



E-management as an entry point to activate the activities of business organizations in light of the transition to the digital economy

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Abstract:

The rapid development of information and communication technology to model the emergence of a new style of management in the light of the increasing competition and the challenge in front of business organizations in order to improve the level and quality of its services, which is what has been termed the electronic management. Therefore, this study aimed to highlight the importance of trying to adopt electronic management model by business organizations to activate their activities especially in light of the transition to the digital economy.

Keywords: *E-administration, business organizations, digital economy, information and communication technologies.*

E-management comme point d'entrée pour activer les activités des organisations d'affaires à la lumière de la transition vers l'économie numérique

Résumé :

Le développement rapide de la technologie de l'information et de la communication a permis l'émergence d'un nouveau style de gestion à la lumière de la concurrence croissante et du défi auquel sont confrontées les organisations

commerciales afin d'améliorer le niveau et la qualité de leurs services, ce que l'on a appelé la gestion électronique. Par conséquent, cette étude vise à mettre en évidence l'importance d'essayer d'adopter le modèle de gestion électronique par les organisations commerciales pour activer leurs activités, en particulier à la lumière de la transition vers l'économie numérique.

Mots-clés : *E-administration, organisations commerciales, économie numérique, technologies de l'information et de la communication.*



Introduction:

In recent decades, the world has witnessed rapid technological developments in all areas of life, with information and communication technologies having the greatest share of these developments. Which is truly considered the most important pillars and foundations of the progress and development of countries. In economics, what is called the digital economy has emerged, which is characterised by being more expansive, competitive and profitable. It created a completely new situation for the life and development of business institutions.

The information revolution and its technologies are considered one of the most important challenges facing business organizations at the present time, which must be kept pace with in order to increase the efficiency of administrative work, because it has become difficult for them to work at the present time as they used to work in previous periods, but they have to adapt and deal with rapid change and development, and therefore the continuity of development of various aspects of administrative work is necessary for the success of institutions in achieving their goals. Hence, the importance of adopting the electronic management system emerges as an opportunity through which the institution can benefit from modern information and communication technologies in light of the transformations witnessed by the global economy.

The transition to e-management is not a path of luxury, but rather an inevitability imposed by global changes. In fact, contemporary business organizations need it to undertake the tasks of managing their various functions and activities

to achieve the new desired goals with the greatest efficiency and effectiveness. Modern management models or traditional businesses are no longer suitable for the growing environment in terms of quantity and quality. Thus, an alternative work environment emerged, which is the digital virtual world, which prioritizes the development of intellectual capital and interest in encouraging renewal, innovation and excellence in performance by relying on modern technologies, mainly represented by the Internet, intranets, extranets and other advanced and renewable technical means that have been harnessed to create a culture and work environment appropriate to the organization's goals and find a place for it on the map of contemporary market economies.

The problem of the study:

Contemporary business organizations face major and rapid changes in their rhythms, reflecting new business requirements that require rapid response, which can be ensured through their use of e-management applications and their integration with the information and knowledge system they possess. Therefore, adopting the concept of e-management has become an urgent necessity to ensure the activation of organizations' performance in the context of competition, survival and development.

Given the importance of this term and the need for business organizations to apply it, we will try through this research paper to answer the following problem:

How does e-management affect the activation of business organizations' activities through the set of applications it provides?

***Study objectives:***

The main objectives of the study can be summarized as follows:

- 1) Identifying the concept of e-management and its importance as a modern alternative to traditional management.
- 2) -2 Highlighting the most important elements of e-administration functions.
- 3) -3 Formulating a cognitive framework for integrating the relationship between e-management and business organizations as one of the supporting tools for raising their efficiency, effectiveness and sustainability.

The importance of the study:

The topic of e-management in business organizations is of great importance, based on the fact that the shift towards this method is the basis for activating and improving the activity of business organizations. E-management is not limited to making formal changes in the methods of providing transactions and services to customers, but rather in re-engineering and restructuring the activities, operations and administrative procedures themselves in support of the quality and competitiveness that various institutions seek to achieve. Accordingly, it can be said that the importance of the study is highlighted through:

The importance of e-management for business organizations.

- It seeks to clarify and highlight the role of applying e-management in activating the performance of organizations, by eliminating the manifestations of routine, weakness,

slowness in performance, and mismanagement of resources, in a manner consistent with the goals and aspirations of modern societies.

Study methodology used:

In light of the nature of the research and the objectives we seek to achieve, the research methodology will be descriptive and analytical. We have relied mainly on scientific books, references, and scientific research published in peer-reviewed and specialized scientific journals that have addressed the subject directly or indirectly, to analyze the various concepts included in the research, and then propose some important recommendations.

Study axes:

To answer the problem of our research, we will address the following main axes in this intervention:

1. The first axis: the conceptual and theoretical framework of e-management.
2. The second axis: Elements and functions of electronic administration.
3. The third axis: The effects of the application of e-management on business institutions.

1. The conceptual and theoretical framework of e-management.

The current era is the era of information and communications due to the rapid and successive developments in the field of increasing the capabilities of information storage media in light of the widespread availability of the use of the World Wide Web (the Internet), which led to the transition from an industrial society to an



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information society, and this resulted in a gradual shift from regular activities to electronic activities, and what is known as electronic management emerged, which aims to reduce and shorten procedures, and speed up their implementation, which results in increased performance efficiency.

1.1. The concept of e-management:

The term e-management is considered one of the modern administrative terms, which appeared as a result of the huge revolution in information and communications networks. Many researchers have addressed the concept of e-management, as globalists have defined it as “the use of the results of the technological revolution to improve the levels of performance of institutions, raise their efficiency, and enhance their effectiveness in achieving the desired goals.”¹

As for Ghanem, he defines e-management as “the exchange of business and transactions between parties through the use of electronic means instead of relying on the use of other physical means such as direct communication means.”²

Al-Salmi defines it as “the process of mechanizing all the tasks and activities of the administrative institution by relying on all the necessary information technologies to achieve the goals of the new administration in reducing the use of paper, simplifying procedures, and eliminating the fast and precise routine of tasks and transactions so that each administration is ready to link with the e-government later.”³

E-administration can also be defined as the electronic application of services that leads to interaction and communication between the institution and customers,

between the government and businesses, and carrying out internal operations and interconnecting businesses with each other electronically in order to simplify and improve aspects of democratic administration related to citizens and businesses alike.⁴

E-government refers to the administration that is based on the use of computers, intranets, extranets and the Internet, which provide various websites to support and enhance access to information and services and deliver them to citizens and business institutions in society with transparency, efficiency and high fairness.⁵

As a more comprehensive and optimal definition of e-administration, it is “an administrative strategy for the information age, working to achieve better services for citizens and institutions with optimal exploitation of available information sources by employing the available material, human and moral resources within a modern electronic framework in order to optimally exploit time, money and effort and to achieve the targeted demands with the required quality.”⁶

1.2. Objectives and gains of e-management

The idea of e-management goes far beyond the concept of mechanization of work departments within the institution, to the concept of integrating data and information between different and multiple departments, and using that data and information to direct the institution’s work policy and procedures towards achieving its goals and providing the necessary flexibility to respond to successive variables, whether internal or external.

E-management includes all components of management, including planning, implementation, follow-up, evaluation



Soumission : 05/01/2025 Acceptation : 11/07/2025 Publication : 15/08/2025

and motivation. However, it is distinguished by its ability to create knowledge continuously and employ it to achieve goals. E-management depends on developing the information structure within the institution in a way that achieves the integration of vision and then the performance of work (e-management file). The most important goals and gains of e-management can be highlighted in the following points⁷:

1. Managing and following up on the various departments of the institution as if they were a central unit.
2. Focusing the decision-making point on its action points while giving greater support in monitoring it.
3. Collecting data from its original sources in a unified manner.
4. Reducing decision-making obstacles by providing and linking data.
5. Reducing expenditures in following up on various management operations.
6. Employing information technology to support and build a positive corporate culture among all employees.
7. Providing data and information to beneficiaries immediately.
8. Continuous learning and knowledge building, providing a number of electronic services to employees allows them to engage in dialogue, discussion, self-education and electronic correspondence.

9. Increase the connection between employees and senior management and follow up and manage all resources.
10. Improving performance and assisting the institution and its senior management in planning, implementation, follow-up and evaluation. For senior management, it is an electronic work and business management system.
11. Providing an integrated work system by increasing the interconnectedness of financial, human, information, technological and administrative resources in order to achieve optimal utilization of the institution's resources⁹.
12. Automatic follow-up and continuous reminders of the institution's employees regarding their tasks and duties.
13. Combining the concepts and mechanisms of resource management (EIS), CRM, and customer management (ERP) into one system.
14. Preserving and documenting all activities, outputs, documents and basic data of the institution electronically.
15. Electronic linking between the institution's branches located in more than one geographical area.
16. Extreme flexibility in dealing with information and updating it periodically.
17. Raising the efficiency and productivity of administrators and employees in institutions, and providing services in record time and with the least possible effort.
18. Increased data accuracy, as confidence in the validity of the reused exchanged data will be high and there



Soumission : **05/01/2025** Acceptation : **11/07/2025** Publication : **15/08/2025**

will be no concern about inaccurate information or errors resulting from manual entry.

19. Strengthening transparency and working with complete clarity, which adds credibility to the work of government institutions and others.

1.3. Reasons for the transition to e-management by business organizations:

The shift to e-management is not a path of luxury, but rather an inevitability imposed by global changes. The idea of integration, participation and the use of information has become one of the determinants of success for any institution. Scientific and technical progress and the continuous demand to raise the quality of outputs and ensure the safety of operations are all matters that have called for administrative development towards e-management.¹¹The time factor is one of the most important areas of competitiveness between institutions. It is no longer acceptable to delay the implementation of operations under the pretext of improvement and enhancement, as the opportunities available to institutions are linked to the timing factor. The reasons for electronic transformation can be summarized in the following points¹²:

1. Complex procedures and processes and their impact on increasing business costs.
2. Immediate decisions and recommendations that may cause an imbalance in the application.
3. The need to unify data at the institution level.
4. Difficulty in determining performance measurement rates.

5. The necessity of providing the circulating data to the employees of the institution.
6. Moving towards employing the use of technological development and relying on information in decision-making.
7. Increasing competition between institutions and the need for mechanisms for excellence within every institution seeking to compete.
8. The inevitability of achieving continuous communication between workers across the scope of work.

2. Elements and functions of e-management

The essence and philosophy of e-management lies in changing the style and method of dealing and interacting between employees, customers, and governmental and private institutions of all orientations, types, and sizes. This new concept of e-management necessitates organizing various transactions and services and restructuring them electronically.

2.1. Elements of electronic management:

E-governance consists of three elements¹³:

1. Computer hardware: Hardware is the physical components of the computer, its systems, networks, and accessories.
2. Software: It means the mental part of computer systems and networks, such as: email programs, databases, accounting programs, network management systems, programming language translators, and programming auditing tools.



Soumission : **05/01/2025** Acceptation : **11/07/2025** Publication : **15/08/2025**

3. **Communication Network:** It is the electronic links extended across the communication fabric of the intranet, extranet, which represents the value network for the organization and its electronic management, and the Internet.
4. **Knowledge Workers:** At the heart of these components, it consists of digital leaders, knowledge resource analysts, intellectual capital in the organization, and managers.

2.2. The importance of extranet and intranet for business organizations

The Internet, Intranet and Extranet play a prominent role in the progress of organizations and their transformation into digital organizations. Their importance can be highlighted as follows:

2.2.1. Intranet:

An intranet is defined as “the private network of a specific organization that uses Internet technology, and is designed to meet the information needs of the organization’s employees. The intranet also refers to the scientific application of using Internet and web technologies in the organization’s internal network; for the purpose of raising the efficiency of administrative work, improving the mechanisms for sharing resources and information, and benefiting from shared computer technologies.”¹⁴In addition, the intranet can provide organizations with several advantages, including¹⁵:

- Improving the level of communication.

- Providing information at the right time and place according to the needs of employees.
- Training and re-educating the organization's employees.
- Enhancing the efficiency required to be achieved in business performance.
- Support interactions at the global level.

It can be said that the intranet does not work alone, but rather works through Internet technology and is usually linked to the organization's external network, the extranet. From the intranet and extranet networks, information technology is used to move the organization to the level of working with electronic management in its internal environment and in managing its relations with its external environment.¹⁶

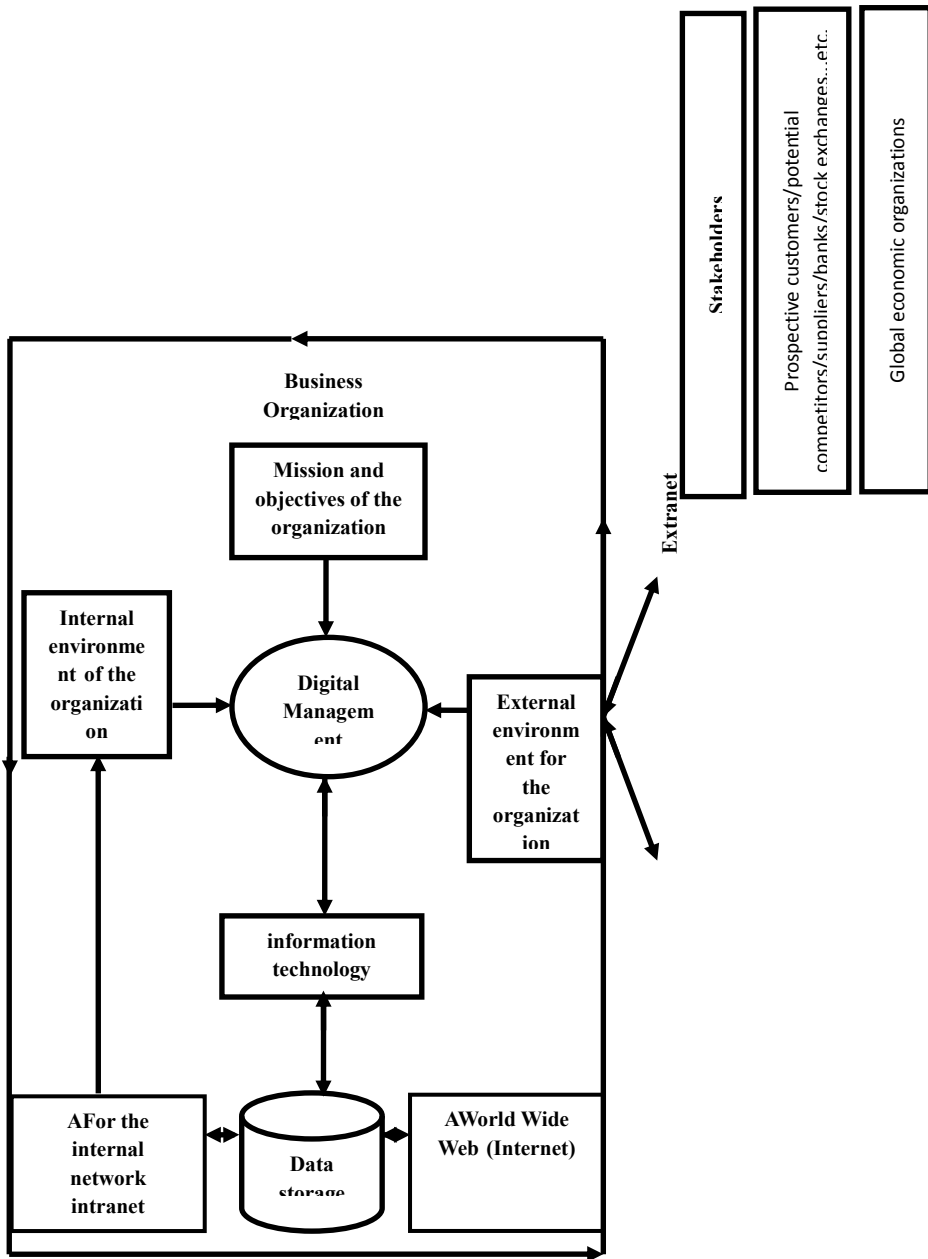
2.2.2. Extranet:

An extranet is defined as "the network that connects the intranets of companies, clients, and research centers that share common business interests, and provides them with the exchange and sharing of information while maintaining the privacy of each company's local intranet." It is a private enterprise designed to meet people's information needs and the requirements of other organizations in the business environment.¹⁷ The extranet is one of the most popular technologies at this stage of the information age, due to the cost reduction and great facilities it provides in administrative operations and interaction with beneficiaries. It is based on Internet technologies and is directed to beneficiaries in the external environment, but within a limited scope of the type of relationship that the company wants. The extranet has allowed companies to share their



systems and local networks with geographically distant groups or companies at a very low cost. This type of network has also allowed companies to deal with suppliers of raw materials and deal with distributors and beneficiaries in a distinguished manner, but this was not without a price, as the price was some risk to information security.¹⁸.

The following chart shows the importance of the intranet and extranet in the organization.¹⁹.





2.3. E-administration functions:

The tremendous development in the current era, the era of technological wealth, has led to clear changes in jobs.

Traditional management, which has been transformed into electronic functions; for the optimal use of time, money, effort and energies, contemporary information technology has contributed to the formation of modern management that relies on information systems in planning, designing organizational structures and managing collective work teams, and achieving coordination and remote control. The most important functions of modern electronic management can be highlighted in the following:

2.3.1. Electronic planning

Electronic planning depends on focusing primarily on using strategic planning and striving to achieve strategic goals, where decisions are made using electronic systems in planning their work comprehensively to serve the various departments of the organization and its management. Electronic planning also depends, in light of electronic wealth, on using new knowledge systems such as decision support systems, expert systems, and artificial neural network systems. It also depends on simplifying work systems and procedures.

2.3.2. Electronic organization:

Electronic organization is the loose framework for a broad distribution of authority, tasks, and horizontal network relationships that achieves instant coordination everywhere, in order to achieve the common goal of the parties to the organization. With the Internet, there is a shift from an

organization focusing on formal organizational structures and characteristics to an organization focusing on a single shared goal²⁰.

Ghanem states that the electronic organization of contemporary organizations depends on making changes in the levels and form of organizational structures, transforming them from the long form to the flat form. It also requires making changes in the organizational structures themselves; to confront all the problems of traditional administrative organizations and eliminate them. This is done by grouping functions, redistributing specializations, or excluding some administrative units from the organization, and creating some new organizational units.²¹.

Najm adds that there are changes that are consistent with the reorganization of organizations and institutions in light of the communications and information revolution, and they are as follows:²²:

1. Network organization, which is characterized by being a flexible organization for communication and cooperation between individuals.
2. The Internet achieves super-wide networking among all employees via the internal network.
3. With business networks and the Internet, it has become possible to achieve a new type of companies, which are virtual companies.

2.3.3. Electronic guidance

Electronic guidance in contemporary organizations depends on the presence of electronic leaders who seek to activate the role of dynamic goals and work to achieve them. It also depends on the presence of leaders capable of dealing



Soumission : 05/01/2025 Acceptation : 11/07/2025 Publication : 15/08/2025

effectively electronically with other individuals, and the ability to motivate and cooperate with them to accomplish the required tasks. Self-leadership is the most prominent in electronic management. The electronic leader is required to make quick and immediate decisions, which makes him need to develop special directions and rules for different situations that help him respond quickly.

Some basic skills that must be available in electronic leadership can be mentioned:

- E-Knowledge Skills
- Effective communication skills with others.
- Administrative skills²³.

2.3.4. Electronic monitoring:

Electronic monitoring is closer to trust-based monitoring rather than traditional monitoring based on relationships and formal accountability. This explains the increasing trend towards emphasizing electronic trust and electronic loyalty between employees and management. This transforms monitoring as an asset into monitoring as a process and continuous flow. There are many advantages to electronic monitoring, including:²⁴

1. It achieves continuous control rather than periodic control.
2. Achieving real-time and real-time control instead of past-based control. It achieves:
Click control instead of report control.
3. Minimal internal surprises in control: Nothing escalates within the organization without knowing about it first.
Which minimizes internal surprises.

4. Electronic monitoring requires and even stimulates relationships based on trust, which reduces the administrative effort required for monitoring.
5. Over time, electronic control reduces the importance of control based on inputs or processes in favor of increasing emphasis on results. It is therefore closer to control by results.
6. Electronic monitoring helps everyone to be involved in knowing what is happening in the organization to a large extent; in order to achieve monitoring requirements and reduce surprises and crises in the organization.

3. The effects of applying e-management on business institutions

From the above, we have discussed the most important benefits and advantages resulting from the uses of electronic administration. In this context, we will try to focus on these effects related specifically to business institutions in light of cyberspace and the transition to the digital economy, where we can detail the most important of these effects through the following analysis:

3.1. At the organizational level:

The shift is taking place from traditional organizational structures based on functional foundations to structures designed on the basis of information flows that are dynamic and constantly interact with external and internal variables. The organizational structure within this new model is based on the following pillars:

- Activating the functions of strategic management in order to achieve the highest added value through the



Soumission : 05/01/2025 Acceptation : 11/07/2025 Publication : 15/08/2025

precise formulation of the institution's message, strategic leadership, strategic control, and others in order to activate the institution's orientations towards achieving its goals.

It includes joint functional units that carry out functions of an advisory nature, including human resources management, financial management, planning management, research and development management, and others.

It also includes executive functional units that carry out production operations and others. Through this, the institution seeks to build high degrees of integration and immediacy in dealing with customers, suppliers, owners, and everyone who has an interest in it.²⁵

3.2. At the leadership level:

We have previously discussed the importance of this element in activating the application of e-government, and within this context we are trying to show this role at the level of the business institution within the digital model, as leadership is basically shared, mutual and integrated, and the pivotal task of leadership within this climate is to direct, develop and empower individuals towards the electronic model and achieve its advantages represented in immediacy, innovation and spreading the thought and logic of distinguished work among everyone.²⁶

3.3. At the human resources level:

The human resource that carries knowledge represents the real and most important capital for a business institution within the transition to the electronic model through the ability to understand the requirements of information and

communication technologies and the opportunities they provide and the methods of dealing with them. This is mainly evident through the following:

- High degree of activity and dynamism in performing work.
- A high degree of reciprocal relationships, as they work with the logic of interconnection, integration, interdependence, and the development of visions of joint work and team spirit.²⁷.

3.4. At the level of finance and accounting:

Thanks to the continuous electronic connection with internal and external variables and around the clock 24 hours a day without interruption, the institution is provided, under this digital system, with various financial transactions on financial markets, customers, suppliers and shareholders, as well as providing all financial and accounting documents, which enables it to complete various transactions within this framework with ease, speed, extreme flexibility and high technology, and with the least possible number of employees²⁸.

3.5. At the planning level:

The transition to the electronic model depends on a clear vision of what this new technology can contribute to achieving the organization's goals, especially in the long term, by obtaining environmental information, whether external, public or private, as well as internal, which enables it to identify opportunities, threats, strengths and weaknesses, formulate its strategic goals with complete clarity, and monitor the necessary material resources,



Soumission : **05/01/2025** Acceptation : **11/07/2025** Publication : **15/08/2025**

competencies and human skills with the least effort, in the fastest time and with the utmost accuracy.²⁹.

3.6. At the decision-making level

The capabilities of the institution's management, especially the higher ones, are supported by the skills of diagnosing problems, identifying different alternatives and evaluating them as a result of the information it obtains within the electronic system, which it relies on to activate and support its decisions at all levels, take the necessary measures in record time and correct deviations.³⁰.

3.7. At the level of control:

Thanks to digital technologies, it is easy to detect errors and correct deviations with the necessary speed, and to activate self-control through training and qualification processes, good definition of tasks and duties, and receiving and exchanging information with great flexibility through open communication channels with all parties around the clock.

3.8. At the production level:

Thanks to the use of computer-aided design and production systems, control and measurement through systems integrated into production processes based on digital information and the superior use of communication technologies, the organization is able to benefit from the following:

- Access to sources of raw materials with complete ease and in the fastest time.

- Financing possibilities, access to skilled labor at reasonable wages, and various technological and organizational consultations and guidance, etc.
- Easy access to technologies related to production design and engineering.

All these elements enable the organization to produce and deliver on time, which is a feature of today's superior and leading organizations.³¹.

3.9. At the marketing level:

There is no doubt that e-administration, through its multiple digital spaces, enables all business institutions of all kinds to access multiple markets and collect the necessary information about them, and the possibility of carrying out, in return, the processes of promotion, distribution, concluding deals, collecting dues, etc., and all of this is within the e-commerce services, where E-administration represents the strong support for this type of services, thanks to linking all ministries and government departments related to business fields and all institutions in the country and the outside world to the electronic model.

3.10. At the level of customers, social environment and environment:

In addition to the aforementioned uses, businesses within this digital format are able to quickly access and attract transactions from targeted customer segments, maintain constant communication with them, listen to their suggestions and aspirations, and also communicate with and interact positively with all other segments of society. This also enables them to constantly monitor environmental



Soumission : 05/01/2025 Acceptation : 11/07/2025 Publication : 15/08/2025

conditions and work to control the causes of environmental degradation.³².

conclusion:

From the above, it can be said that organizations in the digital age need to keep pace with this era and to understand and exploit modern technology well, but this depends on the presence of good management that knows how to deal with these technologies and harness them for the benefit of their organizations, and to develop strategic plans for the required transformation, and to qualify human cadres with high efficiency, while ensuring the necessity of spreading and generalizing the digital culture among the workers in these organizations.

In light of the development of business organizations and the multiplicity of their work places and clients, whether inside the organization or external clients, the role of using technology in managing institutions has become more effective and influential on the organization as a whole or its clients, as well as one of the determinants of planning, periodic follow-up and continuous performance development. Therefore, it has become necessary, even imperative, for organizations to quickly adapt to the changes resulting from these interactions, and in order for this to be achieved, they must obtain the necessary and appropriate information in terms of size, quality and time to respond quickly to changes in the size and form of demand, which makes it a more flexible organization and able to keep pace with the current era.

Information is one of the most important assets of modern organizations, as it provides them with competitive ability, speed and flexibility in performance. Organizations that wish to succeed under this system must change their approach that was prevalent under the traditional system due to the change in business conditions and environment.

Finally, the basic requirement for success in the digital economy era can be summed up in one phrase: the necessity of adopting electronic management.

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