E-Administration as a Strategic Approach to Performance Enhancement and the Modernization of Public Services in the Era of Digital Transformation

khamsa Saihi[1*], Saihi Ismail[2]

[1]Industrial Economics, University of Batna 1 Hadj Lakhdar Algeria.
[2]Public Policy and Public Service, University of El Oued Chahid Hamma Lakhdar Algeria.

Abstract. Many countries around the world, particularly developing ones, suffer from structural imbalances within their institutional frameworks as a result of adopting the classical bureaucratic model in managing public service institutions. This situation necessitates the search for new mechanisms capable of ensuring institutional integration and efficiency. Accordingly, this study aims to examine the linkage between the objectives of digital transformation namely enhancing transparency and combating administrative corruption within public service bodies and state institutions and the adoption of the e-government model. Such a model contributes to improving the performance of public service institutions, clarifying the role and functions of the state, and strengthening its relationship with society. Ultimately, this enhances transparency in public administration and supports the fulfillment of the requirements for building a state based on strong and effective institutions.

1. INTRODUCTION

The public utility is considered the main gateway to assessing the level of development and progress of the state, through the role it performs in providing services to citizens and organizing their transactions with one another. It represents the asset and guarantor of the future of peoples. This is achieved through sound administration that embodies the principal dimensions of governance within the state, which include achieving public administration efficiency through the application of integrity, transparency, accountability, and combating corruption. However, what hinders the performance of these public utilities is the presence of inefficient and ineffective bureaucracy that protects beneficiaries from brokers and accepts bribery and extortion as a reality, thereby distancing these public utilities from serving citizens. Accordingly, it has become necessary to reconsider how to develop state public utilities so that they become more effective in serving citizens, establish new ethics, clearly define responsibilities, and minimize administrative complications as much as possible.

In light of the rapid acceleration witnessed by the world today due to the development of modern technologies and digital transformations in the field of electronics and their employment in all areas of life, attention has turned to how these developments can be utilized in the administrative field of government institutions in order to eliminate the burden of administrative routine imposed by bureaucratic management policies for decades, thereby embodying democracy and ensuring transparency in administrative management. These challenges have led to the emergence of the term e-management, which has compelled states to undertake numerous changes and reengineering within their public administrative institutions to confront the challenges they face, especially in the current era of rapid time acceleration and rising population numbers accompanied by increasing needs and service requirements in the citizen–state relationship, in order to achieve the objectives and principles of public utility governance.

Research Problem:

In order to understand the role of e-management in modernizing public utilities and achieving digital transformation objectives, the following research problem is posed: How does the implementation of the e-management system contribute to modernizing the performance of public utilities and achieving the objectives of digital transformation?

Hypotheses**:** To answer this question, the following hypotheses were formulated:

- Proper implementation of the e-management model within public utilities ensures the achievement of digital transformation objectives.
- E-management contributes to consolidating governance principles within public utilities.

1.1. Study Objectives

Through this study, we aim to achieve several objectives, the most important of which are:

- Presenting the theoretical framework of e-management.
- Highlighting the modernization of the public utility.
- Demonstrating the role of e-management in enhancing transparency and governance within the public utility.
- Providing recommendations that contribute to supporting and activating e-management in a way that serves the modernization of the public utility.

1.2. Study Methodology

This study adopted the descriptive-analytical approach, due to its suitability to the nature of the subject, by describing e-management and analyzing its role in achieving digital transformation objectives and modernizing the public utility.

*Corresponding author.

2. CONCEPTUAL FRAMEWORK OF THE STUDY

2.1. The Nature of E-Management

2.1.1. Definition of E-Management

There are many definitions related to the concept of e-management, including the following:

- It is the administration that exercises its basic elements through electronic means to ensure speed, accuracy, and automation; that is, it is the administration that performs its elements (software, hardware components, networks, and knowledge workers) or its functions (electronic planning, electronic organization, and electronic leadership) in accordance with the requirements of keeping pace with and efficiently and effectively using information technology systems and tools (Yassin, 2022).
- It is also the process of automating all tasks and activities of the administrative institution by relying on all necessary information technologies to achieve the objectives of modern administration, such as reducing paper use, simplifying procedures, eliminating slow routine, and achieving fast and accurate completion of tasks and transactions, so that each administration becomes ready to connect with e-government later (Al-Salmi, 2006, p. 32).
- It is also the integration of the largest number of geographically dispersed administrative sites into a wired or wireless electronic communication network that includes the use of information and communication technologies from computers and networks to wireless information input devices to serve daily administrative matters. It is a system that transforms paper-based work into electronic work by undertaking key steps that begin with automating the organization's work and then operating according to the one-stop-shop principle, which saves time and reduces paper volume, thereby saving time and financial burdens that can be employed elsewhere, allowing the creation of new job opportunities that positively reflect on employees' capabilities and competencies. (Harhoush Al-Mufraji et al., 2007, pp. 11-12)
- It also means transforming traditional administrative work and services, including long and complex paper-based procedures, into electronic work and services executed with high speed and extreme accuracy. It relies on the use of computer information systems and networks in carrying out administrative work and providing services widely and intensively electronically, leading to cost reduction, increased accuracy and speed in service delivery, development of administrative organization, simplification of procedures, reduction of administrative violations, provision of information, and faster decision-making based on accurate and direct information (Al-Anzi, 2017, p. 44).
- It is also the paperless exchange of operational information using electronic data interchange. (Kolli & Ouadah, 2023, p. 25)

Based on the previous definitions, e-management can be comprehensively defined as a radical reengineering of administrative work in an electronic manner aimed at improving efficiency, speed, quality, and reducing costs and effort.

2.1.2. Characteristics of Electronic Management:

The characteristics of electronic management are represented as follows (Al-Khamaiseh, 2013, p. 79):

- Management without paper: as it uses electronic archiving systems, e-mail (Email), electronic directories, electronic diaries, voice messages, automated follow-up application systems, and electronic signatures. This ultimately means not relying on or using paper.
- Management without place: it mainly relies on the mobile phone, the new international phone (TELIDSK), electronic conferences, and remote work through virtual institutions. It is also called remote management, as it is characterized by the absence of a direct relationship between the two parties of the transaction.
- Management without time: as it operates and continues 24 consecutive hours. Therefore, the idea of night and day, summer and winter are ideas that no longer have a place in the new digital electronic world. We sleep while other peoples wake up. Internet technologies, in turn, make work available and accessible 24 hours a day, whether in workplaces, at home, or anywhere. It is called open-time management.
- Management without rigid structures: because it mainly operates through networked institutions and smart institutions that rely on knowledge workers and knowledge production.

2.1.3. The Importance of Electronic Management

The importance of electronic management lies in its ability to keep pace with the enormous qualitative and quantitative development in the field of applying information technologies and systems, accompanied by the emergence of the information and communications technology revolution. It represents a strong response to the challenges of the twenty-first century, which include globalization, the digital space, information and knowledge economies, and the Internet revolution. The importance of electronic management can be summarized as follows (Al-Hait, 2017, p. 33):

- Improving performance effectiveness and decision-making by making information and data available to those who need them, and facilitating access with minimal effort through available automated search tools.
- Flexibility in employee work in terms of ease of accessing the internal network from any location to perform work at the time and place desired, as the office, using electronic management applications, no longer has boundaries.
- Ease of holding remote meetings (video conferencing) between geographically distant departments.
- Ease and speed of delivering instructions and administrative transactions to employees, customers, and clients.
- Ease of completing clients' transactions through a single entity that performs this task on behalf of other departments.
- Ease of storing and preserving data and information and protecting them from disasters and natural factors by keeping backup copies outside the institution's boundaries, known as the disaster recovery system.
- Expanding the scope of markets in which the organization operates, as it removes geographical barriers through the extensive coverage of electronic communication networks. This, in turn, gives the consumer greater space for choice and comparison among multiple offerings.
- Avoiding the risks of paper-based dealings: under electronic management, the organization can use computers to store information, monitor production, and maintain records and registers, thereby eliminating the disadvantages of paper-based dealings represented by effort exertion, time loss, increased costs, and exposure to damage and loss.

2.1.4. Objectives of Electronic Management

Electronic management seeks to achieve a set of objectives, the most important of which are the following (Al-Khamaiseh, 2013, p. 80):

- Using modern digital technologies in terms of solutions and systems, which develop administrative work, thereby increasing employee efficiency and productivity and creating a new generation of competent cadres.
- Providing information and data to decision-makers quickly and at the appropriate time, and raising the level of the supervisory process.
- Accommodating a larger number of clients at the same time, as the capacity of traditional management to complete clients' transactions remains limited and often forces them to wait in long queues.
- Achieving better communication and stronger linkage among the departments of the same institution, which contributes to providing better services and raising the level of performance.
- Eliminating or minimizing as much as possible the factor of direct relationship between the two parties of the transaction, which limits the influence of personal relationships and favoritism in completing transactions related to a client.
- Facilitating the management and follow-up of the organization is various departments as if they were a single central unit.
- Working to provide data and information to beneficiaries instantly.
- Eliminating the paper archiving system and replacing it with an electronic archiving system, with its flexibility in handling documents, the ability to quickly correct errors, disseminate documents to more than one entity in the shortest possible time, and benefit from them at any time.
- Working on simplifying procedures, speeding up completion, and raising the level of service performance.
- Achieving speed in making appropriate decisions based on accurate and direct information.
- Expanding the database supporting top management.
- Facilitating the follow-up and management of all resources.
- Employing information technology to support and build a positive culture among all employees.
- Rationalizing financial costs by reducing expenditure aspects in completing and following up various administrative operations, which enhances economic efficiency.
- Concentrating the decision-making point within its work locations, while providing greater support in monitoring it.
- Collecting data from their original sources in a unified manner.
- Reducing obstacles to decision-making by providing and linking data.
- Achieving linkage between employees and top management and following up and managing all resources.
- Combating bureaucracy and eliminating administrative complexities.

2.2. The Concept of Digitization

2.2.1. Definition of Digitization

The concepts related to the term digitization differ and vary according to the context in which it is used. It is noted that numbering or digitization means (Aknouch, 2010, pp. 149-150):

A/ In the field of computers: converting data into a digital form so that it can be processed by the computer.

B/ In the context of information systems: converting printed texts such as books and images, whether photographic images, illustrations, maps, etc., and other traditional materials from forms that can be read by humans, i.e., analog, into forms that are read by the computer, that is, into signals or scanning binary signals through the use of some type of optical scanning devices or digital cameras, which result in forms that are displayed on the computer screen.

C/ In the context of long-distance communications: it refers to converting continuous analog signals into binary digital signals.

It is the process of converting information into a digital format that can be read by a computer. (Gail, 2012, pp. 83-114)

Terry Kany views digitization as the process of converting information sources in their various forms (books, periodicals, audio recordings, images, motion pictures, etc.) into a form readable by computer technologies through the binary system (BITS), which is considered the basic unit of information for an information system based on computers, and converting information into a set of binary numbers, which can be called digitization. This process is carried out thanks to reliance on a set of specialized technologies and devices. (Al-Najjar, 2020, p. 160)

Charlotte Buresi refers to digitization as an approach that allows the conversion of data and information from the analog system to the digital system. (Sra'a & Boumediene Hussein, 2025, p. 180)

It is a comprehensive approach to changing the way of working through the use of digital technologies to benefit from digital tools in order to improve service quality and enable data-driven decision-making. (Bouatite & Bouguellal, 2025, p. 566)

In light of the above, digitization can be defined as the transition from using traditional methods in transferring information and knowledge to using numbers in transferring this information and knowledge by employing modern technology.

2.2.2. The Importance of Digitization

The importance of digitization can be summarized as follows: (Hafidhi, 2008, p. 34)

- Protection of original and rare collections: digitization represents an effective means of preserving rare and valuable information sources, or those whose physical condition is fragile and therefore not accessible to beneficiaries. It also reduces or eliminates consultation of original sources by providing an alternative electronic copy accessible to beneficiaries.
- Resource and collection sharing: the possibility of using a digital resource by several beneficiaries at the same time represents a trend that should be taken into consideration in order to eliminate the problem of limited copies of traditional collections, which determine the number of beneficiaries wishing to consult an information source according to the number of available copies.
- Access to texts: although the physical contact between the beneficiary and the traditional information source may be interrupted with the digitization process, this process may in some cases provide better reading than that offered by the original text. It also provides capabilities and services that facilitate reading, such as enlarging and reducing text (zooming)

and quickly moving to any part of the text through the hypertext linking system, in addition to the possibility of simulating the digital reading medium "the digital book" for the traditional printed book.

- Increasing the value of texts: digitization may represent an opportunity to maximize the benefit from valuable or rare information sources, which in some cases may not be widely published. This can be achieved by re-providing these sources either in the form of CD-ROMs or interactive compact discs CD-I, or by making them available through the internal network (intranets) or the global network (Internet) if the target audience represents a broad sector. The method of access depends on the general policy followed by the information institution in this regard.
- Providing resources through information network systems: remote access and exchange of information sources represent one of the basic characteristics of digital collections. An organization may be able to supply another organization with an electronic copy of an information source through network systems. This process must be reciprocal among organizations so that the beneficiary can consult and compare, in one location, all information sources available in several organizations or information institutions.

2.2.3. Forms of Digitization

There are three main forms of digitization: (Al-Mo'tam, 2010, pp. 359-360)

Digitization in image form: means preserving documents in the form of an image that is not convertible or editable. This method is useful when researchers are concerned with the artistic value of the document rather than its textual value. The image consists of a set of points called pixels, and each pixel can be encoded as:

- 1 byte for a black and white image.
- 8 bytes for a grayscale image.
- 24 bytes or more for a colored image.

Digitization in text form: means preserving documents in text form. It allows information retrieval and the possibility of making some modifications and adjustments after processing the text with the help of a special character recognition program (OCR).

Re-entry: sometimes the document to be digitized is not in good condition or contains notes or additions written by hand, or may be entirely handwritten. Handwriting is not well recognized by character recognition systems; therefore, the document needs to be manually re-entered. Re-entry is a process through which the content of the document is typed directly into a word processor (WORD). It is a time-consuming process for entering and correcting the content; therefore, it should only be used in necessary cases. Although it is possible to rely on re-entry for handwritten materials, the digital camera can provide a solution or alternative to re-entering old, damaged, or manuscript printed materials.

2.2.4. Benefits of Digital Transformation

Digital transformation contributes to achieving many benefits, including:

- Preserving the original source of information from damage.
- Ease of searching digital collections and retrieving information through new means and methods.
- Lower operational cost of digital information institutions compared to traditional information institutions.
- Providing information services using new technologies such as selective dissemination of information, digital reference services, machine translation, and other automated services that may emerge as a result of successive developments in the field of digitization.
- Preserving rare information resources while making them available to a larger number of beneficiaries by converting them into digital resources accessed remotely.
- Reducing the time taken for information to move from its primary sources to reach beneficiaries. (Belbay, 2022, p. 415)
- Making digitized original information available to a larger number of beneficiaries.
- Ease of updating digital collections.
- Advancing the level of scientific research through improving the information services provided.
- Raising levels of transparency and governance, which leads to reducing errors.
- Enhancing sustainability and ensuring the sustainability of natural resources themselves and the sustainability of clients. (Hanachi, 2022, p. 146)

3. PATTERNS OF DIGITAL TRANSFORMATION FOR THE DIGITIZATION OF THE PUBLIC UTILITY

The analysis of the tasks of e-management requires examining the most significant fundamental changes that have affected both the theory and practice of modern administration under the influence of information and communication technologies and software. These changes, which have been reflected in the function of e-management, are as follows: (Ghaleb, 2005, pp. 34–41)

- Transition from independent computerized information systems to networked computerized information systems:
- As a result of the emergence of distributed processing and databases, information technology moved toward greater dissemination and decentralization. With the rise of the communications revolution, computerized information systems that once operated as independent units transformed into networked systems that operate and benefit from advanced communication networks and electronic data interchange technologies.
- Transition from management information systems to intelligent management information systems:
- E-management can deal with information resources produced by management information systems that contain intelligent components important for data mining, enabling the formation of new dimensions and relationships among data. In other words, e-management can use computerized systems and technologies that possess the capacity for thinking, perception, learning, understanding, and deriving general meaning from the context of generated information.
- Transition from batch processing systems to real-time analytical processing systems:
- Real-time processing systems represent a qualitative development over traditional batch processing systems, which no longer suit the rapidly changing nature of modern work that requires continuous data updating and constant information production. Moreover, real-time analytical systems provide e-management with additional opportunities to generate

multiple informational reports and offer flexible and rapid access to large volumes of data derived from continuously changing inputs.

- Working through networks:
- In modern organizations, e-management operates by linking information systems with important communication technologies such as intranet and extranet networks. Internal and external organizational networks constitute a vital component of the network infrastructure of e-management and serve as a technical launching base for e-business and e-commerce.
- Working based on client/server computing technology:
- This technology forms the foundation of network operations (intranet, extranet, and internet) as well as real-time electronic service technologies.
- Transformation of organizations from centralized structures to flexible ecological structures:

The application of e-management systems and technologies has led to fundamental changes in organizational environments. With the emergence of e-management, organizations shifted from functional centralization or decentralization toward flexible, ecological, information-based structures that rely on teamwork rather than individual effort, regardless of individual expertise or brilliance.

- Transition from the concept of comparative advantage to the concept of confirmed competitive advantage:

The concept of comparative advantage prevailed for a long time and accompanied traditional competition and old administrative methods. However, with the advantages provided by e-management particularly the ability to deliver excellent services instantly and in real time to beneficiaries and other stakeholders this concept has become insufficient. Thus emerged the concept of competitive advantage, which is based on the organization ability to interact with the five competitive forces that constitute the Porter model. E-management enables forward network integration with buyers and backward network integration with suppliers, as well as interaction with current and new competitors through its networks and systems, and through the technical tools it provides for analysis and value creation.

4.THE ROLE OF E-MANAGEMENT IN ACHIEVING THE OBJECTIVES OF DIGITAL TRANSFORMATION IN PUBLIC UTILITIES:

Since digital transformation objectives require sovereign institutions capable of performing their functions in service of the state and society, it is essential to establish sound administration based on a governance approach within these institutions. This necessitates that the state modernize its administrative apparatus to achieve the highest levels of performance, ensuring transparency and good management by introducing fundamental changes to public utility systems.

Such changes aim to improve performance levels and raise the efficiency of existing administrative systems by transforming beliefs, attitudes, values, and the organizational environment, making them more compatible with modern technological developments and market challenges, reducing citizens anxiety, improving service quality, lowering costs, and shifting service management from a bureaucratic style to a commercial or economic approach either through privatization or self-operation of services using more flexible methods (Boutalbi & Saib, 2012, p. 148).

The foundation of digital transformation within public utilities lies in continuous renewal and reform of their structures and operational strategies, modernizing organizational frameworks, and focusing on the efficient and optimal use of inputs in service delivery. This leads to rationalized expenditure and improved administrative efficiency (Heddar, 2016, pp. 249–250).

Within this framework, e-management emerges as an effective mechanism primarily aimed at satisfying citizens and meeting their diverse needs by elevating the quality of public services provided to them. Simultaneously, it mitigates the negative effects of administrative corruption and the deterioration of the functional structure linking poor service quality with the spread of corruption.

E-management establishes the pillars of digital transformation by adopting transparency principles and ensuring easy access to information. This strengthens administrative democracy, enhances cooperation between state authorities and public administration, supports informed decision-making, and achieves effectiveness and efficiency by reducing costs and timeframes while improving service quality in accordance with citizens' requirements.

4.1. The Role of E-Management in Achieving Transparency in the Management of Public Utilities

Transparency represents a modern approach to addressing challenges related to the provision of governmental information and services. It ensures clarity in decision-making, planning, and policymaking, and allows those affected by administrative decisions to understand the facts and processes behind them (Al-Rifai, 2009, p. 316).

The absence of transparency, complex procedures, and failure to strictly apply laws hinder governmental performance and public interests. Transparency is achieved through full and equal access to information related to decisions, procedures, and public services at appropriate times, ensuring equal opportunities in governmental dealings.

Through e-management, citizens can directly communicate their issues to competent authorities even senior officialsvia internet platforms. Publishing detailed governmental performance information online limits corruption and grants citizens the right to hold government accountable (Heddar, 2016, p. 253).

4.2. The Role of E-Management in Eliminating Administrative Corruption in Public Utilities

Administrative corruption refers to deviations and violations committed by public officials in the course of their duties, including bribery, favoritism, nepotism, and fraud. Transparency International defines corruption as "the abuse of entrusted power for private gain," including financial and material benefits that enhance administrative power (Al-Shammarti & Al-Fatli, 2011, pp. 23–24).

E-management is considered an advanced mechanism for combating corruption by using communication technologies such as the internet and mobile phones to improve governmental operations and enable citizens to access information. It includes publishing service information online and providing services electronically, such as tax filing and license renewal (UNDP, 2009, pp. 140–142).

By digitizing procedures, reducing direct human interaction, simplifying processes, and ensuring electronic archiving and monitoring, e-management reduces bribery, routine delays, and administrative misconduct, while promoting governance principles: transparency, accountability, justice, and efficiency.

The Role of E-Management in Improving Public Services:

E-management ultimately aims to deliver high-quality services aligned with its own standards of efficiency. Automated systems reduce human error, simplify procedures, shorten transaction stages, and ensure equal treatment without discrimination based on personal relationships or affiliations (Moussa & Quraishi, 2011, p. 90).

It also strengthens democracy by enabling public access to legal texts, regulations, reports, and administrative information via official websites, and by supporting scientific decision-making methods and modern management practices.

4.3. The Role of E-Management in Overcoming Bureaucracy

E-management shifts service delivery from manual procedures to electronic processes, optimizing time, cost, and effort. It transforms the concept from "communicate without moving" to "log in instead of standing in line," reducing bureaucratic complexity and enhancing transparency.

Electronic archiving, secure digital documentation, and rapid information exchange minimize paperwork, shorten procedures, and improve accessibility. Employees themselves become "electronic public officials," enabling citizens to access services remotely without queues or physical visits.

5. THE ROLE OF E-MANAGEMENT IN DEVELOPING ADMINISTRATIVE PROCESSES IN PUBLIC UTILITIES

Modern information and communication technologies have fundamentally transformed administrative processes in terms of content, structure, tools, and organizational relationships (Al-Anzi, 2017, p. 47).

Technological advancements have reshaped traditional administrative functionsplanning, organizing, controlling, coordinating, and decision-makingmaking them more dynamic, participatory, data-driven, and responsive to real-time developments (Ghaleb, 2005, p. 41).

The subject of analyzing the functions and tasks of electronic management requires studying the most important fundamental changes that have occurred in the theory and application of modern management under the influence of information and communication technologies and software. These changes, which have been reflected in the function of electronic management, are as follows: (Ghaleb, 2005, pp. 34–41)

- The transition from independent computerized information systems to networked computerized information systems: as a result of the emergence of distributed processing and databases, information technology tended toward greater dissemination and decentralization. With the advent of the communications revolution, computerized information systems that previously operated as independent systems transformed into networked information systems that operate and benefit from advanced technologies in the field of communication networks and electronic data interchange.
- The transition from management information systems to intelligent management information systems: electronic management can deal with the information resource produced by management information systems that contain important intelligent components for data mining in order to form new dimensions and relationships among them. In other words, electronic management can use computerized systems and technologies that include the ability to think, perceive, learn, understand, and derive overall meaning from the context of the produced information.
- The transition from batch processing systems to real-time analytical processing systems: real-time processing systems are considered a qualitative development of traditional batch processing systems, which are no longer suitable for the changing and fast-paced nature of business that requires continuous data updating and continuous information production. Moreover, real-time analytical processing systems provide electronic management with an additional opportunity to produce multiple informational reports and offer flexible and rapid access capabilities to large volumes of data derived from processes whose inputs are subject to continuous change.
- Operating through networks: electronic management in modern organizations operates by linking information systems with important communication technologies such as intranet and extranet networks. The organization's internal and external networks are considered a vital and important part of the network infrastructure of electronic management, in addition to being a technical launch base for e-business and e-commerce.
- Operating on the basis of client/server computing technology: this technology constitutes the foundation of network operations (intranet, extranet, and internet) and real-time electronic service technologies.
- The transformation of organizations from centralized structures to flexible environmental structures: the application of electronic management systems and technologies has led to a fundamental change in business environments. With the dawn of electronic management, these organizations shifted from functional centralization or functional decentralization to flexible and ecological organizational structures based on information rather than rigid judgments, and on teamwork rather than individual work regardless of the individual's level of brilliance and experience.
- The transition from the concept of comparative advantage to the concept of confirmed competitive advantage: the concept of comparative advantage prevailed for a long time and accompanied traditional competition and old administrative methods. However, with the advantages provided by management especially the ability to deliver excellent service instantly and in real time to beneficiaries and other stakeholders this concept is no longer sufficient for management needs and the rules of the new competitive game. Thus emerged the concept of competitive advantage, which is based on the organization's capabilities in dealing with the five competitive forces that constitute Porter's model. Electronic management can achieve forward network integration with buyers and backward network integration with suppliers, in addition to capabilities to operate with current and new competitors through its networks and systems, and the technical tools they provide for analysis and value creation for the organization.

Accordingly, one of the primary objectives of e-management is to prioritize anti-corruption measures, transparency, accountability, flexibility, and accuracy in administrative work, leading to improved performance and efficient service delivery. By linking e-management objectives with anti-corruption and governance principles, public administration moves closer to achieving good governance (Heddar, 2016, pp. 251–252).

6. CONCLUSION

Building a state of institutions is an internal process aimed at strengthening the capacity and legitimacy of state institutions

through state–society relations, interacting with existing social and political structures so that the effectiveness of the state increases in security, justice, the economy, and public services such as health and education, while guaranteeing political and economic freedoms and government accountability. In return, the people accept taxation and certain limitations on freedoms.

In light of the above, the following recommendations can be presented:

- There must be mechanisms to ensure the realization of governance principles, namely eliminating corruption and achieving transparency and accountability.
- Moving toward the implementation of an e-management strategy that relies, in its management approach, on technological devices that contribute to improving the services provided by the public utility to citizens and accelerating and simplifying its administrative operations.
- Adopting the e-management model in state institutions achieves numerous advantages that activate governance principles in order to consolidate the relationship between administration and the citizen.
- Achieving transparency in easy access to information for citizens.
- Reducing levels of perceived administrative corruption and negative behaviors resulting from the bureaucratic model.
- Implementing and activating the e-management system is an inevitable necessity in all state public utilities to eliminate the negative aspects of bureaucratic management of government agencies, limit manifestations of administrative corruption, and achieve transparency in governmental transactions. This contributes to building a state of institutions.

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