

**Obstacles to the application of electronic public services in Algeria from
the point of employees view at the Directorate of Local Administration
of Ghardaia State**

**Obstacles à la mise en œuvre d'électroniques services publics en Algérie
du point de vue des employés à la Direction de l'Administration Locale
de Ghardaïa Province**

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Résumé

Ce papier de recherche a permis d'identifier les raisons du retard dans la mise en œuvre complète de électronique services publics en Algérie. Il visait à présenter le concept d'électronique gouvernement et à mettre en évidence les exigences existantes et les obstacles à son application du point de vue des employés de la Direction. Dans cet papier, les deux approches descriptives et l'étude de cas se sont appuyées sur l'outil questionnaire qui a été analysé selon le programme SPSS version 19, Où la population d'étude était constituée des 60 employés à la Direction de l'administration locale de l'État de Ghardaïa, Les résultats ont montré qu'il n'y a pas de différences entre les réponses aux obstacles de l'e-gouvernement dues aux variables personnelles.

Mots-clés : Electronique services publics, Transformation numérique, E-gouvernement Obstacles, employés, Administration locale État de Ghardaïa.

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Abstract

This research paper came to Identify the reasons for the delay in the full implementation of electronic public services in Algeria, Where it aimed to present the concept of electronic government and highlight the obstacles to its application available from the point view of the employees, In this paper it was relied on the descriptive approaches and using the questionnaire toole that was analyzed according to the (SPSS) program V19, Where the poplulation consisted of 60 employees in the administration of Ghardaia State, And the results showed that there were no differences between the answers to the abstacles of e-governments due to the personality variables.

Keywords : Electronic Public services, Digital transformation, E-government Obstacles, Employees, Local administration Ghardaia State.

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1. INTRODUCTION :

The issue of electronic public services is also part of a series of state endeavors towards the embodiment of the "Electronic Algeria" project, which it initiated to implement on the ground between the years 2008 and 2013 within the framework of what's known as e-government. The process of developing public administration services, which aims to eliminate the increasing complexities facing those dealing with the government service sector and ways to reduce the effects of bureaucracy, red tape and slow service delivery. And like other concepts, it suffers from obstacles that prevent its full application in Algerian administrations, which is what we will try to determine it through the field study of the case of the Directorate of Local Administration of Ghardaïa State, as a public institution of a service administrative nature.

1.1 The problem: In the light of the presentation presented, the following problem crystallizes: "*What is the availability of obstacles to the application of e-government in the Directorate of Local Administration of Ghardaïa state?*".

In order to answer this problem, we have divided it into sub-questions as follows:

- What's the concept of e-government? And what're its objectives?;
- What're the obstacles to e-government?;
- Are there differences between the responses of the study sample about the obstacles to its application due to personal and functional variables?.

1.2 Approved hypotheses: Based on the problem and sub-questions, we put forward the following hypotheses:

- It represents the various operations and activities that take place between the Directorate of Local Administration of Ghardaïa state and the customers (citizen, business sector, other government departments and institutions) electronically by using the Internet and modern communication technologies;
- There're a number of obstacles that prevent the implementation of e-government;
- There're differences between the responses of the study sample

about the obstacles to its application due to the personal and functional variables.

1.3 Objectives of the study: The objectives of the study are summarized in:

- Identifying the concept of e-government and highlighting the obstacles to its application;
- Identify the reasons for the delay in the full implementation of the digitization of public services in Algeria;
- Identifying the most prominent difficulties that may hinder the proper application of e-government in Algerian institutions.

1.4 Approved analysis method: To verify the validity of the hypotheses, we relied in this study on two approaches, the descriptive approach in relation to the theoretical aspect that was extracted from the most important studies, books and scientific articles, And the case study approach for the applied side to diagnose the reality of obstacles to the application of electronic public services in Algeria from the point of employees view at the Directorate of Local Administration of Ghardaia State.

2. Previous studies of the issue of e-government obstacles

2.1 Khannoush Saliha's Study (2020): Business Money Economy Journal, Volume 05, No 01, entitled "Obstacles to the application of e-government in local administration : From the point of view of selected sample personnel from the municipalities of the Médéa", Algeria.

This study aimed to identify the extent Existence of obstacles of application of e-government at the local administration level, and to achieve the objects of the study, the descriptive analytical method was used through a sample survey of 92 administrative employees, Distributed in 7 municipalities, selected in calculated manner. To obtain the data needed for the study, the questionnaire was used as the main tool for data collection and its results were analyzed on the basis of SPSS. The study found obstacles to implementing the e-government (Senior management support, legislation and legal texts, use of technology) in the municipalities under study.

2.2 Ben Al-Zein Iman and Salehi Samira's study (2020) : Excellence Journal for Economics and Management Research, Volume 04, No 02, entitled "E-government in Algeria and its comparison with the best glibal and continental leding e-government models", Algeria.

This research paper presented a group of countries as pioneering

models in the field of e-government and its comparison with Algeria in order to assess its situation at the global continental and regional levels, the comparison and evaluation was carried out using the e-government maturity index issued by the United Nations, which includes the telecommunication infrastructure sub-index TII and the Human capital sub-index HCI and the online service sub-index OSI during the period between 2008/2020, this comparison comes in order to benefit from these experiences, to rectify, to weaknesses and to exploit the opportunities available to Algeria to develop its e-government, keep pace with the global movement and raise its efficiency in a way that serves the goals of sustainable development.

3. The theoretical literature for the study

3.1 E-government concept : There've been many definitions of researchers and writers for the concept of e-government, some of which we will try to review as follows:

The United Nations report defines it as: *“includes almost all information and communication technology, platforms and applications used by the public sector; it is defined as: the use of the Internet and the World Wide Web to provide government information and services to citizens”*. (National, 2002, p. 02)

And World Bank defined e-government as: *“E-government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government; These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information or, more efficient government management; The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reduction”*. (Grigalashvli, 2022, p. 07)

As for Al-Salmi Alaa Abdel-Razzak, defined it as: *“ It's the environment in which citizens services and inquiries are achieved, and in which the governmental activities of the concerned department are realized from the government departments themselves or between different departments using information networks and remote communication ”*. (Shahid Elias, 2016, p. 122)

Based on the foregoing, we can develop a comprehensive concept of

e-government as: "*that default framework that governments adopt towards modernizing their institutions in order to meet the needs and desires of citizens efficiently and effectively within the limits of their responsibilities*".

3.2 The e-government objectives: The e-government seeks to achieve a set of objectives, including:

- Increasing the time available to perform the service so that the service can be accessed at any time throughout the day without being bound by specific official working hours;
- Determining the requirements for obtaining the service and the required forms to enable them to be completed before going to the place of performing the service, and thus reducing the time and effort required to perform the service;
- Improving the culture and awareness of citizens by encouraging them to use modern technology;
- Providing an appropriate climate for investment that works to overflow the obstacles and procedures that prevent attracting companies operating in the field of technology. (Moulay khalil, 2021, p. 145)

We can say that e-government has many essential objectives, through which it seeks to raise the efficiency of government performance in countries.

3.3 E-government requirements : Where a group of researchers presented a type of requirements that should be taken into account when implementing e-government, which're:

1. **Political will :** Political will is required to implement every e-government project, and without ensuring the support of active political leadership, financial resources, between agency coordination, policy changes, and human efforts required to plan and implement e-government will not be sustainable. (policy, 2002, p. 11)
2. **Administrative leadership :** E-government requires a strong political and administrative leadership that is openly committed to supporting the efforts that lead to the transformation towards it by providing time, effort, money, resources and the political, economic,

social and technological climate that contributes to highlighting the capabilities of creative human forces. (Sara, 2017, p. 09)

3. **E-government legislation** : In the field of the legal framework, e-government and the success in its application depends on the existence of an appropriate legislative environment based on the existence of a law regulating telecommunications services, which guarantees market liberalization and legitimate competition, encourages investment in the information and communication technology sector, and the existence of intellectual property legislation in its various aspects in a way that achieves innovation and creativity and protects the owner of the right to it, and gives him the motivating opportunity to invest in producing an idea and the fruit of effort, and the existence of legislation concerned with electronic commerce and electronic signature...etc. (Al-Sadik, 2020, p. 28)
4. **Qualified human element** : The success of the application of e-government depends on the existence of trained human forces, who are individuals who possess the necessary competence to deal with physical hardware, software, communication technology, management of computer-based information systems, and its operation, including the processes of studying and analyzing information needs, collecting, organizing, storing, retrieving, flowing, managing operations and working on developing them. (Siham, 2014, p. 112)
5. **Material resources** : The application of e-government requires an appropriate level of material resources that include a modern network of communications and data and advanced means of wired and wireless communications, in order to activate communication and transfer of information between the government departments themselves on the one hand and between government departments and the citizen on the other hand. (Ali, 2013, p. 170)

From it, we can say that the e-government transformation requires the state to be ready to follow up and provide the latest means of information and communication technology, and to change the various legal texts and regulations in place to facilitate their application, taking into account the political conditions thereof, and it must seek to attract qualified manpower,

develop and train them according to what is new. In order for this transformation to succeed and achieve its objectives.

3.4 E-government obstacles: Asia bent Hamed Yarkandi and Najat bent Mohammad Saeed Al-Sayegh presented a number of obstacles that e-government suffers from, which can be summarized in the following points:

- 1) **Administrative obstacles:** These are the following:
 - **The ambiguity of the concept:** Many administrative leaders are still ignorant of the subject of e-government, and some of them do not even know the term. Therefore, the matter needs to clarify the concept and provide the intellectual ground for it in the institutions, Through the dissemination of the concept, each institution will have its own point of view, which results in the existence of its own vision, and due to the multiplicity of different visions of institutions and their points of view, another stage will come which's the stage of unifying the different visions of institutions and this vision is based on the crystallization of strategy and policies, then goals and objectives; It's necessary to understand e-government as a term and study its principles and various aspects of its application to ensure its success;
 - **Resistance to change:** The establishment of e-government, like other changes, carries with it a lot of changes at the level of institutions, departments and people. And the redistribution of tasks and powers, which necessitates a change in administrative leadership, job positions, and new specializations that it needs. As we've already mentioned, all concerned must be made aware of the adoption of this change in order to avoid conflicting opinions and resistance to this renewal, which will benefit everyone, through the establishment of training courses for employees and leaders for example. (Elham, 2016, p. 22)
- 2) **Physical obstacles:** represented in the failure to follow up on technical progress in the field of computers, as the rates of change in communication and information technology have increased dramatically at a time when individuals are looking for relative stability, as well as there're no fixed specifications and standards for the computers used to perform the services.

- 3) **Financial obstacles** : they constitute a critical obstacle, as sufficient allocations must be made to finance the e-government infrastructure.
- 4) **Security obstacles**: Information security's one of the most important obstacles facing the application of e-government, as there are a set of methods to penetrate the information system and the consequent loss of privacy and confidentiality of beneficiaries, So that one of the manifestations of information security is the confidentiality and integrity of information, ensuring its survival and not deleting or destroying it. (Saliha, 2020, p. 158)

And from it, we can say that the e-government has a set of obstacles that prevent it from being properly applied, beginning with administrative obstacles such as poor understanding of it and the opportunities it achieves, followed by the problem of resistance to change by the various concerned parties who must be made aware of its importance and benefits, Immediately after that, the physical obstacles represented in the rate of change in communication and information technology increased, followed by the financial obstacles through the need to provide sufficient allocations to finance the infrastructure, and finally the security obstacles and the risk of threats to the security of users and the country alike.

3.5 Methods of measuring and evaluating government performance of e-government services :

In 2003, the United Nations presented a report containing an indicator for measuring e-government, and it was recorded as a quantitative indicator for the report, and then developed into a theoretical model that combines elements of e-government, e-readiness and e-participation, in addition to e-government practices. This composite indicator measures the ability of governments from three aspects. Main and sub-indicators are represented as follows:

- The electronic service measurement index: the scope and quality of service provision, evaluation of use and availability, and the level of availability;
- Telecommunications Infrastructure Index: The extent to which information and communication technology foundations are utilized. Primary factors including readiness and use are included in its calculation.

- Human capital index: reflects the available skills, educational levels, and the government's ability to disseminate knowledge. (Ben Al-Zein Iman, 2020, p. 34)

From it, it can be said that the measurement of public services with the e-government that came in this report represents an assessment of the level of quality and scope of services for beneficiaries, the level of awareness and skills of the human capital of the state, as well as the level of exploitation of the pillars of information technology and telecommunications, and through these aspects the measurement may reach up to reliability in its results.

4. The application framework of the study

After presenting the theoretical literature for the study related to e-government, We'll try to apply the study to the reality of the Algerian administration to find out the field and concrete facts of the availability of requirements for the application of e-government and the problems of its application in the Directorate of Local Administration of Ghardaïa State as a model.

4.1 Methods and tools : In this element, we'll explain the methodological aspects of the study from the study variables, the study population and sample, the study tool used, the methods of its preparation, and its components.

4.1.1 Study methods:

4.1.1.1 Study variables : The study includes the following changes:

- Personal and functional variables : gender, age, educational level, occupational level;
- The independent variable: the obstacles of e-government.

4.1.1.2 Study population and sample : The original study population consists of all the employees working at the headquarters of Ghardaia state, and the case of the Local Administration Directorate of Ghardaia state was selected, as a random sample of 60 employees was selected those who're related to the subject of the study and who are distributed as follows : a sublime framework, a framework, a control assistant, and an executive assistant.

4.1.2 Study Tools:

4.1.2.1 Study Tool : The questionnaire was prepared, which in its entirety consisted of two parts:

The first part: related to the phrases of the personal data of the study

Obstacles to the application of electronic public servic.. Amira / Bahaz Djilali

sample, consisting of 04 paragraphs related to (gendr, age, educational level, and occupational level).

The Second part: It included phrases related to the obstacles of e-government, and it included 05 phrases (The ambiguity of the concept, Resistance to change, Technical progress, Financial obstacles, Security obstacles) .

Most of the answers had specific answers, and the questionnaire contained 02 pages, which included four paragraphs related to the first part related to the personal data of the study sample, and 05 statements related to the second part related to the hypotheses of the study.

4.1.2.2 Study Statistical tools : we use the Statistical Package for Social Sciences (SPSS) software version No (19) to empty and process the questionnaire data, in addition to the Excel program, and a five-point Likert scale to determine the relative importance of each statement of the questionnaire's phrases on that :

Table 1. Likert's pentagonal scale

| Classification | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----------------|-------------------|-------------|-------------|-------------|----------------|
| The points | 1 | 2 | 3 | 4 | 5 |
| Degree | 1 – 1,79 | 2,59 – 1,80 | 3,39 – 2,60 | 4,19 – 3,40 | 5 – 4,20 |

Source: Medhat Djamel, Your library the Arabic Information network, (05/06/2022), <http://www.maktabatk.com/blog/tags>

Note. The field of the arithmetic mean was also determined by calculating the range, that's setting an ordinal scale for these numbers to give the arithmetic mean a significance using the ordinal scale, in order to benefit from it in analyzing the results.

The values of the arithmetic averages'll be dealt with to interpret the data according to the level of importance, as follows:

Table 2. Analysis scale

| High | Medium | lower |
|---------------|-------------|----------|
| And more 3,67 | 3,66 – 2,34 | 2,33 – 1 |

Source: Medhat Djamel, Your library the Arabic Information network, (05/06/2022), <http://www.maktabatk.com/blog/tags>

4.1.2.2.1 Validity and reliability of the tool: In order to ensure the validity

Obstacles to the application of electronic public servic.. Amira / Bahaz Djilali

of the questionnaire as a tool for collecting data necessary for the study, it was tested and presented to a number of arbitrators from the faculty members of the Faculty of Economics, Commercial and Management Sciences. According to the steps of the stability of the questionnaire axes on the study sample, stability coefficient was used Cronbach's Alpha:

Table 3. Reliability coefficients for the average of each axis of the study with the total average for all items of the questionnaire.

| Title | Number of axes | Cronbach's Alpha Value |
|----------------|----------------|------------------------|
| All paragraphs | 05 | 0.777 |

Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. Through the table the general stability coefficient of the questionnaire reached (0.777), as they were greater than the acceptable minimum for the stability coefficient of 60%, this indicates that the questionnaire in all its axes has a degree of stability that can be relied upon in the field application of the study.

5. RESULTS AND DISCUSSION : In this element, we'll explain the statistical results of the study from the normal distribution test, the characteristics of the sample, the analysis of the study axes, and the testing of hypotheses.

5.1 Test for normal distribution of data: We used One Sample Kolmogorov- Simirnov Test to find out whether the data follows a normal distribution or not, it's necessary in the case of hypothesis testing because most parametric tests require that the data distribution be normal, so we'll define the alternative zero theory as follows:

- **Null hypothesis H0:** the data follow a normal distribution;
- **Alternative hypothesis H1:** the data don't follow a normal distribution, and the following table shows the test results:

Table 4. One-Sample Kolmogorov's Normal Distribution Test

| Title | Number of paragraphs | Z . value | Significance level value |
|-------|----------------------|-----------|--------------------------|
| all | 05 | 1.027 | 0.242 |

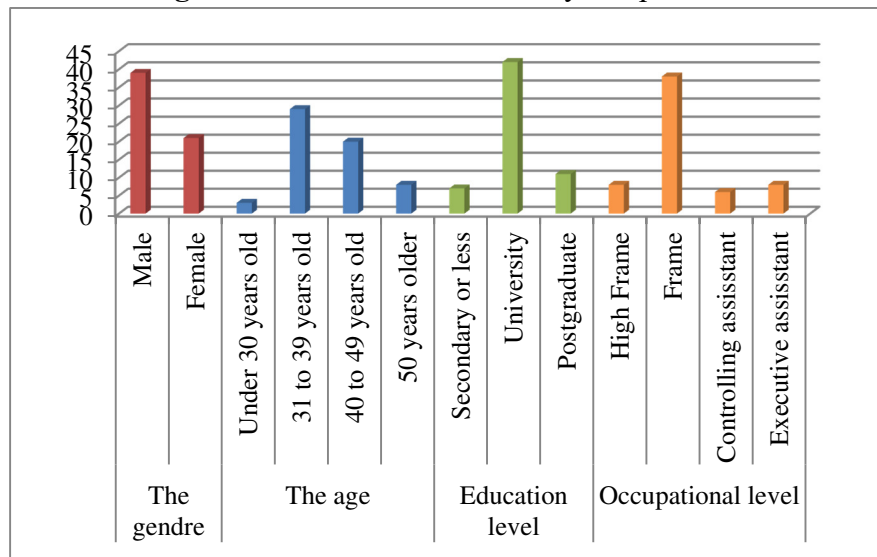
paragraphs

Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. Through the table it's clear to us that since the value of Z is greater than (0.05) and the significant value is high, we say that the data follows a statistical distribution, and this indicates that we'll use the parameter tests in our study.

5.2 Study sample characteristics: The results of the study sample characteristics can be explained as follows:

Fig.1. Characteristics of the study sample



Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. According to the above fig, we notice that most of the respondents are males (39) on percentage 65% of the total respondents. As well the predominant category was (31 to 39 years), with a number of (29) individuals on percentage 48.3% and according to the level of education. We note also that (42) individuals are of the university level on percentage 70%, and we also note that the majority of the study sample according to the occupational level represents the level of framework, amounting to (38) individuals on percentage 63.3%.

This explains that the majority of the individuals questioned in the Local Administration Directorate of Ghardaia Province were men compared to women, and among the young people who hold university degrees and those who hold important positions in it.

5.3 Presentation and analysis of the study axes :

Obstacles to the application of electronic public servic.. Amira / Bahaz Djilali

The presentation and analysis of the results of the arithmetic means and standard deviations was used to indicate the relative importance of the phrases from the point of view of the employees in the Directorate of Local Administration, and the degree of their approval thereof through the following table:

Table 5. The opinions of the respondents about two variables are arranged in order of importance

| Axis | Mean | Standard Deviation | Rank |
|------------------------------|---------------|--------------------|----------|
| The ambiguity of the concept | 3.82 | 1.017 | 1 |
| Resistance to change | 3.58 | 0.962 | 4 |
| Technical progress | 3.78 | 0.904 | 2 |
| Financial obstacles | 3.38 | 1.106 | 5 |
| Security obstacles | 3.67 | 1.15 | 3 |
| All paragraphs | 3.6467 | 0.74412 | / |

Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. The above table shows the respondents perceptions that the respondents in the Local Administration Directorate of Ghardaïa state have shown their agreement about the availability of the following five e-government obstacles: The ambiguity of the concept, Resistance to change, Technical progress, Financial obstacles, Security obstacles. It is also clear to us that the general rate of the e-government obstacles axis was medium, as the arithmetic mean value for it was estimated to be (3.6467) and the standard deviation was estimated to be (0.74412). In detail we find The ambiguity of the concept it ranked first with a high arithmetic mean value of (3.82) and a standard deviation (1.017), followed by the second Technical progress with a high arithmetic mean value of (3.78) and standard deviation (0.904), followed by the third Security obstacles with a high arithmetic mean value of (3.67) and standard deviation (1.15), followed by the fourth Resistance to change with a medium arithmetic mean value of (3.58) and standard deviation (0.962), followed by the last Financial obstacles with a medium arithmetic mean value of (3.38) and standard deviation (1.106)

And this explains the endeavor of the Directorate of Local Administration of Ghardaïa State towards providing eliminate the remnants

Obstacles to the application of electronic public servic.. Amira / Bahaz Djilali

of traditional administration through e-government especially the financial ones and the employees accept this update in their services, because of the speed and accuracy it provides in performing the work compared to the rest of the obstacles that prevent its implementation.

5.4 Hypothesis testing : So, after presenting the results and answers of the study sample to the study questions regarding the availability of e-government requirements and its most prominent obstacles, we will now test the following hypotheses:

5.4.1 Testing the first hypothesis: which states: "There're differences between the answers of the study sample about the availability of e-government obstacles due to their personal and functional variables"; And to verify this hypothesis a t-test will be conducted for independent samples.

This's to examine the impact of the gender variable as an obstacle to the application of e-government in the Directorate of Local Administration of Ghardaïa State, and then to conduct a multiple variance test to examine the impact of other variables.

1) Analysis results related to the T-Test for independent samples:

This test was conducted to see if there're any differences between the responses of the study sample about the extent of the obstacles of e-government in the Directorate of Local Administration of Ghardaïa State due to the gender factor, and the results are shown in the following table:

Table 6. The results of the T-test analysis of independent samples to examine the impact of the gender variable on e-government obstacles

| Axis | T-value | The incorporeal level |
|----------------------------|---------|-----------------------|
| The e-government obstacles | 0.571 | 0.570 |

Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. The table shows us the results of the T-Test, the T value of the e-government obstacles and the level of statistical significance (0.570) Sig for both gendrs, which's a value greater than the incorporeal level value (0.05). Directorate of Local Administration of Ghardaïa State, according to

the gender variable

2) Results of the multiple analysis of variance One Way ANOVA :

In order to find out if there're differences in the responses of the study sample in the Local Administration Directorate of Ghardaia State, a multiple analysis of variance test was conducted to examine the impact of personal and functional variables: age, educational level, occupational level on e-government obstacles, and the results're shown in the following table:

Table 7. The results of multiple variance analysis to examine the impact of personal and functional variables: age, educational level, and occupational level on e-government obstacles

| Variable | The source of the contrast | The sum of squares | Freedom degrees | Mean squares | Calculated F-value | Sig |
|---------------------|----------------------------|--------------------|-----------------|--------------|--------------------|-------|
| Age | between groups | 0.767 | 3 | 0.256 | 0.449 | 0.719 |
| | inside the groups | 31.903 | 56 | 0.750 | | |
| | the groups | 32.669 | 59 | | | |
| Education-al level | between groups | 0.790 | 2 | 0.395 | 0.707 | 0.498 |
| | inside the groups | 31.879 | 57 | 0.559 | | |
| | the groups | 32.669 | 59 | | | |
| Occupatio-nal level | between groups | 1.725 | 3 | 0.557 | 1.041 | 0.382 |
| | inside the groups | 30.944 | 56 | 0.553 | | |
| | the groups | 32.669 | 59 | | | |

Source: Prepared by the researchers based on the outputs of SPSS prg v 19.

Note. We note from the table that there're no differences between the average answers of the study sample about the obstacles of e-government according to the variable of age, educational level, and Occupational level, as the F value was (0.449, 0.707, 1,041) respectively, and it's not statistically significant at the incorporeal level.

From it, it can be said that "there're no differences between the

responses of the study sample about the availability of e-government obstacles due to their personal and functional variables." Thus rejecting the hypothesis that states "there are differences between the responses of the study sample about the availability of e-government obstacles due to their personal and functional variables.

6. CONCLUSION

Finally, it can be said that Algerian public institutions are obligated to pay attention and focus on the requirements of e-government to increase its effectiveness in achieving government goals and improve its services provided to citizens, by providing a portal on the Internet from which all its institutions and administrative sectors can be accessed, And ways of continuous development by relying on developing the stock of knowledge and on organized scientific research, all of which requires the allocation of a sufficient budget to finance its infrastructure in order to avoid facing various regulatory obstacles that prevent its implementation upgrading the services provided as it should, and taking the necessary measures to adapt to the high rates of change in communication and information technology, and facing security obstacles by providing sufficient means to confront the risk of threats to the security of information of users and the state alike.. And the study reached a number of results a most important of which are:

- The measurement of public services with the e-government that came in this report represents an assessment of the level of quality and scope of services for beneficiaries, the level of awareness and skills of the human capital of the state, as well as the level of exploitation of the pillars of information technology and telecommunications, and through these aspects the measurement may reach up to reliability in its results;
- Most of the respondents on whom the research was conducted are men, aged between 31-39, with a university education, and from the senior executives in the directorate;
- The arithmetic means and standard deviations of e-government obstacles (The ambiguity of the concept, Resistance to change, Technical progress, Financial obstacles, Security obstacles) came within between high and medium degree of agreement, as the total arithmetic mean (3.6467) and the standard deviation (0.74412) indicate that the answers of the study sample are close;

- The study showed that there's a high level of availability of e-government obstacles in the Directorate of Local Administration of the state of Ghardaia, so that The ambiguity of the concept it ranked first with a high arithmetic mean value of (3.82), followed by the second Technical progress with a high arithmetic mean value of (3.78), followed by the third Security obstacles with a high arithmetic mean value of (3.67), followed by the fourth Resistance to change with a medium arithmetic mean value of (3.58), followed by the last Financial obstacles with a medium arithmetic mean value of (3.38);
- The study confirmed that there are no differences between the responses of the study sample to the personal and functional variables on the e-government obtained in the Directorate of Local Administration of Ghardaia State, due to the variables of gender, age, educational level, and occupational level;
- The results of the study agreed with the results of all previous studies in determining the level of public services through the obstacles of e-government, despite the different spatial boundaries of the study.

In light of the findings of the study, the following recommendations can be made:

- The necessity of training employees based on the development of knowledge and organized research, training them continuously, and urging them on all that's new, in order to reduce ambiguity about this transformation and avoid multiple visions and the difficulty of crystallizing its strategies, policies and objectives
- The administration must work on following up the latest means of information and communication technology to provide a technical infrastructure of network, hardware and software to protect the information system and strategies suitable for this transformation in its parts;
- The public administration must make every effort to protect the privacy of users and maintain the confidentiality of information from any breach that may threaten them.

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