
The electronic administrative imperative and its effectiveness in organizational development

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Abstract:

The role of information technology in driving various transformations in administrative work is significant. It has contributed to the development of many stages of administrative processes, improving methods and techniques while providing timely information at lower costs. Modern information technology offers numerous advantages to administrative work by applying its mechanisms to the activities and operations of institutions, enabling them to enhance their performance more effectively.

Keywords: E-management, administrative work, university management

Introduction:

The challenges facing administrative work, particularly the technological transformations enabled by information technology, including its various components like the internet, are rapidly evolving. With the increasing use of computers, the information revolution, and the evolution of management thought, no institution today is free from databases that support various administrative functions. Databases have become essential for modern institutions, and without them, organizations cannot continue to operate efficiently. As such, administrative change has become one of the defining characteristics of the present, and addressing it with high efficiency is now an imperative.

E-management, as the most recent school of thought in administration, relies on the use of the internet and business networks to carry out administrative tasks such as planning, organizing, directing, and electronic control.

The introduction should provide an appropriate lead-in to the topic, present the research problem and hypotheses, and clearly define the research objectives and methodology.

Research Problem:

The topics of "e-management" and "administrative work" are gaining significant attention at various administrative levels within institutions and governments due to their importance in advancing these entities. Thus, the research problem in this study is formulated as follows: To what extent does e-management contribute to the development of administrative work at Laghouat University?

To explore the dimensions of this issue, the following questions can be posed:

- Is there a clear understanding of e-management within the administration of the faculty under study?

- How does e-management contribute to improving administrative work processes?

Study Hypotheses:

-There is a clear understanding of e-management within the administration of the faculty under study.

-E-management contributes to the development of administrative work processes.

Research Significance:

The significance of this research stems from the following reasons: It highlights the importance of utilizing information and communication technology (ICT) to advance administrative work within the university. This research adds new knowledge that can contribute to the progress and development of administrative operations in institutions. Furthermore, it emphasizes the critical role of administrative work in achieving institutional goals by examining ways to develop and activate it effectively

Research Objectives:

1. Highlight the importance of administrative work and increase its effectiveness through the use of information technology.
2. Explore the current state of e-management at Laghouat University.
3. Determine the extent of e-management implementation at Laghouat University and its contribution to the development of administrative work.

Research Methodology:

One of the key steps for researchers to achieve their study objectives is selecting an appropriate methodology, as it serves as a tool to test hypotheses. No scientific study can be conducted without a proper methodology, which is one of the primary factors contributing to the success of scientific research. Therefore, researchers give significant attention to choosing a methodology that suits both the nature of the subject and the work at hand. Research methods vary depending on the topic, with each having its own function and characteristics that researchers apply in their specific field of study.(Ammar BOUHOUSH, Mohamed Mahmoud ELDONIBAT, 1995, P92)

This study is categorized as a descriptive study due to the nature of the subject, which requires such an approach. The descriptive method is defined as "the method aimed at collecting facts and data about a phenomenon or a specific situation, with an attempt to sufficiently interpret these facts. Descriptive research does not only aim to gather facts but also to classify and analyze the data and facts meticulously, leading to generalizations about the situation or phenomenon under study." Additionally, it involves "depicting the current situation and identifying the relationships that exist between phenomena and trends.(Issam HASSAN,Ahmed DAILAMI, P150) .

Study Population:

The study population refers to the framework that encompasses the sample area. In this study, most of the administrative staff in the Faculty of Humanities and Civilization at Laghouat University were selected.

Study Sample:

The sample is defined as "the part of the research population from which data is collected in the field of science. The sample, which may consist of dozens, hundreds, or thousands of elements depending on the case, is taken from a specific research population with the aim of reaching estimates that can be generalized to the entire original population, i.e., a subset of elements from a particular research population." (Morris ANGERS,2004/2006, P301).

In this study, the sample consisted of the administrative staff in the Faculty of Humanities and Civilization at Laghouat University. The research sample included 24 male and female employees, selected randomly.

number	males	Females
24	18	6

Data Collection Tools:

The success of any scientific study depends on the researcher's ability to effectively utilize methodological techniques and tools to ensure the study is comprehensive and objective. Research in the humanities and social sciences often requires specific tools for collecting the necessary information. The significance of these tools varies based on the nature of the research problem, study hypotheses, and the objectives of the study. Therefore, researchers select certain tools that are most suitable for their specific needs." (Morris ANGERS,2004/2006, P301).

In this study, we used a questionnaire as our data collection tool. A questionnaire is defined as "a direct technique for asking individuals questions in a structured manner, with predefined answer options. This allows for quantitative analysis aimed at discovering mathematical relationships and making quantitative comparisons. A questionnaire is a means of contacting respondents by asking them questions individually and uniformly, with the goal of extracting the attitudes and behaviors of a large group of individuals based on their responses."

Since the same questions are asked to all respondents in the same format, and each respondent selects from the same list of answers, comparisons are easier compared to research interviews. Additionally, it allows for numerical aggregation and calculation of percentages in relation to various variables included in the initial hypothesis. Thus, the more standardized the questions, the broader the scope for comparison.

1. Concept of E-Management:

The term "paperless office" was first used in 1973 in the United States to refer to the idea of transitioning to digital work. In 1974, Xerox adopted this ambitious concept, envisioning it as the office of the future. By 1996, Microsoft began its foray into this field through the use of network connectivity between the computers within its organization, significantly reducing the need for paper. By the late 1990s, the term "e-management" emerged with the proliferation of the global internet, and it was adopted as a means of providing remote services. 1(Sanaa RAHMANI, Moussa RAHAMNI, N°11, 2016, P232)

2.Characteristics of E-Management:

E-management is distinguished by a set of core characteristics that primarily stem from its connection to information and communication technologies. It demonstrates the high-quality technical content of this modern management model, which differs from traditional management. Some of the characteristics of e-management can be outlined as follows:

2.1Speed and Clarity: Many administrative obstacles and barriers entrenched in bureaucracy, which have persisted for years, can be eliminated and become a thing of the past with the shift to e-management. You will no longer encounter paperwork that requires a long time to process, make multiple copies if necessary, store them, and repeatedly send them to the relevant authority for decision-making. The waiting for their return, dealing with errors, or starting anew if documents are lost will no longer be an issue.

The term "organizational development" as we know it today owes its origin to the efforts of several pioneers such as Blake, Shepard, Mouton, and McGregor. Initially, the term "group development" was introduced by Blake and Mouton during human relations training at the University of Texas in 1956. This term was later used by Shepard and Blake during team training in 1957. The term "organizational development" was subsequently introduced by McGregor and Beckhard, with Beckhard describing it as "a systematic and comprehensive effort for change." Organizational development gained global acceptance in 1965 when Herbert Shepard established the first doctoral program in the United States dedicated to teaching and learning organizational development. This term became a part of management terminology and is widely used, particularly concerning training programs and professional practice. Its elements include: manager selection, individual development, organizational structure, interpersonal relationships, and group effectiveness.

3. Importance of Communication in Organizational Development

Organizational communication is an urgent necessity at all administrative levels involved in providing services and executing projects, as it serves as the means for management to convey and exchange information and ideas related to its goals and performance in achieving efficiency and effectiveness. Therefore, the importance of organizational communication lies in its role as an effective tool for influencing the behavior of subordinates and directing their efforts. Effective communication between leaders and their subordinates boosts morale, fosters team spirit, and strengthens their sense of belonging to the organization. Additionally, it helps leaders understand the needs and goals of their subordinates, as well as their reactions to the organization's objectives and policies.

Thus, the significance of communication emerges from its effective impact on managing work within organizations, as understanding the content of the message depends on several factors, including situational conditions, the purpose of communication, the prevailing intellectual direction in the organization, the psychological needs of both parties, and communication skills. The importance of organizational communication is evident as a vital and fundamental process for every organization in the following aspects: 1(Nasser KACIMI,2011, P78)

3.1 Understanding Employees' Work Nature:

Communication helps in conveying orders and instructions issued by top management regarding the nature of tasks performed by employees within the organization. It ensures that employees are informed about and understand the position and behavior of top management, which assists them in comprehending their various duties and the organizational goals they are striving to achieve. This, in turn, facilitates their cooperation with management and with each other, leading to increased satisfaction and higher morale.

3.2 Awareness of Employees' Issues:

Communication aids in keeping top management informed about the ongoing issues by relaying employees' feedback, opinions, suggestions, and complaints. This enables top management to understand and experience the surrounding conditions affecting employees, which in turn helps improve their performance within the organization.

3.3 Enhancing Human Relations:

Communication helps create a unified understanding and goal, boosting morale, which leads to increased social interaction and human relations, resulting in positive outcomes for both the organization and its employees.

3.4 Achieving Work Coordination:

Effective communication brings closer the various viewpoints of employees, contributing to a comprehensive vision of all aspects of the administrative process. It also reduces misunderstandings and conflicts that may arise in the workplace

3.5 Employee Awareness of the Organization's Activities and Goals:

Good communication helps strengthen the relationship between the organization and its employees, informing them about the socio-economic conditions in which the organization operates and providing them with information about the available human resources. This, in turn, gains their support for the organization and reduces rumors.

3.6 Strengthening the Relationship with the Community:

Communication helps reinforce the relationship between the organization and the social forces that can influence its goals, policies, and decisions. Through effective communication with these forces, the organization can gain their support and encouragement.

3.7 Achieving Efficiency in Administrative Functions:

The importance of communication lies in its direct and strong connection with various administrative functions such as planning, directing, controlling, and decision-making. Reviewing these five elements shows that they are essential for any successful communication process, and the absence of any one element disrupts the communication process. 1(Nasser KACIMI ,2011,p88)

4. Objectives of Communication in Organizational Development:

The objectives of communication processes vary depending on the nature of the organization and its main goals, but there are some basic objectives in most communication processes, including:

1. The goal of any communication process is not just to convey information and ideas, as it may seem at first glance, but rather the goal is persuasion. Any communication process must aim to persuade in one way or another.
2. Informing subordinates of the instructions and objectives that need to be implemented, assessing the level of execution, identifying obstacles, and facilitating the decision-making process.
3. Assisting management in performing its core functions, such as setting policies, plans, dividing tasks, and coordinating employees' efforts.
4. Providing a positive atmosphere that motivates employees to achieve and directs human, technical, and financial resources effectively.
5. Connecting departments, directorates, and divisions with one another and coordinating the flow of information to achieve the desired objectives.

From this, it is clear that the objectives of organizational communication are linked to all phases, functions, plans, and goals of organizations.

Therefore, it is imperative for organizations of all types and sizes to pay attention to the components and requirements of organizational communication in order for communication to achieve its objectives and for organizations to reach their goals.

5. Forms of Communication

There are several forms of communication based on the direction of communication, which are as follows. 1(Amine Abdelaziz HASSAN,2001,p66)

5.1 Downward Communication: This form of communication flows from top to bottom, meaning from managers to subordinates. It typically involves the instructions given by administrative leaders to lower levels, encompassing the transmission of necessary guidelines and directions for the smooth running of operations. This form of communication is one of the key objectives of managers, as it involves gathering, organizing, and categorizing information to establish rules and procedures that are communicated to workers to help them improve their performance. Without this type of communication, employees would struggle to understand the correct principles for performing their tasks. The purposes of this form of communication include providing specific work-related information, explaining how a job relates to other functions within the organization, clarifying policies and procedures, giving each individual feedback on how to perform their job, and persuading employees to achieve the organization's goals. However, relying exclusively on this type of communication can create an authoritarian atmosphere within the organization, which may negatively affect employee morale.

5.2 Upward Communication: This type of communication involves the information transmitted by employees at lower levels to administrative leaders, allowing them to express their ideas and issues in a way that helps leadership make informed decisions and provide appropriate guidance.

5.3 Horizontal Communication: Also known as lateral or parallel communication, this type occurs between organizational units at the same hierarchical level or among individuals within the same organizational unit. It is typically consultative and promotes cooperation, coordination, and integration among employees within the organization.

5.4 Multi-directional Communication: Modern organizational relationships are based on open channels and the free flow of information across various levels in the organization, according to the demands of the work. This type of communication has been necessitated by the nature of the Information Age, which constantly exposes individuals to communication from all directions, impacting them directly and continuously.

5.5 Barriers to Communication: There are several barriers that impede effective communication and prevent it from flowing smoothly, including:

a. Psychological Barriers: These typically arise from psychological distances between individuals, such as differences in experience, concepts, values, biases, and expectations. Personal psychological states such as fear, anxiety, depression, or existing problems also hinder the communication process and affect comprehension and understanding.

b. Physical Barriers: These include issues such as noise from machinery in a factory, distance between individuals, or external sounds. To address these barriers, one should try to adapt the way information is conveyed according to the situation and consider the type of barrier and how to overcome it.

c. Linguistic and Emotional Barriers: This refers to the misuse of words and illustrative forms that can lead to misunderstandings. Symbols in communication often carry multiple meanings, and individuals interpret them based on their cognitive abilities or the context in which they are used. Emotional reactions and body language also play a role: the first dimension involves the manager's inability to appropriately express the status and role of someone who has performed a task well; the second dimension is the discrepancy between what is said and done, which can lead to a loss of trust between the manager and the employee.

d. Organizational Barriers: These barriers are as follows:

- a. Lack of Organizational Structure:** The absence of a clear organizational structure leads to ambiguity in roles, responsibilities, and authority.
- b. Inadequate Organizational Structure:** Insufficient levels within the organizational structure can hinder effective communication.
- c. Specialization:** Specialization can become a barrier to communication as it often involves using specific and technical language that may not be easily understood by others.
- d. Inadequate Communication Policies:** A lack of clear policies regarding the communication system and the intellectual structure of the management can lead to inefficiencies.
- **e. Overlap of Responsibilities:** Overlapping roles, such as those between advisory and executive functions, can lead to ongoing conflicts and miscommunication.
- **f. Excessive Reliance on Committees:** Overreliance on committees can complicate communication processes and decision-making.
- **g. Ineffective Information Management:** Poor management of information can lead to deficiencies in information coordination, classification, and distribution.
- **h. Inadequate Connection with the External Environment:** Failure to properly link the organization with its external environment can result in a lack of relevant information and resources.
- **i. Organizational Instability:** Organizational instability and sudden changes can disrupt trust among employees, weaken communication, and prevent the achievement of goals¹.

Environmental Communication Barriers: These barriers mostly relate to one of the communication parties, where their goals might conflict with the organization's goals or mutual objectives. This can arise from a lack of understanding about the benefits of communication and the negative consequences resulting from poor communication.

6. Communication and Enhancing Human Resource Performance in the Organization

Communication is a crucial process in activating human resources. It begins as soon as the organization decides to open new job positions, which involves announcing this intention in the job market through various media and communication channels. Human resources are activated through mechanisms designed to improve performance, ensuring that both the organization and the employees achieve their goals. This is done through:

6.1 Communication and Integration of Human Resources: A successful leader is one who knows how to advance their management from good to excellent, achieving desired goals quickly and cost-effectively while gaining the satisfaction of their subordinates. This capability is achieved by creating an environment of mutual trust between senior management and other administrative levels. When such an environment exists, the leader can delegate some of their responsibilities, which keeps communication lines open and increases the effectiveness of shared responsibility and decision-making.

Thus, delegating authority to assistants or subordinates helps broaden the scope of supervision.

6.2 Communication as a Tool for Motivating Human Resources: The use of interpersonal relationships as a driving force and influence on performance depends on designing a positive and effective incentive system. This system should stimulate all the dynamic forces in an individual that affect their behavior and actions. The more aligned the process between work motives and the incentives available within the organization, the more effective the incentives are in eliciting the

desired types of behavior. In other words, achieving alignment between the needs an individual feels and the means of satisfying those needs is crucial.

Communication within an organization is one of the most important types of incentive systems that influence the formation of interpersonal relationships. Through communication, the desires and needs of individuals can be identified using various methods such as interviews, meetings, reports, and complaints. Successful communication with a human touch has clear effects on subordinates' behavior, both in terms of productivity and social interaction.

Gender	Frequency	Relative Frequency
Male	18	%75
Female	06	%25
Total	24	%100

6.3 Communication and Changing Employee Behavior: The communication process is based on the psychological and behavioral aspects of employees. A successful worker or manager must start from a complete understanding of the psychological forces that drive human behavior. Psychologists indicate that changing behavior can take multiple forms. In the managerial context, many leaders rely on authority as a formal power in their communications with subordinates to effect behavioral changes. From the perspective of practitioners, authority is a tool for regulating employee behavior, achieving order and harmony among them, coordinating their efforts, and supervising their work to achieve goals.

From the subordinates' perspective, mere authority is not enough; how this authority is used is crucial. Misuse of authority can affect the quality of communication between leaders and subordinates, potentially severing communication permanently. This approach is often referred to as an autocratic style. As for preparation and encouragement as a means to influence employee behavior, the leader attempts to change subordinates' behavior by establishing good relationships and leveraging these relationships to achieve goals, based on the psychological needs of employees, such as the need for security, empathy, and recognition.²(Ahmed Mostapha KHATER,1990,p146)

***Section One: Personal Information**

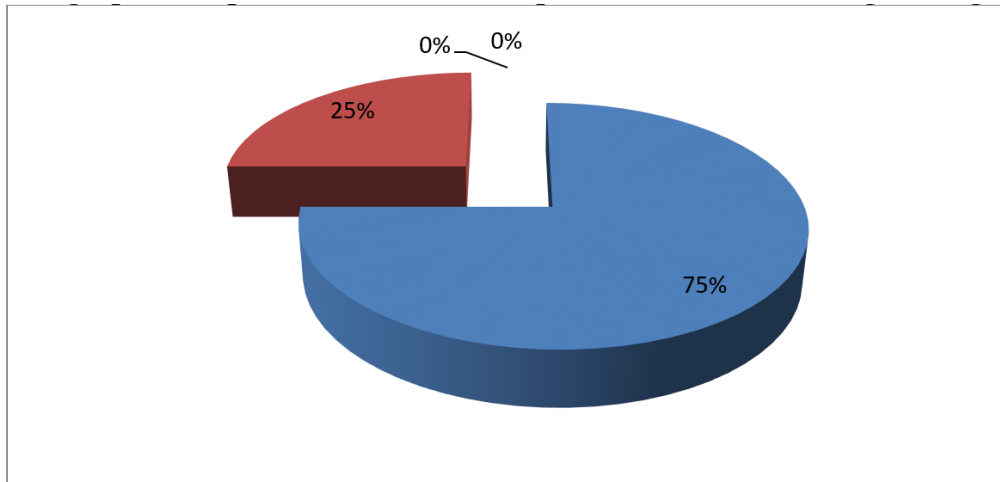
To understand the distribution of the study's variables according to demographic characteristics, frequencies and percentages were calculated. The results are as follows:

1- Distribution of study sample individuals according to the gender variable: Table

01: Distribution of sample individuals according to the gender variable.

The results of the table show the distribution of the sample individuals based on the gender variable, indicating that the percentage of male workers is higher, representing three-quarters of the targeted sample. Thus, the percentage of males far exceeds that of females, with 75% males compared to 25% females, as illustrated in the following graph

The graphical representation of the sample distribution according to the gender variable.



The results of the graphical representation for the distribution of sample individuals according to the gender variable show that the percentage of male workers is higher, representing three-quarters of the targeted sample. Thus, the percentage of males far exceeds that of females, with 75% males compared to 25% females, as depicted in the following graph. This indicates that male workers are more in demand in this field compared to women, who may have roles in other positions based on the nature of the work.

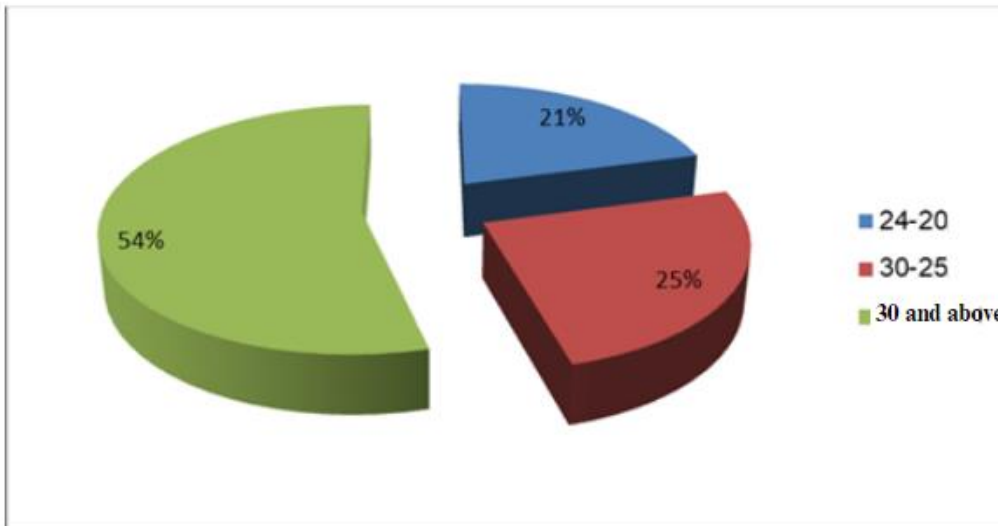
-2Distribution of study sample individuals according to the age variable:

Table 02: Distribution of the sample individuals according to the age variable.

Age	Frequency	Relative Frequency
20-24	06	25%
25-30	05	21%
30 and above	13	54%
Total	24	% 100

The results of the table show the distribution of the sample individuals according to the age variable, indicating that workers aged between 20 and 24 years, representing the youngest age group, make up 25%. They are followed by those aged between 25 and 30, who account for 21%, while those aged 30 and above constitute the largest proportion at 54%.

The graphical representation of the sample distribution according to the age variable.



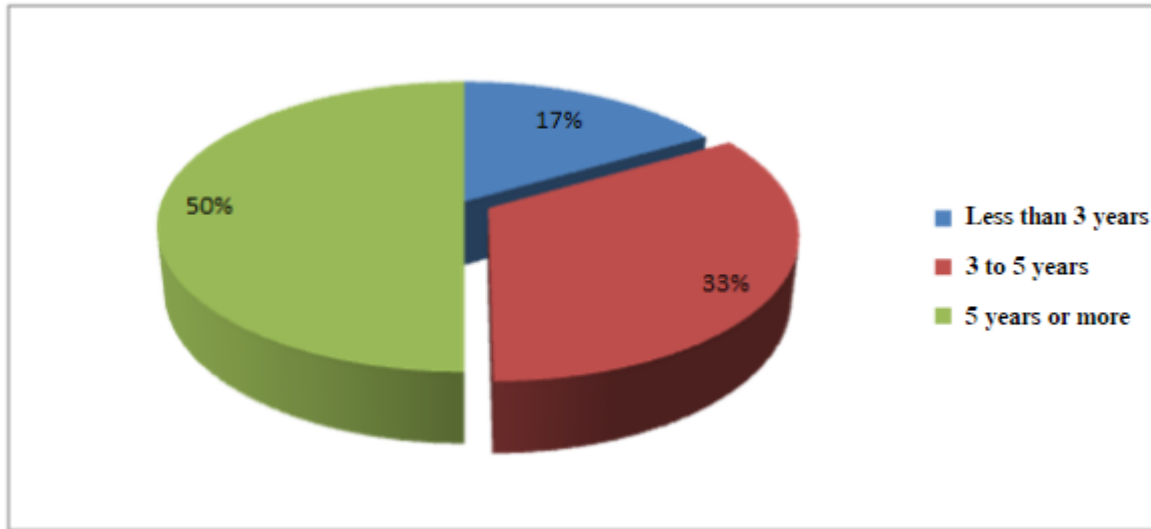
The results of the graphical representation show that the distribution of the sample according to the age variable indicates that the percentage of workers aged between 20 and 24, representing the youngest age group, is 25%. This is followed by those aged between 25 and 30, who make up 21%, and those aged 30 and above, who account for 54%. This is attributed to the fact that experience and seniority are required in this type of work.

Table No. 03: Distribution of the sample members according to the variable of work duration in the institution.

Relative Frequency	Frequency	Years of Service in the Institution
Less than 3 years	04	17%
3 to 5 years	08	33%
More than 5 years	12	50%
Total	24	%100

The results of the table show that the largest percentage, representing 50% of the surveyed sample, reported having more than 5 years of work experience. This is followed by 33% with 3 to 5 years of experience, while the smallest percentage, representing 17%, had less than 3 years of experience.

The bar chart shows the distribution of the sample based on the variable of duration of work within the institution.



The results of the table show that the largest proportion of the sample, representing 50%, reported having work experience of more than 5 years. This is followed by 33% with experience ranging from 3 to 5 years, while the smallest proportion, 17%, had experience of less than 3 years. This is attributed to the fact that most of the workers have over 5 years of experience, which qualifies them for the job due to their extensive training and familiarity with digital management, which is a result of their seniority.

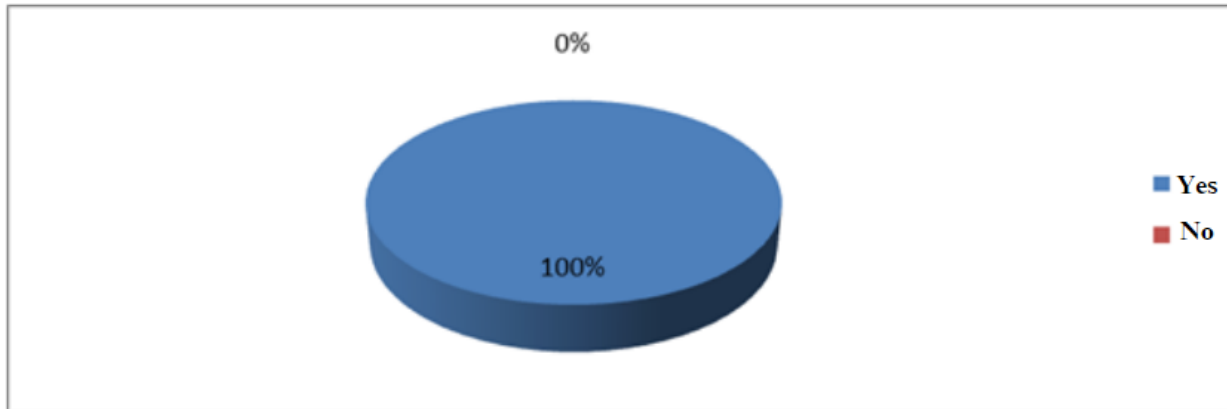
Section Two: Modern Technology Used in University Management

Table 04: Availability of Computers in Your Office

Does Your Office Have a Computer	Frequency	Relative Frequency
100%	24	100%
00%	00	00%
%100	24	%100

The results of the table showing the availability of a computer in the office indicate that the largest percentage, 100% of the respondents, reported having a computer, while the minority, 0%, reported not having one.

The bar chart illustrating the distribution of the sample based on the availability of a computer in their office



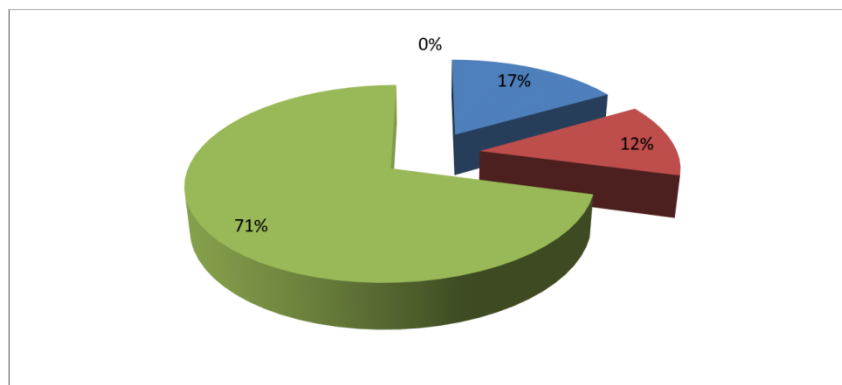
- The results of the bar chart illustrating the distribution of the sample regarding the availability of a computer in their office show that the largest percentage, which is 100%, of the respondents indicated "Yes," while 0% indicated "No." This is due to the necessity for such work to keep up with modernity to facilitate tasks and reduce time and effort.

Table 05: Represents the use of the computer in your work.

Use of Computer in Your Work	Frequency	Relative Frequency
Accessing the Database	04	17%
Communicating with Students via Email	03	12%
Communicating with Colleagues in University Departments	17	71%
Total	24	%100

The table represents the areas of computer use within the work environment: The table indicates that the area of computer use for communication with students via email is 12%, while communication with colleagues in university departments is 71%, and accessing the database is 17%.

Graph showing the distribution of the sample according to computer use within your work framework.

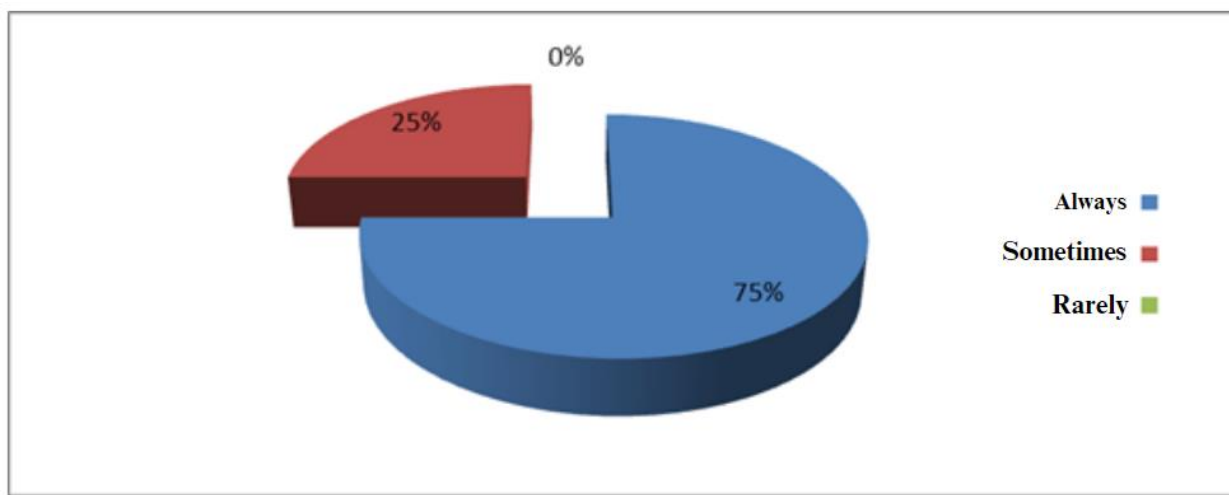


The graph represents the areas of computer use within the work framework. The table indicates that the area of computer use for communication with students via email is 12%, while communication with colleagues in university departments accounts for 71%. This is due to the necessity of using it for work processes. Meanwhile, accessing the database represents 17%, as this assists them in research.

Table 06: Indicates the availability of internet access in your office.

The table shows that most respondents have constant internet access in their offices, with a percentage of 75% in university administration. In contrast, those who reported occasional access account for a small percentage of 25%.

The chart illustrates the availability of internet access in your office.



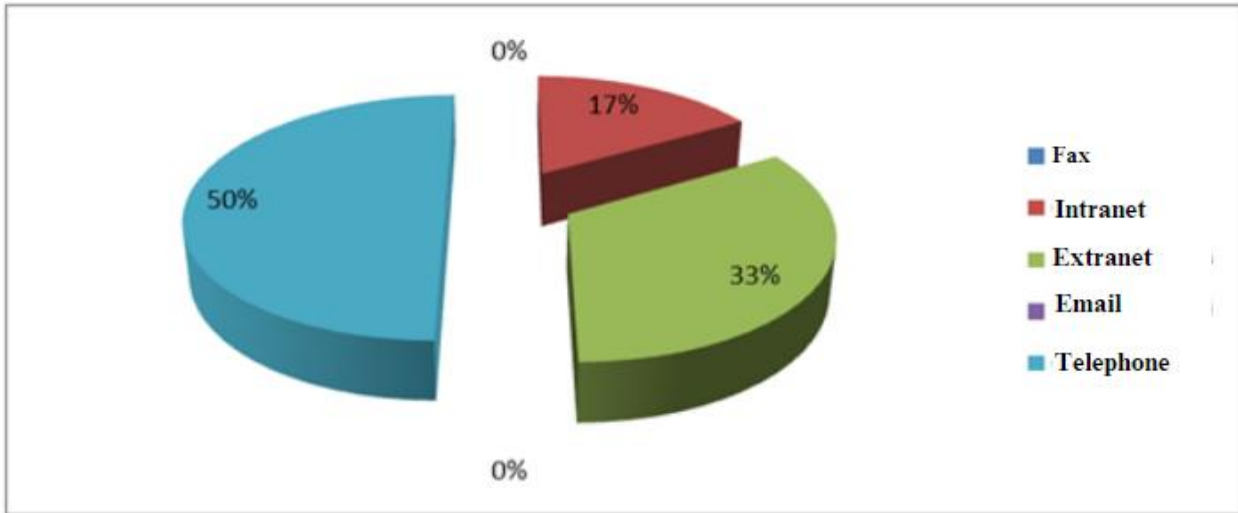
The chart shows that most respondents (75%) have constant access to the internet in their offices at the university, due to the university's policy on mandatory electronic administration and its effectiveness in organizational development.

Table 07: Shows the communication methods you use in your work.

Means of Communication Used in Your Work	Frequency	Relative Frequency
Fax	00	00%
Intranet	04	17%
Extranet	08	33%
Email	00	00%
Phone	12	50%
Total	24	%100

The table shows that the most commonly used communication tool in university management is the phone, with a usage rate of 50%. As for the fax, it represents 0%, while the intranet accounts for 17%, and the extranet has a usage rate of 33%.

The bar chart represents the communication tools used in your work.



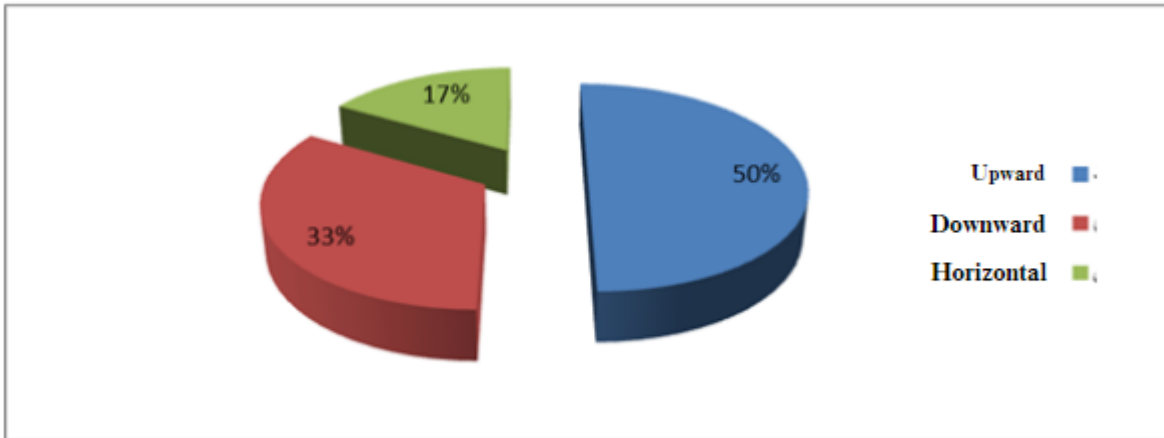
The bar chart illustrates that the most commonly used communication tool in university management is the telephone, representing 50%. The fax machine is used by 0%, while the intranet represents 17%, and the extranet accounts for 33%. This can be attributed to organizational development.

Table 8: Distribution of the sample regarding the type of organizational communication within the university.

Type of Organizational Communication within the Institution	Frequency	Relative Frequency
Upward	12	50%
Downward	08	33%
Horizontal	04	17%
% 100	24	% 100

The table results show the distribution of the sample regarding the type of organizational communication within the institution. The largest percentage, 50%, stated that upward communication is used, followed by 33% who reported using downward communication, and 17% reported using horizontal communication.

The bar chart represents the distribution of the sample according to the organizational structure of the institution.



The graph represents the distribution of the sample regarding the type of organizational communication within the institution. The highest percentage, at 50%, indicated upward communication, followed by 33% who reported downward communication, and 17% who indicated horizontal communication. This suggests that all types of formal communication within the institution are used according to their respective purposes.

Conclusion:

In conclusion, the administration of Laghouat University must effectively manage this technology. Thus, staying and thriving in the digital environment requires an objective vision, renewed expertise, and high skill levels. A new reality is emerging at the institutional level, particularly in Algerian universities, due to the increasing attention and acceleration towards acquiring and employing information and communication technology. This shift has led to the emergence of modern institutions characterized by electronic transactions in their administrative, communicative, service-related, and various commercial and marketing activities, all depending on the type and nature of the institution.

Recommendations:

We were also able to establish the following recommendations:

Organize specialized training courses in the field of electronic management for all staff at Laghouat University administration.

Enhance work systems and methods within the administration of Laghouat University.

Achieving excellence in electronic management contributes to improving the performance level of employees in the administration of Laghouat University.

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