure and Training in Achieving Quality

Digital transformation experiences proved that imbalance of relationship between infrastructure and training affect negatively on services quality; where availability advanced equipments without competencies lead to poor exploitation of them, while good training not benefit in weak structural environment, therefore balanced approach of investment in hardware and softwares and human resources necessary for ensuring quality, where digitization become effective when transform to institutional practice, enable employee technically and professionally within equipped and stimulating work environment. (Hamad, 2015, p. 74)

4- Challenges Related to Activating Infrastructure and Training

Despite importance of integration between infrastructure and training , but existence of digital gap inside institutions themselves, led to creating many difficulties , where some departments rely on modern equipments while others but still others depend on paper system, with absence of regular training programs, also limited budgets and institutional hesitaion in adopting new systems constitute obstacles



before comprehensive digitization implementation, which require setting graduated plans based on accurate evaluation of technical and human capacities. (Bouamama & Raqad, 2014, p. 217)

Second: Role of Digitization in Enhancing Transparency and Reducing Administrative Bureaucracy

There many positive aspects can be observed through enhancing digitization role, which contribute in improving public service among them:

1- Administrative Transparency through Digital Systems

Experiences have shown that digitalization makes it possible to establish the principle of transparency in dealing with the public facility, as electronic platforms allow access to various procedures and required documents. This contributes to putting an end to the ambiguity that characterizes traditional paper transactions. Some studies confirm that digital transformation contributes to reducing the chances of individual discretion by employees, through unifying procedures and generalizing electronic templates, which ensures citizens are treated equally without discrimination. (Chatfield et al., 2023, pp. 511–530)

2- Reducing Bureaucracy by Restructuring Procedures

Among the most prominent effects of digitalization also is its ability to re-engineer administrative procedures in a way that reduces the extra steps and unjustified repetition in processing files. Instead of the multiplicity of administrative windows and overlapping competences between different administrative departments, digitalization provides a unified and smooth path that speeds up the pace of service and improves performance quality. Comparative studies indicate that the application of digital systems – such as the specific case of issuing biometric passports – has actually helped in reducing the processing time and minimizing the traditional interaction loops that used to feed bureaucracy. (Kraemer-Mbula et al., 2024, pp. 45–67)

3- Accountability and the Digital Trace

Digitalization is considered an effective tool in controlling administrative performance, because of the “digital trace” it creates, which accompanies each transaction or decision. This allows tracking every stage of the service and defining responsibilities accurately, which contributes to raising the level of self-monitoring among employees. It also enables the extraction of instant reports on indicators of achievement and gaps, which enhances the role of preventive oversight instead of being limited to post inspection. (Rodríguez Bolívar & Royo, 2024)

4- Limiting the Individual Authority of the Employee

The authority of the employee in traditional systems used to often determine the nature and speed of the transaction, which may open the door to unprofessional behaviors. But under digitalization, the automated systems oblige the employee to adhere to a regulated administrative path, reducing personal influences and reinforcing neutrality and objectivity in the delivery of services. (Kraemer-Mbula et al., 2024, p. 52)



5- Restoring Citizens' Trust

The transparency provided by digitalization also contributes to improving the image of the administration among citizens and rebuilding the lost bridges of trust. In fact, some researchers see in digitalization a means to enhance democratic participation and achieve justice in accessing the public facility, especially since it adheres to the standards of good governance adopted globally. (Rodríguez Bolívar & Royo, 2024)

The Third Axis: Requirements and Prospects for Activating Digital Administration to Achieve Quality in Public Service

In the context of governments' efforts to modernize administrative structures and develop their performance, digital transformation has become a strategic choice to face administrative challenges and improve the overall performance of institutions. This axis discusses the basic requirements for activating digital administration, the challenges it faces, as well as the future prospects for achieving the quality of public service.

First: Requirements for Activating Digital Administration

1- Technological Infrastructure

An advanced digital infrastructure is considered the foundation for the success of any digital project. This includes the expansion of communication networks, the provision of modern devices and servers, and the protection of data from intrusion. Studies indicate that developing the infrastructure is one of the basic requirements for activating digital administration and achieving the quality of public service. (Thaqrula & Qasri, 2024, pp. 357-358)

2- The Legal and Regulatory Framework

The existence of clear and flexible legislation is necessary to ensure the protection of personal data and strengthen trust in digital services. Many countries have focused on developing legal frameworks that regulate the digitalization process, focusing on the protection of privacy and personal data, and providing a legal environment that encourages innovation and e-governance. (Muqaddam & Belaabid, 2019, p. 50)

3- Developing Human Competencies

Digital transformation requires qualified human resources capable of dealing with modern technologies. Studies show that the success of digital administration depends largely on the efficiency of the human element, which calls for continuous training and qualification programs for employees, and the integration of digital skills into educational and employment policies. (Ni'mat Allah, 2024, p. 64)

4- Financing and Investment

Digitalization projects need large financial investments to develop infrastructure, update systems, and train human resources. Therefore, the process of financing digital transformation is considered one of the main challenges that must be addressed through flexible financial policies, cooperation with the private sector, and international financial institutions. (Didoush & Hariri, 2021, p. 29)



Second: Challenges Facing the Activation of Digital Administration

1- Resistance to Change

Resistance to change is among the most prominent obstacles to digital transformation, as some employees may refuse to adapt to new systems because of the fear of losing their jobs or the inability to deal with technology. Field studies have shown that the absence of internal digital awareness within institutions hinders real transformation opportunities toward effective e-management. (Sardo & Jazar, 2024, pp. 11-12)

2- Inequality in Access to Technology

The disparity in access to the Internet and technology between urban and rural areas forms a major challenge, which may result in unequal benefit of all citizens from digital services. This digital gap particularly appears in countries with wide geographical extension or those suffering from imbalances in the technical infrastructure. (Al-Bali & Awjahih, 2020, pp. 897-898)

3- Weak Digital Awareness

Many citizens suffer from weak digital awareness, which prevents them from fully benefiting from electronic services. Therefore, governments must implement awareness and education campaigns to promote digital culture and encourage the effective use of electronic services among different segments of society. (Sardo & Jazar, 2024, p. 12)

Third: Prospects for Activating Digital Administration to Achieve the Quality of Public Service

1- Improving the Quality of Services

Digital administration contributes to improving the quality of services by reducing time and effort, and by providing more accurate and transparent services. Some experiences in the judicial sector have shown that the introduction of digital administration helped improve speed and simplify procedures, which positively reflected on citizens' satisfaction. (Al-Bali & Awjahih, 2020, p. 898)

2- Enhancing Transparency and Combating Corruption

Digitalization contributes to enhancing transparency by reducing direct human interaction, which minimizes opportunities for corruption and favoritism. Digital systems also allow accurate tracking of processes and procedures, and enable citizens to monitor services, thus strengthening trust in public administration. (Thaqrula & Qasri, 2024, p. 358)

3- Strengthening Community Participation

Digital administration provides effective communication channels between the government and citizens, enhancing community participation in decision-making and in offering feedback and suggestions. The importance of this appears in the design and implementation of public policies, where citizens are engaged in the process of evaluation and guidance through interactive electronic platforms. (Muqaddam & Belaabid, 2019, pp. 50-51)



4- Supporting Economic Development

Digital transformation also contributes to improving the business climate by simplifying procedures and reducing bureaucracy, which encourages investment and strengthens economic growth. Through the digitization of administrative processes, the time and costs required to establish companies and obtain licenses can be reduced, which constitutes an attraction factor for investors. (Muqaddam & Belaabid, 2019)

Conclusion

Digital administration is considered a necessary strategic option for public institutions that seek to enhance their effectiveness and improve the quality of their services in light of the rapid transformations in the field of information and communication technology. These changes have resulted in the emergence of a new administrative environment that requires the adoption of modern models of organization and management which place the citizen at the center of concern and use technology as a means to achieve transparency, quality, and efficiency rather than as an independent objective. This shift is not limited to merely converting administrative procedures into an electronic form, but rather represents a fundamental change in administrative thinking and institutional practices, which strengthens the relationship between the administration and the citizen through the provision of public services characterized by speed, transparency, and the ability to respond accurately to citizens' needs.

Digitalization has provided significant opportunities for redesigning administrative workflow, as it has become possible to simplify procedures, achieve fluidity, and improve internal coordination, in addition to providing accurate databases that support effective decision-making. It has also contributed to combating bureaucracy by reducing manual interventions and recording every transaction digitally, which increases transparency of performance and enhances the citizen's trust in public institutions.

However, the success of digital transformation depends largely on the availability of an advanced technical infrastructure and qualified human competences capable of operating digital systems and investing in them effectively. Investment in technology alone is not sufficient without developing human resources through continuous training programs to form employees capable of leading this change and stimulating a new work environment. In the future, digital administration can play a pivotal role in consolidating the principles of good governance through the adoption of management models based on participation and openness, big data analysis, and direct interaction with citizens, which enhances sustainable development and institutional legitimacy and ensures fairness in access to public services.

Therefore, activating digital administration requires the formulation of comprehensive national policies that clarify a clear strategic vision and measurable objectives, and set flexible implementation plans that take into account the specificities of different administrations. This necessitates the adoption of electronic evaluation and monitoring systems that enable performance tracking and achievement analysis and encourage a culture of transparency and accountability, through involving the citizen via interactive digital platforms that allow him to follow up his files and submit remarks. Moreover,



strengthening partnerships with the private sector and civil society enhances support for digitalization projects, which ensures their sustainability and societal legitimacy.

Within this framework, and in order to achieve the objectives of the study, we have put forward a set of recommendations as follows:

- 1- Formulating a comprehensive national digitalization policy that includes a clear strategic vision, measurable objectives, and flexible implementation plans that take into account the specificities of administrations.
- 2- Strengthening the digital infrastructure through the generalization of high-quality communication networks, modern technical equipment, and integrated and secure information systems at both central and local levels.
- 3- Establishing continuous training programs for employees that include technical and behavioral aspects to qualify human resources to lead the digital transformation.
- 4- Establishing an organized legal and legislative framework that protects personal data, establishes the right of access to information, and defines digital responsibilities within institutions.
- 5- Adopting electronic evaluation and monitoring systems to track performance, analyze achievements, and extract objective reports that contribute to improving performance and making data-based decisions.
- 6- Enhancing a culture of digital transparency and accountability by involving the citizen in evaluation and launching interactive digital platforms to follow up files and submit remarks or complaints.
- 7- Supporting partnerships with the private sector and civil society to enhance the effectiveness of digitalization projects and their societal legitimacy.

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