

## The electronic management efficacy in realizing the institution's competitive advantage

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**Abstract:** As part of moving from the traditional style of management to its modern electronic model, that appeared as a big project for modernizing and improving management in the administrative, institutional and economic fields which contributes to the cancellation of restrictions that impede obtaining information and providing services, where the importance of electronic management appears in providing an appropriate work environment, and realizing competitive advantages in the field of business in general, including creating competition between enterprises and institutions within the markets in particular in order to gain competitive advantages that enables institutions at the same time to preserve their rank in the market and guarantee their continuity.

**Key words:** Electronic management-Competitive advantages- Institution- Strategies- Functional performance

**المخلص:** في إطار الانتقال من الشكل التقليدي للإدارة إلى نموذج الإدارة الإلكترونية الحديثة، التي ظهرت كمشروع كبير لتحديث وتطوير الإدارة في المجالات الإدارية والمؤسسية والاقتصادية، بما يساهم في إلغاء القيود التي تعيق الحصول على المعلومات وتقديم الخدمات، تبرز أهمية الإدارة الإلكترونية في توفير محيط عمل مناسب وتحقيق مزايا تنافسية في مجال الأعمال بصفة عامة، بما فيها خلق التنافس بين المنشآت والمؤسسات داخل الأسواق بصفة خاصة، وذلك من أجل كسب مميزات تنافسية، تمكن المؤسسات في نفس الوقت من الحفاظ على مكانتها في السوق وتضمن لها الاستمرار.

ويتجلى الدور الكبير للإدارة الإلكترونية اتجاه المؤسسات بالضبط في إتاحة فرص جديدة من خلال مساعدتها في تحسين خدماتها بطرق أسرع، بعيدا عن الإجراءات الروتينية المعقدة، والتي شكلت عائقا أمام مختلف تحديات المنافسة الشرسية في السوق، وهذا بطبيعة الحال سينعكس بالإيجاب على أداء المؤسسات ويخلق لها مكانة ذات جودة وكفاءة عالية، كنتيجة لتبنيها الشكل الإداري المستحدث.

إن تبني المؤسسات في إدارتها الأسلوب الأمثل للشكل الإداري المستحدث، يقتضي ضرورة تطبيق مفهوم الإدارة الإلكترونية داخل المؤسسات، بإتباع استراتيجيات محددة ومدروسة مسبقا، إلى جانب توعية المجتمع بأهمية الثقافة التقنية التي تساهم في ضمان فعالية الأداء، و تحسين الخدمات والمنتجات بأقل تكلفة في مدة زمنية قصيرة.

**الكلمات المفتاحية:** الإدارة الإلكترونية - المزايا التنافسية - المؤسسات - الإستراتيجيات - الأداء الوظيفي

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## **1-Introduction:**

We have recently witnessed a major change in the different functions of the institution as a consequence of the appearance of what is known as information and communication technology, that shifted the institution from the traditional administrative style to a modern institution as a consequence of adopting the electronic business in its tasks.

So as to keep up with the achieved evolutions and guarantee its existence in what is known as the strong competition in the field of business, therefore, the role of the electronic management appears as one of the important strategies that the various institutions exploit to preserve their existence and evolution which gives them a competitive advantage and creates new opportunities for them to obtain advantages in the competition field, where the electronic management contributes in this matter via giving information about the best position on the level of the geographical market, or giving precise information on the competitors' products, as well as providing internal and external information on the enterprise in order to improve the institutions' performance at work and increasing their production efficiency, and therefore, institutions now must keep up with huge evolutions of the information and communication technology.

Applying the electronic management within institutions has become a strong requirement for an institution to guarantee its continuity in the midst of strong competition, especially that distinction in the competition can only be realized through the use of the institutions to all their available capabilities and abilities to satisfy and meet the desires of all those involved in the market sectors, including improvement in the quality level within a competitive environment besides to the exploitation of all the available opportunities. Therefore, adopting the electronic management style provides opportunities of a successful competition to make the institution provide the best services, fulfils the transactions quickly and in high quality, besides helping the enterprises for continuity and improving their different functional, organizational and economic performances.

The importance of this study is shown through addressing the theme of the electronic management and its contribution to achieving the competitive advantage of the institution, as it is among the newest themes, that aims to switch towards the plenty of services and products in the markets according to advanced and modern methods that fulfill the customers and individuals desires and realize their contentment and loyalty to the institutions. Accordingly, this

study aims to shed light on the extent of the effectiveness and impact of electronic management as a new mechanism in realizing the competitive advantage of the institution in order to raise the efficiency of its productivity and performance, as well as the role of electronic management in developing the institutions' functions and improving their efficiency, in a way that makes them preserve their continuity in the market and acquire a strong position in it compared to the rest of the competitors.

If the contribution of electronic raises numerous problems in realizing the institution's competitive advantage because of its importance and the necessity of striving to be adopted by the institutions in order to realize a high and strong rank within the market, the search for the electronic management efficacy on the different strategies that the institution is working on applying, to achieve a qualitative leap in the business field so as to compete is of wide interest among different researchers, and from this standpoint, the following problem can be posed: What is the extent of electronic management efficacy in realizing the institution competitive advantage ?

Did the electronic management have a role in enabling institutions to perform their work efficiently?

To touch on this central problem of this study, we will try to set the scientific subject that is available to us, according to a methodological perspective that is based mainly on the descriptive analytical approach in incorporating multiple data, according to a work plan relied on a binary division as follows:

First axis: the relationship of electronic management with the institution's strategies for acquiring competitive advantages

Second axis: the electronic management role in developing the institution's performance and efficiency.

## **2- The relationship of electronic management with the institution's strategies for acquiring competitive advantages**

The concept of electronic management in the field of administration in general, depends on the different technicalities provided by the latter, in a way that reflects the fast and quality business performance besides to the low costs, and therefore, reaching to realize the so-called the institutions' competitive advantages through following a set of important strategies, and here appears the role that electronic management is playing in making the institution acquire

competitive advantages thanks to its well-known strategies, and this proposal will be discussed as follows:

### **2.1- Setting the cognitive subject for electronic management and strategies for competitive advantage**

Information technology or as it is called electronic management is of great importance in guaranteeing the institutions' competitiveness and realizing their productivity within the world of markets, and it also hand, it keeps up with evolutions happening in the world of business, and adapts to changes, and in this context we will try to touch on the definition of both the terminology electronic management and the terminology strategies for competitive advantage or competitive advantages or more, without neglecting to explain some of the terminologies that are correlated with the previous concepts.

#### **Definition of electronic management**

The technological revolution that the world has witnessed has had profound effects on many concepts that were prevalent in the past, where its influence has extended to different sciences and fields, and management was one of the areas touched by this change, as many new concepts have emerged with the world direction to the information era and communication technology, including the concept of electronic management which is considered as one of the basic concepts that have appeared strongly in the recent years as a new project and has spread widely<sup>(1)</sup>.

**Definition of management:** There are many definitions of management; one of which is: management is organizing, directing, coordinating and controlling a group of individuals within the organization, to fulfill a certain work with the intention of realizing a certain goal.<sup>(2)</sup>

**Definition of electronic management:** Researchers have diverged in finding a global definition of electronic management, where each of them approaching it from a certain point of view. There are those who see it as a consolidated electronic system that is based on communication and information technicalities to switch the manual administrative work into actions done through using modern digital technicalities.

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<sup>1</sup> Abed el Hakim Ammaria, and Rachida Sebti, Information and communication technology and the inevitability of institutions' electronic switch , the Researcher in the Humanities and Social Sciences Journal (35), September, 2018, p975.

<sup>2</sup>Samir Ahmed Mohamed, Electronic management, Dar El Massara for Publishing and Distribution, 2009, p 26.

There is also another definition that sees the electronic management as a new alternate to reconsidering the nature of the relationship between the state and the citizen, starting from the changes that touched the public administration and the contents of public service, as a result of the switch in the work of government agencies and institutions from the traditional form to a modern form relied on internet and technology technicalities in order to meet the needs of citizens and the government<sup>(3)</sup>.

Besides to the previous definitions the Organization for Cooperation and Economic Development (OCED) had defined it as the use of information and communication technology especially the Internet, as a means that allows to set an administration in best quality<sup>(4)</sup>.

Therefore, the electronic management is based on the use of the information and communication technology like laptop devices and network in doing the administrative works and providing services at such a level that is characterized by planning, accuracy and speed.

In spite of the fact that the term electronic management includes the word electronic, but it is not just a technological term, as the administrative work remains the main purpose behind it in order to the various cultural, economic, social and marketing services, also defining the relationship between individuals and institutions, and institutions among themselves. On this basis, the electronic management includes all the work and administrative tasks that are represented in planning, implementation, pursuing, and evaluating in order to reach the aimed targets<sup>(5)</sup>.

As an overall definition of the electronic management, it is an “administrative strategy for the information era, that works on achieving the best services for citizens, institutions and their clients, with the optima exploitation of the available information sources, this is done by employing material, human and moral resources, in a modern electronic mode for the

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<sup>3</sup> Abed el Karim Abed, and Mohamed Cherif, The role electronic management in rationalizing and improving the public service, Algerian Journal of Public Finance (3),December 2013, p81.

<sup>4</sup> Kaoui Bouhniya, and Ramadhan Abed el Madjid, Electronic management as a mechanism for developing the local groups performance in Algeria, Legal and Political Sciences Journal (01),2016, p05.

<sup>5</sup> Si Youcef Kassi, Electronic management in the concept and targets, by Mohamed Boudiaf University, presented within the international conference on the legal system of the electronic public utility, M'sila, 2018, p 04.

optimal exploitation of time, money and effort, and achieving the aimed demands the required quality <sup>(6)</sup>.

### **Definition of the term institution:**

The concept of the institution gets a great interest in different fields due to its important role in the life of the individual and society, besides to being the center of the economic activity of any society, and a self-standing legal structure, therefore, at the same time, it is a unit or social building that is consisted of human and material elements interacting with each other for realizing common goals, this interaction which exists in many social overlapping relations between individuals, which without a doubt need to be organized and coordinated <sup>(7)</sup>.

The term institution is considered the equivalent of the enterprise or organization, and concerning of its definition, we find numerous definitions, where we mention an organization that was founded for realizing a given sort of business, such as providing services according to organizational criteria especially in the field of its work, it is also defined as creating and founding a private or public place for the sake of applying a given program or idea, and example of this is the care institutions for special needs.

### **Definition of competitive advantage strategies**

Before touching on the competitive advantage strategies and their role in making the institution characterized from others in what they offer to their clients and customers, we will deal with a glance of the competitive advantage meaning as follows:

**Meaning of competitive advantage :** The term competitive advantage had emerged in 1939 by the economist "Chamberlin", and according to "Michael Porter", the competitive advantage grows when the company detects new ways to meet the needs of clients that can be embodied in the field, and be more efficient by the competitors, i.e, as once there was innovation in its broad sense, and interest in competitive advantage reached its peak after the publication of Porter's works in the eighties, and his general strategies through which he was

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<sup>6</sup> Mebrouk Abed el Nour, and Fadel Noureddine, Electronic management in Algeria, By Mohamed Boudiaf University ,M'sila, w.y, p 04.

<sup>7</sup> A lecture entitled the concept of institution, its sorts and life cycle, June. 2018, Retrieved on 20 06, 2022, from <http://www.univ-oeb.dz/fssh/wp-content/uploads>

able to win the competitive advantage in a specific market, as well as he was able to help institutions to carry on taking control over the market <sup>(8)</sup>.

The term competitive advantage has several meanings, where some have defined it as the application of strategies and formulating them in order to achieve the successes, clients desires and to put the organization in a better position than it is, whereas EHMEK explains competitive advantage as pursuing the best ways and styles to market the products with special attention, and that leads to giving the customer a huge value through distinct services or lower prices, the matter that leads to increased profits <sup>(9)</sup>.

Therefore, possessing institution or a company for a competitive advantage a company means that it must achieve wide profit margins and create high value for it, and its contributors in the market in a way that makes it overpower the market and overcome its competitors.

**Meaning of Competitive Advantage Strategies:** Creating a competitive advantage for an institution must be done according to basic strategies, Accordingly, we mean by strategy studying opportunities and threats that the institution faces, through the weak and strong points that exist in its internal and external environment, as well as determining the decisions that permit it to achieve a competitive position in the market, especially since the economic institution lives in a severe competitive environment, that bears with it many threats <sup>(10)</sup>.

The competitive advantage strategies according to Porter are considered as one of the most important strategies that institutions have pursued in order to acquire a competitive advantage in the market, therefore, the strategies that institution is pursuing in a particular market are recognized as a severe competition, where we find a strategy of providing high-quality services to customers, or innovation new products at the lowest cost, and that is through expanding the production area as a result of the profusion of companies' exploitation, without forgetting the institution's emphasis on providing the least expensive products in a narrow geographical area of the market, including the

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<sup>8</sup> Harvard Business Review, Management concepts of competitive advantage. Retrieval date 04 06, 2022, from <https://hbrarabic.com>

<sup>9</sup> Dania Akram, and Mohamed Moufdi, The electronic management effect on achieving competitive advantages. Performance of Algerian institutions Journal , 2016, p 123.

<sup>10</sup> Karima Mokdad, Strategic options for a competitive institution in a fully competitive market, By Ziane Achour University (Editor), Law and Human Sciences Journal, Djelfa, 2022, p 316.

distinguished ones or discriminatory services in a particular narrow market sector.

It is evident from this that the competitive advantage strategies revolve around three important fundamentals, and that are represented in the production strategy at a lower cost with regard to the strategy of emphasizing on lowering production costs in a specific sector of the market or a specific group of customers in order to achieve uniqueness in the market and this is what is called working according to the strategy of excellence or singularity.

The lowest cost production strategy permits the institution to realize many advantages that reflect the strength of its acquisition of a large part of the market in such a way that makes it immune to the issue of negotiating the price in front of its strong shareholders, who resort in many cases to lower the prices in a way that affects the rest of the competing institutions. Therefore, the institution adopts the lowest cost production strategy to promote its rank and occupy an excellent competitive position, In this case, this strategy is flawed in that it focuses just on lowering products without paying attention to the quality and customer service to the fullest.

Concerning the specialized strategy, or as it is called the focusing strategy on a given market or a given category of customers, it helps the institution to establish a competitive advantage that arises its penetration in the market, considering that a marketing strategy is based on providing specific services or products to a given market sector, besides to that, it contributes in understanding the customers' needs, therefore, all concentration is placed on providing them with the best products that please them, in addition to growing their trust and loyalty to this institution, where this latter benefits from achieving regular profits for the business.

Besides to the previous, we mention as well the distinction strategy which was considered according to « Michael Porter » as the secret of the distinguish and success of the commercial brands, where the distinction strategy aims to add a competitive advantage to the products or services because of their uniqueness from the other competitive products, also it helps the institution to improve its position either with lowering the pricing competition due to the advantages that the institution's products and services have and which the rest competitors lack, as well as the customers' loyalty and conviction in these products, which shows the distinction strategy's role as it guarantees singularity and acquisition of the customer's loyalty. Finally, the distinction strategy helps to



increase the institution's profits through providing a product with high quality with lower price. Therefore gaining a double profit margin <sup>(11)</sup>.

## **2.2- the effect of electronic management on institution through its strategies to acquire competitive advantage**

Electronic management is considered one of the means of increasing competence and improving the institutions' performance in order to face the challenges that they are exposed to. Therefore seeking to decrease the administrative burdens and achieve the competitive advantages inside the institution via strategies that the latter previously study and define.

Electronic management is viewed as a dynamic process that aims to achieve the continuous supremacy of the institution over its competitors in the market, but this does not happen unless via employing new technicalities by using an efficacy method <sup>(12)</sup>, for the purpose of reaching best findings.

Hence, the electronic management efficacy appears in achieving the institution's competitive advantages in concentrating on obtaining considerable market shares, using all modern and sophisticated methods to present its services and product in the market. Here, we find that the electronic management technology helps in promoting the institution's services and products in a way that permits customers to have a look and know them, because the result of increasing the sales of the institution is meeting the consumer's needs and increasing the demand for them as well, and this what brings to it the big profits.

Besides using technology inside the institutions helps this latter to evolve its goods, and promote the new services and products, where the spread of the internet means and companies keeping up with technology, participated in increasing their investments and developing their production processes lines. And this shows the electronic management's role in giving a different image to the institutions' competitive advantages, whether from the side of changing the strengths balances between the competitors in the market, effecting the marketing products processes, and means of delivering them to the customers in a flexible and less costly method, as well as the way of exposing products and

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<sup>11</sup> Distinction strategy, Retrieval date June 6, 2022, from <https://blog.mostaql.com/differentiation-strategy>

<sup>12</sup> Abed el Karim Achour, The role of electronic management in rationalizing the public service in the United States of America and Algeria, Master's thesis, Mentouri Brothers University, Faculty of Law, Constantine, 2010.

services the markets, easily without the trouble of moving products, until they reach the final consumer.

It is important to notice that electronic management has a great role in achieving the institutions' success over their competitors in the market, due to its speed and accuracy in realizing several competitive benefits within the markets. Therefore, its adaptation within any institution has become an absolute necessity to enhance its markets and step inside new ones.

Also, institution cannot improve the quality of its products and services quickly and at a lower

cost in adopting competitive strategies except through using electronic management technology, where this latter gives institutions opportunities to achieve the competitive precedence, and that appears in the speed of responding to requests and making strategic decisions, which is result of the flexibility that it is characterized by<sup>(13)</sup>.

### **3-The Role of Electronic Management in Evolving the institution's Performance and Efficiency**

Adopting information and communication technology method within the different institutions played a big role in realizing their quality, where it became necessary for institutions to apply the electronic management's strategies and principles for realizing prosperity, evolution and acquisition a prestigious position among its peers of institutions <sup>(14)</sup>. As long as their desire revolves around increasing their competitive ability and insurance their survival in the market, this requires them to adopt modern technology and distinguished electronic management, for the sake of providing all the necessary products and services to their customers and gain their trust and loyalty. From this standing point the electronic management role has appeared in developing the institutions' performance and raising their competitive competence, in a such way that makes them exposing their distinguish services according to a developed administrative pattern. Therefore, we will deal with the participation of electronic management in developing the functional performance of the

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<sup>13</sup> Ibtissem Abed El Kader and Fateh El Din, The electronic management role in achieving a competitive advantage for small and medium enterprises, by King Abdulaziz University , Economic, Administrative and Legal Sciences Journal, 2019, p22. Kingdom Saudi Arabia.

<sup>14</sup> Sonia Abdich, and Kahina Alouach, The contribution of information and communication technology to achieving quality in higher education institutions - a survey study on a sample of professors in the Media Sciences Department, By the Algiers 3 University, Media and Society Journal, 2021, p516.

institution, then its contribution in improving the institution's competitive advantage through improving its economic performance. Finally, the role of electronic management in developing the performance of organizing the institution.

### **3.1- the Electronic management contribution in developing the functional performance of the institution**

The institution's switch towards working with electronic management methods is considered a handy step in its functional performance which authorizes it to conclude deals electronically with less effort and cost. So, its application of the electronic management contributes to extending its educational or promotional marketing of its services in a way that enables the customers to benefit from them online.

Also, it is important to notice that distinction in performance became an absolutely necessary matter that is brought about by the competitive environment variables so that institution achieves the highest levels of performance in the business environment, and fulfillment the requirements of survival and continuity. In this context, performance is considered as outputs and outcomes of carrying out an activity, work, doing a task, or action<sup>(15)</sup>, and that its result is achieving determined goals as a result of individual or institution behavior in the surrounding environment.

Returning to the electronic management contribution to improving the functional performance of the institution, we find that it works on facilitating the accomplishment of tasks with high speed, while eliminating the idea of making mistakes that can be observed and corrected, via taking all the simplified and appropriate procedures, without neglecting the idea that building and switching the institution towards adopting the electronic management method requires it to employ competent human resources in the technology field, and selecting them objectively so that they are effective in achieving the institution goals in the required manner, which boosts its ability to compete with other institutions<sup>(16)</sup>.

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<sup>15</sup> Hamid Kara, and Ahmed Sanouaa, The information and communication technology contribution to the evolution of the marketing performance of banking institutions - sample case of banking agencies in Chlef -, by Chlef University , Academy of Social and Human Studies, 2022, p 89.

<sup>16</sup> Ahlem Mohamed Chaoui, Electronic management and its influence on developing and improving functional performance. by Babylon University, Babylon University Journal of Humanities, 2016, p 3340.Iraq.

The institution's reliance on the electronic technology helps it in the process of making decisions speedily and with high accuracy due to the information that are provided by the electronic management, where the decision-making process by any institution represents a vital and important point in formatting its structure and pushing it to innovation and creativity in order to keep up with evolution for providing the service at any time and with the highest quality, and because the institution has substituted the traditional methods of work with other innovative methods through which it was able to manage business of a larger size according to sophisticated administrative plans and research, in addition to exposing its services via online with all transparency in transaction, which enhances the customers' trust and loyalty, and the beneficiary of that <sup>(17)</sup>, including the institution employees who reflect the functional performance level of the certain institution.

As well as electronic management contributes to providing many opportunities for the institution to enter the markets with its innovative services and goods through extending its administrative contacts. Here, its functional aspect appears by its executing all the needful operations, exploiting the available technicalities for it and guaranteeing the observation of all operations movements that occur, in order to achieve the actual performance of the function.

Therefore, the electronic management system bestows on the institution functional performance many advantages that make it improve its performance, compete strongly with others and impose its continuity within the commerce field, as the electronic management has a great role in boosting institution competence, abbreviating and fulfillment many administrative works, as well as achieving the highest levels of performance, using simplified methods and procedures far from complicated and routine in nature.

In all cases, the good functional performance is considered the criterion through which institution's distinction is measured for its works and advancement of the quality of its services, so, as the better its functional performance, the more it is able to face the circumstances that it is exposed to, also, functional performance refers to the different activities and functional achievements that are done by those in charge of the institution in a way that reflects its competence and the productivity level of its performance in general, and all this depends on pushing it through the electronic management method,

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<sup>17</sup> Chavez. D, Beyond the market, the future of public service TNI -Public service, 2005.

which has become the most important episode of change and switch the institutions towards the management world, due to what it offers them of different software in fulfilling the requirements of the administrative work.

### **3.2- Electronic Management Contribution to Improving the Institution's Economic Performance**

Electronic management contributes to the evolution of the institution's economic performance through many determined strategic plans for the sake of achieving a competitive advantage in the market and maintain its survival. The role of electronic management in this regard is appeared by providing institution with a pillar of information and all data related to the productive plans within the markets<sup>(18)</sup>, in a such way that facilitates for it drawing its future plans and boosting its productivity according to the predominant conditions, and therefore boosting its competence in parallel with raising its opportunities to create a competitive advantage, and all this is a result of the information and communication technology uses in its administrative field.

The role of electronic management is also manifested in supporting the institution to acquire a competitive advantage and improve its performance in providing various electronic programs and devices that help it to execute its decisions in a speed and accurate manner as a result of the available information, and all that related to the strong and weak points of its competitors, so this allows the institution to improve its electronic services with highest quality and more effective, as well as familiarity with the various environmental developments related to the field.

With regard to the electronic management effect on the institution's economic strategies, the latter is compelled to pursue a series of accurate plans and procedures according to modern techniques that help it to analyze and define its current and future goals in order to manage its services and products in achieving distinction, Here, the electronic management role appears in offering the institution a database that helps it to take all of its administrative decisions, including the institution's fulfillment of its tasks and activities in a short period of time is of the best satisfactory quality, this makes it unique in its

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<sup>18</sup> Wahiba Khatiri, The electronic role in enhancing and evolving the administrative work. By Mohamed Boudiaf University (Editor), Development and Applied Economics Journal, M'sila, 2020, p 74.

services from other competitors, and preserving its market position in high competition.

In addition to the institution's switch from the traditional form of management and its adoption of electronic management and information technology in its transactions and management <sup>(19)</sup>, made it devotes all its capabilities for opening investment in the context of exposing its services and products in the economic market, seeking to find its place in it and preserving it in terms of the race for distinction and survival.

Therefore, it becomes clear that the institution's switch from the traditional administrative form to the electronic one is an evidence of its keenness to possess a constant economic competitive advantage and produce its services in line with the changes of the demand and supply market, and this is due to the electronic management's contribution in providing the different information and facilitating the process of presenting services in proportion to the customers' desires, and it also contributed to improving its reputation which led to boost its production capacity, without neglecting the electronic management's assistance in lightening the administrative burdens, disposing of paper transactions and procedures complex routines within the institution, where this reflected positively on the employees' performance within it and developing their skills, as well as it pushed them to think about innovation and creativity far from the routine tasks they were doing, and this in turn reflected on the institution's productivity and elevated its competence in boosting and providing its services' quality, without neglecting the idea of controlling and evaluating employees while performing their tasks by using a tight electronic system.

Accordingly, among the benefits of switching the institution to electronic management is improving the employees' skills and increasing their knowledge in various scientific and professional fields, on the other hand, the institution is keen to provide its services in the best way in order to strengthen its material and human resources, and evolve its multiple capabilities, for preserving all advantages in facing the different challenges of competition.

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<sup>19</sup> Miloud Tabiche, and Faiza Majdoub, The electronic management role in rationalizing the public service in the Algerian institution, By the Setif University, presented within the international conference entitled the institution between public service and human resources management, Setif, w.y, p431.

### **3.3- Contribution of electronic management to developing the institution organization's process**

As it well known that organization in general within any institution, means coordinating the efforts of individuals and determining the different works for the sake of realizing that institution to its aimed and desired objectives at the lowest cost. Therefore, institutions rely on using technology to fulfill their different services and present their offers<sup>(20)</sup>, and even doing their internal works regarding concluding deals, programming their meetings and their different activities, using the electronic method, which became an important tool for institutions to achieve the best advantages and overcome its competitors in the market.

So, electronic management plays a great role in evolving the functional performance of the institution, in a such way that reflects its distinctive personality and administrative organizational structure, as well as its success in the business world, where electronic management helps in determining the communication methods inside or outside the institution, in a way that facilitates the fulfillment of its processes and offering its services at lower costs, through using internet and all the different means of communication, and this of course helps it to create its competitive advantage that makes it distinct from the rest of its competitors.

It is important to notice that the functional performance of the institution is among the factors that show the institution's success in its work, and the latter's adoption of the electronic management method in its activities, contribute significantly to improving its services and facilitate for it the process of collecting information and data that evolves its marketing and technical processes, relying on prior planning<sup>(21)</sup>.

Accordingly, the institution's adoption of electronic management in its business will influence the speed and efficacy of performing its activity, as well as minimize the time spent and help in the successful fulfillment of its tasks, besides to obtaining information about markets and competitors, so it is aware of the type of challenges that they may face, even the customers' needs, the overall processes of purchase orders, and the provision of individual orders without

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<sup>20</sup> Ahlem Mohamed Chaoui, the preious refrence, p 3397.

<sup>21</sup> Hana Abdaoui, Contribution to determining the information and communication technology role so that the institution acquires a competitive advantage, PhD thesis, Mohamed Khider University , Biskra, Faculty of Economic Sciences, 2016, p 177.

delay<sup>(22)</sup>, as this is what realizes benefits for it by using the information network and the application of the electronic management concept in conducting its business.

Where the institution, for the sake of achieving a competitive advantage compared to the rest of the competitors, adopts the electronic management concept in its business, in order not to lag behind in the competitive situation, and to keep up with the changing methods in business management and implementation, which realizes an increase in its performance efficacy.

#### **4-Conclusion:**

What we have mentioned above shows the extent to which the institution seeks and concerns to keep up with the evolution through enhancing its services and its keenness to reach the beneficiaries of its products and different offers. Therefore, its use of technology become more necessary than ever. In addition to considering it as a program that works according to its work method both internally and externally, where the increasing demands on the part of society, which imposed on it to improve the provided services and make them available on digital channels, Which necessitated the firmness of an effective technical structure, which would allow it to evolve its performance at different levels, in order to guarantee the optimal application of electronic management, including pursuing strategies and procedures that cover all the institution activities, which are interconnected with the necessary technicalities.

In the same context, electronic management occupies a great importance in achieving and enhancing lot of the competitive advantages of the institution, and so that institutions will be able to achieve them according to planned scientific basics, they must adopt sophisticated strategies in the technology field far from the traditional model of management, and employ different modern technicalities in an efficient manner, in order to reach the best findings.

Also, the institution's competitive advantage is only achieved through the adoption of competitive strategies based on the focus strategy, the distinction strategy and the production strategy at low costs, and on the other hand, providing modern technicalities sources that are represented in information and

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<sup>22</sup> Ibtissem Abed El Kader and Fateh El Din, The electronic management role in achieving a competitive advantage for small and medium enterprises, by King Abdulaziz University , Economic, Administrative and Legal Sciences Journal, 2019, p22. Kingdom Saudi Arabia.



communication technology, as well as electronic management provides the different information and data for the institution, for the purpose of achieving competitive advantages that enable it to make appropriate decisions, relying on principles and strategies that enhance at the same time its performance in the different functional units.

Therefore, adopting the electronic management approach in the business management field enables institutions to achieve competitive advantages related to the speed of fulfillment the tasks, lower costs and performance efficiency, in addition to its ability to face the different challenges in the market, also, the institutions' switch from the traditional form of management to the electronic one and their openness to the technology world , contributed to boosting their management efficacy and competence and facilitating their different activities, which means the appearance of their ability to achieve their aims and prove their presence in the commerce field.

Here, are the findings summaries that are included in the research paper and that came out with the following suggestions:

- The necessity of preparing an overall tight strategic plan for all aspects of applying the electronic management concept and seeking the assistance of experts in the field of information and communication technicality, taking into consideration the institutions experience that preceded it in the application and achieved the desired goals.
- Making the business community aware of the importance of technical culture and the need of applying electronic management within the institutions, besides adopting its technicalities that bring benefit to them and contribute to raise their performance efficacy and advancement.
- Working on evolving the communication networks infrastructure , including information technology, and using the latest electronic management technicalities within institutions, due to their benefits in achieving distinction and supremacy over their competitors.
- Awareness about the benefits of adopting electronic management technicalities within institutions, as a new and contemporary pattern that contributes to the performance of their business and solving their problems via pursuing precise strategies that help them take appropriate decisions.

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