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Abbes Laghrou University - Khenchela –

Faculty of Economics Commerce and Management Sciences

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The Role of E-Management in Improving the Quality of Public Services

A case study of Algeria post

**A supplementary thesis for obtaining a Master's degree in Public
Administration**

By

Mohamed Amine BOUKHIAR

Professor Supervisor: SEKKIOU Amani – University of Abbes Laghrou

Members of the jury

PRESIDENT: ADNAN Houssem

University of Abbes Laghrou

EXAMINEUR: HAMRIT Mohcen

University of Abbes Laghrou

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Gratitude and Appreciation

I would like to express my heartfelt gratitude to the person who was solely responsible for this work

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One of the most competent and dedicated people I have ever had the privilege to collaborate with.

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Finally, I am thankful to all my dear colleagues and my friends.

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Special Dedication

“For the rest of my life, I will live with my hands outstretched for things that are no longer there.”

— Chimamanda Ngozi Adichie, Notes on Grief

My father “**Ahmed**” was not only a pillar of strength but also an eternal source of wisdom and courage.

I am dedicating this thesis to my late father, every accomplishment and milestone achieved during this research journey is a testament to his enduring legacy and the indelible impact he had left on my life.

رحمه الله رحمة واسعه وغفر له وجعله في أعلى عليين مع الأنبياء والصديقين والشهداء
والصالحين

My mother

Wonder Woman. With immeasurable strength and resilience,
you have shouldered the responsibilities of raising me to be the man
I am today.

you are my inspiration, my rock, and my guiding star.
This thesis is a tribute to you, a celebration of your immeasurable
influence on my life.

My brothers and sisters who stood by my side.

To my confidants, my friends, and my chosen family, you played an
integral role in my journey.

And to my escape in all of those nights
The one who provided solace and refuge when the world felt
overwhelming.

Mohamed Amine Boukhiar

Abstract: This study aims to explore the role of e-management in enhancing the quality of public service. In an increasingly digital world, effective use of electronic systems and technologies has the potential to revolutionize how public institutions interact with their stakeholders. By leveraging tools and practices of e-management, public administrations can streamline processes, increase efficiency, enhance transparency and accountability, ultimately leading to improved quality of public services.

This study will employ a mixed-methods approach, combining quantitative analysis and qualitative data collection techniques. It will begin with a comprehensive review of scholarly literature to establish the theoretical framework concerning e-management and its potential impact on the quality of public service delivery, describing the various dimensions of e-management and their potential effects on service quality.

To collect data, a questionnaire will be administered to the users of the institution under study. The questionnaire will assess customer satisfaction with E-management system applications and investigate the expected impact on service quality.

ملخص: تهدف هذه الدراسة إلى استكشاف دور الإدارة الإلكترونية في تعزيز جودة الخدمة العمومية. في عالم يزداد اتساعه رقمياً، يمتلك الاستخدام الفعال للأنظمة والتقنيات الإلكترونية القدرة على إحداث ثورة في كيفية تفاعل المؤسسات العمومية مع متعاملاتها. من خلال الاستفادة من أدوات وممارسات إدارة الأعمال الإلكترونية، يمكن للإدارات العامة تبسيط العمليات، والرفع من الكفاءة، وتعزيز الشفافية والمساءلة، مما يؤدي في النهاية إلى تحسين جودة الخدمات العمومية. ستعتمد هذه الدراسة منهجاً مختلطاً، يجمع بين التحليل الكمي وتقنيات جمع البيانات النوعية. في البداية، ستتم مراجعة شاملة للمراجع العلمية لتحديد الإطار النظري المتعلق بالإدارة الإلكترونية وتأثيرها على جودة الخدمات العمومية ويصف الأبعاد المختلفة للإدارة الإلكترونية وتأثيراتها المحتملة على جودة تقديم الخدمات.

لجمع البيانات، سيتم إجراء استبيان لمتعاملي المؤسسة محل الدراسة. سيقوم الاستبيان مدى رضا العملاء على تطبيقات أنظمة الإدارة الإلكترونية، ويدرس التأثير المتوقع على جودة الخدمات.

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Introduction

The world is witnessing a new and exciting era driven by the rapid advancements in technology, particularly in various fields such as modern administration. This era embraces innovation and creativity, leading to radical changes in the way administrative tasks are approached. Traditional bureaucratic management models have given way to knowledge-based management, capitalizing on available technologies, especially in the realm of information and communication technology.

The utilization of these technologies, such as telecommunications, has greatly enhanced the capacity of institutions to innovate by implementing fundamental improvements in their processes. New strategies and approaches have emerged, propelled by the widespread use of personal computers in the 1980s, followed by the transformative impact of the Internet in the 1990s. These changes have reshaped the nature of the relationship between technology and administrative functions, shifting the focus towards electronic administration that leverages technological advancements to achieve maximum efficiency and responsiveness.

Modern-day organizations have been significantly influenced by various factors, such as changes in transactions, performance criteria, and the extension of services beyond official boundaries. They have sought to expand their operations beyond traditional boundaries, aiming to conduct diverse transactions efficiently and expediently. The pursuit of efficiency has led to the adoption of electronic management, which serves as a responsive tool to exploit the opportunities presented by global advancements.

One key aspect of electronic management lies in its capacity to utilize computer applications, serving as a viable solution to leverage information and communication technologies in service delivery. By embracing electronic management, services can be provided through a streamlined and automated approach, replacing the manual and bureaucratic methods that are often associated with organizational complexities and bureaucratic obstacles. This transition empowers organizations to deliver services promptly, ensuring transparency, efficiency, and customer satisfaction.

Furthermore, Governments worldwide have been actively pursuing initiatives to enhance the efficiency and effectiveness of their internal operations, communication with citizens, and interactions with organizations. The goal is to promote the adoption of E-management in public service endeavors. Public organizations across the globe are embracing digital technologies to facilitate interactions between citizens and public officials, aiming to improve the delivery of public services.

The transition towards E-management has brought about significant changes in the concept of public service. The E-management model presents numerous opportunities for achieving success, clarity, and accuracy in service delivery.

The concept of E-management embodies a fundamental shift in how services are delivered, marking a significant change in approach, characterized by its ability to acquire distinctive features that enable effective public service provision. It exemplifies the swift accomplishment of transactions and the delivery of services through modern approaches. Notably, E-management has brought about changes in public services, particularly in the case of Algeria Post and Telecommunication Company. Through the modernization of its administrative practices, Algeria post has embraced the electronic era, delivering services in a manner that aligns with contemporary demands.

1- The Problematic Discussion

The rapid advancements in digital data technologies, such as the widespread use of the Internet, have brought about significant changes in the way administrative management is practiced, both in the public and private sectors. This has necessitated the development of legislative and organizational frameworks that address the challenges associated with electronic management and digital services. With the integration of information technologies in all institutions, it has become essential for modern organizations to have diverse and well-structured administrative data systems. The ability to efficiently utilize these systems has become imperative for effective management. Traditional administrative methods, reliant on paper-based transactions and manual processes, are no longer sufficient in meeting the demands of the modern era. As a result, organizations have transitioned to electronic management, utilizing internet-based technologies to perform their activities efficiently, often operating 24/7. The use of the internet has facilitated tasks such as administrative transactions, planning, organization, and electronic monitoring, providing new possibilities to enhance the efficiency of operations and improve service delivery.

Financial postal services play a crucial role within the domain of public services. They provide essential functions that are highly significant for the general public, as they play a vital role in the economic and social development. Consequently, it becomes crucial to adopt modern technologies and implement effective measures to improve customer reception, utilizing automated processes such as electronic notifications in postal offices and facilitating electronic payment methods. These measures ensure the enhancement of service quality

and customer satisfaction. Thus, it has become increasingly difficult for organizations to overlook the importance of these technological advancements in delivering postal and financial services efficiently, as they significantly impact customer satisfaction.

In light of these developments, the main research problem revolves around exploring the impact of electronic management on improving public services which conclude in the following general question:

How can E-management influence the quality of services in the public sector?

2- Sub-questions :

The main research question previously discussed can be addressed by relying on the following sub-questions:

- What is the impact of E-management on enhancing the efficiency and effectiveness of public services?
- In what ways can E-management improve the responsiveness and user experience of public services?
- How can E-management help reduce waiting time and improve service delivery?

3- Proposed hypotheses :

Based on the provided questions, we propose the following hypotheses:

- By automating administrative processes and overcoming bureaucratic obstacles, E-management plays a significant role in promoting efficiency and effectiveness.
- E-management enable customers through self-service platforms to conveniently access information, submit applications, and utilize various services, ultimately leading to a more responsive and convenient user experience.
- By leveraging E-management tools and platforms, public services are efficiently delivered in a timely manner, resulting in reduced waiting times and ultimately enhancing overall customer satisfaction.

4- The importance of the study:

The significance of this study lies in its ability to shed light on the essential aspects of E-management as an important approach that effectively enhances

public services in the digital environment. It recognizes the importance of the postal sector as a vital public service that cannot be dispensed with in society. The study aims to explore the utilization of technological advancements in communication and other areas within this institution. The findings of this study will hold significant value for the institution's development and progress.

The purpose of this study is to examine the practical implementation of E-management in public service institutions, focusing on transparency, speed, and accuracy in transaction processing, as well as improving overall performance compared to traditional bureaucratic administration.

5- The objectives of the study:

The objectives of this study are as follows:

- To examine the current status of E-management implementation in the selected institution (Algeria post, Khenchela province branch) specifically focusing on understanding the challenges and obstacles faced by E-management in serving the public.
- To highlight the importance of E-management in enhancing efficiency through the utilization of information technology in delivering services to customers.
- To identify and explore the technological tools used within the institution for service improvement.
- To contribute to the existing literature by conducting new research, particularly in the context of the relationship between E-management and public service.

6- The reasons for selecting this topic:

The reasons for selecting this topic are as follows:

- **Personal Motivation:** The personal interest and curiosity in exploring the intricacies of this subject matter. Additionally, the personal interest in technology and the significance of E-management in improving public services in Algerian institutions and the necessity to adopt the digital age
- **Objective Reasons:** The alignment of the chosen topic with the researcher's academic specialty, allowing for a comprehensive understanding and analysis of E-management and its relationship with public services.

7- Research Methodology and Tools :

Given the nature of the study, we can rely on a qualitative research approach, specifically a case study in an applied context.

- **Research Method:** As mentioned earlier, our research is considered one of the important topics that will help establish a new vision for Algerian public institutions in the field of management, specifically by adopting E-management as a new approach in the organizational context, particularly in enhancing public services to align with the modern environment. Based on this foundation, our research focuses on the use of a descriptive-explanatory methodology. This involves gaining a precise understanding of the elements of the problem, examining relevant theoretical aspects of E-management, and conducting detailed analysis of the phenomenon.
- **Research Tools:** The research tools for data collection may include interviews, surveys, and document analysis. Interviews will provide valuable insights from experts, professionals, and stakeholders involved in E-management implementation and public service delivery. Surveys can be an important tool to gather feedback and opinions from customers, and relevant individuals. Document analysis will involve reviewing organizational documents, reports, policies, and existing literature related to E-management and public service in order to gain comprehensive knowledge and support the research findings.

By employing the described research methodology and utilizing appropriate tools, we aim to generate valuable insights into the relationship between E-management and public service.

8- Sample:

In selecting the sample for this research, a group of individuals representing the target population of the study. These individuals will constitute the sample that the researcher will study. The research population in this case is the customers of Algeria Post Service, as they are the ones who can provide insights into the adoption of E-management in the organization and its impact on the services provided. To ensure diversity and representativeness, a random sampling method was employed to select the sample of customers

9- Scope of the Study :

Given the broad nature of the research topic, it is necessary to establish boundaries to avoid excessive diversions.

- The spatial boundaries of the study are limited to Algeria Post.
- The temporal boundaries of the study span from March 2023 to May 2023.
- The study focuses on the population of diverse customers of Algeria Post in the chosen sample. The sample will be selected through random sampling of individuals of 58 wilaya and data will be collected through electronic survey platform.

10- Study difficulties:

The difficulties of the study can include:

- Access to information: Challenges in accessing the required information and data for the study within the Algeria post - Khenchela branch.
- Complexity and control: The study topic may involve complexity or difficulties in controlling the influencing variables, which can affect the ability to infer causal relationships.

11- State of art:

- The research article titled "E-Management as a Game Changer in Local Public Administration" by Neringa Vilkaite-Vaitone and Karolina Povilaitiene explores the transformative role of E-Management in local public administration.

The study investigates the potential of E-Management to revolutionize administrative processes and enhance the delivery of public services. It focuses on identifying the specific requirements and challenges associated with implementing E-Management in local government settings.

The authors highlight various obstacles that need to be addressed, including limited communication technologies and the need to improve digital literacy among stakeholders. They also emphasize the importance of adapting the legislative framework to accommodate the advancements brought by E-Management.

The study underscores the significance of effectively implementing E-Management applications in the public sector, emphasizing the need for transparency, efficiency, and accuracy in service delivery.

By leveraging E-Management, local public administrations can achieve improved speed, transparency, and accuracy in providing services to their constituents.

- The research article titled "Application of E-Management and its Obstacles from Perspectives of Faculty Members at Imam Abdulrahman bin Faisal University" by Reema Aloqlah explores the utilization of E-Management and the challenges faced in its implementation from the viewpoint of faculty members at the university. The study investigates how E-Management is applied in the university setting and examines the perceptions of faculty members regarding its benefits and limitations. The research aims to identify the obstacles and barriers encountered in adopting and effectively utilizing E-Management tools and strategies. The article highlights various challenges identified by faculty members, including limited technological infrastructure, resistance to change, lack of digital skills, and concerns regarding privacy and data security. It emphasizes the importance of addressing these obstacles to fully leverage the potential of E-Management in the university's administrative processes.

The study underscores the significance of effectively implementing E-Management practices to enhance efficiency, streamline workflows, and improve communication within the university.

By overcoming the identified obstacles, faculty members believe that E-Management can lead to enhanced collaboration, better decision-making, and improved overall administrative performance.

- The research article titled "Enhancing E-Government Performance in Jordan through Electronic Management" by Mohammad Ali Alqudah and Leyla Muradkhanli investigates the role of electronic management in improving the performance of E-government in Jordan. The study focuses on the implementation and utilization of electronic management strategies within the context of e-government services in Jordan. It explores how electronic management practices and technologies can contribute to enhancing the efficiency, effectiveness, and overall performance of governmental processes. The authors highlight the advantages of electronic management in streamlining administrative procedures, promoting transparency, and increasing citizen engagement. They analyze the impact of electronic management on various aspects of e-government, including service delivery, accessibility to information, and decision-making procedures.

The article addresses the challenges and obstacles that may arise during

the adoption and implementation of electronic management in the Jordanian e-government environment. It discusses issues related to infrastructure, capacity building, privacy protection, security, and legal frameworks.

In conclusion, these studies highlight the significant role of electronic management in improving E-government administration. Throughout our research, we have delved into the various aspects of electronic management as a crucial element for enhancing public service delivery. We have focused on how electronic management positively impacts the efficiency, transparency, and accuracy of public services.

Chapter I: The Theoretical Framework of Electronic Management

Chapter I: The theoretical framework of electronic management

E-management, or electronic management, has become widely acknowledged as a new management that has gained widespread recognition for its ability to enhance transparency, reduce bureaucracy, and improve organizational performance.

E-management has introduced a fresh perspective to management practices, causing a revolutionary impact on diverse industries and significantly transforming the operations of organizations. The importance of E-management in streamlining processes and improving the quality of services cannot be underestimated, particularly in the public sector where there has been a long-standing problem with bureaucratic procedures that often inconvenience clients.

The aim of this chapter is to provide an introduction to E-management and to address various aspects related to it. Firstly, we will explore the characteristics, principles, functions, and objectives of E-management. We will also discuss the shift from traditional to E-management, highlighting the functions and requirements of E-management and the challenges associated with its implementation. Furthermore, we will examine models and applications of E-management, including information systems, applications, and areas of its implementation.

By delving into these topics, we hope to provide a comprehensive understanding of E-management and its various aspects, enabling readers to appreciate its significance in modern business practices.

Section One: The Nature of E-Management.

In today's world, management is encountering a multitude of challenges, particularly in the public administration or organization, which has been striving to keep pace with the rapid advancements in technology and progress in various economic and social areas.

As a result, a new concept known as e-management has emerged, which involves the utilization of modern technology and internet-based technologies for managing diverse organizational operations.

E-management has become a crucial aspect for public organizations owing to its ability to expedite the process of completing transactions with ease and precision, thereby producing positive outcomes.

Subsection One: The concept of E-Management

1- Definition of E-Management:

E-management is the use of electronic means and techniques with whatever practice or regulation is required or procedures, commerce or advertising and this meaning extends to even non administrative matters. E-management allows wide scope for all administrators to deal immediately and in real time with each other to achieve common goals and ensure the interests of the organization and customers (أحمد، 2009، صفحة 25)

It can also be defined as: It is the management process based on the utilization of the distinct potential of the Internet and the business network in planning, directing and controlling the resources and core capabilities of the organization to achieve the objectives (نجم، 2009، صفحة 157)

It can also be referred to as: a strategic approach of managing future and dynamic organizations through the implementation of a high-performance and technology-based system. Basically, e-management is a strategic approach. It starts with vision and mission. It stresses the value gained by the organization through information technology capabilities. It focuses on core value of the applications which will give the best quality output, effective cost and benefits to the organization. And the true efficiency and cost-effective operations can only be gained through the strategic approach of e-management considering the future business style and organization style (Malkawi, Alraja, & Hamadneh, 2013, p. 2)

Another definition: E-management is the style of managing business through systems, internet and electronics. This is the completion of management functions (planning, organizing, decision making and

controlling) using electronics, internet and systems means. It involves linking suppliers, customers, buyers, government bodies and organs and their respective competitors by the use of information technology. This is achieved by using information technology systems, electronics and networks installed in the particular organization (Almutairi, 2014, p. 60)

Based on these definitions, E-management, also known as electronic management, refers to the use of digital technologies and systems to manage and optimize organizations processes and operations. It involves the use of electronic systems to automate various tasks, collect and analyze data, facilitate communication between employees, customers, and suppliers, and enable faster and more informed decision-making.

2- Tasks of E-management

The tasks of e-management can be expanded as follows: (مراد، 2017)

- **Efficient Content Management:** E-management aims to replace traditional methods of manually reviewing and managing content with digital alternatives. This allows for streamlined content review processes and ensures the accuracy and relevance of documents and information.
- **Transition to Digital Workflows:** E-management strives to shift towards digital workflows, reducing reliance on physical paperwork and embracing electronic documentation. This transition enhances efficiency, accessibility, and collaboration within organizations.
- **Accelerated Communication and Collaboration:** One of the key objectives of e-management is to facilitate faster and more effective communication and collaboration among stakeholders. By leveraging digital platforms and tools, organizations can expedite information exchange, decision-making processes, and responsiveness to meet the demands of a rapidly changing business environment.
- **Optimization of Administrative Processes:** E-management aims to streamline administrative tasks and reduce bureaucratic inefficiencies. By automating routine processes, organizations can minimize manual errors, save time and resources, and improve overall operational efficiency.
- **Enhanced Data Security:** E-management places a strong emphasis on data security and privacy. Through the implementation of robust cybersecurity measures, organizations can safeguard sensitive information, protect against unauthorized access or breaches, and maintain the trust of their stakeholders.

These tasks collectively drive the adoption of e-management practices, enabling organizations to leverage technology and digital solutions to optimize their operations and achieve greater success in today's dynamic business landscape.

Subsection Two: Principles and characteristics of E-Management

1- Principles of E-Management

The principles of E-management are based on a system that combines technology-based features. This approach results in an E-management system that is designed to be effective in the world of tomorrow. Combining those elements produces E-management principles as follows: (Liu Yao, 2011)

- Integrated system

In today's global networked economy, integrated information system is merely a fundamental to a competitive advantage. If a company wants to remain a player in the future, they need to think of ways to tie the supply chain and demand chain to the integrated systems, both internally and externally. But before the organization can integrate their system with other external systems, they need to integrate internally all the departments and staffs to be one system, or it will cause burdens or problems to the organization. Then the internal integrated system will integrate with the external system to tie the customers and the suppliers. Failure to integrate externally can cause major damage to the supplier and customer since the external requests need to be immediately processed by all the related departments in the organization. There are two major integrations in practice: database integration and system integration.

- Automated system

In an E-Management system, the integrated system automates all processes across the organization, unlike traditional computerization that only automates specific parts. Full automation eliminates manual processes and information transfer between entities. The integrated system automates all departmental and inter-departmental processes. Four principles of automation include process reengineering, real-time data transfer, minimal manual process, and minimal human interference.

- Intelligent system

Most of the conventional computerization projects are only record management system, lacking the intelligent value, especially in analyzing, thinking and planning. E-Management System is designed with Artificial Intelligent (AI) in

all of its processing engines which are incorporated with formulas, algorithms, procedures, policies and processes. Thus, it can simulate the 'Experts Mind' in the system to avoid human dependence. It can ensure that all members in the organization are following the rules and regulations in the best practice. It can also avoid misuse or misconduct of the operation. Future business world demands a lot of high level of thinking and strategic planning and controlling to face the world's challenges.

- Paperless system

In e-management, a paperless environment is essential, and all information systems should be designed accordingly. Printed reports should be replaced with online queries, and all applications, approvals, meetings, and reporting mechanisms should use online information instead of hard copies. This is because printed information becomes outdated quickly in dynamic organizations. Only documents required by external users and cannot be accessed online are allowed to be printed. Other attributes of a paperless environment include online information access, announcements, applications, approvals, notifications, and reporting.

- Dynamic system

A dynamic organization shall manage changes in the most fast and efficient manner. The E-management system, which is the supporting element in the organization, can be very dynamic and flexible to allow any changes needed by the organization. The system and procedure in E-management's environment shall be designed to cater for changes at any time as required. It has to balance between standardization and flexibility. Characteristics of dynamic system are: scalable, configurable, customizable and personalizable.

In conclusion, we can summarize the principles of E-management in the following points:

- involve integrating information systems both internally and externally
- Automating all processes, using artificial intelligence
- Creating a paperless environment
- Designing a dynamic system that can manage changes efficiently.
- Database and system integration, real-time data transfer and minimal manual process.
- A paperless environment replaces printed reports with online queries
- Dynamic system must be scalable, configurable and customizable.

2- Characteristics of E-Management

Electronic management is a system that employs technology to facilitate the organization, storage, retrieval, and analysis of data and information. This system possesses a range of features that are designed to enhance efficiency, productivity, and accuracy. Some of the key characteristics of electronic management include: (Almutairi, 2014)

- **Wide scope interactions**

It refers to the ability to engage and collaborate with people from diverse locations and time zones using technology. With the advancement of digital communication tools, such as video conferencing, instant messaging, and social media platforms, it is now possible to connect with people from anywhere in the world at any time. This feature has enabled organizations to expand their reach and work beyond physical boundaries.

- **Real-time interaction**

It refers to communication that occurs instantaneously or with minimal delay, enabling immediate feedback and response. In contrast to delayed communication, such as email or voicemail, real-time interaction enables people to engage in conversations or collaboration as if they were in the same room. It allows for an efficient communication and collaboration between employees and/or customers, anytime and anywhere in the world. This feature has revolutionized the way the system operates and enables organizations to provide better services and support to customers.

- **Resource and teleworking**

refer to the use of technology to enable people to work from anywhere, without being limited by physical boundaries. This feature allows institutions to tap into a wider pool of talent and resources, regardless of their location.

Institutions with internet connectivity are no longer bound by traditional limitations that separate material and human resources from others. This means that the core business feature is to work without limits, enabling employees to work remotely or from different locations, while still being able to collaborate and communicate in real-time.

This feature enables institutions to be more flexible, efficient, and productive, while providing employees with greater work-life balance. However, it is essential to ensure that teleworkers have access to the necessary resources and tools to perform their duties effectively to help them provide high quality services.

We can also find other features of e-management such as (دریر، 2017)

- Confidentiality and Privacy

E-management offers enhanced confidentiality and privacy for sensitive information through its advanced programs that enable blocking and restricting access to important data. This ensures that only authorized personnel with passwords can access the confidential information, despite the overall transparency and openness of e-management. Compared to conventional management, electronic management has a higher level of ability to conceal and safeguard confidential information, with robust penetration prevention systems that make it extremely difficult for unauthorized personnel to gain access to blocked files and secrets.

- Real-time monitoring and control

E-management is characterized by its high ability to monitor and control various tasks and activities in real-time, relying on the advancements in technology. Organizations that adopt e-management are not obliged to wait for reports and follow-up evaluations submitted by employees to the senior management, which may lack transparency and credibility, as well as being slow in their preparation, retrieval, and assessment, leading to delays in decision-making

- Information Management instead of retention

Electronic management does not rely on individuals' manual efforts in managing its transactions as much as it relies on managing the information it retains in its systems according to specific programs. These programs allow the user to accomplish their transactions through the system's screens and buttons, simplifying the process in a way that is similar to education. The electronic management also manages files, rather than retaining them in the administration's archives. This does not mean that electronic management does not retain information and data, but it provides secure means of storage. These files are transformed into information that the administration retains on its electronic network. The electronic management system relies on automatic archiving of information and collects data once for multiple uses. It then organizes, tabulates, and processes this data to facilitate its retrieval and utilization at the appropriate time and in the best way possible to achieve the organization's goals. When the owner of such information requests a transaction, the program either approves or rejects it based on that information.

- **Efficiency and Effectiveness**

One of the most prominent characteristics of electronic management is its high efficiency in completing tasks with accuracy and greater effectiveness through optimal investment in available technologies and trained and skilled digital minds. The implementation of electronic management leads to the conversion of excess workforce into positive energy that can be employed to serve the organization's objectives by retraining and adapting human resources to perform organization functions with the highest quality and possible efficiency, based on various advanced technologies. This ultimately contributes to minimizing routine errors in business operations to the greatest extent possible, compared to traditional management practices.

In conclusion, E-management is a system that uses technology to organize, store, retrieve, and analyze data and information.

It has several characteristics that make it efficient, productive, and accurate. Some of these characteristics include the ability to interact and collaborate with people from diverse locations and time zones, real-time interaction, resource and teleworking, enhanced confidentiality and privacy, real-time monitoring and control, information management instead of retention, and efficiency and effectiveness.

E-management allows for more flexibility, efficiency, and productivity, and provides employees with greater work-life balance.

Subsection Three: Objectives of E-Management

E-management certainly has many advantages that can organizations, customers and staff members in several ways:

1- reduction of customer's and organization's time, effort and costs

E-management can certainly help reduce customers' and organizations' time, effort, and costs in several ways: (M. Alshehri, 2011)

- **Self-service options:** E-management can provide customers with self-service options, such as online portals or mobile apps, where they can access information, place orders, make payments, and track their transactions. This reduces the time and effort required for customers to interact with the organization, as they can handle these tasks on their own time and at their own pace.

- **Automation:** E-management can automate many tasks, such as processing orders, managing inventory, and generating reports, which can significantly reduce the time and effort required by organizations to complete these tasks manually. This can also help reduce the risk of errors and improve accuracy.
- **Data analysis:** E-management systems can collect and analyze data on customer behavior and preferences, which can help organizations better understand their customers' needs and tailor their products and services accordingly. This can reduce the time and effort required to conduct market research and develop new products and services.
- **Communication:** E-management can facilitate communication between organizations and customers through various channels, such as email, chat, or social media. This can help organizations respond more quickly to customer inquiries and complaints, which can improve customer satisfaction and loyalty.

2- improvement of service delivery and customer's satisfaction

There are various ways in which e-management can improve service delivery and citizens' satisfaction:

- **Faster response times:** E-management systems can provide citizens with faster response times to their requests and inquiries. For example, citizens can submit requests or complaints online, and e-management systems can automatically route these requests to the appropriate department for faster resolution.
- **Accessibility:** E-management can make services more accessible to citizens, regardless of their location or physical abilities. For example, citizens can access government services online, which can be particularly beneficial for those who live in remote areas or have mobility issues.
- **Transparency:** E-management systems can provide citizens with greater transparency into government operations and service delivery. For example, citizens can track the status of their requests or complaints online, and government agencies can provide real-time updates on service delivery metrics.
- **Personalization:** E-management can help government agencies personalize their services to meet citizens' specific needs and preferences. For example, citizens can create personalized profiles that store their service history and preferences, which can help government agencies provide more targeted and efficient services.

In addition, we can add the following goals of E-management: (طوال، 2019)

- Reducing the cost of administrative procedures and related operations.
- Increasing the efficiency of the management by dealing with customers and institutions.
- Accommodating a larger number of customers at the same time, as traditional management has limited capacity to process customers' transactions.
- Cancelling the paper archive system and replacing it with an electronic system that is flexible in handling documents, capable of quickly correcting errors, and distributing documents to multiple parties in the shortest possible time, and benefiting from them at any time.
- Eliminating the factor of location, as it aims to appoint employees, communicate with them, send orders and instructions, supervise performance, and hold seminars and conferences through "video conferencing" and through the electronic management network.
- Eliminating the impact of time factor, so the idea of summer and winter vacations to complete some administrative transactions and then limit them to the maximum extent possible is no longer present.

In summary, we conclude that E-management aims to reduce time, effort, and costs for customers and organizations through self-service options, automation, data analysis, and communication.

It can also improve service delivery and citizen satisfaction through faster response times, accessibility, transparency, and personalization.

Additional objectives include reducing administrative costs, increasing management efficiency, accommodating more customers, eliminating paper archives, eliminating location and time constraints, and facilitating remote work and communication.

Section Two: Strategies of E-Management

In recent years, there has been a significant shift in the way organizations manage their processes, operations, and resources. Traditional management approaches have been replaced by e-management, which leverages digital technologies to enhance efficiency and streamline operations.

This section will discuss the key elements of e-management, including the shift from traditional to e-management, the functions e-management, and the requirements and obstacles for implementing e-management.

Subsection One: Shifting from traditional to E-Management

E-management cannot be considered a luxury or an optional choice that organizations can adopt or overlook. Today, electronic management has become the key to survival and the foundation for development and success. These are just some of the motives and causes that led to the transition towards electronic management such as: (دریر، 2017)

1- The acceleration of technological and technical progress

The technological revolution has led to several relative advantages in various fields of human life, including the quality of services and goods provided by both public and private institutions to society. This revolution represents an excellent opportunity for individuals, governments, and businesses to improve the quality of human life. The increasing investment in the technology sector requires maximizing the benefits and using it to facilitate life and human welfare in general.

2- The globalization trend towards strengthening human connections

the trend of globalization has led to an increased focus on improving the quality of services provided by countries. This is because countries are now competing on a global scale, and citizens have higher expectations for the quality of services they receive. As a result, many countries are striving to meet international quality standards in order to gain a competitive edge and attract more business and investment.

Additionally, citizens are more aware of the services available in other countries and are demanding better services from their own governments. Therefore, globalization has played a significant role in driving countries to improve their services and meet the expectations of their citizens.

3- Democratic transitions:

the accompanying reforms of each country that wants to join the World Trade Organization or fulfill the demands of local and international human rights organizations. The changes in the international situation have become a reality that forced everyone to enter it, and those who cannot keep up will live in permanent isolation, which means damage to the country and its citizens.

4- Economic Development

Economic development is directly related to transparency. Countries that aspire to economic growth have a strong incentive to adopt e-government projects, especially if they aim to attract foreign investment and improve their image in front of investors. E-government improves the infrastructure for providing services, which is one aspect of its commitment to making changes to enter the knowledge economy.

In addition, we can add more motives for the transitioning to E-management below: (بحوش، 2006)

1- The increasing popular pressure on governments

Citizen's aspirations for better, faster, and easier services have led to a growing awareness of the importance of accessing information and understanding the mechanisms of political decision-making. Citizens are demanding improved access to information and transparency in governance. This shift towards greater transparency and accountability in governance reflects the changing dynamics of society and the increasing demand for open and democratic processes. As citizens become more aware of their rights and demand greater accountability from their governments, the need for efficient and effective information systems becomes increasingly important. Access to information and effective communication channels between citizens and their governments can play a crucial role in building trust and confidence in governance and promoting social and economic development.

2- The need for government employees to have quality support

Through a strong database and a modern and advanced working system. This means that in order for government employees to perform their duties effectively and efficiently, they require a solid database that contains accurate and up-to-date information. Additionally, they require a modern and advanced working system that can help them carry out their tasks quickly and easily. With the right support, government employees can enhance their productivity, streamline their workflow, and ultimately deliver better services to the public.

3- Efficiency in providing public services

It involves several aspects such as reducing errors, improving income, reducing costs, and minimizing bureaucracy through re-engineering procedures. This leads to reducing the time required to achieve goals and giving employees the opportunity to acquire new skills and develop themselves.

4- Increasing Citizen Participation

Supporters of e-government call for increasing citizen participation in the government, to give them a sense of involvement in decision-making. From the government's perspective, e-government allows for communication with remote areas and minorities, sending and receiving information, and opening up opportunities for meetings between citizens with similar interests and opinions, despite geographical distances.

5- Transparency

Supporting transparency is directly linked to government corruption. It reduces the complications of routine procedures, makes democracy a possible goal, reduces citizen pessimism, and decreases foreign aid to countries. E-government reduces bribery and increases political transparency, leading to greater citizen trust in the government.

6- Economic Development

Economic development is directly related to transparency. Countries that aspire to economic growth have a strong incentive to adopt e-government projects, especially if they aim to attract foreign investment and improve their image in front of investors. E-government improves the infrastructure for providing services, which is one aspect of its commitment to making changes to enter the knowledge economy.

To sum up, there are multiple advantages to transitioning to E-management:

- **Improved efficiency:** E-management can streamline processes, reduce paperwork, and automate routine tasks, resulting in increased efficiency and productivity.
- **Cost savings:** By reducing the need for physical office space, equipment, and supplies, e-management can lead to significant cost savings.
- **Better data management:** E-management allows for easier and more accurate data collection, storage, and analysis, which can help organizations make more informed decisions.

- **Enhanced communication:** E-management can facilitate faster and more effective communication among team members and customers regardless of their location.
- **Increased accessibility:** E-management can make information and services more accessible to a wider audience, including those with disabilities or in remote locations.

Overall, e-management can help organizations and governments operate more efficiently, reduce costs, improve decision-making, and provide better services.

Subsection Two: E-Management functions

E-administration utilizes information technology systems to carry out administrative tasks such as planning, organizing, controlling, and decision-making.

It also establishes connections between the organization and its influential factors, including customers, competitors, suppliers, government agencies, and administrative bodies. However, relying on modern electronic management methods presents various challenges for the organization while performing its tasks.

The topic of analyzing the functions and tasks of e-management requires studying the important fundamental changes that have occurred in the theory and application of modern management under the influence of information and communication technologies. These changes, which have affected the e-management functions we can address some of the changes in the followings: (Huthaifa Abdelkarim Ali Ellatif, 2013)

- There has been a shift from using individual computerized data systems to using network systems in e-management. Nowadays, information systems are interconnected and integrated with various departments such as production, marketing, accounting, financing, HR, and research and development centers, forming an electronic fabric.
- There has been a transition from using non-electronic management systems to using smart e-management systems that are capable of handling information sources that generate intelligent elements such as databases and software that search for information
- There has been a shift from gradual processing to instant processing through online analytical systems in e-management. This change is a significant transformation compared to the previous system. It suits the

rapidly changing nature of conducting business that requires constant updates.

- In modern organizations, e-management operates by utilizing networks that link databases through internet technology to meet the internal information needs of staff. Unlike the Intranet, an Extranet provides selected third parties, as well as staff, with the necessary information.
- Client/Server Computing is a type of networking used in e-management where the client and server interact through a network. There are certain rules that need to be followed to coordinate their interaction, such as the server verifying the authenticity and legitimacy of the request upon receiving it from the client. Additionally, the server can provide services to multiple users, and the user can request service from multiple servers. It's important to note that regardless of the type of processor, the server must be reliable and user-friendly.
- Processors have changed from central structures to flexible environment structures. One of the results of application of E-management technologies is the emergence of a fundamental change in the environments of processors. With the application of E-management the processors changed from central functionality to flexible structures and team-work rather than individuality. This has been coupled with the intensive use of modern technologies, networking, creation of strategic units and globalization
- The shift is from the notion of relative advantage to that of guaranteed competitive advantage. The former has been dominant for a considerable period and is linked with non-electronic competition in management. The latter has arisen from evaluating the organization's capabilities in comparison to the five competitive forces identified by PORTER and the strategic competitive forces in the marketplace.

These important technological changes have contributed to creating a new way of E-management that is quite different from the former way and have changed the context of Nonelectronic management functionality.

In the following, we attempt to identify the functions of E-management:

1- E-planning

Planning is a mental process performed by managers, relying on their creative thinking, through which facts and available information about a specific situation are crystallized. (غنيم، 2009، صفحة 81)

Planning is an essential activity in management that involves setting goals, determining actions to achieve those goals, and allocating resources. Traditional planning involves analyzing data and communicating the plan to relevant parties. On the other hand, E-planning refers to the use of electronic tools and technology in the planning process. E-planning can offer several advantages over traditional planning, such as: (النمري، 2013)

- increased collaboration and communication.
- faster data analysis and processing.
- greater accessibility to data and information.
- real-time monitoring and adjustment of plans
- Provide more flexible and responsive approach to changes in the organization environment.

In the following table (01) (الطائي، 2011) addresses the main differences between planning and E-planning:

Elements	Planning	E-planning
Numbers of plans	One plan directs the work and direction of the organization	Multiple plans to respond to different circumstances
Planning Horizon	<ul style="list-style-type: none"> - Long, medium or short plan Less than one year <ul style="list-style-type: none"> - The plan sets out the objectives and stages of their implementation and its means. 	<ul style="list-style-type: none"> - Short and real-time plans for days, weeks, months or dismissal <ul style="list-style-type: none"> - The plan is a single rule or general principle guiding The trend is not constrained.
Flexibility	To adhere to the plan is necessary for all levels For coordination and direction unit.	A very flexible plan to commit to response Dynamic changes.
Concentration	The plan focuses on the organization's capabilities.	The plan focuses on changing markets and customers and their immediate and potential needs
Risk assessment	The risk comes from a lack of commitment to execute Plan.	The risk comes from not being able to work outside Plan.

Innovation	Innovation is essential for the development of the best plan	Innovation is necessary for implementation to respond for changing circumstances.
The Planners	Managers are planners and workers are executors (entrance up-down).	Planners are the initiators of managers and workers (Everyone's entrance - in all web directions).
Objectives	Objectives are clear and precisely defined to ensure Success.	Goals are general, vague and highly probable.
Means	Precisely defined means to ensure success.	The means are open according to the opportunity in the market and in Customers.
Standards	Plan Standards a key tool in rationalizing performance and enhancement.	Trust is the main tool in what is needed His success for the Foundation.

The table provided above highlights the differences between traditional planning and e-planning:

- The traditional planning approach involves a single plan directing the work and direction of the organization, while e-planning involves multiple plans to respond to different circumstances.
- The planning horizon for traditional planning is typically long-term, while e-planning involves short and real-time plans for days, weeks, months, or dismissal.
- Traditional planning requires adherence to the plan at all levels for coordination and direction, while e-planning is very flexible and designed to respond to dynamic changes.
- In traditional planning, the plan focuses on the organization's capabilities, while in e-planning, the plan focuses on changing markets and customers, and their immediate and potential needs.
- Risk assessment in traditional planning centers on the risk of a lack of commitment to executing the plan, while in e-planning, the risk comes from not being able to work outside the plan.

- Innovation is essential for developing the best plan in traditional planning, while in e-planning, innovation is necessary for implementation to respond to changing circumstances.
- The roles of planners and managers also differ in traditional planning and e-planning. In traditional planning, managers are planners, and workers are executors, with an upward direction. In e-planning, planners are the initiators, and managers and workers are everyone's entrance in all web directions.
- In traditional planning, objectives are clear and precisely defined to ensure success, while e-planning goals are general, vague, and highly probable. The means in traditional planning are precisely defined to ensure success, while in e-planning, the means are open according to the opportunity in the market and in customers.
- Finally, in traditional planning, plan standards are a key tool in rationalizing performance and enhancement, while in e-planning, trust is the main tool needed for success for the foundation.

2- E-organizing

Organizing is a management process that involves defining tasks, responsibilities, and delegating authority to individuals, as well as allocating resources.

It also involves coordinating activities and departments to accomplish tasks efficiently. With the shift towards digital transformation, traditional organizational components have transitioned into electronic organization. This has resulted in more efficient and effective organizing, capable of adapting to different circumstances. Electronic organization is flexible, allowing for communication and collaboration between individuals and networking among all workers through internal networks. This has led to significant changes in workforce capability, reflected in the use of highly specialized and skilled workers, ultimately benefiting the organization. (جيلالي، 2016)

In the table below (الطائي، 2011) identifies the most significant changes to the organizing function with the transitioning to E-management

Table (02) differences between traditional organizing and E-organizing

Organizing components	Traditional organizing	E- organizing
Organizational structure	Vertical organization and a structure based on fixed units, with a vertical organization from top to bottom and a defined organizational structure.	The organization is either matrix or project-based, and the structure is based on collective work teams. The organization is horizontal and the structure is undefined.
Administrative division	The administrative division is based on units and department	internal and external alliances and work teams.
Chain of command	The authority is linear and the commands are linear, and there is one direct supervisor	The authority in advisory units is through consultation, and the chain of command is in independent units, while the teams are managed.
Formality	- Literary instructions. - Rules of specific procedure. - Measurement schedules and scheduled in advance.	- Flexible policies. - Self-management and self-managed teams. - Flexible and variable work schedules.
Centralization and Decentralization	Centralization means authority at the top Decentralization is authority distributed.	Multiple positions of authority and decentralization, The units are independent and the teams are self-managed.

The table compares traditional organizing with e-organizing in terms of several components:

- In traditional organizing, the organizational structure is vertical, based on fixed units and a chain of command. On the other hand, e-organizing is either matrix or project-based, with a horizontal structure and collective work teams.
- The administrative division in traditional organizing is based on units and departments, whereas e-organizing emphasizes internal and external alliances and work teams.

- In terms of chain of command, traditional organizing is characterized by a linear authority and command structure, with one direct supervisor. In contrast, e-organizing has advisory units where authority is through consultation, and the chain of command is in independent units while the teams are managed. This means that decision-making and authority in e-organizing are more distributed and team-based, rather than relying on a single supervisor or manager.
- Formality in traditional organizing is characterized by literary instructions, rules of specific procedure, and measurement schedules that are scheduled in advance. In contrast, e-organizing has flexible policies, self-management, self-managed teams, and flexible and variable work schedules.
- Centralization and decentralization are also important components of organizing. In traditional organizing, centralization means authority at the top, while decentralization is the distribution of authority. E-organizing has multiple positions of authority and decentralization, with independent units and self-managed teams.

Overall, e-organizing emphasizes flexibility, collaboration, and self-management, while traditional organizing is characterized by a more rigid, top-down approach to organizing.

3- E-control

Electronic control or electronic supervision refers to the continuous monitoring of plan implementation and detecting deviations from the set plans and objectives, along with identifying the reasons for such deviations and taking necessary actions. Electronic supervision has many advantages such as: (نجم، 2009)

- Including continuous monitoring instead of periodic monitoring
- Real-time monitoring instead of relying on past data
- Monitoring through clicks rather than relying on reports.
- Reducing internal surprises in the supervision process, as nothing worsens within the organization without being noticed first which minimizing internal surprises.
- Electronic supervision also helps in engaging everyone in the organization to a large extent, in order to achieve the requirements of supervision and minimize surprises and crises in the organization.

4- E-leadership

Electronic leadership is the ability to deal with human nature or influence human behavior to guide people towards a common goal in a way that gains their obedience and cooperation. The leader is responsible for managing a group of individuals to achieve specific goals. Therefore, electronic leadership relies on an electronic leader with the most suitable characteristics for the electronic business environment, characterized by speed and change. Generally, electronic leadership should have technical knowledge such as information technology, computer technology, electronic communication networks, and software and how to deal with them. (نجم، 2009)

The following table (03) is a comparison between the traditional leader skills and the E-leader's (العلاق، 2005)

Traditional Leader	E-leader
A functional one-way static itinerary	Multiple functional variables in several directions.
runs the business with his voice and is good at talking	runs the business with his innovative ideas and is good at listening.
does not have to learn and deals with coincidence or coercion	has to learn and teach with choice.
Clear focus.	Densely concentrated
Associated with the institution and individuals	Linked to relationships, ideas and networks.
Long-term goals	successive and short-term objectives. Model in autonomy. Model in good governance.
takes care of the details and drowns in them	Attention to outcomes, public image and focus.
Depends on the age and functional status	depends on his knowledge and audacity
appearance and features are the most important administrative tools	communication style and language features are one of the most important administrative tools.
Introverted and closed to the institution and the comrades	open to other people's institutions.
Either complimentary or confrontational (without authority).	Either a speaker or a listener.

This table compares the characteristics of a traditional leader with those of an E-leader:

- A traditional leader is characterized as having a functional one-way static itinerary, running the business with their voice and being good at talking, and not having to learn or deal with coincidence or coercion. On the other hand, an E-leader is described as having multiple functional variables in several directions, running the business with their innovative ideas and being good at listening, and having to learn and teach with choice.
- In terms of focus, a traditional leader has a clear focus, while an E-leader has a densely concentrated focus.
- A traditional leader is associated with the institution and individuals, while an E-leader is linked to relationships, ideas, and networks.
- The traditional leader is focused on long-term goals, while the E-leader has successive and short-term objectives.
- The traditional leader operates in autonomy, while the E-leader operates in good governance.
- Furthermore, a traditional leader tends to take care of the details and drowns in them, while an e-leader prioritizes attention to outcomes, public image, and focus.
- A traditional leader's appearance and features are the most important administrative tools, whereas an E-leader's communication style and language features are one of the most important administrative tools.
- A traditional leader is often introverted and closed to the institution and the comrades, while an E-leader is open to other people's institutions.
- Lastly, a traditional leader is either complimentary or confrontational without authority, while an E-leader is either a speaker or a listener.

Subsection Three: Requirements and obstacles for implementing E-management

An E-management system refers to the use of electronic technologies and software applications to manage and streamline organizational processes. It can include various tools such as project management software, collaboration platform and many others. The goal of implementing an E-management system is to increase efficiency, reduce costs, and improve communication within the organization

There are several requirements and several obstacles for successfully implementing an e-management system.

1- Requirements for implementing E-management

Successfully implementing an e-management system involves meeting several requirements: (قریشي، 2011)

- **Developing strategies and establishment plans:** This requires a management team or a committee to plan, monitor, execute, and develop plans for the e-management project. It is necessary to seek the assistance of various consulting entities to embody the specifications and standards related to e-management.
- **Leadership and administrative support:** One of the most influential factors in the success of any project. The leadership plays a crucial role in the success or failure of any project as the support of the administration and the ability to create a suitable work environment are key factors. The leadership should commit to supporting every point of the enterprise's strategies and follow up on the project, providing information that ensures its success and development. The conviction and interest of the administrative leadership in applying information technology are also critical factors in achieving the success of electronic management implementation.
- **The organizational structure:** The traditional hierarchical model of the organization, which accompanied the industrial age, is no longer suitable for new business models in the era of information technology and e-business. We find that the organizational structures suitable for e-business are matrices and networks, as well as the organization of living cells arranged in the fabric of communications. The implementation of e-management requires a series of changes in structural and organizational aspects and various procedures that are compatible with the principles of e-management, by introducing new departments, or canceling or merging some departments with each other, and revising internal procedures and processes, to ensure the provision of suitable conditions for the implementation of e-management faster, more efficiently, and effectively while considering that this transformation is carried out gradually over several evolutionary stages.
- **Education and training of employees:** Electronic management requires a review of current education and training systems to keep up with the new demands and requirements. This includes preparing plans, programs, and educational methods at all levels. In addition, companies must also provide a psychological, behavioral, technical, and material environment to

prepare their employees to adapt to the new electronic management requirements.

- **Human requirements:** The human element is one of the most important resources that can be invested in to achieve success in any project or organization, and it is of great importance in implementing electronic management, where it is the origin of electronic management, discovered it, developed it, and harnessed it to achieve its goals. Therefore, electronic management is from and to the human element, who are the experts and specialists working in the field of knowledge, representing the human structure and intellectual capital in the organization. They undertake the strategic management of the elements of electronic management, including: managers, agents, assistants, programmers, data officers, and operators or editors.
- **The technical requirements:** refer to providing the infrastructure for E-management, which includes developing and improving the communication network so that it is integrated and ready for use and can accommodate a huge amount of communication at once. This is necessary to achieve the goal of using the Internet. Additionally, appropriate digital technology should be provided, such as equipment, computer systems, databases, and software. All of this should be available for individual or institutional use on the widest possible scale.
- **Security Requirements:** Security is one of the most important concerns in electronic work. This means that information and documents that are stored and processed electronically to meet work requirements must be kept secure. Electronic security and confidentiality must be provided at a high level to protect national and personal information and preserve electronic archives from any tampering. This requires taking some measures such as developing security policies for information technologies including internet services, adopting a national information security strategy that ensures cooperation between public and private sector agencies, developing regulatory laws and rules that limit electronic theft and violations of information privacy in electronic management, identifying the necessary protection for different operating systems and applications, determining monitoring and inspection mechanisms for information systems and computer networks, securely backing up information systems, and encrypting information that is stored, stored, and transmitted across various media.
-

- **Updating legislative frameworks according to developments:** the aim here is to issue laws, regulations, and procedures that facilitate the transition to electronic administration. Legal texts and legislative concepts should not be an obstacle to electronic administration, and traditional frameworks and legislation should be removed. Some legal experts believe that it is the responsibility of the administration to assign the process of developing laws, regulations, and instructions to specialized information technology and legal entities to determine their compatibility with the electronic administration system. At the same time, new legislation is proposed to achieve the following objectives:
 - The need to oblige government agencies, according to legislative tools, to switch to electronic form.
 - Granting official status to computer outputs and all modern technology means to facilitate their reliance and handling in official departments.
 - Legitimizing electronic identity proof with a specific number or bank account, as well as granting a secret digital signature to protect it from forgery.
 - Establishing fixed and transparent standards for various government procedures to limit official intervention in filling out forms.
 - Determining the necessary conditions for enabling employees to access citizens' records while ensuring the confidentiality and protection of this information.
 - Allowing the possibility of electronic fulfillment of citizen obligations, including service fees, stamp value, and others.
 - Adopting email and setting verification conditions for the sender to reduce the possibility of use by others.
 - Granting legitimacy to buying and selling in the electronic system

In summary, An E-management system is a way to use electronic technologies and software applications to manage and streamline organizational processes, with the aim of increasing efficiency, reducing costs, and improving communication within the organization.

Successfully implementing an e-management system involves meeting several requirements, including developing strategies and establishment plans, having leadership and administrative support, adapting the organizational structure, educating and training employees, providing necessary technical infrastructure, ensuring security requirements, and updating legislative frameworks according to developments.

2- Obstacles for implementing E-management

Over the years, researchers have uncovered numerous obstacles to implementation of E-Management (AlOqlah, 2021) addresses some of the obstacles in the followings:

- **Organizational obstacles:** refer to challenges that arise from the structure and culture of an organization, and its policies and procedures related to technology and digital systems. These obstacles can hinder the successful implementation of electronic transaction systems, such as E-Management.

One such obstacle is the absence of electronic transaction laws and regulations. Without legal frameworks to guide the use of digital platforms and electronic transactions, organizations may be hesitant to fully integrate technology into their management processes. This can lead to a lack of trust in electronic systems, which may result in slow adoption and implementation.

Another organizational obstacle is the central management of the organization. In some cases, top-down management structures may not be conducive to implementing E-Management systems that require collaboration and communication across different departments and teams. Organizations with rigid hierarchical structures may struggle to adopt new technology and digital platforms that require a more flexible and collaborative approach.

Additionally, the absence of electronic transaction systems can also hinder the implementation of E-Management. Organizations that have not yet fully embraced digital platforms may face challenges in integrating electronic systems into their existing management processes. This can lead to inefficiencies, redundancies, and errors in data management, which can impact organizational performance.

- **Technical and financial obstacles:** refer to challenges related to the technology and financial resources necessary to implement E-Management systems successfully. These obstacles can significantly impact the ability of an organization to integrate electronic systems into their management processes.

One technical obstacle is the absence of laboratory readiness for implementation. This means that the necessary hardware and software required to support E-Management systems are not available or may be outdated. Without up-to-date technology, organizations may face

challenges in implementing electronic systems and achieving their desired outcomes.

Another technical obstacle is slow and weak internet services, which can hinder the effective use of digital platforms and electronic systems.

Inadequate protection to safeguard users from network penetration can also be a significant concern, as cyber-attacks and data breaches can result in significant financial and reputational damage to an organization.

Additionally, recurrent regulations breakdowns can also slow the successful implementation of E-Management systems. If the regulatory environment is unstable or lacks clarity, organizations may struggle to implement electronic systems effectively, leading to delays and inefficiencies.

Financial obstacles can also be a significant challenge. The absence of financial resources and maintenance can hinder the effective implementation of E-Management systems. The high expense of the internet and communications, computers, and other necessary hardware and software can also be a significant financial burden for organizations, especially smaller ones.

- **Human obstacles:** refer to challenges related to human behavior, attitudes, and culture that can hinder the successful implementation of E-Management systems. These obstacles can include individual resistance to change, lack of trust in electronic systems, and inadequate incentives or training.

One human obstacle is the nature of humans. Humans are often resistant to change and may be hesitant to adopt new technologies, especially if they do not understand the benefits of the new system. This resistance can lead to delays in implementation and a lack of buy-in from members of the organization.

Another human obstacle is the closed doors culture. Some organizations may have a culture that is resistant to sharing information and collaborating across departments and teams. This can hinder the successful implementation of E-Management systems, which require collaboration and communication across different parts of the organization.

Additionally, lack of trust in the privacy and confidentiality of personal transactions and their security can also be a significant obstacle. Electronic systems are often associated with privacy and security concerns, and if users do not trust the system's security, they may be hesitant to use it. This can lead to delays in implementation and slow adoption of electronic systems.

A number of other different obstacles and barriers were identified by (جیلالی، 2016)

1- Administrative obstacles:

They include the following:

- Weak planning and coordination at the senior management level for digital management programs.
- Lack of senior management's interest in evaluating and monitoring the application of electronic management.
- Failure to gradually implement electronic management.
- Absence of coordination between other departments and agencies related to the institution's activities.
- Lack of extensive training available for specialists in desired locations.
- Lack of convincing the institution's management of the necessity or need for electronic management.
- Individuals' lack of psychological readiness and awareness of the importance of their role as part of the transformation and success process.
- Differences in management systems within the same administrative entity, which impedes the transition to electronic management smoothly and seamlessly.

2- Organizational obstacles:

They include the followings:

- Lack of planning and coordination at the senior management level for electronic management programs, and determining the time to start implementing and executing electronic services and information.
- Absence of follow-up by authorities for the implementation of electronic management in smaller departments
- Weak conviction by authorities to implement electronic management in smaller departments.
- Low computer knowledge among administrators who have the decision to introduce this technology within the organization
- Scarcity of specialized training widely available in desired locations within the organization.

3- Legislative obstacles:

Some of the legislative obstacles include:

- Non-recognition of the authenticity of electronic documents and their admissibility as evidence or recognition of their credibility.
- Inefficiency of traditional systems and regulations to be applied to electronic administration and transactions, making this alternative inadequate in the absence of systems and regulations that regulate work relationships and cooperation within electronic administrations.
- Delay in enacting the necessary legal legislation to ensure the adoption of electronic signatures and dealing with e-mail and verifying the identity of the service applicant, which greatly impedes many electronic transactions that could have been smoother in the presence of such legislation and achieve the desired benefit from it.
- Absence of legislation that criminalizes hackers of electronic administration networks and imposes deterrent penalties on perpetrators of these crimes, especially bank accounts and confidential documents and trade secrets of competing companies.

In conclusion, there are various obstacles to implementing E-Management, including organizational, technical and financial, and human obstacles.

Organizational obstacles include the absence of electronic transaction laws and regulations, central management structures, and the absence of electronic transaction systems.

Technical and financial obstacles include the absence of laboratory readiness, slow and weak internet services, and financial constraints.

Human obstacles include resistance to change, lack of trust in electronic systems, and closed-door culture.

Legislative obstacles include non-recognition of the authenticity of electronic documents and delays in enacting necessary legal legislation.

Administrative obstacles include weak planning and coordination, lack of senior management interest, failure to gradually implement electronic management, and lack of extensive training for specialists

Section Three: E-Management: Information Systems, and Applications

The implementation of E-Management processes expands to include all sectors, including commercial, government, and those specific to citizens. It is a comprehensive management of various operations, such as logistics, e-commerce, public relations, supply management, service acquisition, and meeting citizen needs. E-Management also involves regulating relationships between state institutions, the private sector, official and unofficial entities, as well as controlling warehouse matters, supply and quality management of tasks performed by institutions and countries.

Subsection One: information systems of E-Management

In today's fast-paced and data-driven world, organizations that invest in information systems are better positioned to stay competitive and adapt to changing market conditions.

1- Definitions of information systems

Information systems play a crucial role in today's organizations, enabling efficient management of data, facilitating decision-making processes, and supporting various business functions.

Information systems can be defined as: a cohesive and interconnected set of processes, controls, and resources that gather, process, and disseminate useful information and elements to decision makers through a network of channels and communication lines. The purpose of these systems is to manage and monitor data in order to produce and deliver valuable information. (الحسين، 2006، صفحة 21)

It can be also defined as: It is a collection of interrelated or interactive elements that work together to gather, store, transmit, and distribute various data and information to support decision-making and coordination. Typically, an information system includes comprehensive data about the organization or entity benefiting from it, as well as control over the organization, coordination of the surrounding environment, places, and activities related to the organization, and key individuals. (الجنابي، 2009، صفحة 29)

An information system can be defined as: an organized combination of people, hardware, software, communication networks, and data resources that collect, process, store, and disseminate information to support decision-making and control in an organization" (O'Brien, 2011, p. 4)

Based on these definitions, we can establish that Information systems refer to a collection of hardware, software, people, data, and communication networks that work together to store, process information to support organizational decision-making and control. These systems can be used in various domains such as business, healthcare, education, government, and more. The information provided enables organizations to manage and monitor data, streamline processes, and make informed decisions. It also helps organizations to coordinate and communicate effectively, optimize resources, and gain a competitive advantage.

In short, information systems are essential tools that enable organizations to operate efficiently and effectively in today's technology-driven world.

2- Types of information systems

categorizes information systems into four main types: (O'Brien, 2011)

- **Transaction Processing Systems (TPS):** these systems are designed to automate and support routine, day-to-day business processes that involve high volume transactions. These systems are used to capture data about transactions, such as sales, purchases, inventory changes, and customer interactions. The data is then processed, stored, and made available for analysis and reporting
- **Management Information Systems (MIS):** These systems use data from TPS and other sources to provide middle managers with information needed to support decision-making and control. they provide managers with reports that summarize and integrate data from various sources, allowing them to monitor performance, identify trends, and make informed decisions. MIS typically include tools for data analysis, such as charts and graphs, to help managers visualize data and identify patterns.
- **Decision Support Systems (DSS):** These systems are designed to help managers and other decision-makers to analyze complex data and make decisions. DSS use data from various sources, including TPS and MIS, to provide insights into business problems and opportunities. DSS typically include modeling and analysis tools, such as what-if analysis, forecasting, and optimization, that allow managers to explore different scenarios and evaluate the potential impact of different decisions.
- **Executive Support Systems (ESS):** These systems are designed to provide senior executives with high-level, summarized information that is easy to understand and use. These systems provide strategic information to support long-term planning and decision-making. ESS typically include

dashboards, scorecards, and other graphical tools that provide an overview of the organization's performance and highlight key issues and trends.

In summary, we can identify four main types of information systems:

- Transaction Processing Systems (TPS): used for day-to-day business transactions such as inventory management, payroll processing, and order processing.
- Management Information Systems (MIS): provide middle managers with reports to support decision-making and control by summarizing data from various sources.
- Decision Support Systems (DSS): help decision-makers analyze complex data from TPS and MIS to identify business problems and opportunities, and evaluate different scenarios.
- Executive Support Systems (ESS): provide senior executives with high-level, summarized information for long-term planning and decision-making, using dashboards and scorecards to highlight key issues and trends.

Subsection Two: Applications of E-Management

E-management refers to the use of electronic technologies and tools to manage organizational operations and resources. The applications of e-management are vast, and they can be applied to different sectors and industries. In the followings, we discuss the most common examples of the applications of e-management (2009، كنانة)

- **E-commerce:** E-commerce is the buying and selling of goods and services over the internet. E-management tools can be used to manage online stores, track sales, and manage customer relationships
- **Supply chain management:** E-management tools can be used to manage the flow of goods and services from the point of origin to the point of consumption. This includes managing inventory, transportation, and logistics.
- **Human resources management:** E-management tools can be used to manage employee information, performance, and payroll. This can include online training and performance management systems.
- **Customer relationship management:** E-management tools can be used to manage customer information, communication, and interactions. This can include customer service software and online forums.

They also include :

- **Financial management:** E-management tools can be used to manage financial information, including accounting, budgeting, and forecasting. This can include online banking and financial reporting software. (Iryna Prikhno, 2021)
- **Project management:** E-management tools can be used to manage projects, including scheduling, resource allocation, and task management. This can include project management software and online collaboration tools. (Blaskovics, 2018)

Subsection Three: Areas of E-Management application

E-management is the use of electronic technologies and tools to manage organizational operations and resources. It can be classified into four main areas of application: (AL-Sowayegh, 2012)

1- government to citizens (G2C)

The goal of e-government is to provide electronic resources for citizens to respond to their daily needs, as well as transactions between government, citizens, and private institutions. By implementing e-government, citizens are in constant communication with the public administration. In addition, e-government plays an important role in enhancing accountability, democracy, and improving public service. Its main goal is to serve citizens and facilitate their interaction with the public administration by making information and public services easily accessible, reducing the cost and time of obtaining services, and eliminating time and place barriers.

2- Business to Government (G2B)

This point includes the various services exchanged between the public administration and the private sector, including public policies, laws, regulations, and directives in this field. This allows private sector organizations to access all of this information online, as well as other transactions such as public contracts.

3- Government-to-Government (G2G)

This point refers to electronic communication between different government agencies and departments based on a unified database. It also refers to the relationship between the public administration and its employees, using information and communication technology, especially the internet, to improve

the performance of public employees and develop their capabilities through the exchange of knowledge, skills, and information, which increases the effectiveness of the organizational process within government departments.

4- Government-to-Employee (G2E)

G2E refers to the services provided by the government to its employees. This includes access to information about training and self-development opportunities, as well as e-learning programs and knowledge-sharing resources. Additionally, employees can access information about financial benefits, their rights, and laws that affect their employment. The aim is to help government employees grow and develop in their roles, and to make sure they have the information they need to perform their job duties effectively.

In conclusion, E-government has four main categories government to citizens (G2C), business to government (G2B), government to government (G2G), and government to employee (G2E).

G2C provides electronic resources for citizens to access information and public services easily, while G2B involves the exchange of services between the government and private sector organizations. G2G involves electronic communication between government agencies and the use of information technology to improve employee performance. G2E provides services to government employees to help them grow and develop in their roles.

All four points are related to e-management because they involve the use of information and communication technology to manage government operations and services more efficiently and effectively. E-government, in particular, is a key aspect of e-management as it aims to improve public service delivery through the use of electronic resources. The other three points, G2B, G2G, and G2E, also utilize technology to streamline communication and transactions between various entities within the government. Overall, e-management aims to enhance organizational processes, increase accountability, and improve public service delivery through the use of technology.

Chapter conclusion

As technology continues to advance at an unprecedented rate, businesses and organizations have had to adapt to the changing landscape. Traditional management styles that were once effective have become outdated and ineffective in light of these changes. This has given rise to a new management approach that is focused on the technological and informational dimension, with the Internet and business networks playing a significant role in shaping this new direction.

The transition towards electronic management has been a natural progression, with many organizations embracing this new concept as a way to stay ahead of the curve. Electronic management represents speed, efficiency, and instant interaction, allowing for greater flexibility and agility in managing administrative functions.

One of the major benefits of electronic management is the ability for organizations to leverage the vast resources available on the Internet and other networks. This includes external resources, intellectual capital, and knowledge management resources, all of which can be harnessed to improve efficiency, reduce costs, and drive innovation.

Overall, the rise of electronic management represents a fundamental shift in the way organizations operate and manage their administrative functions. As technology continues to evolve, it is clear that businesses and organizations must continue to adapt and embrace new approaches to remain competitive in the marketplace.

Chapter II: The conceptual framework of public services

Chapter II: The conceptual framework of public services

Public services are a fundamental aspect of modern societies, providing citizens with essential goods and services such as healthcare, education, transportation, and safety. The quality of these services is critical in ensuring that citizens receive the support they need from their governments.

Governments, therefore, must provide high-quality public services that are efficient, effective, and accessible to all citizens.

To achieve this goal, it is essential to understand the conceptual framework of public services. This includes defining the public sector and public facilities, understanding the different types of public facilities, and categorizing public services based on their type and quality.

The use of e-management has gained popularity among governments as a means to improve the quality of public services. E-management involves utilizing electronic technologies to streamline, automate, and enhance administrative processes within government agencies. By adopting e-management, governments can increase the efficiency, effectiveness, and accountability of their public services.

Section One: Introduction to public sector

The public sector plays a critical role in providing essential services and resources to society. These services and resources include healthcare, education, public safety, transportation, infrastructure, and social welfare programs. While some of these services may be provided by the private sector, they are often not profitable or financially feasible for private companies to provide universally or to a standard that meets the needs of everyone in society.

Subsection One: Definition of Public sector

There has been a debate about finding a comprehensive and inclusive definition of the public sector, and among the most commonly accepted definitions, we can mention:

According to Paul C. Light: the public sector refers to all levels of government and their agencies, as well as nonprofit organizations that receive significant support from government." (Light, 1999)

It can also be defined as: a collection of units funded primarily by taxation or user charges whose principal objectives are to produce goods and services that satisfy the needs of the community as a whole rather than the demands of individual consumers or groups of consumers. (OATES, 2005)

Tom Christensen and Per Lægreid also refer to the public sector as: the part of society that is funded and controlled by the government, and charged with implementing and delivering public policies and programs. (Christensen & Lægreid, 2007)

In an additional definition: the public sector is understood as the part of the economy that is owned and operated by the government to provide public goods and services to citizens. (Brown, 2010)

Another definition by Mark J. Rozell and Clyde Wilcox: The public sector is comprised of institutions and organizations that are established and funded by government for the purpose of serving the public interest. (Maisel & Berry, 2012)

In another definition: The term public sector refers to the units or institutions of the business sector that are owned and operated by the government. The goal of these public institutions in producing goods and services is not necessarily to achieve the highest profits, but rather to provide these goods and services to the public to meet their needs and satisfy them at the best prices, which are

determined by the government and known as administrative prices. Government activity in managing these institutions favors market mechanisms and stabilizes the price system. (سعداوي، 2007، صفحة 233)

Based on these definitions we can define the public sector The public sector refers to the part of the economy controlled or owned by the government that provides public goods and services to the community at administrative prices. Its main goal is to meet the needs of the community, and it is funded by taxation or user charges. The government manages these institutions and favors market mechanisms while stabilizing the price system.

Subsection Two: the concept of public facility

Defining the concept of public facility is a challenging task due to its association with various economic, political, and social factors that exist within the state. Despite its importance as a standard for administrative systems, researchers face difficulties in providing a clear definition. To overcome this, two basic standards are commonly used: **the organic standard and the objective standard.**

1- Definition of public facility according to the organic standard

The public facility is defined according to the organic standard as a public entity, institution, or body, which manages public affairs and needs. (الباد، 2010، صفحة 192)

Maurice Hauriou defined public facility as: The public organization provides an important public service using methods of public authority

Léon Duguit also referred to it as: An activity that the authority is obligated to undertake to achieve social solidarity. (عبد الحميد، 1973، صفحة 6)

An additional definition: A public facility, according to this standard, refers to any public organization established by the state and subject to its administration in order to meet the needs of the public. Therefore, entities such as the judiciary, security, defense, and others can be considered public facilities because they are organizations established to provide a public service.

In addition, a public organization is one that exercises certain powers and authorities that ensure the regular and continuous satisfaction of a collective need. To be considered a public facility, a particular activity must be carried out by a public legal entity with the aim of achieving a public benefit for individuals. Therefore, according to this standard, a public facility encompasses any public organization established by the state and subject to its administration

with the aim of meeting the needs of the public and providing citizen services. The organic meaning focuses on the administrative apparatus or organization itself, as it is linked to public administration and seeks to provide services to the public. (جواب الله، 2018، صفحة 7)

1- Definition of the public facility according to the functional standard (material standard)

The public facility can be defined according to the functional or the material standard as:

Public facility is an activity, function, or service that meets the public needs of citizens, such as general education and healthcare, regardless of the organizing entity or authority responsible for the activity. (شطا، 1984، صفحة 45)

It can also be defined as: The public facility is any activity or project carried out by the state itself or under its direct or indirect supervision, that aims to satisfy public needs and achieve the public interest. (عوابدي، 2000، صفحة 139)

In another definition: The public facility represents any activity or tasks carried out by the rulers in order to achieve social solidarity, which cannot be achieved except through the intervention of the governing authority. (جواب الله، 2018، صفحة 7)

In summary, A public facility can be defined as a multifaceted entity that manages public affairs and provides services to meet the needs of citizens, such as education and healthcare. It aims to achieve a public benefit and may require intervention from the governing authority to promote social solidarity.

Subsection Three: types of public facility

Public facilities are divided into two categories based on objective standards: administrative facilities and economic facilities.

1- Administrative facilities

The activity carried out by government entities is different from the regular activities of individuals, and is considered an administrative public facility. This type of facility is associated with government authority and is subject to public rules and regulations, such as administrative laws.

It should be noted that this type of facility operates under a specific and exceptional legal system, which is the administrative law system. This is because it serves a different purpose than other public facilities, such as economic or social facilities. (الطماوي م.، 1979)

The administrative law system is designed to regulate the relationship between

the government and its citizens, and it provides specific rules and regulations that govern the operations and management of administrative public facilities. These rules and regulations are enforced by specialized courts and tribunals that have the authority to review and oversee the actions of government agencies and officials.(المصري، 2007)

2- Economic facilities

These public facilities emerged as a result of the increasing involvement of the government in meeting the specific needs of the public, particularly in the areas of industrial, commercial, and agricultural activities. These facilities are part of the public sector and are designed to provide services and resources that are not necessarily related to the social welfare of individuals, but rather to the economic development of the community as a whole.

These facilities can take many different forms, such as manufacturing plants for pharmaceuticals or power plants that provide electricity to the public. They are commonly referred to as "public economic facilities" and are managed and operated by the government in order to achieve specific economic objectives and meet the needs of the community.

The purpose of these facilities is to promote economic growth and development, and to provide resources and services that are necessary for the success of businesses and industries. This includes providing access to infrastructure, such as roads, transportation, and communication networks, as well as access to capital, technology, and other resources that are needed for economic activity.
(الطماوي م.، 1979)

In conclusion, we can summarize types of public facilities in the followings:

- Public facilities are categorized into administrative and economic facilities.
- Administrative facilities are activities carried out by government entities and are subject to specific rules and regulations under the administrative law system.
- Economic facilities are designed to meet the specific economic needs of the community and are managed and operated by the government.
- Economic facilities include manufacturing plants, power plants, and infrastructure facilities such as roads and transportation networks.
- The purpose of economic facilities is to promote economic growth and development and to provide necessary resources for economic activity.

Section Two: General Introduction to Public Services

The public services sector holds a special significance as a distinct sector, given the nature of the services provided that aim to fulfill the public interest. These services include, but are not limited to, establishing infrastructure for the benefit of the community. The primary goal of the public services sector is to promote the well-being of the public and address the needs of the community, especially those who are most vulnerable. The establishment of this sector is necessary because the private sector is not always able to provide certain essential services, either due to their high cost or lack of profitability. Therefore, it is the responsibility of the government to ensure the provision of such services to the public, and the public services sector plays a crucial role in achieving this objective.

Subsection One: The concept of public services

The concept of public service is linked to the emergence of the state as an authority whose role is to satisfy the public needs through the exercise of functions and activities in various economic and social fields, with the aim of increasing the welfare of society and thus achieving economic development. We will try to discuss some definitions of public services.

1- The definition of public services:

The concept of public service refers to the process carried out by public bodies in providing services to citizens based on the relationship that links them.

The concept of public service refers to the range of services that are provided by government agencies and organizations to citizens and businesses, including but not limited to healthcare, education, law enforcement, transportation, social welfare, and environmental protection. These services are intended to meet the needs and improve the quality of life of citizens, and they are typically funded through tax revenue and other forms of public financing (Teicher, 2002).

It can also be defined as: Public services refer to activities of the government in the public domain, such as policing and public health; activities that are undertaken for the benefit of the public, like public service broadcasting, and social services like medical care, housing, education, and social care. (Spicker, 2009)

It can also refer to the services provided by the government or its agencies to the general public. These services can include healthcare, education, transportation, law enforcement, and many others. (Prabha Ramseook-Munhurrun, 2010, p. 38)

Another definition we can add: Public services refer to a set of activities provided by the state or official authorities in a country for the benefit of the public without discrimination. These services are based on achieving the public interest for all citizens and are official acts issued by institutions, the state, various ministries, authorities, municipal councils, police stations, courts, and others. (مصطفى، 2018، صفحة 222)

Based on these definitions we can say that public service refers to a set of activities that are provided by government agencies and organizations to citizens and businesses without discrimination, with the aim of achieving the public interest and improving the quality of life of citizens. These activities include a wide range of services, such as healthcare, education, transportation, law enforcement, social welfare, environmental protection, and many others. These services are typically funded through tax revenue and other forms of public financing.

In addition to these services, public service can also encompass activities in the public domain, such as policing and public health, as well as social services like medical care, housing, education, and social care. It is worth noting that the provision of public services is an official act that is issued by institutions, ministries, authorities, police stations, courts, and others. As such, it is expected to be carried out with integrity, impartiality, and professionalism, to ensure that the public interest is served effectively and efficiently.

1- Public Service Standards

Most experts in public management have found that it's important for all activities related to public services to follow the same set of rules. These rules are like guidelines that give these activities legitimacy and define their characteristics. There are specific standards that embody these rules: (مصطفى، 2018)

- **Equality:** The principle of equality entails the absence of discrimination between citizens based on their origin, belief, color, party affiliation, or other factors. This standard demands equal treatment for beneficiaries in similar situations during public services and announcements. This principle is grounded in constitutions and human rights that require equality before the law and thus before the public authorities.
- **Continuity:** This standard refers to the sustainability of public services as they are linked to the ongoing needs of individuals within the community as a whole. This requires a continuous performance of the service to ensure the sustainability of social well-being and overall

progress for citizens, by providing them with common and necessary needs. The continuity standard emphasizes the importance of long-term planning and implementation of public services to meet the current and future needs of society. The continuous provision of these services can promote social cohesion and help maintain the stability and progress of a society. By prioritizing the needs of the community, the continuity standard aims to provide sustainable and reliable public services that contribute to the growth and prosperity of society as a whole.

- **Adaptation:** The concept of adaptation is as crucial as the continuity standard in public services. It refers to the ability of public services to adjust to changing circumstances, both in terms of societal and technological developments, as well as the evolving needs of beneficiaries. In a rapidly changing world, it is essential for public services to stay current and relevant in order to effectively serve the public.

One example of how public services are adapting to technological advancements is the transition to e-government. E-government allows for the delivery of public services through digital platforms, making them more accessible, efficient, and cost-effective. This technology also allows for easier access to information and communication between citizens and government officials. The transition from paper-based management to information and data-based management is another example of how public services are adapting to technological advancements, making use of data and information technology to improve the quality and effectiveness of service delivery.

In addition, we can add more public services standards in the followings: (عدمان، 2015)

- **Relative free access:** The concept of relative free access is an extension of the principle of equality among citizens when access to certain services, such as healthcare and security, is provided for free. This principle is based on a descending order of priority, depending on the quality of the service and the income level of the beneficiary. This allows for variations in the provision of services, ranging from the highest quality to the lowest, in accordance with the principle of equality in access to public services, which should be provided in exchange for payment, as is the case with most commercial and industrial services. The concept of relative free access is designed to ensure that those who are less fortunate have equal access to essential

services, regardless of their income level. This means that those who are in the most need of these services should receive them first, followed by those who are less in need. In this way, the principle of equality is maintained, and the services are distributed fairly among all citizens.

- **Inclusivity:** The principle of inclusivity is based on the fundamental concept of universal service, which asserts that basic services should be available to all citizens, regardless of their socioeconomic status, geographical location, or any other demographic characteristics. This principle recognizes that certain services are essential for people's well-being and should, therefore, be accessible to all individuals. In line with the principle of inclusivity, access to basic services should be guaranteed to every citizen. This means that no one should be denied access to these services on the basis of their income, social status, or any other discriminatory factor. In practical terms, this implies that basic services should be provided to all individuals, regardless of their ability to pay for them.
- **Social solidarity:** The concept of public service is rooted in the belief that individuals have a responsibility to contribute to the well-being of their community and society as a whole. Public service involves a range of activities aimed at promoting social solidarity and addressing various social issues. While the phrase "public service" may often be associated with government institutions, it can also refer to a broader range of activities that are aimed at advancing the common good.
public service is a broad concept that encompasses a wide range of activities aimed at promoting social solidarity and addressing social issues. The three categories of public service as a measure of social solidarity are material and financial assistance to citizens in need, preservation of social ties, and encouraging active participation in shared activities and common goals. These activities are essential for building strong and cohesive communities and promoting the common good.
- **Efficiency:** this standard is used to evaluate the effectiveness of public services in providing essential infrastructure and services to areas where the market fails to do so. In many cases, private companies may not find it profitable to provide services such as transportation, gas, electricity, and other basic necessities to areas with low population density. This is because the cost of providing these services may exceed the revenue generated, making it unprofitable for private companies to invest in these areas.

However, the provision of these services is crucial for maintaining economic activities and promoting regional balance in the country. By providing access to basic services, public services contribute to the preparation and development of these areas, making them more effective and attractive for economic activities. This, in turn, helps to reduce regional disparities and promote balanced economic growth across the country.

In summary, seven important standards for public services have been identified, which include equality, continuity, adaptation, relative free access, inclusivity, social solidarity, and efficiency. These standards ensure fair and sustainable delivery of essential services to all citizens, regardless of their income, social status, or location. Public services are expected to adapt to changing circumstances and promote social cohesion, while also being efficient in providing infrastructure and services where the market fails to do so. Ultimately, public service is a broad concept that aims to promote social solidarity and address social issues in order to advance the common good.

Subsection two: The quality of public services delivery

The quality of public services is a critical aspect of governance and administration, as it directly impacts the lives of citizens and their overall satisfaction with the government.

Public services include a wide range of activities and services provided by the government to the public. The quality of these services is measured by various standards, such as efficiency, accessibility, responsiveness, safety and security... These standards are important in ensuring that public services meet the needs of citizens and promote social well-being, economic development, and equality (Christopher & Lodge, 2006)

1- The concept of service quality

The issue of quality of service is becoming increasingly important in the public service as a result of new approaches that are being adopted to management, it can be defined in different ways from widely different perspectives

- Definition of service quality

Quality services can be defined as services that consistently meet or exceed customer expectations, needs, and requirements. (Al-Ibrahim, 2014, p. 124)

It can also be defined as: Service quality refers to the degree to which a service meets or exceeds customer expectations. It encompasses various aspects of service delivery, including the reliability, responsiveness, assurance, empathy, and tangibles of the service. Service quality can also be defined as the ability of a service provider to consistently deliver services that meet or exceed customer needs and expectations, and that are reliable, responsive, and effective. In the context of public services, service quality is particularly important as it directly impacts citizens' satisfaction and perceptions of government effectiveness. Therefore, the quality of public services is a key determinant of public trust and confidence in government institutions. (Walsh, 2007)

In another definition: service quality in the context of e-services can be defined as the extent to which a website or other digital service meets or exceeds customer expectations and needs. It encompasses various dimensions, including the ease of use and navigation, the reliability and accuracy of information provided, the responsiveness of the website to customer queries and requests, the security and privacy of customer data, and the accessibility and inclusivity of the website to all users. The authors emphasize that service quality in e-services is critical for enhancing customer satisfaction, promoting user adoption, and achieving the intended outcomes of the digital service. (Ancarani, 2005)

- The definition of service quality in the public sector

the public service sector can be defined as the ability of the service provider to meet or exceed customer expectations through the provision of reliable, responsive, and efficient services. It involves various dimensions, including the reliability and accuracy of service delivery, the responsiveness of the service provider to customer needs and queries, the assurance of service quality and the competence and professionalism of service providers, the empathy of service providers towards customers, and the tangibility of the service environment. (Agus, Barker, & Kandampully, 2007)

It can also be defined as: service quality in the public sector can be defined as the extent to which public services meet or exceed customer expectations and needs, and fulfill their intended purpose. It involves several dimensions, including reliability, responsiveness, tangibility, assurance, empathy, and access. Service quality is not only concerned with the technical quality of service delivery but also with the quality of the customer experience, including the behavior of staff, the level of communication and information provision, and the overall service environment (Rhee & Rha, 2009)

In an additional definition: Service quality in the public sector is described as the ability of the service provided to the general public to meet their implicit and expressed requirements, i.e., achieving the benefits that citizens expect. In this case, quality is related to the level of satisfaction that the service beneficiary receives, and their level of satisfaction with the government institution that provides the service. (نشيدة، 2015، صفحة 439)

In conclusion, service quality refers to the degree to which a service meets or exceeds customer expectations and needs. It encompasses various aspects of service delivery, including reliability, responsiveness, assurance, empathy, and tangibles. In the context of public services, service quality is particularly important as it directly impacts citizens satisfaction and perceptions of government effectiveness. Service quality in e-services is critical for enhancing customer satisfaction, promoting user adoption, and achieving the intended outcomes of the digital service. Service quality in the public sector involves various dimensions, including reliability, responsiveness, tangibility, assurance, empathy, and access. It is concerned not only with the technical quality of service delivery but also with the quality of the customer experience.

Subsection three: Service quality dimensions

Service quality can be measured and evaluated through various dimensions, which are as follows: (Yarimoglu, 2017)

- **Tangibles:** The tangibles dimension in the context of service refers to the physical aspects that customers can observe and touch, such as the appearance of the service provider, facilities, and equipment used in providing the service. These physical aspects can create a first impression on the customers and significantly influence their overall perception of the service. Facilities, equipment, and other tangibles that are used in delivering the service should be well-maintained, modern, and appropriate for the service offered.
- **Reliability:** Reliability is a crucial dimension of service quality that refers to the ability of the service provider to deliver the service accurately, consistently, and as promised. Customers expect the service to be reliable, meaning that it is delivered on time, without errors, and in the manner promised. In the context of service, reliability encompasses various factors, including the ability of the service provider to meet deadlines, fulfill promises, and provide accurate and consistent information.

- **Responsiveness:** refers to the ability and willingness of service providers to promptly and effectively respond to customer needs, inquiries, or requests. It is an important dimension of customer service as it plays a critical role in shaping the overall customer experience. When customers approach a service provider with a query, complaint, or request, they expect a timely response. Responsiveness entails acknowledging the customer's concerns promptly, providing appropriate information or solutions, and following up on the progress of the request or issue. When service providers are responsive to customer needs, it can improve the customer experience, increase satisfaction, and build customer loyalty. Customers feel valued and appreciated when their concerns are addressed in a timely and efficient manner, which can lead to repeat business and positive word-of-mouth recommendations.

More service quality dimensions can be added in the followings: (Kang & James, 2004)

- **Assurance:** it is one of the dimensions of service quality that focuses on the trustworthiness, competence, and credibility of the service provider. When customers seek services, they often look for assurance that they will receive the expected quality of service. Assurance can increase customer confidence in the service and reduce any uncertainty or doubt they may have regarding the service provider's ability to deliver the service as promised.
- **Empathy:** This focuses on the service provider's ability to understand and address the individual needs and preferences of the customer. Empathy involves listening to the customer's concerns, understanding their perspective, and showing a willingness to help. When service providers demonstrate empathy towards their customers, it can enhance the personalization of the service and create a positive emotional experience for the customer.
- **Access:** This dimension focuses on the ease with which customers can access the service. Access can influence customer perceptions of the service, and it can be influenced by various factors such as the service provider's location, opening hours, and availability of service channels. the availability of service channels can also affect the ease with which customers can access the service. In today's digital age, customers expect service providers to offer multiple channels of communication, such as phone, email, chat, and social media, to access the service. If the service provider does not offer these channels or does not respond

promptly to customer inquiries, it can create challenges in accessing the service.

More different dimensions of measuring and evaluating quality of services can be added according to (Santos, 2003)

- **Fulfillment:** This dimension refers focuses on the service provider's ability to meet customer needs and expectations. It includes factors such as the quality of the information provided, the accuracy of the service, and the ability to provide personalized service. When service providers fulfill customer needs and expectations, it can lead to customer satisfaction and loyalty. For instance, if a customer purchases a product online and receives it within the promised delivery time, with accurate and detailed information about the product, it can fulfill the customer's expectations, leading to a positive customer experience. In addition to meeting customer needs and expectations, the fulfillment dimension also includes the ability to provide personalized service. Personalization involves tailoring the service to meet the unique needs and preferences of each customer. By doing so, the service provider can enhance the customer experience and create a positive emotional connection with the customer.
- **Privacy:** The dimension of privacy in electronic channels refers to the measures taken to ensure the confidentiality and security of the personal information of customers. When customers share their information with an organization, they expect that information to be kept safe and protected from unauthorized access or misuse. To meet customer expectations, organizations should employ various security measures such as data encryption, secure transmission, and secure storage. Data encryption refers to the process of converting plain text information into a coded form that can only be deciphered with a key or password. This helps to ensure that even if someone gains access to the data, they cannot read or use it without the necessary authorization.
- **Customer service:** The dimension of customer service refers to the quality of assistance provided to customers when they have questions or encounter issues while using a product or service. Customers expect to receive prompt, effective, and courteous support when they reach out to an organization for help. The quality of customer service is determined by several factors, including the expertise and professionalism of the customer support staff, the availability of support channels, and the responsiveness of the support team. Firstly, the quality of customer

support staff is a critical factor in determining the quality of customer service. The support staff should be knowledgeable about the product or service, able to understand the customer's issue, and provide clear and concise solutions. They should also be patient, empathetic, and willing to go the extra mile to help the customer. Secondly, the availability of support channels is also crucial. Customers should have access to multiple channels through which they can reach out for support, such as phone, email, chat, or social media. Organizations should also ensure that their support channels are available during reasonable hours and are easy to find and use. Finally, the responsiveness of the support team is essential. Customers expect quick and timely responses to their inquiries, and organizations should strive to provide the fastest possible resolution to their issues. The support team should have effective escalation procedures in place to address more complex issues promptly.

In conclusion, service quality dimensions play a critical role in determining the overall satisfaction of customers with a service. Organizations need to pay attention to all aspects of service quality dimensions, including reliability, responsiveness, assurance, empathy, and tangibles, to ensure that their customers have a positive experience with their service. By focusing on these dimensions, organizations can enhance their brand reputation, improve customer loyalty, increase repeat business, and ultimately, increase profitability. Thus, understanding and improving service quality dimensions should be a top priority for any organization that seeks to provide exceptional customer service and succeed in today's competitive business environment.

Section Three: E-management influence on the quality of services in the public sector

In recent years, the use of electronic management (e-management) has become increasingly prevalent in the public sector. This type of management involves the use of digital technologies to improve the efficiency and effectiveness of services provided by government agencies. One area where e-management has shown great potential is in improving the quality of services provided to the public. By leveraging digital technologies, government agencies can streamline processes, reduce costs, and ultimately provide better services to citizens.

Subsection One: Deficiencies of public services

Public service is an essential element of any modern society. It is responsible for the delivery of various services to citizens, including health care, education, transportation, and public safety, among others. However, despite its importance, public service is not immune to deficiencies. In fact, there are various shortcomings and deficiencies that can affect the quality and effectiveness of public service delivery. These deficiencies can arise from various factors, including: (COCHRAN, 2004)

- **Lack of customer focus:** Public service agencies are often more concerned with meeting internal goals and regulations than with meeting the needs of their customers. This lack of customer focus can result in a gap between the services provided and the services that customers actually need or want.
- **Inadequate quality management systems:** Public service agencies may not have well-established quality management systems in place to ensure that their services meet customer needs and expectations. This can result in inconsistencies in service quality and may lead to customer dissatisfaction.
- **Bureaucratic obstacles:** Public service agencies may have bureaucratic obstacles that prevent them from being responsive to customer needs. For example, long waiting times or complicated application processes can discourage customers from seeking services.
- **Lack of innovation:** Public service agencies may be slow to adopt new technologies or practices that could improve service quality and efficiency. This can result in outdated and inefficient service delivery methods that do not meet customer needs.

- **Limited resources:** Public service agencies may face budget constraints or limited resources that can limit their ability to provide high-quality services. This can result in underfunded programs, understaffed agencies, and inadequate infrastructure.

Additionally, some of the deficiencies of public service include: (Gildenhuis, 2004)

- **Lack of accountability:** Public services often lack clear lines of accountability, which can lead to a lack of transparency and responsibility. This can result in services that are not delivered efficiently or effectively.
- **Limited access:** Public services may not always be accessible to all citizens, particularly those who live in remote or marginalized areas. This can result in a lack of services in certain communities, which can have negative impacts on health, education, and economic development.
- **Corruption:** Public services may be subject to corruption, which can result in the misallocation of resources, the provision of sub-standard services, and a lack of accountability.

More deficiencies of public service can be added including: (Christenson & Sachs, 1980)

- **Lack of coordination:** As the number of administrative units increases, coordination among them can become more difficult. This can lead to inefficiencies, duplication of efforts, and gaps in services.
- **Lack of responsiveness:** large government size and bureaucracy can also lead to a lack of responsiveness to citizen needs. Public services may not be tailored to the specific needs of the community, resulting in services that are not effective or efficient.

In summary, public service is crucial for any modern society's functioning as it delivers essential services like healthcare, education, transport, and public safety. However, public service is not immune to deficiencies, including a lack of customer focus, inadequate quality management systems, bureaucratic obstacles, limited resources, and a lack of innovation. Additionally, public services may lack accountability, limited accessibility, and be subject to corruption. Other deficiencies of public service include a lack of coordination and responsiveness, leading to inefficiencies, duplication of efforts, and gaps in services. These deficiencies can have negative impacts on citizens, especially those in remote or marginalized areas, and hinder economic development.

Addressing these deficiencies is critical to ensure effective and efficient public service delivery.

Subsection Two: The rationalization of public services

Good governance plays a crucial role in improving public services, as it ensures that the government operates transparently, accountably, and efficiently. Corruption is a major hindrance to good governance, as it can lead to inefficiencies, unfair practices, and a lack of trust in public institutions.

1- The Definition of good governance

The term "good governance" has multiple meanings and interpretations since it is used in various fields such as economics, politics, and social contexts. Therefore, different definitions have been proposed, and there is no single definition that applies to all situations. We can explore some of these definitions:

The World Bank defines good governance as the manner in which power is exercised in the management of a country's economic and social resources for development. This definition is based on the World Bank's Governance and Development Strategy, which was first introduced in 1992 and has been updated several times since then. (The World Bank , 2010)

The United Nations development program also defines good governance as the exercise of political, economic and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences. Effective governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (The United Nations development , 2016)

In addition, the term "good governance" was mentioned in Law No. 06-06, which includes the guiding law for the city. In the first chapter, which relates to general principles, Article 2 defines it as follows: (القانون التوجيهي للمدينة، 2006) It is a system by which the administration is concerned with the concerns of citizens and works for the public interest in a transparent manner. Article 11 of the same law also refers to the development of good governance in urban management, which can be achieved through

- Developing rational management methods using modern tools and techniques.
- Providing and supporting public services and improving their quality.
- Emphasizing the responsibility of public authorities and the contribution of civil society and citizens in city management.
- Supporting cooperation between cities.

Based on these definitions, we can say that good governance refers to the effective exercise of political, economic, and administrative power to manage a country or city's resources and affairs in a transparent, accountable, participatory, and responsive manner. It involves the use of mechanisms, processes, and institutions that prioritize the public interest, promote broad consensus in society, and ensure that the voices of all citizens, especially the most vulnerable and marginalized, are heard in decision-making. Good governance is characterized by rational management methods, modern tools and techniques, quality public services, and cooperation between different stakeholders, including public authorities and civil society.

2- Principles of Good Governance

Good governance is characterized by several principles that have been identified to guide public institutions and officials in their decision-making and management practices. the Council of Europe has identified 12 essential principles: (the Council of Europe, s.d.)

- **Legitimacy and legality:** Governance should be based on a legal framework and have the consent of the governed.
- **Participation:** All stakeholders, particularly those who are most affected by governance decisions, should have the opportunity to participate in the decision-making process.
- **Transparency:** Governance should be transparent, with information being easily accessible to the public.
- **Responsiveness:** Governance should be responsive to the needs and aspirations of the people.
- **Consensus orientation:** Governance should seek to achieve broad consensus among stakeholders and should be based on the principle of compromise.
- **Equity and inclusiveness:** Governance should promote equity and inclusiveness, ensuring that all members of society have the opportunity to participate in and benefit from governance processes.

- **Effectiveness and efficiency:** Governance should be effective and efficient in achieving its objectives, making the most of resources available.
- **Accountability:** Governance should be accountable to the public, ensuring that decisions and actions are subject to oversight and scrutiny.
- **Strategic vision:** Governance should have a clear strategic vision, with long-term goals and objectives.
- **Rule of law:** Governance should be based on the rule of law, with laws being enforced equally and fairly.
- **Ethical behavior:** Governance should be characterized by ethical behavior, with public officials and decision-makers upholding high standards of conduct.
- **Courage:** Governance requires courage to make difficult decisions and take unpopular positions when necessary.

These principles are meant to serve as a guide for good governance practices, helping to ensure that governance is democratic, accountable, and responsive to the needs of the people.

Subsection Three: E-management impact on the quality of public services

Electronic management, or e-management, has emerged as a powerful tool in the public service sector, enabling governments to streamline their processes, enhance transparency. By adopting e-management practices, governments can improve the efficiency and effectiveness of their services, which ultimately leads to a better quality of life for citizens. In the context of public service, e-management can play a significant role in improving the quality of services provided to citizens in many different aspects including:

1- Enhancing efficiency

E-management can improve the efficiency of public services in various ways. By automating routine tasks, e-management reduces the time and effort needed to complete these tasks, resulting in faster response times and increased productivity. This means that public servants can focus on more complex tasks, such as addressing citizens' concerns and providing personalized services. Additionally, e-management enables online transactions, which means that citizens can access public services from the comfort of their homes or workplaces, without having to travel to government offices. This saves time and money for citizens and government officials alike.

Moreover, e-management systems can reduce paperwork and streamline document management. By digitizing documents, e-management reduces the risk of losing or misplacing important documents, which can lead to delays and errors in public service delivery.

Additionally, E-management can help public servants to share and collaborate on documents more efficiently, which can improve the overall quality of public services. (Alqudah & Muradkhanli, 2021)

2- Improving effectiveness

E-management can play a significant role in improving the effectiveness of public services by reducing errors and increasing accuracy. When public services are delivered manually, there is a higher risk of errors occurring due to human factors such as fatigue, distraction, or incomplete information. However, e-government systems can automate data collection, centralize information, and streamline processes, ensuring that public services are delivered consistently and accurately.

For example, electronic record-keeping systems can ensure that important information is easily accessible and up-to-date, reducing the chances of incorrect data being used in decision-making. Moreover, e-management can also enable automated feedback mechanisms and quality control checks, allowing for early detection and correction of errors before they cause significant harm.

By improving accuracy and reducing errors, e-management can increase public trust in government services and contribute to overall satisfaction with public services. This can also save time and resources that would otherwise be spent on correcting errors or re-doing work, ultimately leading to better utilization of public funds and resources (Riany, 2021)

3- Enhancing transparency

E-management can play a critical role in promoting transparency and accountability in local public administration. By digitizing public services and making them accessible online, citizens can have greater access to information related to public services, such as the status of their application, the progress of a project, or the use of public funds. This increased transparency can help to build trust between citizens and government officials, as citizens are better able to monitor how public resources are being used.

Moreover, e-management can also enable citizens to participate more actively in decision-making processes, such as through online consultations, feedback mechanisms, and participation in online forums. By providing citizens with more opportunities to engage with government officials and contribute to policy

discussions, e-management can promote more democratic and participatory governance.

Furthermore, e-management can also facilitate accountability by enabling government officials to track the delivery of public services and monitor the performance of public servants. This can help to identify areas where improvements are needed and hold public officials accountable for their performance. (Vilkaitė-Vaitonė & Povilaitienė, 2022)

4- Enhancing accessibility

One of the key advantages of e-management is its ability to improve the speed and accessibility of public services for citizens. In traditional paper-based systems, citizens would typically have to physically visit government offices to access services, which could be time-consuming and inconvenient. However, e-management systems enable citizens to access services online, often through user-friendly interfaces that are available 24/7. This means that citizens can access services from their homes or workplaces, without having to travel to government offices.

By reducing waiting times and improving access to public services, E-management can enhance citizen satisfaction and trust in government. Moreover, it can also reduce costs for both citizens and governments, by eliminating the need for physical paperwork, reducing staff requirements, and streamlining administrative processes. Overall, e-management can lead to significant improvements in the efficiency and effectiveness of public services, while also increasing citizen engagement and satisfaction. (TEŞU, 2012)

Chapter conclusion

Despite the recently heavy reliance of government sectors on E-management in developing numerous automated information systems and electronic service applications, and offering them remotely via the internet, which represents an important first step towards electronic management, albeit at a slow pace, as it provides the fastest means of instant communication and reduces pressure on traditional windows and eliminates the phenomenon of standing in queues, many of these systems and applications have not been activated or have been activated in a way that lacks flexibility and speed, thus failing to achieve the expected results. This is particularly true in the face of the weak infrastructure of communications and slow national internet coverage, which is the basis of electronic communication and a prerequisite for remote services. This has created an obstacle preventing citizens from benefiting from these services, not to mention the fear of modern technologies and the doubt about the security and accuracy of their operations, making what has been implemented in public administrations mere modest attempts towards a real electronic management, limited to initial applications of administrative computing and automation, and digitization of some services. This indicates the ineffectiveness and insufficiency of the efforts made by the state. However, on the other hand, we cannot neglect the tangible positive results achieved in reality, reflected in the emergence of the first features of electronic management in many public institutions, which have gradually become apparent and have given a new face and impetus to the level and method of service delivery compared to previous years.

**Chapter III: An
applied study on the
role of
E-management in
improving the quality
of services at the
Algeria Post**

Chapter III: A Practical Examination of the Role of E-Management in Enhancing Service Quality at the Algeria Post

In recent years, the emergence of new technologies and digital transformation has had a significant impact on various industries, including the public sector. As a result, many organizations that provides public services like Algeria Post are embracing electronic management to improve their operations and enhance the quality of services they provide.

In this chapter, we will discuss the role of e-management in improving the quality of services provided by the Algeria Post, with a specific focus on the Khenchela Province branch. We will begin by providing an introduction to the institution in question, including its definition, establishment, and tasks. Following this, we will introduce the Algeria Post branch in Khenchela Province, providing general information about the company, the services it provides, and its organizational structure. Finally, we will present an applied study on the role of e-management in improving the quality of services at the Algeria Post Khenchela Province branch, including a questionnaire, analysis of the results, and a discussion on the role of e-management in improving the quality of public services.

Section One: General Introduction to the institution in question - Algeria Post –

The postal and telecommunications sector holds a significant position in both the economic and social fields, as it has undergone several reforms that have resulted in the establishment of a public institution with an industrial and commercial character. This institution allows for the development of a modern state and the provision of advanced services to the community. It is known as Algeria Post. The following elements will illustrate the nature of the Algerian Post institution (Algérie Poste, 2023)

Subsection One: Presenting an overview of Algeria Post

1- Introducing Algeria Post institution

Algeria Post is a public institution with an industrial and commercial character that operates in the postal and telecommunications sectors. It provides a wide range of services, including mail delivery, financial transactions, e-commerce, and digital communications. Algeria Post is an important entity in both the economic and social development of Algeria, and plays a vital role in building a modern state by offering advanced services to the community.

According to their official website, the industrial and economic institution 'Algeria Post' is placed under the supervision of the Ministry of Posts, Telecommunications, Technologies, and Digitalization. It is managed by a board of directors chaired by the Minister responsible for postal affairs or a representative, and is overseen by a Director-General appointed by presidential decree.

The institution's activities are defined by a ministerial decision dated January 21, 2010 (رقم 002/أخ.و.ب.م.س.ل.ت.ر) and it is structured by two (02) executive and commercial committees as well as a marketing committee.

The headquarters of the Algeria Post General Directorate and its central services are located at 16024 Bab Ezouar, Parcel No. 01, Block No. 04, Business District, in a twelve-story building."

2- Activities of Algeria Post

The activities of Algeria Post, as an industrial and economic entity, are focused on traditional postal professions at three levels: central, regional, and local.

First, the central level includes two major divisions, professions divisions and Central Support Directorates.

Chapter III: A Practical Examination of the Role of E-Management in Enhancing Service Quality at the Algeria Post

Professions division includes three categories of services offered by Algeria Post:

- **Network and postal professions:** This includes the traditional postal services such as delivery and receipt of letters, postcards, and parcels.
- **Postal financial services:** These are services related to money transactions, such as money transfers, postal savings, and bill payments.
- **Postal and parcel services:** This includes the transportation of packages and parcels to local and international destinations.

Central Support Directorates includes 12 essential directorates:

- **Information Technology and Network Security:** This directorate is responsible for managing the postal network's computer systems and ensuring their security.
- **Real Estate and Public Facilities:** This directorate is responsible for managing the postal service's real estate and public facilities, such as post offices and mail processing centers.
- **Financial and Accounting Directorate:** This directorate is responsible for managing the postal service's finances and accounting processes.
- **Human Resources Directorate:** This directorate is responsible for managing the postal service's human resources, including hiring, training, and performance management.
- **Training and Improvement Directorate:** This directorate is responsible for providing training and development opportunities for postal service employees.
- **Strategy, Organization, and Management Control Directorate:** This directorate is responsible for setting the postal service's strategic direction, ensuring organizational effectiveness, and monitoring performance.
- **Postal Structures and Buildings:** This directorate is responsible for managing the postal service's buildings and other physical infrastructure.
- **Central Inspection Directorate:** This directorate is responsible for inspecting and monitoring postal service operations to ensure compliance with regulations and best practices.
- **Internal Audit and Control Directorate:** This directorate is responsible for conducting internal audits and ensuring that the postal service's operations comply with regulations and policies.
- **Communications Directorate:** This directorate is responsible for managing the postal service's internal and external communications.

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- **Standards and Quality Directorate:** This directorate is responsible for ensuring that the postal service's products and services meet high standards of quality.
- **Postal Stamps Directorate:** This directorate is responsible for designing and issuing postage stamps.

Second, at the regional level these are organizational units of Algeria's postal service. They include:

- **Regional Inspectorates (13):** responsible for inspecting and monitoring postal services within their respective regions.
- **Regional Financial Centers (08):** responsible for financial management and accounting at the regional level.
- **Regional Accounting Centers (08):** responsible for monitoring and auditing postal operations at the regional level.

Finally, At the local level, post offices are geographically placed under the authority of a "Wilaya Postal Unit Directorate". Only the Algiers province, due to its status as the capital of the country, has three directorates distributed across three regions: East, Center, and West. There are 50 directorates for the Postal Unit Wilayas.

Subsection Two: Establishment of Algeria Post

1- The Historical Development of the Algeria Post Institution

The Ministry responsible for the Algerian postal service has undergone several name changes, starting with the acronym PTT which stands for the first three letters of the words "poste, télégraphe, téléphone" in French. This was followed by the name PT, which stands for the first two letters of the words "poste" and "transport." Eventually, the ministry's name was changed to MPTIC, which stands for the Ministry of Post and Information and Communication Technologies, and finally to MPTTN, which stands for the Ministry of Postal Services, Wireline and Wireless Communications, and Digital Technologies.

It was necessary for the Ministry to restructure its services and modernize its new financial services, as well as expand its postal network, while balancing the task of providing universal service with its economic role. After a long period in which administrative management dominated these two economic sectors, the restructuring of the postal and wireline and wireless communications sector began in 1999.

This restructuring was embodied in the General Rules for Postal and Wireline

and Wireless Communications Law No. 2000-03 in 2000.

This law led to the creation of two public institutions, Algeria Post and Algeria Telecom, to revitalize these important sectors and achieve economic efficiency and commercial requirements in order to provide a competitive, quality service that contributes to the construction of the national economy.

With the incredible progress made by modern technologies in our time, and with the economic growth, especially with the demographic growth experienced by Algeria, the concept of "quiet little work" has changed significantly.

2- Creation of Algeria Post

The Algeria Post Institution is a public entity with an industrial and commercial character, known as "Algérie Poste" was established by Executive Decree 43/02 on January 14, 2002, following the reforms initiated by the supervisory ministry.

However, the real start of the institution's activities was in 2003, when it merged administrative public duties with industrial and commercial public services, while preserving its fundamental role centered on postal services, parcels, and financial postal services.

The Algeria Post Institution was placed under the supervision of the Ministry of Postal Services, Wireline and Wireless Communications, and Digital Technologies. It enjoys legal personality and financial independence and is subject to public law rules in its activities with the state, while being considered a commercial entity in its dealings with others.

Subsection Three: Tasks of Algeria Post

Algeria Post was established to carry out the national policy for the development of postal services and postal financial services. This includes the management of postal services, the renewal and development of structures under its responsibility, and the implementation of measures in place for each profession.

One of the key objectives of Algeria Post is to become the leader in the distribution of postal and home services. To achieve this, the institution has an efficient and extensive national network, which is constantly updated to ensure the digital transformation of its structures. This includes the use of modern information and communication technologies to enhance the quality of its services, reduce costs, and improve operational efficiency.

Another important objective of Algeria Post is to become the reference

institution in terms of financial inclusion of citizens. This means ensuring that all citizens have access to basic financial services, regardless of their location or socio-economic status. To achieve this, Algeria Post offers a wide range of financial services, including savings accounts, remittances, and bill payments, among others.

Finally, Algeria Post is also focused on becoming the most effective element regarding large mail/parcel shipments by accelerating their digital transformation and aligning its physical and digital networks. This will allow the institution to better meet the needs of its customers and improve its competitiveness in the market.

Algeria Post is committed to achieving its strategic objectives and fulfilling its mandate as a public industrial and commercial institution. By continuously improving several tasks such as:

- **The Postal Network is being intensified, developed, and digitized.**

Since its early establishment, the "Algerian Post" has put in place a permanent mechanism to intensify and digitize its network, recognizing the importance of its services and their impact on both social and economic fronts. The aim is to cater to the neighborhood service requirements of all members of society, thus dedicating its efforts to promoting citizenship.

The focus is on establishing neighborhood post offices in densely populated urban areas and remote and disadvantaged rural regions, in order to keep pace with the state's large-scale workshops. The postal services are not only present in all residential areas but also within university centers, military barracks, and major transportation hubs such as airports, bus stations, train stations, etc.

The relentless effort to intensify the Postal Network has resulted in the Algeria Post virtually representing 32.9% of the African postal network, according to the latest report by the Universal Postal Union on the postal economic prospects published in 2018.

- **Mobile post offices**

This refers to a significant step taken by the postal service to recruit heavy-duty vehicles that are fully equipped and capable of traveling to the most isolated areas of the country, in order to provide quality services to citizens near their place of residence.

These mobile post offices will be able to carry out all financial and postal operations requested by customers, just like any other post office located in the public square, thanks to their connection to the internet. This is a tremendous

initiative that will greatly benefit people living in remote areas and provide them with the same level of postal services that people in urban areas enjoy.

- Information access at the level of post offices

In order to improve the quality of services provided and modernize the institution, "Algerian Post" has digitized all post offices, creating a comprehensive information system that allows every user with an active account to carry out any operation they want at any point throughout the country. This has made postal financial services available throughout the entire national territory, ensuring equal opportunities for advancement and prosperity among citizens. These services are offered under the same conditions and pricing to all citizens across the national territory. Algerian Post has a national mission to provide public services to citizens, ensuring their sustainability in a competitive environment.

Through this digitization process, Algerian Post has made it easier for citizens to access postal services and carry out their transactions securely and quickly. This initiative has greatly contributed to enhancing the quality of postal services and meeting the needs of citizens, while keeping pace with the rapid technological developments and innovations in the field of postal services.

- Reconnecting Post Offices to the Communication and Information Network

As part of its efforts to modernize and improve the quality of its services, Algeria Post has completed the digitization of all its post offices, by improving the network infrastructure and enhancing the flow of internet connectivity across all post offices.

This massive project was achieved in close collaboration with its partner, "Algérie Télécom," by restructuring and updating the information network infrastructure to provide a structure that can manage both the current and future services, while ensuring better quality services. With this new system in place, Algeria Post will be able to offer better and more efficient services to its customers across the country.

- Development of financial services

As part of its efforts to modernize and expand its network, Algeria Post has acquired a new secure and standards-compliant payment platform that includes a range of electronic services. Foremost among these is the electronic payment service, which is a priority measure for public authorities seeking to promote the use of electronic payment methods in Algeria, improve financial inclusion, and benefit the national economy.

This move aims to promote the widespread use of multi-channel electronic payment methods, including the combined use of various self-service machines such as bank ATMs and electronic payment terminals (TPE), as well as online payment and payment through mobile phone applications.

As part of the public policies aimed at promoting financial inclusion and upgrading the digital economy, Algeria Post has proven its effectiveness as a key player in the financial sector, using its position to promote electronic payment, and to bring a non-material character to financial transactions and payment tools.

- GAB Automated Banking Network

In an effort to alleviate the burden on post offices and facilitate financial transactions, Algeria Post has enhanced its network of automated banking machines "GAB" by acquiring a new generation of machines that include new functions, such as account-to-account transfers, mobile phone top-up, cheque book requests, changes to the cash card status, and changes to mobile phone numbers.

While the number of electronic cards distributed in 1999 did not exceed 100,000, a total of 100 automated teller machines (ATMs) for cash withdrawals only, were in use. Since 2017, Algeria Post has recorded the following:

More than 5.7 million payment cards (EDAHABIA) with continuous production to cover all of Algeria Post's customers in 2019.

1,375 GAB banking ATMs providing multiple services. These GAB banking ATMs recorded more than 66 million transactions in 2018, and the same GAB network is currently being reinforced by the acquisition of hundreds of new machines.

- Remote Services (Online)

As part of the modernization of its postal and postal financial services, and in order to improve the quality of its activities for the benefit of citizens, "Algiers Post" has also launched on a mechanism to modernize its activities.

One of the key initiatives is the launch of the "BaridiMob" application, which allows users to perform all the functions enabled by the " EDAHABIA " debit card, including money transactions, checking account balances, topping up mobile phone accounts, and paying bills for gas, electricity, internet, and phone services, without the need to physically visit post offices.

Another important service provided by Algeria post is the ability to pay bills through the commercial internet gateway for economic operators and businesses included in the company's financial platform. This service covers a range of

providers, including fixed and mobile phone operators, SONALGAZ (the national gas and electricity company), insurance companies, and Algerian airlines, among others.

- Modernization and improvement of postal and parcel services

As the primary profession and main activity of Algerian Post, postal and parcel services also involve modernization projects for postal services and improving service quality by:

Adapting the national plan for postal and parcel delivery, which connects all national territories.

Enhancing delivery and distribution methods. Upgrading postal deposit and distribution centers (CDD) and sorting centers (CTR).

Generalizing the recommended postal monitoring system for national and international systems, monitoring them, determining their location, and exchanging information between institutions using this system.

These efforts are part of the overall strategy of Algerian Post to modernize and improve its services, making them more efficient, convenient, and accessible to citizens

- Algeria Post branch is a public economic institution / a shareholding company providing express mail services, Algeria Post Champion.

The first branch that emerged from the Algeria Postal Group is located in the Bir Touta complex, under the name "Algeria Post Urgent Mail Service Company," which is a public economic entity or a company with shares. The express mail service, commonly known as "urgent mail," was established in Algeria in 2011 as a public economic branch under Algeria Post, called "Algeria Post Champion" Since then, this service has been distributing urgent mail for businesses, professionals, and government agencies, ensuring a distribution rate that competes with its multinational counterparts, such as Federal Express (Fedex) and DHL.

Despite the delayed entry of "Algeria Post Champion" into the global market compared to other countries, the efforts made by the company have allowed it to acquire 70 seats in 2017 and 33 more in 2018 in the world ranking of the Universal Postal Union. In 2018, the company's exceptional performance was recognized when it received a new award from the Universal Postal Union for its excellent relationship with customers, making the "urgent mail" service ranked first in North Africa and 63rd globally.

- International cooperation and external relations of "Algeria Post"

During the year 2018, Algerian Post doubled its activities and efforts globally, whether in the bilateral or multi-party aspects, allowing it to gain experience in best practices and successful experiences to improve the offers and services provided to its customers and keep pace with international standards in the postal field. In this context, Algerian Post attends many international events, including:

- **The Universal Postal Union:** Algerian Post actively participated in all the works of the Universal Postal Union.
- **The African Postal Union:** The 37th session of the African Postal Union's board of directors was held in Algeria, according to the memorandum of agreement signed on January 18, 2018. This session allowed for a very effective Algerian participation, where Algerian Post proposed the establishment of a smart African postal institution based on information and communication technologies, which will allow African countries to improve their postal activities significantly on all levels, develop their postal networks, and diversify their services.
- **The Mediterranean Postal Union:** During the extraordinary general assembly of the Mediterranean Postal Union (UPMED), which met in Madrid, Spain on November 26, 2018, the 16 member countries unanimously voted for Algerian Post's accession to this regional organization. The Mediterranean Postal Union is composed of postal operators appointed by the two regional postal organizations: the European and Arab ones. This rich constellation of appointed postal operators, on both sides of the Mediterranean, allows the Algerian postal operator to engage in a real technical dialogue for the exchange of different experiences in the postal field and benefit from the best successful postal practices and models.
- **Arab Cooperation (Joint Committees):** with regard to Arab cooperation, "Algeria Post" is an active member on several occasions ("Organization and comprehensive mail service" of the Permanent Arab Postal Committee (CAPP); Arab Printing Exhibition organized in Egypt and Morocco).

Not to mention, the size of the enterprise of an industrial and commercial nature "Algeria Post" is of interest to a large number of global postal offices that see a special interest in concluding bilateral agreements and exchanges.

Section Two: Introduction to E-Services provided by Algeria Post

Algeria Post offers a variety of services for both individuals and businesses. Some of the services they offer include services for the general public, services for professionals and businesses, here are some of the main E-services typically offered by Algeria Post

Subsection One: Financial Services of Algeria Poste

One of the primary financial services provided by Algeria Poste is banking. Algeria Poste operates as a postal bank, offering essential banking services such as the following services: (Algérie Poste, 2023)

1- Opening and utilizing a current postal account, also known as CCP:

Any individual or organization, regardless of their nationality, who resides in Algeria is permitted to open a current postal account, as long as they meet the legal and regulatory requirements. The process involves visiting a post office branch within the applicant's administrative district and submitting necessary documents, including a completed application form, proof of identity, and a document indicating the residential address. Additionally, it is now possible to open a current postal account online through the Algeria Post website at <https://ccpnet.poste.dz>.

2- Hawaltak :

"Hawaltak" is a new service offered by Algeria Post that allows for instant and secure money transfers through electronic money orders. Customers need to fill out a form, provide their ID, and the cash amount to send a transfer. Recipients can withdraw the transferred amount using a secret number and transfer code received via text message. The minimum transfer amount is 1,000 DZD, and the maximum is 200,000 DZD. If the recipient doesn't withdraw the money within 30 days, the sender can request a refund at a post office. Refunds are issued immediately, except for claims made after 24 months.

3- BaridiPay :

It is a new mobile payment method that offers ease of use and high security. This service is based on QR code (Quick Response) technology. This type of payment method does not require any physical contact, such as a gold card or cash. Instead, it involves a scanning process through the "Baridimob" application, which generates a quick response code (QR code) for the merchant

or generates it as part of the financial transaction. This QR code enables customers to securely and instantly transfer funds from their account to the merchant's account.

4- BaridiMob :

Baridimob is a mobile application offered by Algeria Post that enables you to access cash and financial services conveniently. It enhances time efficiency and enables effective management of postal accounts and financial transactions at any preferred time and location. The key features of Baridimob include:

- Access to current postal account CCP
- Management of EDAHABIA Card.
- Transfer of funds between accounts.
- Information on nearby ATMs.
- Information on the nearest post office.
- Reactivation of a frozen card upon customer request.
- Obtaining a mini statement of the last ten transactions made with EDAHABIA Card.
- Saving transfer transactions as templates for future use.

The homepage of Baridimob is organized with icons that include the following:

- **Current Postal Account:** This practical feature allows you to:
 - ✓ Display the balance of your current postal account.
 - ✓ Check the status of your current postal account.
 - ✓ View transactions made with the EDAHABIA Card on your account.

- **Cards:** This practical feature enables you to view:
 - ✓ The balance of your current postal account.
 - ✓ The status of your EDAHABIA Card.
 - ✓ Transactions made with the EDAHABIA Card
 - ✓ Capping of amounts on your card.
 - ✓ Freezing and reactivation of the card upon customer request.

- **Transfer:** This feature provides:
 - ✓ Perform money transfer operations from your account to other individuals' accounts. The recipient must have an EDAHABIA Card to receive the transfer.
 - ✓ The total amount of transfers should not exceed the daily limit

specified in the card's capping of amounts.

✓ Each transfer transaction is subject to a variable fee based on the specified amount.

✓ No transfer can be made without your authorization

In conclusion, Algeria Poste offers a range of financial services in order to cover the needs of individuals and businesses.

Subsection Two: Monetary services of Algeria poste

Algeria Post offers a number of monetary services for both individuals and businesses, here are some of the main monetary E-services typically offered by Algeria Post: (Algérie Poste, 2023)

1- EDAHABIA Card:

It is a payment card provided by Algeria Post that allows users to perform various financial transactions and access banking services. It is a gold card that can be used at all postal offices, ATMs connected to the Algerian Post network, commercial bank branches, online shopping websites, and through the "BaridiMob" application. EDAHABIA Card offers the following services:

- **Cash Withdrawal:** Users can withdraw cash from their postal current account at any postal office or ATM without the need for additional identification documents.
- **Account Balance Inquiry:** Users can check their postal current account balance at any postal office or ATM without requiring identity verification or completing any forms.
- **Funds Transfer:** Users can transfer money from their postal account to another postal current account securely and conveniently.
- **Printing the Postal Identity Receipt (RIP):** Users can obtain a printed receipt of their postal identity.
- **Request for a Checkbook:** Users can apply for a checkbook to facilitate their financial transactions
- **Mobile Recharge:** Users can recharge their mobile phone credit for all major mobile operators in Algeria, including Mobilis, Djezzy, and Ooredoo.
- **Phone Number Change:** Users can update or change their registered mobile phone number.

- **Electronic Payment:** Users can make payments for purchases, bill payments, flight and hotel reservations, and other transactions using electronic payment terminals (TPE) available at commercial establishments.
- **Card Recharge and Activation through "BaridiMob" App:** Users can recharge their EDAHABIA Card and activate it using the "BaridiMob" application.
- **Geolocation of Postal ATMs:** Users can locate the nearest postal ATMs across the national territory of Algeria.
- **Advertisement Viewing:** Users can access promotional offers and advertisements.

The EDAHABIA Card can also be used for online shopping on the Algerian Post's e-commerce platform "BaridiNet" It allows users to recharge their mobile phone credit, pay for internet subscriptions, book flight tickets, subscribe to Post Mobile services, and pay bills for utilities like Sonelgaz, Sial, internet services, and mobile operators.

For convenience and faster access to postal banking services, users can use the EDAHABIA Card with the electronic payment terminals (TPE) available at postal offices.

To benefit from these services, users need to visit a postal office with their EDAHABIA Card to perform secure and quick cash withdrawal and account balance inquiry.

The EDAHABIA Card offers a daily withdrawal limit of up to 50,000 Algerian dinars without the need for additional identification documents, standardized form 1SFP, or postal check models.

Subsection Three: Postal services of Algeria poste

Algeria Post offers its customers a wide range of postal services, catering to their diverse needs. These services provide various aspects of mail handling, delivery, and logistics such as: (Algérie Poste, 2023)

1- Electronic Telegram Service (برقي-@-تيك):

It is a postal service that replaces the traditional method of sending telegrams through telegram printers or telephone with electronic communication over the internet, known as برقي-@-تيك involves the electronic delivery of customer mail from one postal institution to another and its physical distribution to the recipient All postal institutions connected to the digital network participate in the following "برقي-@-تيك" services:

- **Urgent Telegram:** Provides expedited delivery of telegrams.
- **Multiple Telegram:** Allows sending a telegram to multiple recipients simultaneously.
- **Paid-Reply Telegram:** Enables the recipient to send a reply telegram at the sender's expense.
- **Acknowledgment of Receipt:** Provides confirmation of telegram delivery.
- **Deposit Receipt:** Acknowledges the deposit of the original telegram at the counter.
- **Request for Original Telegram Delivery from the Counter:** Allows the sender to request the original telegram from the counter.
- **Cancellation Before Transmission (Written Request):** Allows the sender to cancel the telegram before transmission.
- **Cancellation Before Distribution by the Receiving Office (Written Request):** Allows the sender to cancel the telegram before distribution by the receiving office.
- **Copy of Telegram:** Provides a copy of the telegram.
- **Hand Delivery:** Offers the option of delivering the telegram directly to the recipient.
- **Sending an Authenticated Copy by Mail:** Allows sending a certified copy of the telegram by postal mail.

2- Express mail service (EMS) :

The express mail service is a premium postal service with a unique feature that focuses on handling the delivery of documents and goods (delivery and distribution at the place of residence).

The express mail service institution serves as the sole operator responsible for collection and distribution according to an urgent pattern, covering all forty-eight (48) states, providing the following privileges:

- Distribution within less than 24 hours at the level of 20 states.
- Extended delivery timeframes ranging from 36 to 96 hours for other destinations within Algeria, including distant cities and villages, without any additional costs.
- A single pricing structure from the 48 states to destinations worldwide.

The express mail service meets the specific processing needs of correspondences, documents, or goods sent by customers, while offering several advantages, including:

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- Speed, reliability, and security, along with electronic tracking of your shipments.
- Providing a personalized express mail service tailored to each customer's requirements, equipped with a tracking system and reliable feedback (IPS Track and Trace for international parcels).
- A widespread and well-connected network of express mail service, both domestically and internationally, supported by robust logistics.
- Daily national and international connections.
- Preferential rates for the express mail service, including deferred payment for the service fee (after the arrival of the shipment), ensuring prompt delivery within standard timeframes, and free collection of shipments from the designated location.

With these features and advantages, the express mail service offers efficient and reliable delivery solutions for customers, ensuring speed, security, and convenience.

Section Three: An Applied Study on the Role of E-Management in Improving the Quality of Services in Algeria Post

this study seeks to contribute to the existing body of knowledge on E-management in Algeria post, emphasizing its role in enhancing service quality and addressing challenges faced by Algeria Post, specifically within the Khenchela Province Branch.

Subsection One: The Questionnaire

In order to present an applied study on the role of E-management in improving the quality of services at Algeria Post branch in the Khenchela Province, we aim to understand the impact of these E-management practices on enhancing the quality of services provided by Algeria Post in general, specifically within the Khenchela Province branch. To achieve this, we conducted a survey targeting a sample of customers of Algeria Post in the Khenchela Province branch to gather their opinions on the impact of E-management on the quality of services provided by the organization

1- Presenting the questionnaire

The questionnaire is considered one of the tools that can be used to collect personal information, such as perceptions and responses of beneficiaries towards reputation, specific services, or advertising messages.

When collecting information, various methods are employed, such as personal interviews, mail correspondence, electronic devices, and so on. However, in order to increase effectiveness and reach a larger number of customers quickly, we have adopted the electronic questionnaire. The questionnaire tools were carefully prepared, including the list of questions to be asked. The researcher should ensure that the selected questions align with the specific problem of the study and help obtain information of suitable quality for the targeted investigation area. This includes ensuring the provision of required evidence and handling participants' responses confidentially.

- Designing the questionnaire:

Based on the framework of previous studies related to the subject, including the assistance of the supervisor and some specialized university professors in public administration, we have constructed a questionnaire and organized the questions and statements according to five main axes:

- ✓ The first axis contains demographic questions, such as gender, age, educational level, occupation, and state (region) of residence. These

questions help provide context for the survey results and understand the different segments of respondents.

- ✓ The second axis focuses on EDAHABIA Card services. It asks about the usage of EDAHABIA Card, the ease and speed of the registration process, reasonable fees, services utilized, overall quality rating, recommendations to friends and family, and suggestions for improvement.
- ✓ The third axis addresses the usage of BaridiMob services. It asks about the usage of the app, the ease and speed of the registration process, reasonable fees, responsiveness of the application, services utilized, satisfaction with the delivery and receipt of money, overall quality rating, recommendations to others, and suggestions for improvement.
- ✓ The fourth axis evaluates general satisfaction with the electronic services provided by Algerian Post. It asks about the responsiveness of services, ease of access, availability of customer support, effectiveness in meeting personal and business needs, ease of understanding the services, system reliability, and data security.
- ✓ The fifth axis assesses participant's perceptions and experiences regarding the impact of electronic services on various aspects of the services provided by Algeria Post Office. It captures opinions on deadlines, waiting time, service availability, efficiency, personal satisfaction, and potential areas for improvement.

- Objectives of the study:

The goal of this study is to gather feedback and opinions from customers regarding the electronic services provided by Algeria Post Office and their impact on various aspects of the postal service. By collecting responses to statements and open-ended questions, the survey aims to assess customer satisfaction, identify areas of improvement, and measure the effectiveness of electronic services in enhancing the quality of services offered by the postal institution. The survey results can be used to inform decision-making, strategic planning, and potential improvements to the electronic services and overall customer experience provided by Algeria Post Office.

- Study sample:

The survey questionnaire was distributed electronically among a sample of customers. The distribution process was personally supervised, and assistance from colleagues was sought in the distribution process.

The questionnaire for customers was distributed randomly. The distribution process covered a specific period from March 2023 to April 2023, ensuring a sufficient number of questionnaires distributed and retrieved for analysis.

Subsection Two: Presentation and Analysis of the Questionnaire Results

This methodology will rely on data analysis to extract insights and draw quantitative and qualitative conclusions. By effectively interpreting the results, it will provide valuable information about the study variables.

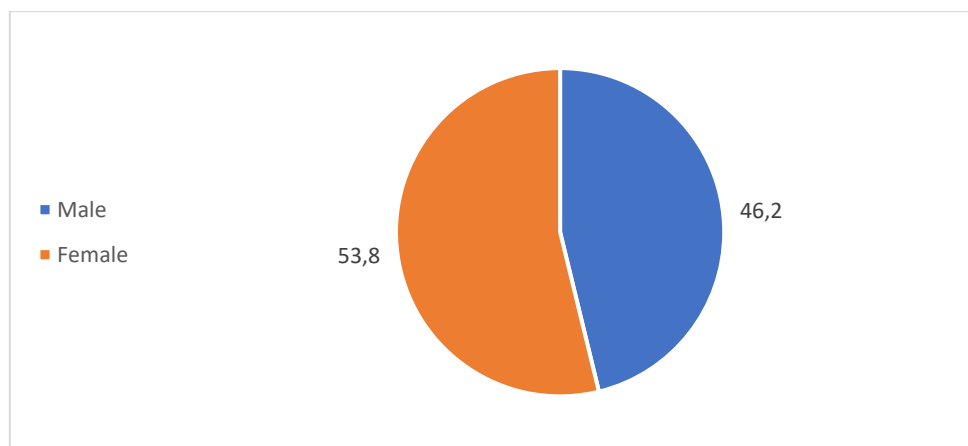
1- Personal data analysis

- Distribution of the sample by gender:

Table number (04): Illustrates the distribution of the sample by gender.

Variables	Frequency	Percent
Male	37	46.2 %
Female	43	53.8 %
Total	80	100 %

Frame number (01): Diagram showing sample distribution by gender



Source: Prepared by the student using SPSS

Table (01) and frame (01) provide an overview of the distribution of the sample by gender. It shows that out of the total sample of 80 individuals, 46.2% were male and 53.8% were female. The table presents the frequency and percentage

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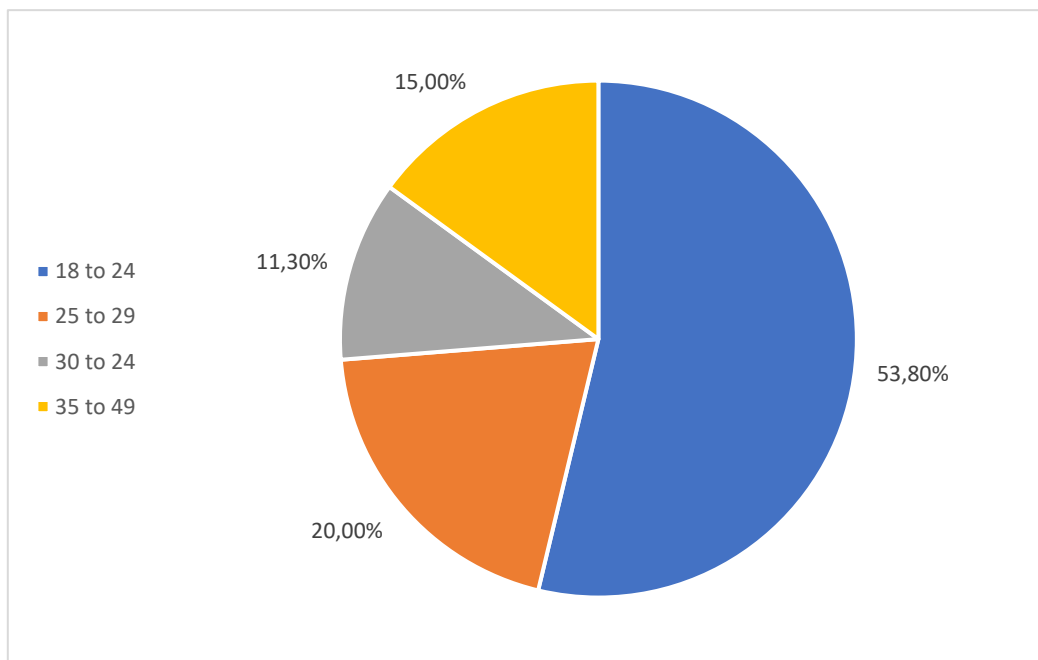
for each gender category, making it easy to understand the gender distribution of the sample.

- Distribution of the sample by age:

Table (05): illustrates the distribution of the sample by age

Variables	Frequency	Percent
18 to 24	43	53,8 %
25 to 29	16	20,0 %
30 to 34	9	11,3 %
35 to 49	12	15,0 %
Total	80	100

Frame (02): Diagram showing sample distribution by age



Source: Prepared by the student

Table (02) and frame (02) indicate that there are 43 individuals in the age group of 18 to 24, which accounts for 53.8% of the total sample. Similarly, there are 16 individuals in the age group of 25 to 29, which accounts for 20% of the total sample. The age group of 30 to 34 has 9 individuals, which accounts for 11.3% of the total sample, and the age group of 35 to 49 has 12 individuals, which accounts for 15% of the total sample. The total sample size is 80 individuals.

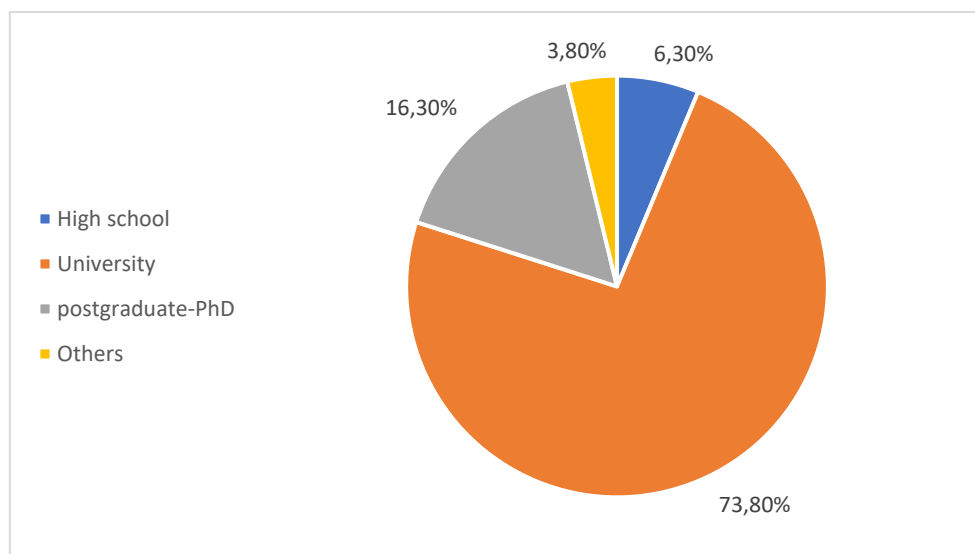
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- Distribution of the sample based on education level:

Table (06): illustrates the distribution of the sample by education level

Variables	Frequency	Percent
High School	5	6.3 %
University	59	73.8 %
Postgraduate-PhD	13	16.3 %
Others	3	3.8 %
Total	80	100 %

Frame (03): Diagram showing sample distribution by education level



Source: Prepared by the student

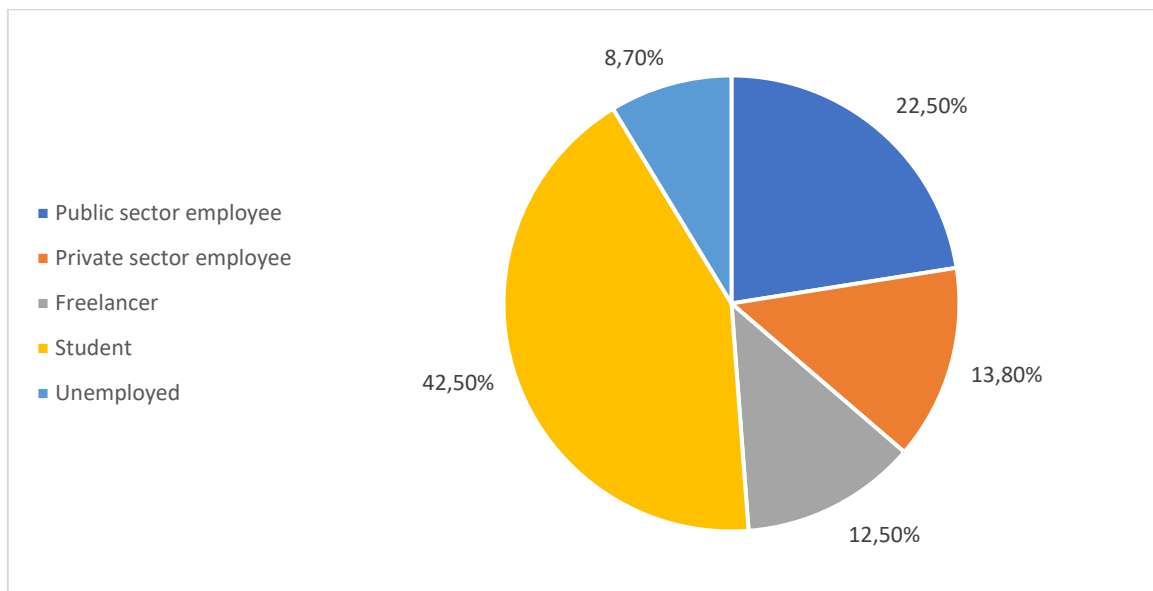
Table (03) and frame (03) shows the distribution of a sample by education level. The sample consists of 80 individuals. According to the table, 5 individuals (6.3%) have a high education, 59 individuals (73.8%) have a University education, 13 individuals (16.3%) have a Postgraduate-PhD education, and 3 individuals (3.8%) fall into the others category. The total number of individuals in the sample is 80, which corresponds to 100% of the sampl

- Distribution of the sample based on occupation:

Table (07): illustrates the distribution of the sample by

Variables	Frequency	Percent
Public sector employee	18	22.5 %
Private sector employee	11	13.8 %
Freelancer	10	12.5 %
Student	34	42.5 %
Unemployed	7	8.7 %
Total	80	100 %

Frame (04): Diagram showing sample distribution by occupation

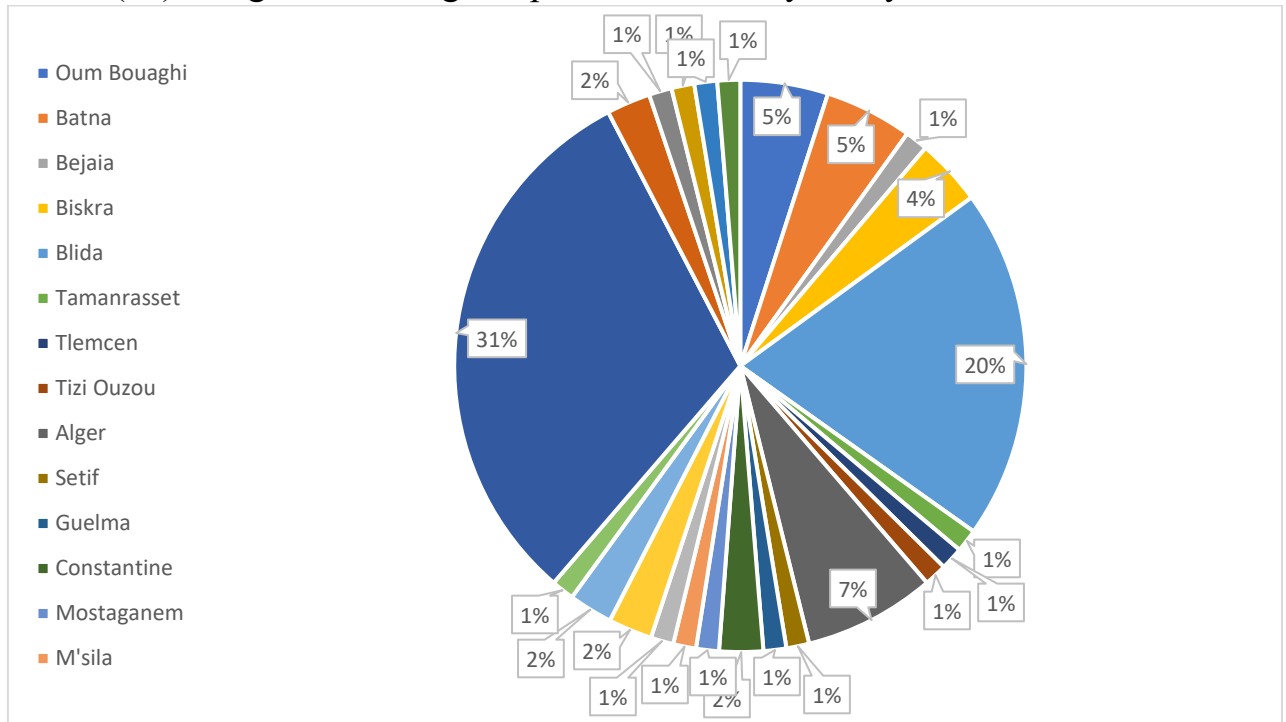


Source: Prepared by the student

Table (04) and frame (04) illustrate the distribution of a sample by occupation. The sample consists of 80 individuals. According to the table, 18 individuals (22.5%) are public sector employees, 11 individuals (13.8%) are Private sector employees, 10 individuals (12.5%) are Freelancers, 34 individuals (42.5%) are Students, and 7 individuals (8.7%) are Unemployed. The total number of individuals in the sample is 80, which corresponds to 100% of the sample

- Distribution of the sample based on Wilaya-State:

Frame (05): Diagram showing sample distribution by Wilaya-State



Source: Prepared by the student

Frame (05) Is a diagram displaying the frequency and percentage of clients from different wilayas (states) in Algeria. The chart shows the number and percentage of clients from each wilaya, as well as the cumulative percentage of clients up to that point. The total number of clients is 80.

2- EDAHABIA Card Service of the Algerian Post Institution

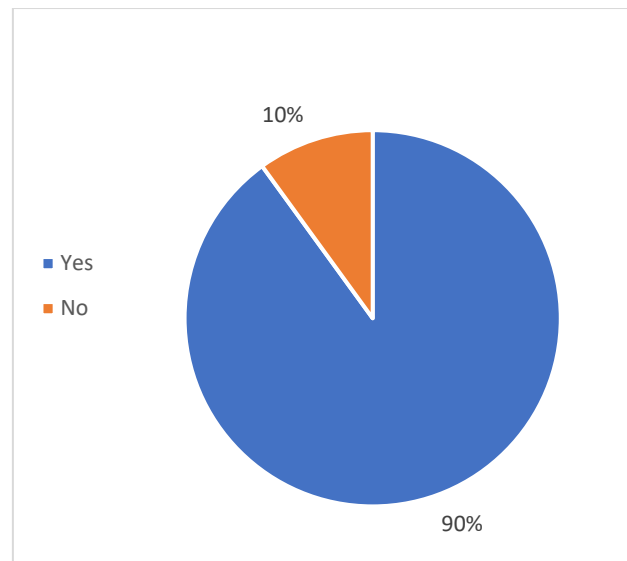
In this context, we evaluate the customer's overall perception of EDAHABIA card service through the analysis of survey results.

- The use of EDAHABIA card:

Table (08) the frequency and percentage of EDAHABIA card users

Second Axis Statements (EDAHABIA Card Service of the Algeria Post)	Measure	Yes	No	Total
Do you use EDAHABIA card of Algeria post?	Frequency	72	8	80
	Percentage	90 %	10 %	100%

Frame (06) a diagram shows the distribution of EDAHABIA card users in the sample



Source: Prepared by the student

Table (05) and frame (06) presents the frequency and percentage of responses related to the use of the EDAHABIA card. Out of the total 80 respondents, 72 indicated that they use the card, accounting for 90% of the total. The remaining 8 respondents reported not using the card, representing 10% of the total. This highlights the prevalence of EDAHABIA card usage among the surveyed individuals. The majority, 90%, of the respondents confirmed that they use the card, indicating a significant level of adoption. On the other hand, 10% of the respondents reported not using the card. This information suggests that the EDAHABIA card has gained popularity or acceptance among the surveyed group, with a majority of respondents opting for its usage.

- Client's response analysis of: The registration phase and fees and assessment

To conduct a more comprehensive analysis of EDAHABIA card's customer opinion we present specific data and feedbacks from Algeria post clients

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Table (09) means and standard deviations of client's responses on the components of the First Axis Statements (EDAHABA Card Service of the Algeria Post)

Second Axis Statements (EDAHABIA Card Service of the Algeria Post)	Measure	Strongly disagree	Disagree	Neutral	Agree	Tottaly agree	Total	Mean	Standard deviation	Percentage	Result
The registration phase was easy and fast	Frequency	4	13	13	17	25	72	3.64	1.28	72.8 %	Agree
	Percentage	5.5 %	18.1 %	18.1 %	23.6 %	34.7 %	100%				
The fees for applying and using EDAHABIA Card are reasonable and appropriate in exchange .for the provided services	Frequency	2	7	17	18	28	72	3.88	1.12	77.6 %	Agree
	Percentage	2.8 %	9.7 %	23.6 %	25.0 %	38.9 %	100%				

Source: Prepared by the student using SPSS

Based on the measurements provided on table (06) it can be inferred that:

- ✓ there is a strong level of agreement among the respondents regarding the statement "The registration phase was easy and fast." A significant proportion of the participants, specifically 72.8%, expressed agreement with this statement. Additionally, the standard deviation of 1.28 indicates that the responses are relatively close to the mean value of 3.64, suggesting a consistent pattern of agreement among the participants. In other words, the majority of the participants found the registration process to be effortless and efficient, as indicated by the high percentage of agreement. Overall, the majority of respondents had a positive experience during the registration phase of the service. This suggests that the registration process was efficient and user-friendly for a significant number of users.
- ✓ The data indicates that 77.6% of the respondents agreed that the fees for applying and using the EDAHABIA Card are reasonable and appropriate

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in exchange for the provided services. This signifies a significant level of agreement among the participants. The standard deviation of 1.12 suggests that the responses regarding the fees had relatively low variability and were closely clustered around the mean value of 3.88. This indicates a consistent opinion among the participants regarding the reasonableness of the fees.

Overall, the majority of participants found the fees for applying and using the EDAHABIA Card to be reasonable and appropriate. The data suggests a relatively high level of consensus among the respondents, as a significant proportion of them agreed or strongly agreed with the statement.

- the sample overall opinion on the quality of EDAHABIA card services

Table (10) Shows the sample overall opinion on the quality of EDAHABIA card services

Second Axis Statements (EDAHABIA Card Service of the Algeria Post)	Measure	Very Bad	Bad	Neutral	Good	Very Good	Total	Mean	Standard deviation	Percentag e	Result
How do you assess the quality of services provided by EDAHABIA card in general?	Frequency	1	7	16	31	17	72	3.78	0.967	75.6 %	Good
	Percentage	1.4 %	9.7%	22.2 %	43.1 %	23.6 %	100%				

Source: Prepared by the student using SPSS

Table (07) indicates that 75.6% of the respondents assessed the quality of services provided by the EDAHABIA Card as "Good." This suggests a significant level of satisfaction among the participants. The standard deviation of 0.967 indicates that the responses regarding the quality of services had low variability and were closely clustered around the mean value of 3.78. This suggests a consistent perception among the participants regarding the overall quality of services provided by the EDAHABIA Card.

Overall, the majority of participants evaluated the quality of services provided by the EDAHABIA Card as "Good." This suggests a positive perception of the services among the respondents.

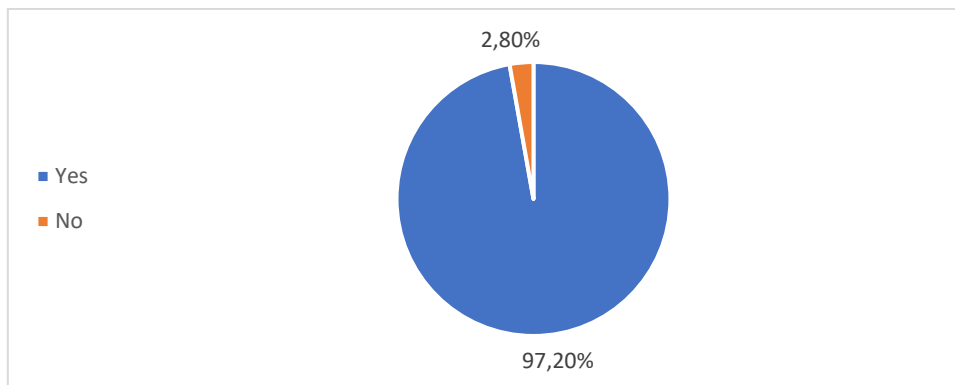
- Client’s perception on recommending EDAHABIA card services to others

Table (11) Survey perception on recommending EDAHABIA card to others

Second Axis Statements (EDAHABIA Card Service of the Algeria Post)	Measure	Yes	No	Total
Do you recommend using EDAHABIA card for friends and family?	Frequency	70	2	72
	Percentage	97.2 %	2.8 %	100%

Source: Prepared by the student using SPSS

Frame (07): A diagram shows the percentage of users who would recommend EDAHABIA card to others



Source: Prepared by the student using SPSS

Table (08) and Frame (07) reveal that a significant majority of respondents hold a positive opinion regarding the EDAHABIA card service. An overwhelming percentage of 97.2% of the participants expressed their recommendation to use the service for their friends and family. This high recommendation rate indicates a notable level of satisfaction among customers of the Algeria Post.

These results suggest that the EDAHABIA card service has been successful in meeting the needs and expectations of its users. The fact that such a large proportion of respondents would recommend the service to their close contacts reflects a high level of trust and confidence in its quality and benefits.

The relative satisfaction observed among customers of the Algeria Post indicates that the EDAHABIA card service has effectively fulfilled its intended purpose, providing valuable and reliable services to its users.

3- Third axis: BaridiMob service of Algeria post

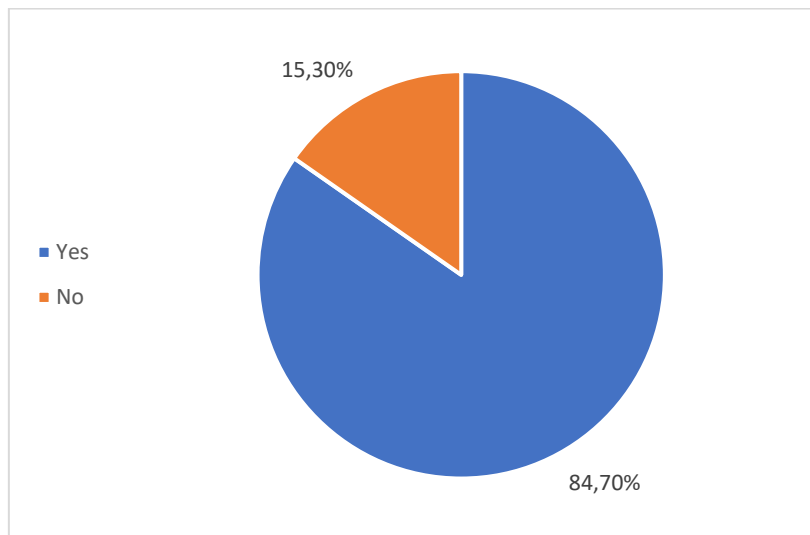
- The use of BaridiMob:

Table (12) Survey results of BaridiMob users

Third Axis Statements (EDAHABIA Card Service of the Algeria Post)	Measure	Yes	No	Total
Are you currently using BaridiMob service of Algeria Post?	Frequency	61	11	72
	Percentage	84.7 %	15.3%	100%

Source: Prepared by the student using SPSS

Frame (08) A diagram shows percentage of respondents who use BaridiMob



Source: Prepared by the student using SPSS

Table (09) and frame (08) provide survey results of BaridiMob users. The total number of respondents or evaluations collected for this survey is 72. Out of the 72 respondents, 11 (15.3%) answered "No" when asked if they are currently using the BaridiMob service of the Algeria Post. The majority of respondents, 61 (84.7%), answered "Yes" when asked if they are currently using the BaridiMob service of the Algeria Post.

It can be inferred that the BaridiMob service has a relatively high adoption rate among the surveyed users.

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- Registration phase, fees and responsiveness analysis

Table (13) shows sample's perception on Registration, fees and responsiveness of BaridiMob service

Third Axis Statements (BaridiMob Service of the Algeria Post)	Measure	Strongly disagree	Disagree	Neutral	Agree	Tottaly agree	Total	Mean	Standard deviation	Percentage	Result
The registration process for BaridiMob service was easy and fast	Frequency	3	8	11	18	21	61	3.75	1.20	75%	Agree
	Percentage	4.9 %	13.1 %	18.0 %	29.5 %	34.5 %	100%				
The fees paid for the BaridiMob service are reasonable and appropriate for the service provide	Frequency	6	6	12	17	20	61	3.64	1.30	72.8%	Agree
	Percentage	9.8%	9.8 %	19.7 %	27.9 %	32.8 %	100%				
BaridiMob app is responsive and has a user- friendly and smooth interface	Frequency	7	16	12	10	16	61	3.20	1.38	64 %	Neutral
	Percentage	11.5 %	26.2 %	19.7 %	16.4 %	26.2 %	100 %				

Source: Prepared by the student using SPSS

Based on the provided data from Table (10), the analysis can be expanded as follows:

- ✓ **Registration Process:** 75% of the respondents agreed that the registration process for the BaridiMob service was easy and fast. The standard deviation of 1.20 suggests that the responses regarding the registration process had relatively low variability and were closely clustered around the mean value of 3.75. Overall, the data suggests that a large majority of respondents had a positive perception of the registration process for the BaridiMob service, with a relatively small proportion expressing neutral or negative views.

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This indicates that the registration process was generally considered easy and fast by the respondents

- ✓ Fees for BaridiMob Service: 72.8% of the respondents agreed that the fees paid for the BaridiMob service are reasonable and appropriate for the service provided.

The standard deviation of 1.30 indicates that the responses regarding the fees had relatively low variability and were closely clustered around the mean value of 3.64.

Overall, the data suggests that a large majority of respondents perceived the fees for the BaridiMob service as reasonable and appropriate. The relatively low variability in the responses indicates a level of consensus among the participants regarding the fees.

- ✓ Responsiveness and User-Friendliness: 64% of the respondents expressed a neutral opinion about the responsiveness and user-friendliness of the BaridiMob app, indicating a lack of strong agreement or disagreement. The standard deviation of 1.38 suggests that the responses regarding the app's responsiveness and interface had relatively higher variability compared to the other statements.

Overall, the data suggests that there is no clear consensus among the respondents regarding the responsiveness and user-friendliness of the BaridiMob app. The higher variability in the responses indicates a lack of strong agreement or disagreement, highlighting the mixed perceptions and experiences of the participants in this aspect of the service.

- Overall assessment on the quality of BaridiMob service

Table (14) sample's assessment on the overall quality of BaridiMob service

Third Axis Statements (BaridiMob Service of the Algeria Post)	Measure	Very Bad	Bad	Neutral	Good	Very Good	Total	Mean	Standard deviation	Percentage	Result
What is your opinion on the overall quality of BaridiMob service of Algeria post?	Frequency	5	8	18	22	9	62	3.35	1.13	67%	Neutral
	Percentage	6.3%	10 %	29 %	35.5 %	14.5 %	100%				

Source: Prepared by the student using SPSS

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Based on the provided data from Table (11), the analysis of the third axis statements (BaridiMob Service of the Algeria Post) can be expanded as follows:

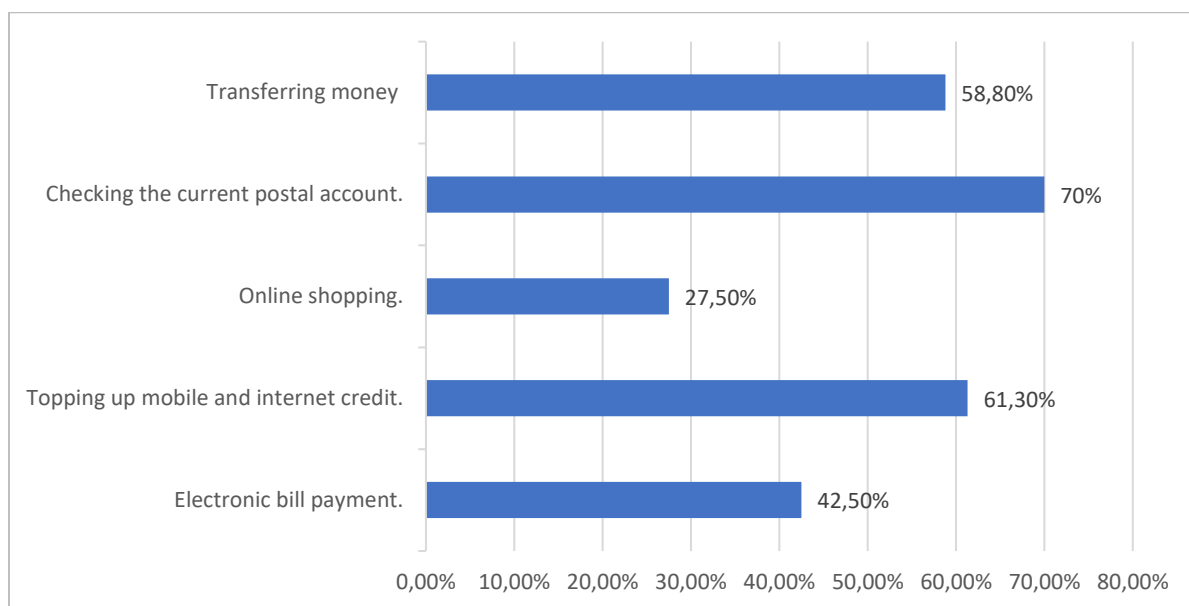
The data shows that 67% of the respondents expressed a neutral opinion regarding the overall quality of the BaridiMob service provided by the Algeria Post. This indicates that a significant portion of the participants neither strongly praised nor criticized the quality of the service.

The standard deviation of 1.13 suggests that the responses regarding the overall quality had relatively low variability and were closely clustered around the mean value of 3.35. This implies a consistent neutral perception among the participants.

Overall, the majority of participants expressed a neutral opinion regarding the overall quality of the BaridiMob service provided by the Algeria Post. This suggests that they neither strongly praised nor criticized the service.

- **Activities used with BaridiMob service by survey respondents:**

Frame (9) shows the respondents responses on what services they use BaridiMob for



Source: Prepared by the student using SPSS

The provided bar chart represents the percentages of respondents engaging in various electronic activities:

- ✓ **Electronic bill payment:** This activity has a participation rate of 42.50%. This indicates that a significant portion of the respondents use electronic methods to pay their bills.

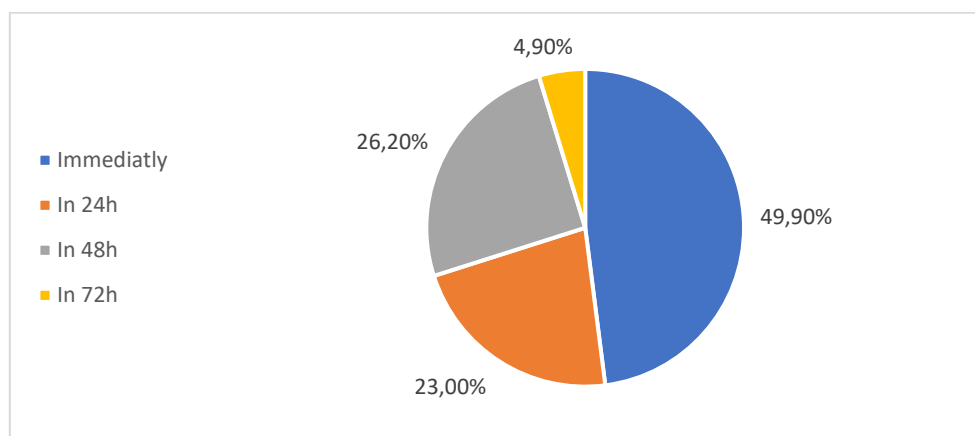
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- ✓ Topping up mobile and internet credit: This activity has the highest participation rate among the listed options, with 61.30% of the respondents engaging in it. This suggests that a majority of the respondents prefer to top up their mobile and internet credit electronically.
- ✓ Online shopping: Approximately 27.50% of the respondents reported engaging in online shopping. While this percentage is lower compared to the other activities, it still represents a considerable portion of the respondents who utilize electronic platforms for their shopping needs.
- ✓ Checking the current postal account: This activity has a high participation rate of 70%. This indicates that a significant majority of the respondents prefer to check their postal account balance electronically.
- ✓ Transferring money: Approximately 58.80% of the respondents reported engaging in electronic money transfers. This suggests that a majority of the respondents utilize electronic methods for transferring money.

Overall, the data indicates that BaridiMob is widely used for various electronic activities. The high participation rates for these activities imply that BaridiMob is a popular and preferred choice among respondents for managing their electronic transactions and services. It showcases the effectiveness, reliability, and convenience of BaridiMob as a digital solution provided by the Algeria Post.

- **BaridiMob money transfer time, client's perspective:**

Frame (10) shows the respondent's experience with money transfer timely



Source: Prepared by the student using SPSS

The provided pie chart in frame (10) represents the distribution of response percentages regarding the typical duration of money transfers when using the BaridiMob service:

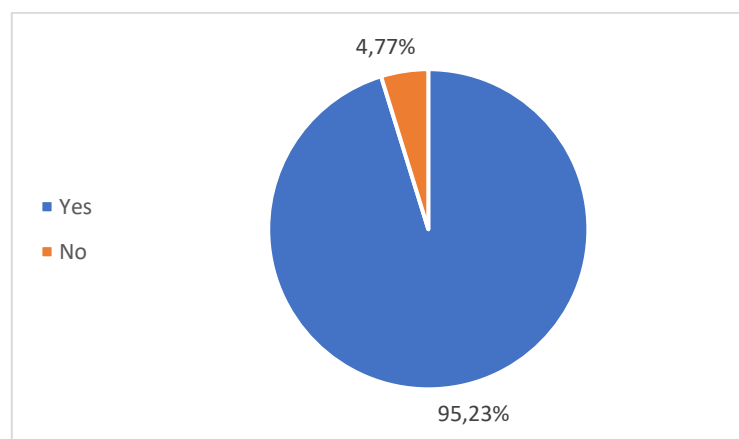
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- ✓ Immediately: The largest segment of the pie chart, accounting for 49.90%, indicates that nearly half of the respondents reported that money transfers using BaridiMob are typically processed immediately. This suggests that the BaridiMob service offers real-time or near-instantaneous transfer capabilities.
- ✓ In 24 hours: Approximately 23.00% of the respondents stated that money transfers using BaridiMob typically take up to 24 hours to complete. This suggests that there is a subset of transactions that require additional processing time, but are still relatively quick.
- ✓ In 48 hours: The segment representing money transfers completed within 48 hours accounts for 26.20%. This indicates that a significant proportion of transfers using BaridiMob may take a bit longer to process, potentially due to specific circumstances or external factors.
- ✓ In 72 hours: The smallest segment of the pie chart, at 4.90%, represents money transfers that typically take up to 72 hours to complete. This suggests that while a minority of transfers may require a longer processing time, they still make up a relatively small portion of overall transactions.

Overall, the pie chart indicates that a substantial portion of money transfers using the BaridiMob service are processed immediately, reflecting the efficiency and speed of the platform. Additionally, a significant number of transfers are completed within 24 or 48 hours, indicating that most transactions are processed relatively quickly. The data implies that BaridiMob offers a reliable and efficient means of transferring money, with the majority of transactions being completed in a timely manner.

- The percentage of recommendations of BaridiMob to others:

Frame (11) Shows the percentage of respondents who recommend BaridiMob to others



Source: Prepared by the student using SPSS

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Frame (11) represents the distribution of responses regarding whether respondents would recommend using BaridiMob to their friends and family:

- ✓ Yes: The largest segment of the pie chart, accounting for 95.23%, indicates that the vast majority of respondents would recommend using BaridiMob to their friends and family. This suggests a high level of satisfaction and confidence in the service among the respondents.
- ✓ No: The smaller segment of the pie chart, representing 4.77%, indicates that a minority of respondents would not recommend using BaridiMob to their friends and family. This suggests a small percentage of respondents who may have had negative experiences or reservations about the service.

Overall, the pie chart reveals that an overwhelming majority of respondents would highly recommend it to their friends and family. The high percentage of "Yes" responses demonstrates a strong level of satisfaction and confidence in the service's reliability, convenience, and effectiveness. This indicates that BaridiMob has earned a positive reputation among the respondents

4- Fourth axis: The electronic services of Algeria post

Table (15) provides survey results of fourth axis statements

Fourth Axis Statements (The electronic services of Algeria Post)	Measure	Strongly disagree	Disagree	Neutral	Agree	Tottaly agree	Total	Mean	Standard deviation	Percentage	Result
The electronic services of Algeria Post have a sufficiently fast response	Frequency	3	19	23	16	11	72	3.18	1.11	63.6%	Neutral
	Percentage	4.2%	26.4%	31.9%	22.2%	15.3%	100%				
You can easily obtain customer support for these electronic services, available 24/7	Frequency	20	14	18	11	9	72	2.62%	1.36	52.4%	Neutral
	Percentage	27.8%	19.4%	25.0 %	15.3 %	12.5 %	100%				

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There is ease of access to the electronic services of Algeria Post	Frequency	5	11	22	27	7	72	3.28	1.06	65.6 %	Neutral
	Percentage	5.9 %	15.3 %	30.6 %	37.5 %	9.7 %	100 %				
The electronic services of Algeria Post are effective in meeting your personal and commercial needs	Frequency	20	14	18	11	9	72	2.65	1.36	53%	Neutral
	Percentage	27.8%	19.4%	25.0%	15.3%	12.5%	100%				
You are facing difficulty in understanding how to use the electronic services of Algeria Post	Frequency	24	16	10	13	9	72	2.54	1.43	50.8%	Disagree
	Percentage	33.3%	22.2%	13.9%	18.1%	12.5%	100%				
The electronic services of Algeria Post are secure to use and provide the necessary privacy for your personal information	Frequency	3	5	10	19	35	72	4.08	1.13	81.6%	Agree
	Percentage	4.2%	6.9%	13.9%	26.4%	48.6%	100%				

Source: Prepared the student using SPSS

Based on the provided data from Table (12), the analysis of the fourth axis statements (the electronic services of Algeria Post) can be expanded as follows:

- ✓ The electronic services of Algeria Post have a sufficiently fast response: The majority of respondents (63.6%) expressed a neutral opinion regarding the speed of response provided by the electronic services of Algeria Post. The standard deviation of 1.11 suggests relatively low variability in the responses, indicating that there is a consensus among the respondents regarding the neutral perception. The mean of 3.18 indicates an average rating that leans towards neutral, implying that respondents neither strongly agree nor disagree with the statement about the speed of response.
- Overall, the data suggests that respondents have a neutral stance towards the speed of response provided by the electronic services of Algeria Post. This indicates that there is no strong consensus or agreement regarding

the speed of response. It is worth considering that respondents may have varying expectations or experiences with the electronic services, leading to a diverse range of perceptions.

- ✓ You can easily obtain customer support for these electronic services 24/7: The majority of respondents (52.4%) expressed a neutral opinion regarding the ease of obtaining 24/7 customer support for the electronic services provided by Algeria Post. The standard deviation of 1.36 suggests a moderate level of variability in the responses, indicating that there may be some diversity in the perceptions of respondents regarding the ease of accessing customer support. The mean of 2.62 indicates an average rating that leans towards neutral, suggesting that respondents neither strongly agree nor disagree with the statement about the ease of obtaining customer support.

Overall, this indicates that there is no strong agreement among respondents regarding the ease of accessing support.

- ✓ There is ease of access to the electronic services of Algeria Post: The majority of respondents (65.6%) expressed a neutral opinion regarding the ease of access to the electronic services of Algeria Post. The standard deviation of 1.06 suggests relatively low variability in the responses, indicating a level of agreement among the respondents regarding the neutral perception. The mean of 3.28 indicates an average rating that leans towards neutral, suggesting that respondents neither strongly agree nor disagree with the statement about the ease of access to the electronic services. Overall, the data suggests that respondents have a neutral stance regarding the ease of access to the electronic services of Algeria Post. This indicates that there is no strong consensus or agreement among respondents about the ease of accessing the services.

- ✓ The electronic services of Algeria Post are effective in meeting your personal and commercial needs: Approximately 53% of the respondents expressed a neutral opinion regarding the effectiveness of the electronic services provided by Algeria Post in meeting their personal and commercial needs. The standard deviation of 1.36 indicates a moderate level of variability in the responses, suggesting that there is some disagreement or variance among the respondents regarding their perception of effectiveness. The mean of 2.65 indicates an average rating that leans towards neutrality, implying that respondents neither strongly agree nor disagree with the statement.

Overall, the data suggests that respondents have a relatively neutral stance regarding the effectiveness of the electronic services of Algeria Post in meeting their personal and commercial needs. This indicates that there is

no strong consensus or agreement among respondents regarding the effectiveness of these services.

- ✓ You are facing difficulty in understanding how to use the electronic services of Algeria Post: The standard deviation of 1.43 suggests a moderate level of variability in the responses, indicating that there is some disagreement or variance among the respondents regarding their level of difficulty in understanding the electronic services. The mean value of 2.54 indicates an average rating that leans towards disagreement, suggesting that respondents, on average, disagreed with the statement.

Overall, the data suggests that a significant portion of the respondents do not perceive difficulties in understanding how to use the electronic services of Algeria Post. However, it is important to note that there is still a substantial proportion of respondents who may be facing challenges.

- ✓ The electronic services of Algeria Post are secure to use and provide the necessary privacy for your personal information: a significant majority of respondents, 81.6%, agreed with the statement. This suggests a high level of trust and confidence in the security and privacy measures implemented by Algeria Post in their electronic services. The relatively low standard deviation of 1.13 suggests a moderate degree of agreement among the respondents, with limited variability in their responses. The mean value of 4.08 reflects a strong average rating, indicating a high level of agreement with the statement.

Overall, the data suggests that the respondents have a positive perception of the security and privacy aspects of the electronic services provided by Algeria Post. This is an encouraging finding as it indicates that the organization has been successful in establishing a sense of trust and confidence among its users regarding the protection of their personal information.

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- Fifth axis: The role of electronic services (BaridiMob - EDAHABIA Card) in improving the overall quality of services provided by Algeria Post

Table (16) shows respondents perception on the fifth axis statements

Fifth axis: The role of electronic services (BaridiMob - EDAHABIA Card) in improving the overall quality of services provided by the Algeria Post	Measure	Strongly disagree	Disagree	Neutral	Agree	Tottaly agree	Total	Mean	Standard deviation	Percentage	Result
The electronic services have contributed to avoiding the constraints of official deadlines for Algeria Post's operations	Frequency	2	5	15	15	35	72	4.06	1.11	81.2%	Agree
	Percentage	2.8%	6.9%	20.8%	20.8%	48.6%	100%				
The electronic services have helped reduce your time spent in long lines	Frequency	2	4	4	18	44	72	4.36	1.01	87.2%	Tottaly Agree
	Percentage	2.8%	5.6%	5.6%	25.0 %	61.1 %	100%				
The electronic services provide most of the services offered by traditional post offices, such as cash withdrawal, bill payment, accessing postal accounts, and obtaining transaction statements	Frequency	0	2	12	13	45	72	4.40	0.86	88 %	Tottaly Agree
	Percentage	0%	2.8 %	16.7 %	18.1 %	62.5 %	100 %				
Using one of the electronic services of Algeria Post requires less time and effort to complete a task compared to traditional post offices	Frequency	0	0	13	12	47	72	4.47	0.78	89.4%	Tottaly Agree
	Percentage	0%	0%	18.1 %	16.7 %	65.3 %	100%				
These electronic services have a positive impact on your personal satisfaction with the services of .Algeria Post	Frequency	1	2	10	18	41	72	4.33	0.91	86.6%	Tottaly Agree
	Percentage	1.4%	2.8%	13.9%	25.0%	56.9 %	100%				

Source: Prepared the student using SPSS

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Based on the data provided in table (13) the analysis of the fifth axis statements (The role of electronic services BaridiMob - EDAHABIA Card in improving the overall quality of services provided by Algeria Post) can be expanded as follows:

- ✓ The electronic services have contributed to avoiding the constraints of official deadlines for Algeria Post's operations: The data presented suggests that a majority of respondents, 81.2%, agreed with the statement. This indicates that the electronic services, specifically BaridiMob and EDAHABIA Card, have played a role in improving the overall quality of services provided by Algeria Post by helping to overcome operational constraints related to official deadlines.
The standard deviation of 1.11 indicates a relatively low variability in the responses, suggesting a general agreement among the respondents regarding the positive impact of electronic services in addressing operational constraints. The mean value of 4.06 reflects a high average rating, indicating a strong agreement with the statement.
Overall, the data suggests that the respondents perceive electronic services, namely BaridiMob and EDAHABIA Card, as playing a positive role in improving the overall quality of services provided by Algeria Post. By helping to overcome operational constraints related to official deadlines, these electronic services contribute to enhancing efficiency and customer satisfaction.
- ✓ The electronic services have helped reduce your time spent in long lines: The data provided indicates that a significant majority of respondents, 87.2%, strongly agreed with the statement. This suggests that the electronic services, such as BaridiMob and EDAHABIA Card, have played a substantial role in minimizing the time customers spend waiting in long queues.
The low standard deviation of 1.01 indicates a relatively low variability in the responses, suggesting a high level of agreement among the respondents regarding the positive impact of electronic services in reducing wait times. The mean value of 4.36 reflects a high average rating, indicating a strong level of agreement with the statement.
Overall, the data suggests that respondents perceive the electronic services provided by BaridiMob and EDAHABIA Card as significantly reducing the time spent waiting in long lines. This indicates that these services have successfully addressed a common customer pain point and improved the overall customer experience.

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- ✓ The electronic services provide most of the services offered by traditional post offices, such as cash withdrawal, bill payment, accessing postal accounts, and obtaining transaction statements: The majority of respondents (88%) strongly agreed that the electronic services, such as BaridiMob and EDAHABIA Card, provide most of the services offered by traditional post offices. This indicates that these electronic services are perceived as comprehensive alternatives that effectively replicate the services provided by physical post offices. The low standard deviation and high mean values suggest a high level of agreement among the respondents. The low standard deviation of 0.86 suggests a relatively low variability in the responses, indicating a high level of agreement among the respondents regarding the electronic services' ability to provide a variety of services. The mean value of 4.40 reflects a high average rating, indicating a strong level of agreement with the statement.
Overall, the data suggests that respondents perceive the electronic services provided by BaridiMob and EDAHABIA Card include most of the services traditionally offered by post offices. This indicates that these electronic services are seen as comprehensive alternatives that effectively replicate the services provided by physical post offices.
- ✓ Using one of the electronic services of Algeria Post requires less time and effort to complete a task compared to traditional post offices: The data reveals that 89.4% of the respondents strongly agreed that using one of the electronic services of Algeria Post requires less time and effort to complete a task compared to traditional post offices. This high percentage indicates a strong consensus among the participants regarding the efficiency and convenience of the electronic services.
The low standard deviation of 0.78 suggests a relatively low variability in the responses, indicating a high level of agreement among the respondents. The mean score of 4.47 further supports this interpretation, as it indicates a strong positive perception of the time and effort saved when using electronic services.
the data demonstrates that the majority of respondents perceive the electronic services of Algeria Post as time-saving and efficient compared to traditional post offices. This finding highlights the value and convenience that these electronic services provide to customers, indicating their effectiveness in streamlining tasks and enhancing customer satisfaction.
- ✓ These electronic services have a positive impact on your personal satisfaction with the services of Algeria Post: The data reveals that 86.6% of the respondents strongly agreed that the electronic services of Algeria

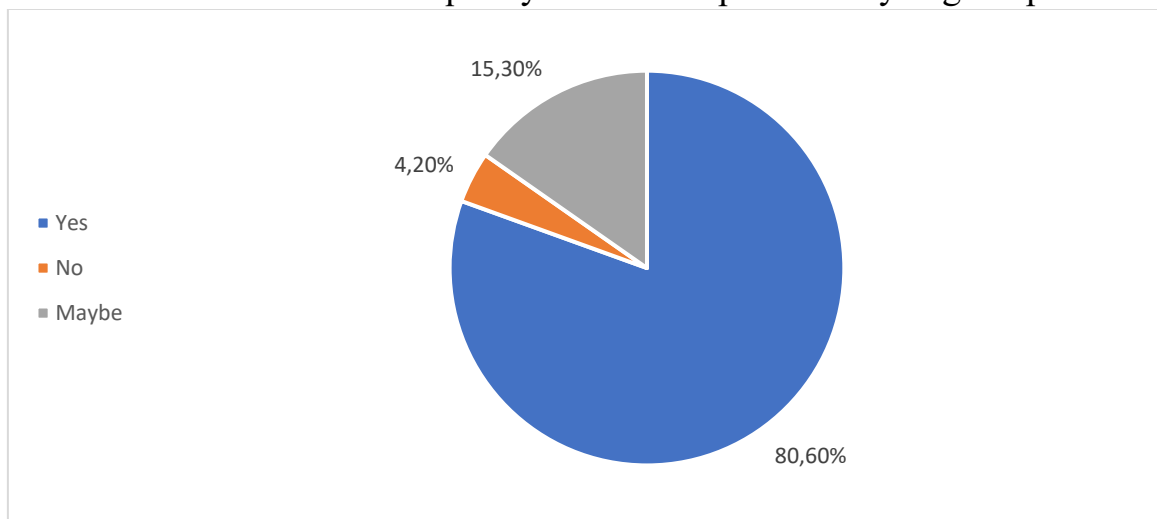
Post have a positive impact on their personal satisfaction with the services. This high percentage indicates a strong consensus among the participants regarding the positive influence of electronic services on their overall satisfaction.

The low standard deviation of 0.91 suggests a relatively low variability in the responses, indicating a high level of agreement among the respondents. The mean score of 4.33 further supports this interpretation, as it indicates a strong positive perception of the impact of electronic services on personal satisfaction.

In summary, the data demonstrates that the majority of respondents believe that the electronic services of Algeria Post have a positive impact on their personal satisfaction with the services. This finding highlights the significance of electronic services in enhancing customer satisfaction and suggests that these services are meeting the expectations and needs of customers, leading to a positive overall experience.

- Customer's opinion on the impact of the electronic services on the overall quality of services provided by Algeria post:

Frame (12) shows the respondents opinion on if the electronic services contributed in the overall quality of services provided by Algeria post



Source: Prepared by the student using SPSS

Frame (13) suggests that the majority of respondents, comprising 80.6% of the total, answered "Yes," indicating that they believe the electronic services have indeed made a positive contribution to the overall quality of services. This suggests a high level of satisfaction and appreciation for the electronic services offered by Algeria Post.

A small proportion of respondents, accounting for 4.2% of the total, answered

"No," indicating that they do not perceive the electronic services to have contributed significantly to the overall quality of services. This suggests a level of dissatisfaction or skepticism regarding the impact of electronic services. A moderate percentage of respondents, amounting to 15.3% of the total, answered "Maybe," indicating uncertainty or a neutral stance on the matter. These respondents may require further evaluation or information to form a definitive opinion on the contribution of electronic services to the overall quality of services.

Overall, the pie chart indicates that the majority of respondents perceive a positive impact of the electronic services on the overall quality of services provided by Algeria Post.

- The role of E-management in improving the quality of public services in Algeria post:

Based on the analysis of the various statements and results, the following conclusions can be drawn to support the study objective of examining the role of e-management in improving the quality of public services:

- ✓ The majority of participants evaluated the quality of services provided by the EDAHABIA Card as "Good," indicating a positive perception of the services among the respondents.
- ✓ The results suggest that the EDAHABIA card service has successfully met the needs and expectations of its users. A large proportion of respondents expressed satisfaction and would recommend the service to others, reflecting a high level of trust and confidence in its quality and benefits.
- ✓ The majority of participants found the fees for the BaridiMob service to be reasonable and appropriate, demonstrating a level of consensus among the respondents.
- ✓ The registration process for the BaridiMob service was efficient and user-friendly for a majority of respondents.
- ✓ The BaridiMob service has a relatively high adoption rate among the surveyed users, indicating its popularity and effectiveness in managing electronic transactions and services.
- ✓ The data suggests a lack of consensus among respondents regarding the responsiveness and user-friendliness of the BaridiMob app. The varied responses highlight mixed perceptions and experiences in this aspect of the service.

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- ✓ The majority of participants expressed a neutral opinion regarding the overall quality of the BaridiMob service, neither strongly praising nor criticizing it.
- ✓ A substantial portion of money transfers using the BaridiMob service are processed immediately, reflecting its efficiency and speed. Most transactions are completed within 24 or 48 hours, indicating timely processing.
- ✓ The overwhelming majority of respondents would highly recommend the BaridiMob service to their friends and family, indicating a strong level of satisfaction and confidence in its reliability and convenience.
- ✓ Respondents had a neutral stance regarding the speed of response provided by the electronic services of Algeria Post, indicating a lack of consensus or agreement.
- ✓ Respondents had a relatively neutral stance regarding the ease of access to the electronic services of Algeria Post, suggesting no strong consensus or agreement.
- ✓ Respondents had a relatively neutral stance regarding the effectiveness of the electronic services in meeting their personal and commercial needs, indicating no strong consensus or agreement.
- ✓ A significant portion of respondents did not perceive difficulties in understanding how to use the electronic services, but there were still some facing challenges.
- ✓ The majority of respondents perceived the electronic services to be secure and privacy-protective, indicating a high level of trust in the organization's handling of personal information.
- ✓ The electronic services, particularly BaridiMob and EDAHABIA Card, were perceived to play a positive role in improving the overall quality of services provided by Algeria Post by overcoming operational constraints related to official deadlines.
- ✓ Respondents perceived the electronic services to significantly reduce the time spent waiting in long lines, indicating an improvement in the overall customer experience.
- ✓ The electronic services were perceived to include most of the services traditionally offered by post offices, providing a comprehensive alternative.

- Results:

Through the analysis and interpretation of tables and graphical representations we employed simplified explanations. As a result, the findings provide compelling evidence to support these hypotheses:

- 1- The data shows that through the implementation of E-management, administrative processes at Algeria Post have been automated, reducing manual tasks and minimizing the potential for errors. This automation has led to increased efficiency, streamlined workflows, and improved overall operational effectiveness. By eliminating redundant paperwork and simplifying procedures, E-management has helped overcome bureaucratic obstacles and has significantly contributed to enhancing the efficiency of administrative processes.
- 2- The analysis also reveals that E-management enables customers through self-service platforms (EDAHABIA card and BaridiMob) to conveniently access information, submit applications, and utilize various services. This self-service approach eliminates the need for customers to visit physical post office branches for routine tasks, saving them time and effort. By providing online platforms and digital channels, E-management offers a more responsive and convenient user experience, empowering customers to independently manage their postal needs. The data clearly demonstrates that customers appreciate the convenience and accessibility provided through E-management.
- 3- Additionally, the findings indicate that leveraging E-management tools and platforms has resulted in the efficient delivery of public services at Algeria Post. Through digital solutions and online systems, public services are now provided in a timelier manner, reducing waiting times for customers. The data suggests that the implementation of E-management has optimized service delivery processes, enabling faster transactions and quicker response times to customer requests. As a result, overall customer satisfaction has improved, as customers experience reduced delays and enhanced service quality.

In summary, the data suggests that the electronic services provided by Algeria Post have been successful in improving the overall quality of public services. The services have demonstrated efficiency, reasonable fees, positive user experiences, and customer satisfaction. While there may be some variations in perceptions, overall, the electronic services have met the needs of users, provided convenience, and gained trust and confidence.

Subsection Three: E-Management influence the Quality of Public Services

E-management can improve the quality of public services by addressing and achieving various service quality dimensions:

- **Reliability:** E-management systems can enhance reliability by ensuring consistent and accurate service delivery. Minimize human errors and reduce service disruptions. Timely notifications and updates can be provided to users, ensuring reliable service provision.
- **Responsiveness:** E-management enables prompt response to user inquiries, requests, and complaints. Online platforms, chatbots, and customer support systems can be utilized to address user needs quickly and efficiently, improving the responsiveness of public services.
- **Assurance:** E-management systems can enhance assurance by implementing security measures and privacy protection protocols. Users can have confidence in the safety and confidentiality of their personal information when interacting with online services. Clear communication and transparency regarding service processes and procedures can also provide assurance to users.
- **Empathy:** E-management can incorporate user feedback mechanisms to understand user preferences, concerns, and expectations. By gathering and analyzing user data, service providers can tailor services to meet user needs and preferences, demonstrating empathy towards their concerns.
- **Tangibles:** E-management can improve the tangible aspects of public services by offering user-friendly and visually appealing interfaces. Easy-to-navigate websites, intuitive mobile applications, and visually appealing online platforms contribute to a positive user experience and enhance the tangibility of the services.
- **Effectiveness:** E-management can improve the effectiveness of public services by streamlining processes, reducing bureaucratic hurdles, and optimizing resource allocation. Automation and digitization enable efficient service delivery, minimizing delays and ensuring that services are provided in a timely manner.
- **Price:** E-management can contribute to price-related aspects of public services by reducing administrative costs and enabling cost-effective service delivery. By digitizing processes, eliminating manual paperwork, and optimizing resource utilization, e-management can help reduce overhead costs, leading to potential cost savings that can be passed on to users through affordable service pricing.
- **Availability:** E-management can enhance the availability of public services by providing 24/7 access to online platforms and services. Users

Chapter III: A Practical Examination of the Role of E-Management in Enhancing Service Quality at the Algeria Post

can conveniently access services at their preferred time and location, reducing dependency on traditional office hours. This accessibility improves user convenience and satisfaction.

By focusing on these service quality dimensions, E-management can bring about improvements in the overall quality of public services. Automation, digitization, and the utilization of technology enable efficient service delivery, enhanced user experiences, and increased user satisfaction. Additionally, the collection and analysis of user data can provide valuable insights for service providers to continuously improve and tailor their offerings to meet user expectations.

Chapter conclusion

While there may be variations in perceptions, overall, the electronic services provided by Algeria Post have met the needs of users, provided convenience, and gained trust and confidence. The services have demonstrated efficiency, reasonable fees, positive user experiences, and customer satisfaction. Moreover, E-management can contribute to improving the quality of public services by addressing additional service quality dimensions such as effectiveness, security, price, and availability. By streamlining processes, reducing administrative costs, implementing security measures, and ensuring 24/7 access to online platforms, E-management enhances the effectiveness, security, affordability, and availability of public services.

In conclusion, the role of E-management in improving the quality of public services is evident. Through automation, digitization, and the utilization of technology, E-management enables efficient service delivery, enhanced user experiences, and increased user satisfaction. By focusing on various service quality dimensions and continuously improving service offerings, E-management plays a crucial role in transforming and elevating the quality of public services.

General Conclusion

The implementation of E-management systems in public service organizations has proven to be highly beneficial, as it positively impacts the quality of services provided. By leveraging technology, these systems streamline processes, reduce costs, and enhance communication channels between service providers and users. The advantages of E-management systems are numerous and diverse, resulting in increased efficiency, reduced waiting times, and improved accuracy and speed of service delivery, ultimately leading to enhanced customer satisfaction.

Our study of the Algeria Post is a clear example of the positive impact that E-management can have on public services. By implementing E-management systems in their postal and financial services, the Algeria Post was able to improve the quality of their services and meet the needs of their customers more effectively. The use of technology allowed for faster and more accurate transactions, reduced waiting times, and improved communication between service providers and service users.

To further improve their services using E-management, the Algeria Post can consider the following recommendations:

- 1- Enhance infrastructure:** The Algeria Post should invest in IT infrastructure to support the implementation of E-management systems. This includes reliable hardware, secure networks, and sufficient storage capacity to handle the increased digital workload.
- 2- Provide comprehensive training:** Proper training is essential for employees to effectively utilize E-management systems. The Algeria Post should conduct comprehensive training programs to ensure that staff members are well-versed in using the systems and can take full advantage of their capabilities.
- 3- Strengthen data security measures:** As E-management systems involve handling sensitive customer data, it is crucial for the Algeria Post to prioritize data security. Implementing strong encryption protocols, regular security audits, and strict access controls will help safeguard customer information and build trust in the organization.
- 4- Improve user interfaces:** The user interfaces of E-management systems should be intuitive and user-friendly. The Algeria Post should prioritize the design and functionality of their digital platforms to ensure a seamless user experience and encourage greater adoption of e-services.
- 5- Expand service offerings:** The Algeria Post can leverage E-management systems to expand their service offerings. This could include introducing

additional digital services such as online parcel tracking, electronic document services, and integrated logistics solutions, to meet the evolving needs of customers.

- 6- Foster partnerships:** Collaborating with other government agencies, private enterprises, and technology providers can enhance the capabilities and reach of E-management systems. Partnerships can enable the Algeria Post to leverage expertise, resources, and innovative solutions to further improve their services.
- 7- Continuously gather customer feedback:** Feedback from customers is invaluable in identifying areas for improvement. The Algeria Post should actively seek and analyze customer feedback to address any concerns, refine their e-management systems, and tailor services to better meet customer expectations.

By implementing these recommendations, the Algeria Post can further enhance their services using E-management systems. This will result in improved efficiency, customer satisfaction, and overall service quality, positioning them as a leader in the digital transformation of public services in Algeria.

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List of Appendices



استبيان حول جودة الخدمات الالكترونية لمؤسسة بريد الجزائر

دراسة حالة زبائن مؤسسة بريد الجزائر

في إطار التحضير لنيل شهادة الماجستير، تخصصت في تسيير عمومي، نضع بين أيديكم هذه الاستمارة التي تحتوي على مجموعة أسئلة تخص الدراسة. نرجو منكم الإجابة بكل صدق وأمانة بما ترونه واقعا معاشا وليس بما ترونه مناسبا. وندركم بأننا نعتكم أن تعاونكم ومعلوماتكم سوف تستخدم في إطار بحثي وعلمي فقط. نرجو منكم قراءة الاسئلة بتسمن و الإجابة على جميع الاسئلة دون استثناء من خلال ما ترونه في الواقع

amine.boukhiar.10@gmail.com [Switch account](#)



Not shared

* Indicates required question

* الجنس

- ذكر
- أنثى

* السن

- 18 الى 24 سنة
- 25 الى 29 سنة
- 30 الى 34 سنة
- 35 الى 49 سنة
- أكثر من 50 سنة

* المستوى التعليمي

- بدون مستوى تعليمي
- متوسط
- ثانوي
- جامعي
- دراسات عليا - ماجستير ، دكتوراه
- Other: _____

* المهنة

- موظف في القطاع الخاص
- موظف في القطاع العام
- عامل حر
- طالب جامعي
- عاطل عن العمل
- متقاعد
- Other: _____

* الولاية

Choose

خدمة البطاقة الذهبية لمؤسسة بريد الجزائر

* هل تستخدم البطاقة الذهبية لمؤسسة بريد الجزائر؟

- نعم
- لا

* كانت عملية التسجيل في برنامج البطاقة الذهبية سهلة وسريعة

- 1 2 3 4 5
- غير موافق تماما موافق تماما

* رسوم طلب واستخدام البطاقة الذهبية معقولة ومناسبة مقابل الخدمات المقدمة

- 1 2 3 4 5
- غير موافق تماما موافق تماما

* ما هي الخدمات التي تستخدمها في استخدام البطاقة الذهبية؟

- سحب الأموال
- الإطلاع على الحساب البريدي الجاري
- تحويل الأموال من حساب بريدي إلى حساب آخر
- الدفع الإلكتروني للفواتير
- الشراء من الإنترنت أو دفع المشتريات
- حجز تذاكر الطيران، والفنادق، ...إلخ
- Other: _____

* كيف تقيم جودة الخدمات التي توفرها البطاقة الذهبية بشكل عام؟

- 1 2 3 4 5
- سيئة جدا ○ ○ ○ ○ ○ جيدة جدا

* هل تنصح باستخدام البطاقة الذهبية للأصدقاء والعائلة؟

- نعم
- لا
- Other: _____

استبيان حول جودة الخدمات الإلكترونية لمؤسسة بريد الجزائر

amine.boukhiar.10@gmail.com [Switch account](#)

Not shared

* Indicates required question

BARIDIMOB - خدمة بريدي موب لمؤسسة بريد الجزائر

* هل استخدمت أو تستخدم خدمات بريدي موب لمؤسسة بريد الجزائر؟

- نعم
- لا

* كانت عملية التسجيل في خدمة بريدي موب سهلة وسريعة

- 1 2 3 4 5
- غير موافق ○ ○ ○ ○ ○ موافق تماما

* الرسوم التي تدفع مقابل خدمة بريدي موب معقولة ومناسبة للخدمة التي تم تقديمها

- 1 2 3 4 5
- غير موافق تماما ○ ○ ○ ○ ○ موافق تماما

* تطبيق بريدي موب سريع الاستجابة وذو واجهة سهلة ومبسطة في الاستخدام

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* ما هي الخدمات التي تستخدمها في استخدام بريدي موب

- الدفع الإلكتروني للفواتير
- شحن رصيد الهاتف والانترنت
- الشراء من الانترنت
- الاطلاع على الحساب البريدي الجاري
- تحويل الاموال من حساب بريدي جاري الى حساب بريدي جاري آخر.
- Other: _____

* هل كانت خدمة استلام وتسليم الأموال في وقت مناسب

- فورية
- بعد 24 ساعة
- بعد 48 ساعة
- بعد 72 ساعة
- Other: _____

* ما هو رأيك في جودة خدمة بريدي موب بشكل عام؟

	1	2	3	4	5	
سيئة جدا	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	جيدة جدا

* هل تتصح خدمة بريدي موب للأصدقاء والعائلة؟

- نعم
- لا

رضا العميل على جودة الخدمات الإلكترونية لمؤسسة بريد الجزائر

* الخدمات الإلكترونية لمؤسسة بريد الجزائر ذات استجابة سريعة بما يكفي

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* هناك سهولة في الوصول للخدمات الإلكترونية لمؤسسة بريد الجزائر

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* يمكنك الحصول على دعم العملاء لهذه الخدمات الإلكترونية بسهولة ومتاح 24/7

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* خدمات مؤسسة بريد الجزائر الإلكترونية فعالة في تلبية احتياجاتك الشخصية والتجارية

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* تعاني من توقف أو فشل النظام عند استخدام الخدمات الإلكترونية التي تقدمها مؤسسة بريد الجزائر

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* الخدمات الإلكترونية لمؤسسة بريد الجزائر آمنة للاستخدام وتوفر الخصوصية اللازمة لمعلوماتكم الشخصية

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

دور الخدمات الإلكترونية (بريدي موب - البطاقة الذهبية) في تحسين الجودة العامة لخدمات مؤسسة بريد الجزائر

* ساهمت الخدمات الإلكترونية في عدم التقيد بالمواعيد الرسمية لحمل بريد الجزائر

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* ساهمت الخدمات الإلكترونية في الحد من وقوفك في الطوابير الطويلة

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* توفر الخدمات الإلكترونية معظم الخدمات التي توفرها مكاتب البريد التقليدية (سحب الأموال، دفع الفواتير، الاطلاع على الحساب البريدي، سحب كشوف العمليات الأخيرة ...)

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* تستغرق وقت وجهد أقل لإكمال مهمة باستخدام إحدى الخدمات الإلكترونية لبريد الجزائر عكس مكاتب البريد التقليدية

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* هناك تأثير ايجابي لهذه الخدمات الإلكترونية على رضاك الشخصي على خدمات مؤسسة بريد الجزائر

	1	2	3	4	5	
غير موافق تماما	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	موافق تماما

* برأيك كزبون هل ساهمت الخدمات الإلكترونية في تحسين جودة الخدمات المقدمة من طرف مؤسسة بريد الجزائر

- نعم
- لا
- ربما



Client's gender

		Freque ncy	Perce nt	Valid Percent	Cumulativ e Percent
Valid	Male	33	54,1	54,1	54,1
	Female	28	45,9	45,9	100,0
	Total	61	100,0	100,0	

Client's age

		Freque ncy	Perce nt	Valid Percent	Cumulativ e Percent
Valid	18 to 24	31	50,8	50,8	50,8
	25 to 29	12	19,7	19,7	70,5
	30 to 34	8	13,1	13,1	83,6
	35 to 49	10	16,4	16,4	100,0
	Total	61	100,0	100,0	

Client's education level

		Freque ncy	Perc ent	Valid Percent	Cumula tive Percent
Valid	high school	5	8,2	8,2	8,2
	University	43	70,5	70,5	78,7
	postgraduate - Master's, PhD	11	18,0	18,0	96,7
	Others	2	3,3	3,3	100,0
	Total	61	100,0	100,0	

Client's occupation

		Freque ncy	Perc ent	Valid Percen t	Cumula tive Percent
Valid	public sector employee	15	24,6	24,6	24,6
	private sector employee	8	13,1	13,1	37,7
	freelancer	9	14,8	14,8	52,5
	student	23	37,7	37,7	90,2
	unemployed	6	9,8	9,8	100,0
	Total	61	100,0	100,0	

Client's Wilaya-State

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Oum El Bouaghi	2	3,3	3,3	3,3
	Batna	4	6,6	6,6	9,8
	Bejaia	1	1,6	1,6	11,5
	Biskra	3	4,9	4,9	16,4
	Blida	10	16,4	16,4	32,8
	Tamanrasset	1	1,6	1,6	34,4
	Tlemcen	1	1,6	1,6	36,1
	Alger	5	8,2	8,2	44,3
	Sétif	1	1,6	1,6	45,9
	Constantine	2	3,3	3,3	49,2
	Mascara	1	1,6	1,6	50,8
	Illizi	2	3,3	3,3	54,1
	El Tarf	1	1,6	1,6	55,7
	Khenchela	23	37,7	37,7	93,4
	Souk Ahras	1	1,6	1,6	95,1
	Aïn Defla	1	1,6	1,6	96,7
	Ghardaïa	1	1,6	1,6	98,4
	Relizane	1	1,6	1,6	100,0
	Total	61	100,0	100,0	

Do use EDAHABIA card of Algeria Post?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	72	90,0	91,1	91,1
	no	7	8,8	8,9	100,0
	Total	79	98,8	100,0	
Missing	System	1	1,3		
Total		80	100,0		

The registration phase was easy and fast

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	5,0	5,6	5,6
	Disagree	13	16,3	18,1	23,6
	Neutral	13	16,3	18,1	41,7
	Agree	17	21,3	23,6	65,3
	Totally agree	25	31,3	34,7	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The fees for applying and using EDAHABIA Card are reasonable and appropriate in exchange for the provided services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2,5	2,8	2,8
	Disagree	7	8,8	9,7	12,5
	Neutral	17	21,3	23,6	36,1
	Agree	18	22,5	25,0	61,1
	Totally agree	28	35,0	38,9	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Cash Withdrawal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	83,8	93,1	93,1
	No	5	6,3	6,9	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Checking the current postal account CCP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	75,4	75,4	75,4
	No	15	24,6	24,6	100,0
	Total	61	100,0	100,0	

Transferring funds from a postal account to another account

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	50,8	50,8	50,8
	No	30	49,2	49,2	100,0
	Total	61	100,0	100,0	

Electronic bill payment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	47,5	48,3	48,3
	No	31	50,8	51,7	100,0
	Total	60	98,4	100,0	
Missing	System	1	1,6		
Total		61	100,0		

Online shopping or payment of purchases

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	23,0	23,0	23,0
	No	47	77,0	77,0	100,0
	Total	61	100,0	100,0	

Booking airline tickets, hotels, etc.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	4,9	4,9	4,9
	No	58	95,1	95,1	100,0
	Total	61	100,0	100,0	

How do you assess the quality of services provided by EDAHABIA Card in general?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very bad	1	1,3	1,4	1,4
	Bad	7	8,8	9,7	11,1
	Neutral	16	20,0	22,2	33,3
	Good	31	38,8	43,1	76,4
	Very good	17	21,3	23,6	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Do you recommend using EDAHABIA Card for friends and family?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	87,5	97,2	97,2
	No	2	2,5	2,8	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Have you used or are you currently using BaridiMob of Algeria Post?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	61	76,3	84,7	84,7
	No	11	13,8	15,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The registration process for BaridiMob service was easy and fast.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	8,8	9,7	9,7
	Disagree	9	11,3	12,5	22,2
	Neutral	16	20,0	22,2	44,4
	Agree	19	23,8	26,4	70,8
	Tottaly agree	21	26,3	29,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The registration process for BaridiMob service was easy and fast.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	8,8	9,7	9,7
	Disagree	9	11,3	12,5	22,2
	Neutral	16	20,0	22,2	44,4
	Agree	19	23,8	26,4	70,8
	Tottaly agree	21	26,3	29,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The fees paid for the BaridiMob service are reasonable and appropriate for the service provided.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	11,3	12,5	12,5
	Disagree	9	11,3	12,5	25,0
	Neutral	16	20,0	22,2	47,2
	Agree	17	21,3	23,6	70,8
	Tottaly agree	21	26,3	29,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

BaridiMob app is responsive and has a user-friendly and smooth interface.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	13,8	15,3	15,3
	Disagree	18	22,5	25,0	40,3
	Neutral	16	20,0	22,2	62,5
	Agree	11	13,8	15,3	77,8
	Tottaly agree	16	20,0	22,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Electronic bill payment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	40,0	44,4	44,4
	No	40	50,0	55,6	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Topping up mobile and internet credit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	53,8	59,7	59,7
	No	29	36,3	40,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Online shopping.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	18,8	20,8	20,8
	No	57	71,3	79,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Checking the current postal account.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	67,5	75,0	75,0
	No	18	22,5	25,0	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Topping up mobile and internet credit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	53,8	59,7	59,7

	No	29	36,3	40,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Online shopping.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	18,8	20,8	20,8
	No	57	71,3	79,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Checking the current postal account.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	67,5	75,0	75,0
	No	18	22,5	25,0	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Transferring money from one current postal account to another.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	57,5	63,9	63,9
	No	26	32,5	36,1	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Was the money receiving and delivery service timely?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Immediety	32	40,0	45,7	45,7
	In 24h	15	18,8	21,4	67,1

	In 48h	19	23,8	27,1	94,3
	In 72h	3	3,8	4,3	98,6
	22	1	1,3	1,4	100,0
	Total	70	87,5	100,0	
Missing	System	10	12,5		
Total		80	100,0		

What is your opinion on the overall quality of the BaridiMob service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very bad	5	6,3	6,9	6,9
	Bad	9	11,3	12,5	19,4
	Neutral	24	30,0	33,3	52,8
	Good	23	28,8	31,9	84,7
	Very good	11	13,8	15,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Topping up mobile and internet credit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	53,8	59,7	59,7
	No	29	36,3	40,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Online shopping.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	18,8	20,8	20,8
	No	57	71,3	79,2	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Checking the current postal account.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	67,5	75,0	75,0
	No	18	22,5	25,0	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Transferring money from one current postal account to another.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	57,5	63,9	63,9
	No	26	32,5	36,1	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

Was the money receiving and delivery service timely?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Immediety	32	40,0	45,7	45,7
	In 24h	15	18,8	21,4	67,1
	In 48h	19	23,8	27,1	94,3
	In 72h	3	3,8	4,3	98,6
	22	1	1,3	1,4	100,0
	Total	70	87,5	100,0	
Missing	System	10	12,5		
Total		80	100,0		

What is your opinion on the overall quality of the BaridiMob service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very bad	5	6,3	6,9	6,9
	Bad	9	11,3	12,5	19,4
	Neutral	24	30,0	33,3	52,8
	Good	23	28,8	31,9	84,7
	Very good	11	13,8	15,3	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		

Total	80	100,0	
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Would you recommend the Bridi Mobe service for friends and family?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	67	83,8	93,1	93,1
No	5	6,3	6,9	100,0
Total	72	90,0	100,0	
Missing System	8	10,0		
Total	80	100,0		

Do you have any suggestions or comments to improve BaridiMob services?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	77	96,3	96,3	96,3
Immediate in postal operations, especially money transfers	1	1,3	1,3	97,5
Making it free without any fees.	1	1,3	1,3	98,8
Sometimes the delivery time may be prolonged or the sending and recharging services may be temporarily suspended	1	1,3	1,3	100,0
Total	80	100,0	100,0	

The electronic services of Algeria Post have a sufficiently fast response.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	3,8	4,2	4,2
Disagree	19	23,8	26,4	30,6
Neutral	23	28,8	31,9	62,5
Agree	16	20,0	22,2	84,7
Tottaly agree	11	13,8	15,3	100,0
Total	72	90,0	100,0	
Missing System	8	10,0		
Total	80	100,0		

You can easily obtain customer support for these electronic services, available 24/7.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	25,0	27,8	27,8
	Disagree	14	17,5	19,4	47,2
	Neutral	18	22,5	25,0	72,2
	Agree	11	13,8	15,3	87,5
	Tottaly agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

There is ease of access to the electronic services of Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	5	6,3	6,9	6,9
	Disagree	11	13,8	15,3	22,2
	Neutral	22	27,5	30,6	52,8
	Agree	27	33,8	37,5	90,3
	Tottaly agree	7	8,8	9,7	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The electronic services of Algeria Post are effective in meeting your personal and commercial needs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	20	25,0	27,8	27,8
	Disagree	14	17,5	19,4	47,2
	Neutral	18	22,5	25,0	72,2
	Agree	11	13,8	15,3	87,5
	Tottaly agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

You are facing difficulty in understanding how to use the electronic services of Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	30,0	33,3	33,3
	Disagree	16	20,0	22,2	55,6
	Neutral	10	12,5	13,9	69,4
	Agree	13	16,3	18,1	87,5
	Totally agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

You can easily obtain customer support for these electronic services, available 24/7.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	25,0	27,8	27,8
	Disagree	14	17,5	19,4	47,2
	Neutral	18	22,5	25,0	72,2
	Agree	11	13,8	15,3	87,5
	Totally agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

There is ease of access to the electronic services of Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	6,3	6,9	6,9
	Disagree	11	13,8	15,3	22,2
	Neutral	22	27,5	30,6	52,8
	Agree	27	33,8	37,5	90,3
	Totally agree	7	8,8	9,7	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The electronic services of Algeria Post are effective in meeting your personal and commercial needs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	25,0	27,8	27,8

	Disagree	14	17,5	19,4	47,2
	Neutral	18	22,5	25,0	72,2
	Agree	11	13,8	15,3	87,5
	Tottaly agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

You are facing difficulty in understanding how to use the electronic services of Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	24	30,0	33,3	33,3
	Disagree	16	20,0	22,2	55,6
	Neutral	10	12,5	13,9	69,4
	Agree	13	16,3	18,1	87,5
	Tottaly agree	9	11,3	12,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

You are experiencing system downtime or failure when using the electronic services provided by Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	9	11,3	12,5	12,5
	Disagree	15	18,8	20,8	33,3
	Neutral	15	18,8	20,8	54,2
	Agree	23	28,8	31,9	86,1
	Tottaly agree	10	12,5	13,9	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The electronic services of Algeria Post are secure to use and provide the necessary privacy for your personal information

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Sreongly disagree	3	3,8	4,2	4,2
	Disagree	5	6,3	6,9	11,1
	Neutral	10	12,5	13,9	25,0
	Agree	19	23,8	26,4	51,4
	Tottaly agree	35	43,8	48,6	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

What are your suggestions for improving the quality of these services to contribute to your personal satisfaction?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	75	93,8	93,8	93,8
Achieving customer satisfaction is closely related to the level of quality provided by Algerian Post	1	1,3	1,3	95,0
Changing the interface to make it more efficient, fixing system downtime issues, and adding a more effective security firewall	1	1,3	1,3	96,3
Encouraging employees to treat customers well, respond to calls, and meet their needs.	1	1,3	1,3	97,5
Personally, I am satisfied with the electronic services. I have no issue with withdrawals or payments. These services contribute to speeding up the process in a very short time.	1	1,3	1,3	98,8
Using a more secure system when withdrawing from the ATM	1	1,3	1,3	100,0
Total	80	100,0	100,0	

The electronic services have contributed to avoiding the constraints of official deadlines for Algeria Post's operations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	2	2,5	2,8	2,8
	Disagree	5	6,3	6,9	9,7
	Neutral	15	18,8	20,8	30,6
	Agree	15	18,8	20,8	51,4
	Tottaly agree	35	43,8	48,6	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The electronic services have helped reduce your time spent in long lines.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	2	2,5	2,8	2,8
	Disagree	4	5,0	5,6	8,3
	Neutral	4	5,0	5,6	13,9
	Agree	18	22,5	25,0	38,9
	Tottaly agree	44	55,0	61,1	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

The electronic services provide most of the services offered by traditional post offices, such as cash withdrawal, bill payment, accessing postal accounts, and obtaining transaction statements.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2,5	2,8	2,8
	Neutral	12	15,0	16,7	19,4
	Agree	13	16,3	18,1	37,5
	Tottaly agree	45	56,3	62,5	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

These electronic services have a positive impact on your personal satisfaction with the services of Algeria Post.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sreongly disagree	1	1,3	1,4	1,4
	Disagree	2	2,5	2,8	4,2
	Neutral	10	12,5	13,9	18,1
	Agree	18	22,5	25,0	43,1
	Tottaly agree	41	51,3	56,9	100,0
	Total	72	90,0	100,0	
Missing	System	8	10,0		
Total		80	100,0		

In your opinion as a customer, how can the quality of services provided by Algeria Post be improved?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		77	96,3	96,3	96,3
	Cancel papers, write requests and replace them with services and electronic requests in order to facilitate citizens	1	1,3	1,3	97,5
	Efficient and fast service delivery to avoid long lines	1	1,3	1,3	98,8
	Ensure innovative solutions to improve the quality of services provided. Conduct training courses for staff to develop quality.	1	1,3	1,3	100,0
	Total	80	100,0	100,0	

Run MATRIX procedure:

***** Written by Andrew F. Hayes *****
***** afhayes.com *****

This estimate of omega is based on the approximate and closed-form solution to the computation of loadings described in Hancock, G. R., and An, J. (2020). A closed-form alternative for estimating omega reliability under unidimensionality. Measurement: Interdisciplinary Research and Perspectives.

Reliability:

Omega
,899

Statistics

		The registration phase was easy and fast	The fees for applying and using EDAHABIA Card are reasonable and appropriate in exchange for the provided services.	How do you assess the quality of services provided by EDAHABIA Card in general?
N	Valid	72	72	72
	Missing	8	8	8
Mean		3,64	3,88	3,78
Std. Deviation		1,282	1,125	,967

Statistics

		The registration phase was easy and fast	The fees for applying and using EDAHABIA Card are reasonable and appropriate in exchange for the provided services.	How do you assess the quality of services provided by EDAHABIA Card in general?	The registration process for BaridiMob service was easy and fast.	The fees paid for the BaridiMob service are reasonable and appropriate for the service provided.	BaridiMob app is responsive and has a user-friendly and smooth interface.	What is your opinion on the overall quality of the BaridiMob service?
N	Valid	72	72	72	72	72	72	72
	Missing	8	8	8	8	8	8	8
Mean		3,64	3,88	3,78	3,53	3,44	3,04	3,36
Std. Deviation		1,282	1,125	,967	1,300	1,362	1,388	1,104

Statistics

		The electronic services of Algeria Post have a sufficiently fast response.	You can easily obtain customer support for these electronic services, available 24/7.	There is ease of access to the electronic services of Algeria Post.	The electronic services of Algeria Post are effective in meeting your personal and commercial needs.	You are facing difficulty in understanding how to use the electronic services of Algeria Post.	You are experiencing system downtime or failure when using the electronic services provided by Algeria Post.	The electronic services of Algeria Post are secure to use and provide the necessary privacy for your personal information
N	Valid	72	72	72	72	72	72	72
	Missing	8	8	8	8	8	8	8
Mean		3,18	2,65	3,28	2,65	2,54	3,14	4,08
Std. Deviation		1,117	1,365	1,064	1,365	1,433	1,259	1,135

Statistics

		The electronic services have contributed to avoiding the constraints of official deadlines for Algeria Post's operations.	The electronic services have helped reduce your time spent in long lines.	The electronic services provide most of the services offered by traditional post offices, such as cash withdrawal, bill payment, accessing postal accounts, and obtaining transaction statements.	Using one of the electronic services of Algeria Post requires less time and effort to complete a task compared to traditional post offices.	These electronic services have a positive impact on your personal satisfaction with the services of Algeria Post.
N	Valid	72	72	72	72	72
	Missing	8	8	8	8	8
Mean		4,06	4,36	4,40	4,47	4,33
Std. Deviation		1,112	1,011	,867	,787	,919



Université Abbes Laghrour - Khanchela
Faculté des sciences économiques, commerciales et des sciences gestion

جامعة عباس لغرور خنشلة
كلية العلوم الاقتصادية والتجارية وعلوم التسيير

الرقم: 67 / ك ع ا ت / ق ع ت ع ت / 2023

استمارة تقييم المتربص (ة)

الاسم و اللقب : بوخيار محمد أمين

تاريخ الميلاد : 1998/01/27 - خنشلة -

رقم التسجيل: 171734061557

مكان الميلاد: خنشلة

التخصص: تسيير عمومي

فترة التربص: من 04/05/2023
إلى 09/10/2023

The e-management role in improving the quality of public services: عنوان المذكرة

مكان التربص : مدير مؤسسة بريد الجزائر - خنشلة -

ملاحظة	العلامة	عناصر المواظبة
	04/.....	المواظبة
	04/.....	المبادرة
	04/.....	المعارف التطبيقية
	04/.....	فترة العمل
	04/.....	العلاقة مع العمال
	04/.....	العلامة النهائية
	20/.....	

جامعة خنشلة
وزارة التعليم العالي والبحث العلمي
مديرية التسيير
عبد الجليل جباري



المكتب الذي التزم به المتربص
في الوسائط المادية
إضافة مكرم الشاذلي

ملاحظات أخرى:

ممثل المؤسسة



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خنشلة في:

إلى السيد: مدير مؤسسة بريد الجزائر - خنشلة

تسليم شهادة

سعيًا لاستكمال البرنامج الدراسي، المقرر للحصول على شهادة ماستر نظام ل م د في علوم التسيير و العلوم التجارية، ومن أجل تجسيد

المفاهيم النظرية للطلبة. يشرفنا أن أطلب من سيادتكم مساعدة وتسهيل المهمة للطلاب:

الاسم و اللقب : خيار محمد أمين

تاريخ الميلاد : 1998/01/27

مكان الميلاد: خنشلة

رقم التسجيل: 171734061557

التخصص: تسيير عمومي

عنوان المذكرة: The e-management role in improving the quality of public services

*وذلك من أجل إجراء تربص تطبيقي لدى مؤسستكم.

عميد الكلية
عبد الجليل جباري
جامعة خنشلة
وزارة التعليم العالي والبحث العلمي