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Contributions of electronic management to Algerian public institutions

Field study on a number of public institutionsin the state of Djelfa in Algeria using the Saint-Amant model

Abdelkader Lahoual [1* (1)]
Abdelkader.lahoual@univ-djelfa.dz
University of Djelfa (Algeria)

djihad brahimi [(2)]
brahimidjihad17@gmail.com
University of Algiers1 (Algeria)

Mohamed Arar [(3)]
m.arar@univ-djelfa.dz
University of Djelfa (Algeria)

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Abstract

This study dealt with the issue of recent technological developments in management and related to the extent to which the public institution embodied the idea of electronic administrative work, which aims mainly at the process of facilitating administrative procedures and bringing administration closer to the citizen. The content of this study is based on the extent of electronic management contributions to the Algerian public institutions, A field study of some public institutions in the state of Djelfa, Algeria using the Saint-Amant model matrix.

Keywords: Electronic administration, public administration, Saint-Amant model.

[1*] *Abdelkader Lahoual*

Introduction:

Today's organizations in the world are seeking for the great Facility Management Technology Trends in various fields, especially technical ones, as they realized that they can be exploited in the conduct of their affairs at a lower cost and in a shorter time, on the one hand, and on the other hand, the inevitability of change has become an urgent need to meet the needs of customers and appear at the level of their aspirations, and the transition from a typical paper management to an electronic management gives a more civilized image of the organization, whether private or public.

Since Algeria is part of this world, organizations are seeking their peers to develop their administrations and move from patterns.

Since Algeria is part of this world, its organizations seek, like their peers, to develop their administrations and move from traditional patterns to electronic management, where our study deals with models for these organizations, including public services such as local authorities and the higher education sector and other public economics such as post, transportation and social security, where the problem of the study crystallized in the following question:

What is the level of transformation to e-management in some public institutions in the state of Djelfa, Algeria?

In order to answer this question, the *Saint-Amant* matrix and the interview tool was used as a means of collecting data.

2- The concept of electronic management:

The term e-Management is considered one of the completely new scientific terms in the field of modern science, and there are many definitions for this concept, some of which are simplified and some that are complex and more profound. The concept of electronic management is broader than the existence of computers, software, the Internet, and others. One of the technologies, as it is a comprehensive management of various aspects of logistical operations, e-business, e-commerce, supply management and public relations management.

3- Definition of electronic management:

Perhaps the most important definitions are:

- ✓ It is a modern approach directed at products of goods, services and speed of performance, and relies on the use of advanced communications networks to search and retrieve information in order to support and make individualand organizational decisions**. (Tariq Abdel Raouf Amer,2007, p25).**
- ✓ The common concept of electronic management is that it is: dispensing with paper transactions and replacing the electronic office through the widespread use of information technology and converting public services into office procedures and then processing them according to pre-executed sequential steps**. (Alaa Abdel-Razek Al-Salmi, 2008, p32).**
- ✓ Electronic management is defined as: a new management methodology based on the assimilation and conscious use of information and communication technologies in the exercise of the basic functions of management in institutions of the era of globalization and continuous change. (**Ali Al-Salami, 2001, p32).**

Accordingly, electronic management can be defined as a comprehensive management that employs all available energies of human and material resources, technologies and modern software in order to achieve the goals set for it and provide services to its customers more effectively, effort and cost less.

4-The importance of electronic management:

Electronic management is of great importance, as it provides and simplifies a lot of things and Peter Drucker (2009, p 164) has identified them as follows:

- Improve electronic management of government services:

Simplifying its procedures, to present them to the citizens in an appropriate way, and it also opens new channels of communication between those in charge of its administration and the citizens, which achieves confidence and removes many of the existing obstacles and difficulties in the path of the citizens, and the citizen feels comfortable with what has been accomplished for him.

- Contribute to achieving transparency:

Electronic management would help the employee to obtain new information by contacting the

organization in which he works and other organizations, which contributes to achieving transparency among employees through the work done for each employee in the same organization.

- Encouraging investment in technology:

Where electronic management provides opportunities for many projects to enter and work in the field of advanced technology, having provided them with the infrastructure of the network system and the design of information and data bases, and this helps in refining and training specialized national cadres capable of facing global challenges.

- Support the national economy:

Electronic management can contribute effectively to solving many of the difficulties facing the economy in the country, through the advantages of information and communication that characterize electronic management, for example, it has access to disseminate its investments and economic benefits through correspondence away from the time and spatial differences.

- Finding new opportunities for self-employment:

Electronic management facilitates individuals' access to the consumption centers they desire, and it also provides opportunities for them to establish and operate small-scale projects by connecting to international and local markets at the lowest possible investment cost. Examples of self-employment opportunities include service projects, light industries, and computer software...

5- Dimensions of electronic management:

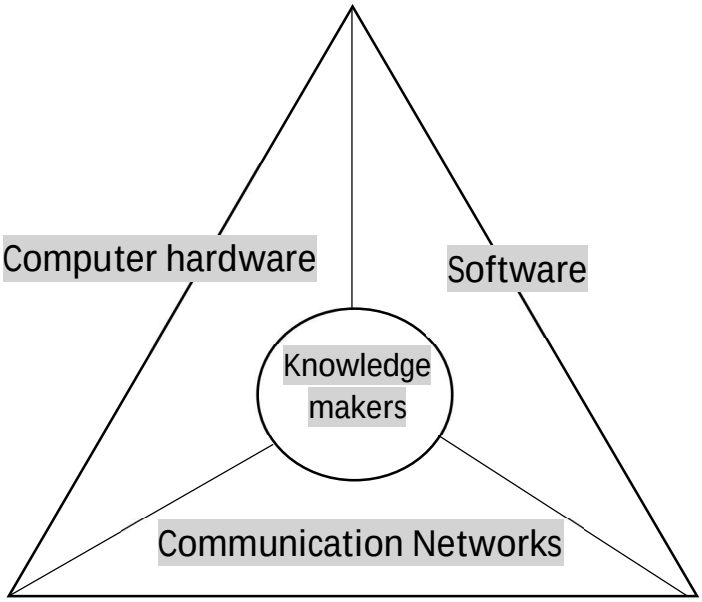
The application of electronic management requires the provision of basic elements that translate business electronically, which represent the most important dimensions of electronic management. These dimensions include four basic aspects of electronic management as follows **(Saad Ghaleb Yassin, 2005, p 23/25)** :

- **Computer hardware (Hardware)**: It includes the physical components of the computer, its various systems, and its peripherals, and the computer is considered the basic foundation and the first nucleus for establishing the electronic management project , Since the invention of the first model of computers, their forms, capabilities, functions, and uses have evolved until today, the computer represents a major element in any administrative process.

- **Software**: It includes system programs such as operating systems, network management systems, electronic spreadsheets, programming auditing tools, and application programs, such as e-mail programs, trade programs, databases, and project management programs.
- **Communication Networks**: These are the electronic connections that extend through a communication fabric of intranets, extranets, and the Internet, which represent the value network of the organization and its electronic management.
- **Knowledge makers (Digital Leaderships)**: everything that includes intellectual capital, managers, and analysts of knowledge resources; The role of knowledge makers lies in trying to create a new culture of knowledge within electronic management, by changing ways of thinking, and upgrading administrative work methods, according to their experience and knowledge in the field of informatics.

It is worth emphasizing the need for an element of integration during the actual establishment of the electronic management model, by giving priority to the integration of operations, which represents a means through which information systems and work methods unite, with the aim of dividing interests, allowing users to move towards a single window **(Agnès, Bradier , 2004, p 341).**

Fig.1.: Dimensions of electronic management



Source: Saad Ghaleb Yassin, Electronic Administration and its Application Prospects, Kingdom of Saudi Arabia, Institute of Public Administration, 2005, p :24

6-Electronic management functions:

Electronic management performs a number of basic functions, which represented important pillars in administrative reform, and a radical change in traditional management methods. These functions include the following:

- **E-planning:**

  E-planning differs from traditional planning in three features **(Muhammad bin Abdulaziz Al-Dhafi , 2006, p23)** :

- Electronic planning represents a dynamic process in the direction of broad, flexible, immediate, short-term and renewable goals, and continuous and continuous development.
- It is a continuous process based on the ever-flowing digital information.
- It goes beyond the traditional idea of division of labor between management and implementation work, as all employees can contribute to it.

- **E-Organizing**:

  In light of the electronic transformation, the components of the organization have undergone a transition from the traditional model to the electronic organization, through the emergence of a new organizational structure based on some fixed and large units, and vertical organization from top to bottom, to a form of organization known as organization Matrix, based mainly on small units, companies without an organizational structure, as there has been a change in the components of the organization **(Najm Abboud Najm,2009 , p11).**

- **Electronic leadership:**

  Where it is based in its activities on the use of Internet technology, and is characterized by increasing the provision of information, improving its quality, in addition to the speed of obtaining it , which is known as the leadership of the sense of confidence and software, and enables the electronic leader to have the ability to improve the various dimensions of technical development in hardware, software, and networks And applications, in addition to being characterized as driving a sense of time, that is, making the electronic leader characterized by new specifications, which are the speed of movement, response and initiative in conducting business and making decisions **(Ashour Abdel Karim,2010,p24).**

❖ **Electronic control (E-control):**

If the traditional control focuses on the past because it comes after planning and implementation, then electronic control allows real-time monitoring through the internal network of the institution or company, which gives the possibility of reducing the time gap between the scientific detection of deviation, or error, and the process Correcting it, as it is a continuous and renewable process that detects deviation first-hand, through the flow of information and networking between managers, workers, suppliers, and consumers, as everyone works at the same time, which leads to an increase in achieving electronic trust and electronic loyalty, whether between workers and management or between Beneficiaries and management, which means that electronic control is closer to trust-based control (Muhammad bin Abdulaziz Al-Dhafi,2006, p23).

7-Obstacles to applying electronic management:

Administrative obstacles: Some studies tend to identify and try to limit the administrative obstacles to the application of electronic management and are due to the following reasons (Hamad Qablan Al-Fateeh,2008, pp. 42-43) :

- Weak planning and coordination at the level of senior management of electronic management programs
- Not carrying out the organizational changes required to enter the electronic administration, from adding or integrating some departments, or divisions, identifying the authorities and relationships between departments, and the flow of work between them.

  The absence of a clear strategic vision regarding the use of information and communications technology, in a way that serves the shift towards future electronic organizations
- Administrative and organizational levels and their dependence on traditional methods, and try to adhere to the principles of traditional management
- Resisting change in organizations and national institutions by workers that emerge against the application of modern technologies for fear of their positions and their job future.
- **Political and legal obstacles:** These obstacles include **(Hamad Qablan Al-Fateeh,2008 , p 44) :**

- The absence of effective political will, and supporting a qualitative shift in the shift towards electronic departments, and to provide the necessary political support to persuade the administrative authorities of the necessity of implementing modern technology and keeping pace with the digital age.
- -The absence of bodies at high levels in government agencies that exchange political consultations, and consider the reports of the committees in charge of evaluating the electronic transformation programs, to take the necessary decisions to raise and promote electronic readiness index.
- The absence of an electronic work environment protected according to legal frameworks, which define the conditions of electronic dealing, such as the absence of legal legislation prohibiting penetration, sabotaging electronic management programs, and determining deterrent penalties for their perpetrators.
- **Security threats:** These threats are the following **(Badr bin Muhammad Al-Malik , 2007 , p 43):**
- Fear of technology and not being convinced of electronic transactions, for fear of the prejudice and threats of security and privacy in government services and represents the loss of a sense of safety towards many electronic transactions, such as electronic transfers and financial transactions through credit cards, one of the security obstacles facing Application of electronic management, as it is manifestations of information security to keep the information and not delete it or destroy it.

It is worth noting that achieving information security is based on three basic elements **(Mansour bin Saad Al-Qahtani, 2008 , p 13):**

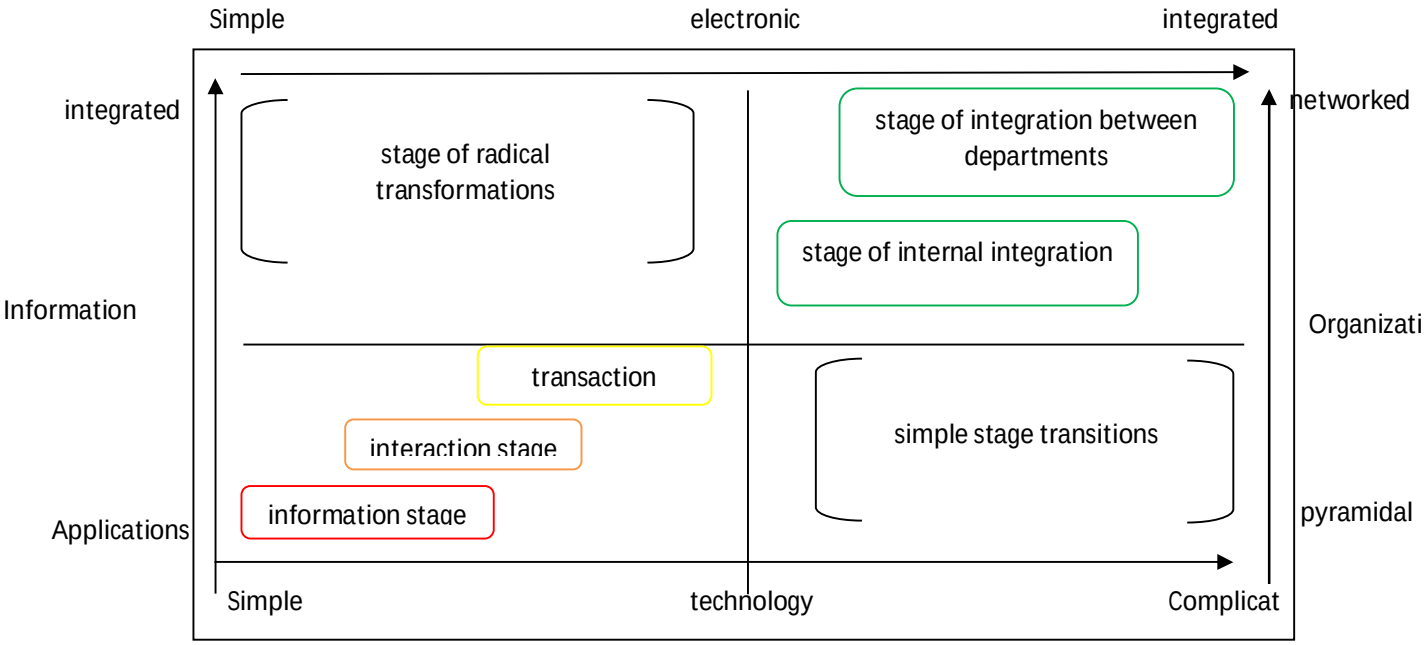
- The material element: by providing material protection for information systems
- Technical component: Using modern technologies in supporting and protecting information security.
- The human element: by working to develop skills, raise capabilities and experiences of workers in this field.

8-Attempts to develop electronic management in local administrations:

Among the most prominent and most important attempts to develop electronic administration is the Saint-Amant model in 2005 for the development of electronic management, which in turn relies on the approach of electronic provision of administrative services or the so-called electronic public service privileges, which constitute a technological development associated with the development of

communications, especially the Internet, and it is similar to the method of providing local administrative services Dutch municipalities in LAS (Blank, 2018), and the Saint-Amant model is considered one of the most important modern models and it is divided into four stages, as shown in the figure **(03-04) (Assar & Boughzala, 2007):**

Fig.2.: represents the Saint-Amant model for the development of electronic management



Source: (Assar et Boughzala, 2007).

- **The first stage**: the stage of providing information, which is the first stage in the development of electronic administration that allows the provision of government information through the website of the concerned administration, which allows citizens not to move around in order to obtain information or how to take procedures.
- **The second stage**: the phase of interaction, this stage adds electronic tools that allow communication between the two parties, such as e-mail; In addition to some electronic services, such as the ability to download some forms and documents necessary to carry out a specific procedure.
- **The third stage:** the phase of transaction, which allows the complete electronic processing of requests through administrative procedures on the line without a significant change in the processes of information flow and processing, and it allows showing the added value of the application of electronic management projects for citizens and other parties.

- **The last stage:** the stage of integration of services (phase d'integration des services), which in turn is divided into two stages. In the stage of integration, the orientation towards the citizen and the integration of services, whether within the administration or between partners, and it requires changing processes and making the administration able to provide flexible, personalized and high-quality services. It works in a networked organization with its internal and external partners, which is what England resorted to through the comprehensive approach to services local **(Peter Eckersley, 2013).**

9-Local e-government from the citizen's perspective:

What does the citizen want from the government? It is certain that he wants the government to work in the same way that private entities do. If a citizen can buy a travel ticket or a ticket to enter the cinema or theater via the Internet, then what is the impediment to him obtaining the services of registering his residence, paying the taxes incurred on it, or even renewing the driver's license Citizens want convenient and immediate access to public services around the clock, seven days a week, and they also want to be able to access services from their homes, offices, factories, and from any geographical location. Certainly, citizens do not want to feel that there are any restrictions that prevent them from accessing these services. Through all kinds of technologies, laptop or mobile phone.

As citizens aspire to obtain public services, but tailored to their needs and according to their privacy, what prevents the government from providing special services that are consistent with the needs and desires of citizens, as many companies do in the private sector? In order for the government to do so, it must be citizen-oriented. In order for it to be so, it must collect a measure of information about the needs, desires and aspirations of citizens, and establish for itself rules and data about them and effective marketing information systems through which it can identify their purchasing patterns and the needs and desires that need real satisfaction **(elmabedin , 2019).**

10-The reality of the electronic Algeria project (E-Algerie 2013):

Algeria has adopted the idea of establishing the electronic Algeria project, in order to achieve local development and upgrade public service as strategic objectives, as the electronic Algeria project is one of the major projects prepared by the Ministry of Post and Information and Communication Technologies beginning in the year 2009 in the framework of consultations that included public institutions and administrations in addition to public economic dealers. Private, as well as universities, research centers that are active in the field of science and information and

communication technologies. This strategic program aims to accelerate the construction of the information society and the digital and knowledge economy in Algeria, by generalizing the use of modern technologies in all its forms in all sectors (institutions, public administration, and the private sector). Education and education.....), in a way that contributes to the modernization of public administration and makes it provide elegant and simple public services to citizens.

11-Axes of the e-Algeria project:

The E-Algerie 2013 project is based on basic axes and objectives, the most important of which are the following **(Fartas, 2016):**

- Accelerate and generalize the use of information and communication technologies in public administration.
- Accelerating the use of information and communication technologies in all companies.
- Developing incentive mechanisms and procedures to enable citizens to benefit from information and communication technologies equipment and networks at the national level.
- Promoting the development of the digital economy, by providing an environment and appropriate conditions for the intensive development of the information and communication technologies industry.
- Enhancing the fast-flowing communications infrastructure that is secure and has high-quality services.
- Developing human competencies, especially technical ones, by setting concrete procedures in the field of training and good supervision.
- Supporting research, development and innovation, and adjusting the legal framework, in addition to the media and communication axis, which aims to raise awareness of the importance of information and communication technologies and their role in improving the life of citizens and the social and economic development of Algeria.
- Appreciate international cooperation in the field of information and communication technologies, which is related to the acquisition of technology and skills through positive participation in all international events and initiatives.

- Develop mechanisms, evaluation and follow-up, the aim of which is to conduct a periodic evaluation of the implementation of the strategic plan of the E-Algerie 2013 project.

The most important objectives of the e-Algeria project were represented in the following points:

- Ensuring effectiveness in providing public services to citizens in all aspects of life.
- Realizing the general policy of the state, which is based on bringing the administration closer to the citizen.
- Coordination between various ministries and official bodies.
- Simplify various administrative procedures and processes.

Combating bureaucracy and all forms of corruption.

The implementation of the e-government project also included the following basic programs (**Belarabi and al., 2012):**

Legislation Program: It includes the preparation of a law regulating electronic transactions and the development of legislation.

Financial Structure Program: The program works to develop financial institutions to become more flexible.

Administrative and Executive Program: Developing work methods in the entities to be used for electronic transactions.

Technical Program: This program focuses on all technical points related mainly to the use of digital technology in government agencies to develop the energies and capabilities necessary to complete the project, and improve operational efficiency, which includes the use of the latest devices, equipment and databases, and the modernization of the information and communications infrastructure.

Human Cadres Development Program: Developing the thinking of government leaders, in line with the concept of e-government, and preparing an appropriate plan for training work teams, which are formed from all government agencies that participate in the e-government project.

Information and Awareness Program: through the preparation of a plan to sensitize the community about the advantages of the transition to the digital society and how to benefit from the e-government project.

12- Contributions of electronic management to Algerian institutions:

The process of easing administrative procedures and bringing management closer to the citizen is among the major trends that Algeria has embarked on in various sectors, and among the most important sectors that have been modernized by electronic management applications, we mention the following:

12-1- Postal and communication technologies Sector:

The postal sector and information and communication technologies in Algeria are considered among the basic sectors that work to implement electronic management in various institutions, especially in light of the increasing competition between economic institutions active at the national level, including those active in the telephone market and the Internet, which are forced to achieve an effective transition To the electronic environment for being the institutions closest and most closely related to modern information and communication technologies, which are supposed to be proactive in using these technologies and then contribute to their dissemination at the national level. Electronic management applications have been exploited to facilitate financial transactions such as money transfers over the phone and request postal check forms and the golden card. In addition to linking all banks to the postal network to diversify withdrawals from various external devices, with or without the gold card.

12-2- Higher Education Sector:

Electronic applications have been developed and labeled as porgres programs, which are various programs on the websites of universities and the Ministry of Higher Education that facilitate administrative work and communication and also work to reduce administrative procedures. In addition, there is a platform for registration, lessons and other useful programs for staff, professors and students.

12-3- Social Security Sector:

Among the applications of electronic management in the Social Security Institution is the services of the electronic healing card for social insurance, which allows identifying the identity of the insured socially by facilitating the insured's entitlements with the social security interests or pharmacists, because the card contains an electronic chip in which all the personal information of the insured is

recorded, which allows us By identifying the rights holders, in order to facilitate the procedures, and the insured can recover or renew the subscription from any point in the country.

12-4- In the local community's sector:

As the Ministry of the Interior and local authorities embodies special programs for the digitization of administrative services in municipalities and departments, by providing the necessary technological and logistical means in the process of communication between them and the citizen. Since the year 2010, the Ministry of the Interior and Local Communities began digitizing all civil status documents, starting with the birth certificate document 12, which citizens all over the country began to extract electronically from any municipality inside and outside the country, and the administrative procedures were eased as the Ministry of the Interior and local communities were keen To reduce the number of documents in various administrative files, from 29 documents to 14, with the introduction of two documents called the joint document between departments. An executive decree dated February 17, 2014 was issued in this regard specifying the list of civil status documents. This list consists of 12 documents of civil status that are used in municipalities and consular departments, and two other documents common to departments, the most important of which are the marriage and divorce notices and the death notice **(Bouhniyeh, 2016).**

Some documents were also canceled, such as the individual certificate of the civil status, and a few documents in one document, and only three documents remain of the total number of ten documents related to marriage included in the previous list of the civil status form that was issued by the implementation fee No. 211-10 dated 16 September 2010 and the documents related the number of birth certificate registration forms has been reduced from five to two documents.

The Ministry of the Interior indicates that reducing the number of civil status forms is part of the measures decided by the public authorities to generalize the use of electronic administration to combat bureaucratic delays in public administrations, It is linked to municipalities and their administrative annexes, diplomatic missions and consular departments, and this register is linked to other concerned public institutions, especially the central departments of the Ministry of Justice.

The law related to travel documents has been amended to simplify the administrative procedures for obtaining a biometric passport, which has been circulated across all states since 2015, and its validity period has been extended from 05 years to 10 years for adults, in addition to reducing the deadline for issuing a national passport, along with the biometric identification card and passport.

mandated states in the south, and the citizen has been exempted from submitting civil status documents available in the automated national registry of civil status, in order to reduce the volume of files and administrative procedures. The states, departments, municipalities, ministries and public administrations affiliated to them were obligated not to require in the future from the citizen to submit civil status documents such as extracts from birth, marriage and death contracts, after direct linking them to the automated national registry of civil status of the Ministry of Interior and local communities. The ministries of higher education, national education, and vocational training are more deserving of this link **(Fartas, 2016).**

The procedures taken by the Ministry of Interior and local authorities to implement electronic administration and combat all forms of bureaucracy that impede citizens' access to administrative documents in a timely manner. These procedures include (**Bouhaniya, 2016):**

- Exempting citizens from submitting civil status documents available within the automated national registry of civil status.
- Extending the validity of the biometric passport from 05 to 10 years.
- Reducing the number of administrative documents issued by civil status services from 29 to 14.
- Cancellation of the requirement to authenticate copies of original documents delivered by public administrations.
- Extending the validity of the birth contract to 10 years after it was one year.
- Canceling the death certificate’s validity period after it was one year before, and it became indefinite.
- The Civil Status Department, in coordination with the judicial authorities concerned with the requests of citizens wishing to correct errors discovered in their civil status documents, undertakes procedures to correct them on their behalf, thus relieving citizens of the trouble of moving between the municipality and the court.
- Extending the deadline for certifying births and deaths for citizens living in the south to 20 days instead of one day, as was the case before.

Recently, the Ministry of the Interior and Local Communities launched a wide range of electronic services on the ministry’s website, the most important of which are **(interier.gov.dz, 2021)**:

- Remote civil status

- Remote citizen service
- Remote window
- Civil status documents in a click
- Citizen Space
- Employee Space

The various departments of the municipality have initiated the establishment of the municipal registry and the automated national registry of civil status, which is a process of digitizing records related to birth contracts, death contracts, and marriage contracts. Its importance lies in extracting documents from any municipality or branch across the country, as well as diplomatic missions and consular departments. Where the date of 02/15/2014 is considered the first date of birth contract to be extracted from any of the 1541 municipalities across the country.

On May 30, 2014, the service of issuing marriage and death contracts was launched, in implementation of Executive Decree No. 15-204 of July 27, 2015, which exempts citizens from submitting civil status documents available within the automated national registry of civil status, which allows citizens to extract all documents. The civil status of any municipality across the country, and the empowerment of the Algerian community residing abroad by submitting a request to obtain a birth certificate 12 via the Internet. See Appendix No. (5) and Appendix No. (7).

At the local level, there are three local electronic applications that allowed the digitization of birth, marriage and death records, and provided the local and national database in order to be exploited by the municipal and national registry of civil status, namely:

- The application of digitizing the civil status, starting from 2012.2- Marriage Register Entry Pool.
- The application of digitizing marriage contracts, starting in 2014.
- The application of booking death contracts, starting from 2014.

12-4-1 Requirements for the smart municipality project:

The concept of the smart municipality is summarized by providing all the technological and logistical means necessary in the process of communication between the administration and the

citizen to establish an electronic management system, and ensuring the availability of communication channels such as computers, phones, high-speed Internet and satellites capable of transmitting data mutually between the administrative departments and the citizen.

Attempts to embody the "smart municipality" and improve public administration services in some municipalities and administration headquarters in Algeria face several obstacles that prevent its implementation, the most important of which are:

- The severe distress in the municipalities' headquarters that the citizen suffers from, as they do not accommodate the citizens who go to them to obtain the necessary documents.
- Lack of professional competence among some employees.
- The lack of internet connection or its frequent interruption in most of the country's municipalities, which prevents the authorities from realizing the efforts of the authorities to embody smart municipalities in a short time in Algeria.

The implementation of the "smart municipality" program requires a set of characteristics and components. According to the head of the Communication and Media Technologies Committee of the Wilayat People's Assembly of Algiers, the most important of them are the following **(Bouhania, 2016):**

- Say goodbye to paper work and replace it with automated work.
- Providing electronic archives, e-mail, and automated follow-up application systems.
- Getting rid of space limitations by keeping all these services on modern technological means.
- Getting rid of rigid routine administrative systems.
- Upgrading the relationship between the administration and the citizen by simplifying its administrative procedures and enhancing transparency in order to reduce the extent of conflicts between the two parties in the classical administration.

12-4-2- The Biometric Department at the municipal level:

Within the framework of establishing biometric platforms at the local level, the municipalities were assigned to take the necessary measures with regard to offices, devices and employees in this field, which is considered new at the municipal level, before the end of July 2015. The Directorate of Bonds and Documents in the General Directorate of Modernization, Documentation and Archives prepared a technical card to install the platform. Biometrics explains the most important technical

procedures that must be followed and the conditions that must be met in devices, networks and servers, and among the most important of them we mention the following **(Karibet, 2018):**

- Transferring the issuance of regular and biometric national identification cards from departments to municipalities starting from September 2015 and authorizing signatures for qualified employees.
- Preparing the places designated for the biometric from the necessary requirements and all means of work and connecting them to the local information network for the process of printing the card.
- Take all necessary measures for the actual launch of the process in the programmer on October 01, 2015.
- Reservation agents were dispatched in October 2015 to the General Organization Authority to conduct a preparatory training to carry out this process, in addition to training them on how to capture biometric data (enrollment), which includes fingerprints, a digital photograph, and an electronic signature.
- In order to organize the process of issuing the electronic biometric passport at the municipal level, the Ministry sent several instructions through which it clarifies the regulatory measures that must be taken, the most important of which is the rights of the tax stamp of the 28-page passport, which was set at 6,000 DZD.

13- Study methodology:

The researchers used the descriptive analytical approach, which seeks to process data to prove certain assumptions in preparation for answering precisely specific questions regarding current phenomena and current events about which information can be collected at the time of the study, using appropriate tools, The descriptive study determines the current state of the phenomenon to be studied, a method that uses the evidence to collect data with a degree of objectivity and consistency, The information was collected through a direct interview with the managers.

13-1- Study community and the sample:

The study population consists of all managers and officials in the some public institutions in the state of Djelfa, Algeria, The most important of them: local authorities, higher education sector and other public economy such as post, transportation and social security, Note that the sample represents the community, which is estimated at: (26) Responsible, The following table explains more:

Table 01: represents the sample by sector in the state of Djelfa

Statement		Repetition	arrangement	Percentage %
Postal and communication technologies Sector Djelfa Province	1	**7**	**2**	26,92%
Higher Education Sector Djelfa Province	2	**6**	**3**	23,07%
Social Security Sector Djelfa Province	3	**5**	**4**	19,23%
In the local community's sector Djelfa Province	4	**8**	**1**	30,76%
the total		**26**		100%

Source: Preparing researchers based on the results of an analysis

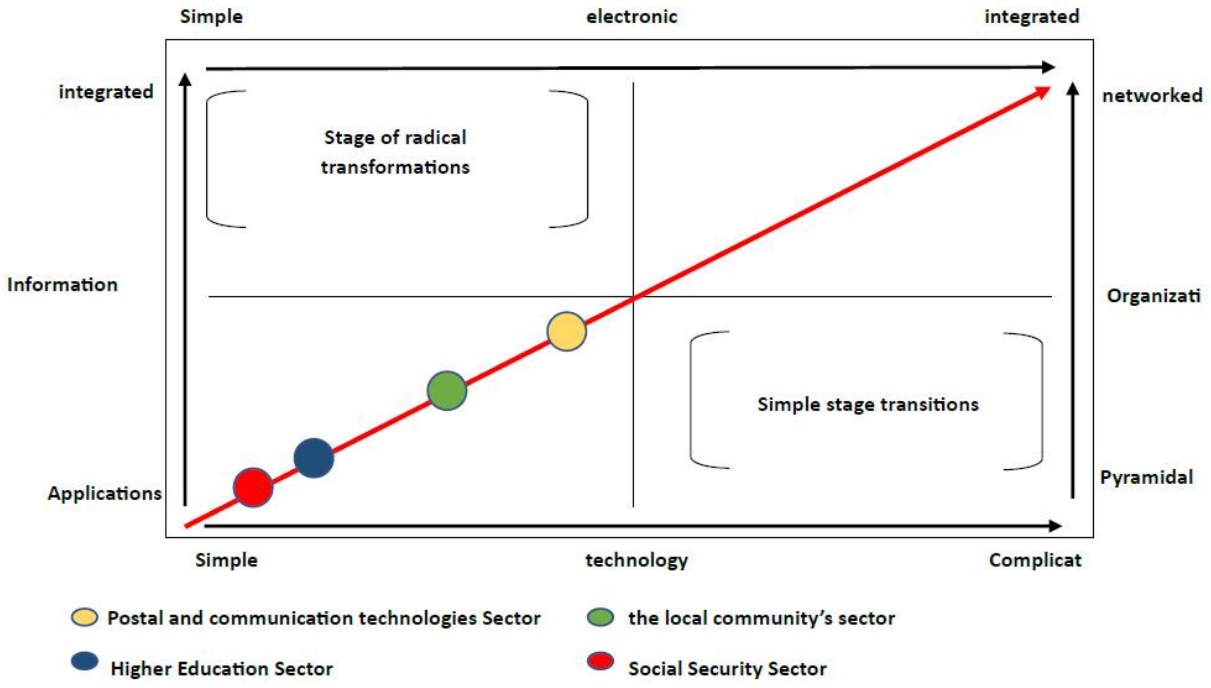
13-2- Study community and the sample:

The leadership interviews were analyzed using the ***Saint-Amant model*** related to the development of electronic management.

14- Results of study:

The results of the study showed the location of all the organizations Djelfa Province under study and were summarized in the following figure:

Fig.3.: The location of institutions in Djelfa Province, according to the Saint-Amant model



Source: Prepared by the researchers

Through Figure 3, we notice that The postal and communication technologies sector ranks first, The local community sector ranks second,The Higher Education sector ranks third,The social security sector ranks last in this study.

15. Conclusion:

Despite the attempt of Algerian institutions to keep pace with the development in the field of digital, they are still far from the real embodiment of electronic management. And although the postal and transport sector is considered a pioneer in the field of digital in terms of capabilities, is still far from being integrated with other sectors.

Therefore, organizations should direct the capabilities towards reconsidering the methods in accordance with the requirements of electronic management in both its human and technical aspects, and try to build an integrated system with other organizations such as integrated networks and common databases, especially if these organizations have a public nature**.**

15-1- The most important findings and recommendations

- **Postal sector and communication technologies in the state of Djelfa:**

  *The postal and communication technologies sector ranks **first** in this study, and among the most important proposals are the following:*

  1) *Taking into account the follow-up of employees' behavior towards this organizational development, one of its most important priorities is to change behaviors.*
  2) *The need to modernize and develop the information and communication system on the internal and external networks.*

- **In the local community's sector in the state of Djelfa:**

  *The local community sector ranks **second** in this study, and among the most important proposals are the following:*

  1) *Work to attract people with expertise and skills in the field of technical and specialized work.*
  2) *Follow up the behavior of employees towards this organizational development.*

- **Higher Education Sector in the state of Djelfa:**

  *The Higher Education sector ranks **third** in this study, and among the most important proposals are the following:*

  1) *Work to provide human resources with a set of knowledge, experience, skills, values and behaviours,*

2) *Modernization and development of the information and communication system.*

- **Social Security Sector in the state of Djelfa:**

  *The social security sector ranks **last** in this study, and among the most important proposals are the following:*

  1) *Complete separation between traditional administrative work and electronic administrative work.*
  2) *Developing the information and communication system on the internal and external networks.*
  3) *Providing human resources with a set of knowledge and experiences.*

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