

**THE IMPORTANCE OF ELECTRONIC
MANAGEMENT AND ITS ROLE IN EVALUATING
THE ACTIVITY OF THE EFFECTIVENESS OF
HUMAN RESOURCES MANAGEMENT. CASE
STUDY OF ALGERIA TELECOM (OOREDOO)**

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Abstract:

This current study aimed to test the dimensions of electronic management in evaluating the effectiveness of human resource management activity through the use of the questionnaire as a tool to collect data on its variables, as it was distributed to a sample of senior management and middle management in the Algeria Telecom Corporation (Ooredoo) and the statistical analysis program SPSS was used to analyze Data and test the validity of the study hypotheses. As the study concluded that the use of electronic management works to reduce costs and regulate work procedures by overcoming problems that reduce the level of performance and reduce rates of administrative errors and works to improve internal and external communications and increase the efficiency and effectiveness of operations through the availability of the necessary financial capabilities For the application of electronic management, this will be reflected

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in the necessary financial support allocated for the purchase and maintenance of electronic devices and programs to a large degree, as the use of electronic management works to speed the completion of work and with great accuracy while saving time and effort and increasing the efficiency of workers, which lead to the lifting of labor productivity in the Algerian Telecom Corporation.

Keywords : electronic management, the importance of electronic management, evaluate the activity of human resource management effectiveness.

1- Introduction:

E-management has become the backbone of life for all societies and the imperative necessity that everyone seeks to apply and benefit from it both in the public and private sectors in order to keep pace with developments in scientific and technological progress. Accomplishing tasks and mastery in the service, accuracy and effectiveness in making decisions, in addition to reducing procedures in the completion of transactions, making it easier to monitor and know the mistakes and how to correct them. Hence the need to use electronic management as a result of the radical changes and transformations experienced by companies and governments as a result of the rapid technological and information revolution and the huge technological progress, especially in the field of information and communication technologies and the transformation of society into a knowledge economy where countries are competing in stimulating their governmental and private institutions to keep pace with development, among The emergence of the concepts and applications of e-governance in all sectors and the spread of e-business in the Internet networks and information systems and local and global They play an important role in achieving economic, social and political development and contribute to linking individuals and achieving their goals. (Neff, Donald . 2007, Pp12-13).

Many companies and institutions seek to encourage and support projects to implement e-management systems in all government and private institutions as a key step to achieve growth and development and keep abreast of developed countries through the acquisition of modern programs and equipment and take previous courses and experiences from developed countries to apply in the ground and benefit from it. Hence the need for the human resource, which is the most important resource

for organizations through the capabilities and skills that are provided to them and enable employees to know the term and its application through the transition from traditional management to modern management, dispensing on paper transactions and replacing them with electronic management. (Leclercq.A, Isaac.H, & Kalika.M ,2015, p. 52.)

The application of e-management requires a change in the administrative leadership (senior, middle and lower) and make them distinct leaders in the ability to respond to all the changes witnessed in this era and also in the light of the growing scientific and technical progress is a key element in the application of e-management, and therefore The development and training of this element is urgent, especially after the information revolution and the expansion of modern technologies, which considers that the human element is the main source of development, so we must pay attention to training and rehabilitation to be able to deal with these technologies age.

1-1. Problematic study:

Companies live fast and successive developments and the explosion of knowledge, which forces communities a set of challenges and must face them, to be able to catch up with the information age and make the most of the technical revolution in all its fields Therefore, these challenges should be recognized and understood well and successfully addressed through the use of electronic management, which is one of the most prominent modern administrative applications used by institutions and compete with each other for their uses. And to make the most of them by enabling the human resource to know how to use them in order to achieve positive results in improving its performance in the manner desired to achieve and improve the quality of its services by evaluating its performance ideally, hence the main problem emerges as follows:

What is the role of e-management in evaluating the effectiveness of human resources management in Algeria Telecom?

The main problems are the following sub-questions:

1. What is the importance of electronic management in the institution of Algeria Telecom?
2. What are the conditions for the formation of electronic management in the Algerian Telecom Corporation?

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3. What is the importance of e-management in evaluating the effectiveness of human resources management?

4. What is the application of electronic management in human resources management?

1-2. Study hypotheses

Based on what was put forward in the problem of the study where the hypotheses were formulated as follows:

The first main hypothesis: There is a significant correlation between the importance of electronic management and evaluating the effectiveness of human resources management in the Algerian telecommunications establishment.

The sub-hypotheses are as follows:

- There is a significant correlation between administrative requirements and evaluates the effectiveness of human resources management.
- There is a significant correlation between technical requirements and evaluates the effectiveness of human resources management.
- There is a significant correlation between human requirements and evaluates the effectiveness of human resources management.
- There is a significant correlation between financial requirements and evaluates the effectiveness of human resources management.
- There is a significant correlation between security requirements and evaluates the effectiveness of human resources management.

1-3. Study community

The required sample identification is considered one of the main conditions for the study selection of senior management, middle management were distributed lists of the questionnaire on a stratified sample of any accounting for almost 70% of the total employees, and then assembled, reviewed and discharged and analyzed using packages program statistical SPSS The response rate of 80% .

2- Literature review:

2-1. Concepts of electronic management:

In light of the developments experienced by the institutions of the information revolution and the availability of communication networks,

it became necessary for all institutions to take advantage of this technology, and to ensure the quality of performance and production, Develop work methods and achieve the desired goals with high efficiency, as the driving force of the transformations Economic, social and policy at the global level. One of the most important features of the present era was the emergence of the term electronic management and its benefits in all fields. Hence the most important definitions are highlighted as follows:

- E-management can be defined as “the use of modern information and communication technologies in the accomplishment of the functions and functions of the administrative apparatus, in a manner that integrates the departments of the Organization to achieve its objectives, invest its resources and improve its performance”.
- As E-management defines “that management process that builds on the outstanding potential of the Internet and business networks in planning, directing, controlling resources, and the core capabilities of the organization and others without limits to achieve its objectives.
- E-management is defined as “the use of a mixture of technology to do business, to accelerate that performance and to create an advanced mechanism for the exchange of information within and between the Organization and other organizations. (Isam Mohamed. A, Badoua. A , 2006, Pp8).
- E-management defines Some researchers believe that e-management: is a large umbrella, which branches off different applications such as e-commerce and e-business, and that e-government and e-learning, and therefore find that e-management more comprehensive and more general.
- E-management defines as “a new management methodology based on the assimilation and conscious use of the exercise of the basic functions of management in organizations of the era of globalization and change”. (Leclercq.A, Isaac.H, & Kalika.M ,2015, p. 55.)
- Jacobs is defined as: A group of pivotal business management entities in the organization that operate through a system of technical procedures, programmed systems, high-tech with the coherence of knowledge bases, and digital communication systems within

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integrated rings of planning, organization, coordination and control.
(Henri Isaac,2003,Pp 17).

- E-management defines development of intellectual knowledge capital embodied in the ability to sustain knowledge growth and employ it in order to exploit resources efficiently and achieve goals. (Leroy.I, Kalika.M , Bellier.S, Josserand.E, Isaac.H., & Isaac.H ,2002, p. 35.)
- E-management defines Using modern technologies in the field of information and communication in accomplishing the tasks of the administrative apparatus and functions and developing and improving the organizational structures and administrative work procedures.

2-2. Objectives of E-Management:

Electronic management is evident in its ability to keep abreast of technological development and application of information systems technologies, hence the importance as follows (AZAD.A, 2007, Pp22-30):

- Integration and standardization of the organization as an interconnected system through information technology;
- Develop management processes and enhance their effectiveness in the service of corporate objectives;
- Provide effective and supportive decision-making mechanisms;
- Ensure the flow of information accurately, adequately, timely, and readily available.
- Reduce operating costs and continuously improve productivity;
- Creating the appropriate environment and regulatory environment for comprehensive and continuous administrative research and development;
- Upgrading performance, optimizing the use of human potential;
- Reduced administrative procedures. As information becomes available in digital form, paperwork shrinks and data is filled manually;
- Increase the accuracy, reliability and validity of data, and reduce the proportion of human errors;
- Facilitate the communication process between the various departments internally and externally and geographically dispersed by linking them to electronic communication networks;

- Rationalizing the time wasted in traditional management and investing it in the development of management services. (Isaac.H, Kalika.M, Ledru.M, Josserand.E, Beyou.C, 2003, Pp15-18);
- Improve the quality of services provided by the organization and achieve a competitive advantage for the organization;
- Reduce the constraints that synchronize decision-making by providing data and linking it to decision-making;
- Reducing exorbitant costs while pursuing various management processes.
- Employing information technology to support and build a positive institutional culture among employees;
- Accuracy and speed in the completion of services and educational transactions for employees.

Some researchers and thinkers touched on the objectives of e-management as follows (BALLE.M, BEAUVALLET.G,2002, Pp12-15).:

- **Improve the level of services:** by overcoming the mistakes that the average employee may make when doing his job.
- **Reducing administrative complexities:** by reducing the bureaucracy and shortening the stages of completion of transactions.
- **Reducing costs:** This includes access to information and data that individuals need to obtain a particular service through the Internet without costing themselves.
- **Achieving the maximum benefit for the employees of the educational institution:** including a unified approach to deal with all staff in order to achieve equality in the provision of service, so that the system of electronic services work around the clock.

3- Presentation and analysis of the results :

This paper will analyze the results of the study (the role of the importance of electronic management in assessing the effectiveness of human resources management, the case study of the Algerian Telecom Corporation), through the presentation of arithmetic circles to diagnose the answers to the sample, standard deviations to estimate the extent of dispersion in the answers, and the coefficient of difference to determine the degree of homogeneity In the answers of the research sample at the

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sub-level and the general variables of the research, as based on the scale (Likert) in the answers of the respondents of the sample, and the level of answer will be limited between (1-5) and five levels according to categories, the categories are as follows (McCormick, 2015, Pp23-26):

- The first category of (1- 1.79) represents the answer (not strongly agreed) ;
- The second category of (1.8- 2.59) represents the answer (not agreed) ;
- The third category of (2.6- 3.39) represents the answer (neutral) ;
- The fourth category of (3.4- 4.19) represents the answer (agreed) ;
- The fifth category (4.2 -5) represents the answer (strongly agreed).

3-1. Presenting and analyzing the results of evaluating the effectiveness of human resources management

Table (01) shows the results according to the sample views on (evaluation of the effectiveness of human resources management), where table (01) refers to the mean and standard deviation and the general difference factor related to (evaluation of the effectiveness of human resources management), as it reflects The table is a total arithmetic mean of (4.36) out of 5, which is a very good value, and a high harmony in the answers, confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, while the relative importance (87.13), which is to confirm the importance of the research sample about Effectiveness of Functional Performance in Algeria Telecom. (David Robinson, 2016, Pp25-30).

Table (01): Arithmetic mean, standard deviation, variation factor and relative importance of the total variable of the evaluation of the effectiveness of human resources management

Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
Evaluating the effectiveness	4.36	0.39	9.00	87.13

of human resources management				
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❖ **Presentation and analysis of the importance of electronic management:**

Table (02) shows the results according to the sample views on (administrative requirements). Table (02) refers to the mean, standard deviation and the general difference coefficient related to (administrative requirements). The table is a total arithmetic mean of (4.11) out of 5, a value (agreed), and a good harmony in the answers, and is confirmed by the value of the standard deviation and the coefficient of variation, respectively, as the value of (0.51), (12.46), while the relative importance (82.29) This is confirmed by the interest of the research sample on the administrative requirements in the Algerian Telecom Corporation.

Table (02): Arithmetic mean, standard deviation, variation factor and relative importance of total administrative requirements variable

Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
Administrative Requirements	4.11	0.51	12.46	82.29

❖ **Presentation and analysis of technical requirements:**

Table (03) shows the results according to the sample views on (technical requirements), where table (03) refers to the mean, standard deviation and the general difference coefficient related to (technical requirements), as the table reflects a total arithmetic mean of (4.03) out of 5, the value of (agreed), and a good harmony in the answers, and confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, as the value of (0.49), (12.06), while the relative importance (80.63) is what The interest of the research sample on the technical requirements of Algeria Telecom was confirmed.

Table (03): Arithmetic mean, standard deviation, variation factor and relative importance of the total technical requirement variable

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Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
A Technical requirements	4.03	0.49	12.06	80.63

❖ **Presentation and analysis of human requirements:**

Table (04) shows the results according to the sample views on (human requirements), where table (04) refers to the mean, standard deviation and the general difference coefficient related to (human requirements), as the table reflects a total arithmetic mean of (3.96) out of 5, the value of (agreed), and a good harmony in the answers, confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, as the value of (0.53), (38.13), while the relative importance (79.11) is what The interest of the research sample on human requirements has been confirmed at Algeria Telecom.

Table (04): Arithmetic mean, standard deviation, variation factor and relative importance of the total human requirement variable

Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
A Technical requirements	3.96	0.53	38.13	79.11

❖ **Presentation and analysis of financial requirements:**

Table (05) shows the results according to the sample views on (financial requirements), where table (05) refers to the mean and standard deviation and the general difference coefficient related to (financial requirements), as the table reflects a total arithmetic mean of (11.04) out of 5, the value of (agreed), and a good harmony in the answers, and is confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, as the value of (0.48), (11.72), while the relative importance (82.13) is what The interest of the research sample on the financial requirements of Algeria Telecom was confirmed.

Table (05): Arithmetic mean, standard deviation, variation factor and relative importance of the total financial requirement variable

Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
financial requirement	11.04	0.48	11.72	82.13

❖ **View and analyze security requirements:**

Table (06) shows the results according to the sample views on (security requirements). Table (06) refers to the mean, standard deviation and the general difference coefficient related to (security requirements). (4.25) out of 5, which is a value (strongly agreed), and a good harmony in the answers, confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, where the value of (0.50), (11.67), while the relative importance (84.96) is This is confirmed by the great interest of the research sample on the security requirements of the Algeria Telecom.

Table (06): Arithmetic mean, standard deviation, variation factor and relative importance of the total security requirement variable

Paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
security requirements	4.25	0.50	11.67	84.96

3-2. Analyze the relationship between the role of the importance of electronic management in the assessment of human resources management by the adoption of correlations and influence

This axis presents the research relationship test, which includes testing the correlation relationships between the main and sub-search variables using analytical statistical methods represented by the Person Pearson correlation coefficient. This topic includes two axes:

3-2-1. Test the correlation relationships between the main and sub search variables: This axis includes the diagnosis of the nature of correlation relationships between the dimensions of the research, and its variables at the level of the overall index and at the level of sub-factors in order to identify the strength of the relationship between the search variables, and their nature.

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•The relationship between the role of the importance of electronic management in assessing the effectiveness of human resources management at the macro level.

The content of this relationship refers to the validation of the first main hypothesis, which states (there is a significant correlation between the importance of electronic management, assess the effectiveness of human resources management), as the data of table (7) indicate a strong positive correlation Between the importance of electronic management, the effectiveness of human resources management in the Algerian Telecom Corporation evaluates the research sample at the macro level, with a correlation coefficient of (** 0.439) at a significant significance level (0.01). Assess the effectiveness of resource management combined. This result shows the reason for accepting the first main hypothesis which states (there is a significant correlation between the importance of electronic management, assesses the effectiveness of human resources management).

Table (07): The results of the correlation relationship between the two variables of the role of the importance of electronic management in assessing the effectiveness of human resources management at the macro level

assessing the effectiveness of human resources management	Independent variable
importance of electronic management	0.439 **

3-2-2.The correlation between the importance of electronic management and assess the effectiveness of human resources management at the level of sub-variables: Through the data of table (09), which shows the values of correlation coefficients Pearson (Person)

- There is a strong positive correlation (positive) between the importance of electronic management and assess the effectiveness of human resources management, where the value of the correlation (** 0.349) at the level of significance (0.01). This result confirms acceptance of the first sub-hypothesis of the first main hypothesis, which states (there is a significant correlation between the importance

of electronic management and evaluation of the effectiveness of human resources management).

- There is a strong positive correlation (positive) between the technical requirements and evaluate the effectiveness of human resources management, where the value of the correlation (** 0.447) at the level of significance (0.01). This result confirms acceptance of the second sub-hypothesis of the first main hypothesis, which states (there is a significant correlation between the requirements of technology and assess the effectiveness of human resources management).

- There is a strong positive correlation (positive) between human requirements and evaluate the effectiveness of human resources management, where the value of the correlation (** 0.251) at the level of significance (0.01). This result confirms the acceptance of the third sub-hypothesis of the first main hypothesis, which states (there is a significant correlation between human requirements and evaluates the effectiveness of human resources management).

- There is a strong positive correlation (positive) between the financial requirements and evaluate the effectiveness of human resources management, where the value of the correlation (** 0.385) at the level of significance (0.01). This result confirms acceptance of the fourth sub-hypothesis of the first main hypothesis, which states (there is a significant correlation between financial requirements and evaluates the effectiveness of human resources management).

- There is a strong correlation significant correlation (positive) between the requirements of security and evaluate the effectiveness of human resources management, where the value of the correlation (** 0.439) at the level of significance (0.01). This result confirms the acceptance of the fifth sub-hypothesis of the first main hypothesis, which states (there is a significant correlation between security requirements and evaluates the effectiveness of human resources management).

Table (08): The results of correlation between the two variables of the importance of electronic management and evaluating the

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**effectiveness of human resources management at the level of sub-
variables**

	Administrative Requirements	Technical requirements	Human requirement	Financial requirements	Security Requirements	the importance of electronic management
evaluating the effectiveness of human resources management	0.349 **	0.447 **	0.251 **	0.385 **	0.439**	0.439**

(**) Significant correlation at significance level 0.01.

(*) Significant correlation at 0.05 level.

3-2-3. Test the influence relationships between the main and sub-variables

The aim of this axis is to test the effect relationships between the explanatory variable (the importance of electronic management), the responsive variable (and evaluate the effectiveness of human resources management), and in the light of the second main hypothesis which states (there is a significant significance effect of the importance of electronic management and evaluate the effectiveness of human resources management In the Algerie Telecom et al., Which produced five sub-hypotheses, using a simple linear regression model, the levels of analysis were taken at the subtotal and aggregate levels to see the significance of the effect of each of the explanatory variables in each subtype of the response variable. E, either to accept, or reject the hypothesis of influence, are compared through (F) calculated the value (F) Tabulated under two levels significantly (0.05) and (0.01) and as follows:

Table (09): Demonstrates the impact of the dimensions of the importance of electronic management in evaluating the effectiveness of human resources management

	Administrative Requirements	Technical requirements	Human requirements	Financial requirements	Security Requirements	the importance of electronic management
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evaluating the effectiveness of human resources management	0.349 **	0.447 **	0.251 **	0.385 **	0.439**	0.439**
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Table prepared by the researcher based on the results of electronic calculator and program (SPSS).

* Scheduling value (F) at the level of 0.50 = (3.92).

** Scheduling value (F) at 0.10 = (6.85).

Analysis of the impact of administrative requirements on the evaluation of the effectiveness of human resources management: It is clear from table (01) that the calculated value (F) was (16.329), which is greater than the value (F) table (6.854) at a level of (0.01), At the level of significance (0.000), this means that there is an effect of the administrative requirements on the responsive variable and evaluates the effectiveness of human resources management in the Algerian Telecom Corporation. The administrative value of (3.259) even if the amount of effectiveness of the performance is equal to zero, and the value (67 = 0.267), it means that the change One of the administrative requirements will lead to a change in the effectiveness of the functional performance (0.267). It was (0.122), which means that the administrative requirements explain the rate (2.12) of the difference in the evaluation and effectiveness of human resources management, and (87.8), which is explained by the variability of factors did not enter the regression model. Accordingly, these results provide sufficient support to accept the first sub-hypothesis of the research, which states (there is a significant significance of the administrative requirements in evaluating the effectiveness of human resources management).

Analysis of the impact of technical requirements on the evaluation of the effectiveness of human resources management: It is clear from table (02) that the value of (F) calculated (29.447), which is greater than the value of (table) F (6.854) at a level of (0.10) This means that there is an effect of the technical requirements on the responsive variable and evaluates the effectiveness of human resources management in the Algerian Telecom Corporation. The sample is shown in the table itself. The technical requirements of (2.903), even if the amount and evaluate the effectiveness of human resources management is zero, and the value

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(0.3 = 0.360), it means that change A single unit circuit in technical requirements will result in a change in the effectiveness of HRM (0.360). Using the regression equation, it was (0.200), which means that the technical requirements explain (0.20) of the variation in the evaluation and effectiveness of human resources management. Accordingly, these results provide sufficient support to accept the second sub-hypothesis, which states that (there is a significant significance of the technical requirements in evaluating the effectiveness of human resources management).

Analysis of the impact of human requirements in the evaluation of the effectiveness of human resources management: It is clear from table (03) that the value of (F) calculated (7.964), which is greater than the value (F) table (6.854) at the level of significance (0.10), and This means that there is an effect of human requirements on the responsive variable and evaluates the effectiveness of human resources management in the Algerian Telecom Corporation. The sample is found in the same table. The constant value (= 3.619 a) can be observed. (3.619) Even if the amount and evaluation of the effectiveness of human resources management is zero, the value of (86 = 0.186) means that the change in advance One unit in human requirements will lead to a change in the evaluation of the effectiveness of human resources management (0.186), and the value of the coefficient of determination (R²), which is a descriptive measure used to explain the usefulness of the regression equation in providing values, and represents the percentage of decrease in errors when Using the regression equation, it was (0.063), which means that the human requirements explain (3.06) of the difference in the evaluation and effectiveness of human resources management, and that (93.7), which is explained by the variability of factors that did not enter the regression model. Accordingly, these results provide sufficient support to accept the third sub-hypothesis of the research that states (there is a significant significance of human requirements in assessing the effectiveness of human resources management).Analysis of the impact of financial requirements on the evaluation of the effectiveness of human resources management: It is clear from table (04) that the calculated value (F) was (20.519), which is greater than the table value (F) of (6.854) at the level of significance (0.10), At the level of

significance (0.000), this means that there is an effect of the financial requirements on the respondent variable and evaluates the effectiveness of human resources management in the Algerian Telecom Corporation sample research, and through the same table can be observed the value of the constant (= 3.068 a), which means that there is a financial requirements (3.068) even if the amount and evaluate the effectiveness of human resources management is zero, and the value (0.3 = 0.314), it means to change in advance One unit of financial requirements will result in a change in the effectiveness of HRM (0.314), while the value of the coefficient of determination (R²), which is a descriptive measure used to explain the usefulness of the regression equation in presenting values, represents the percentage of decrease in errors at Using the regression equation, it was (0.148), which means that the financial requirements explain the ratio (8.14) of the difference in the evaluation and effectiveness of human resources management, and (85.2), which is explained by the variability of factors that did not enter the regression model. Accordingly, these results provide sufficient support to accept the fourth research hypothesis, which states that (there is a significant impact of the financial requirements in evaluating the effectiveness of human resources management).

4- Conclusions and Recommendations

4-1. Conclusion :

This paper deals with the identification of conclusions inspired by the applied aspect of the research as follows:

- There is a strong correlation between the two main variables, namely the importance of electronic management and evaluates the effectiveness of human resources management in the Algerian Telecom Corporation, where the value of the correlation coefficient (** 0.439) at the level of significance (0.01).
- The study showed that the highest positive correlation between (technical requirements, security requirements) and between the evaluation and effectiveness of human resources management, the value of the correlation (** 0.477), (** 0.439) at Significance level (0.01).

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- The study showed that the highest positive correlation was positive between the human requirements and evaluated the effectiveness of human resources management, where the value of the correlation (** 0.251) at the level of significance (0.01).
- The presence of the impact of the importance of electronic management in human resources management variable respondent (and assess the effectiveness of human resources management) in the Algerian Telecom Corporation, where the value of (F) calculated (28.133) and is greater than the value (F) spreadsheet (6.854) at the level of Significant (0.10) and significant level (0.100).
- The study indicates that the highest impact of the importance of electronic management is in the technical requirements in human resources management variable response (and assess the effectiveness of human resources management) in the Algerian Telecom Corporation, where the value of (F) calculated (29.447) and is greater than the value (F) of (6.854) at the level of significance (0.10) and the level of significance (0.000).
- The study indicates that the minimum impact of the importance of electronic management in human resources management is in human requirements, as the calculated value (F) amounted to (7.964) and is greater than the value (F) tabular (6.854) at the level of significance (0.10) and At the level of significance (0.600).
- It is noted that the use of electronic management works on the speed of completion of work and with great accuracy while saving time and effort and increase the efficiency of workers, which leads to increase the productivity of work in the Algerian Telecom Corporation.
- It is noted that the use of electronic management works to reduce costs and organize work procedures by overcoming problems that reduce the level of performance and reduce the rate of administrative errors and works to improve internal and external communications and increase the efficiency and effectiveness of operations in the Algerian Telecom.
- In case of the availability of financial resources necessary for the application of electronic management in the Algerian

telecommunications institution, this will be reflected on the financial support necessary for the purchase and maintenance of electronic devices and software to a large extent, as well as financial support for the use of qualified trainers to train workers in the application of electronic management.

- The results of the analysis in the research show that in case of the availability of the technical capabilities necessary for the application of electronic management in the Algerian Telecom Corporation, it will provide the latest electronic systems and programs that achieve follow-up and control, and there is a commitment, support and encouragement by the senior management of the application of electronic management significantly. Moreover, senior management is keen to keep abreast of technical developments.
- In the case of the availability of human resources (individuals with the ability and knowledge sufficient to deal with computers, and the ability to develop and design electronic programs, and specialists in information technology and communications) in the company will lead to the application of electronic management with great success.

4-2. Recommendations

- the need to establish workshops, seminars and conferences and work to spread awareness and electronic culture among workers the importance of the application of electronic management because of its psychological impact to accept modern technological changes.
- Attracting the expertise and specialists and using them to contribute to the success and the need to work to create the appropriate atmosphere and appropriate in an environment to work in the spirit of a single team that would succeed in the application of electronic management.
- Pay attention to the financial cost associated with the design of a program to support and encourage excellence in electronic work through the development of plans and strategies for the rehabilitation and training of human resources and provide the necessary funds and financial possibilities for effective application.
- The need to design electronic models and applied to evaluate the performance of employees and workers and the need to create a

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network linking electronic from all sections of the company and its branches and human resources management

- The need to open new horizons for methods of work completion and linking the financial and moral incentives, including the employee's acquisition of information technology skills within the electronic work environment in the company.
- The need to develop a system for issuing administrative orders electronically because of its impact on the speed of completion and accuracy in the work.
- Attention should be given to the development of software protection and security information so that protection leads to the protection of privacy of electronic information from hacking and viruses and ensure that files are not damaged or lost due to negligence or failure to save and attention to support and provide a security system to protect the privacy of employees in the company and work in All electronic transactions.

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