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The Role of E-government in Improving the Quality of Public Service

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Abstract:
This research paper aims to highlight the role of e-administration in improving the quality of public service delivery. In recent years, public services have increasingly been provided through new electronic methods and approaches. In this context, e-administration is considered an effective tool and mechanism for achieving modernization and development, and it represents one of the most important strategies adopted to enhance the quality of public services. This is achieved by bringing administration closer to citizens and providing them with several advantages, such as faster service delivery, greater accuracy, and the reduction of errors and costs. Accordingly, this paper seeks to examine the role of e-administration in improving the quality of public service delivery.
Keywords: e-administration; public service; quality of public service delivery

1. Introduction:

The shift from the physical realm to the digital virtual environment, together with the imperative to keep pace with developments across various sectors, has become unavoidable. This transformation is driven by the technological revolution, the dynamics of globalization, and the expansion of information openness. It is further accelerated by the rapid and continuous advancements in information and communication technologies (ICTs), as well as the widespread proliferation of internet networks.

In recent years, the world has witnessed significant developments across multiple dimensions—political, economic, and administrative—largely driven by the far-reaching implications of globalization. Within this context, public administration has undergone notable transformation in response to the evolving needs and expectations of citizens, who now, more than ever, demand timely, high-quality, and increasingly diverse public services. Consequently, the transition toward a form of governance characterized by transparency and efficiency is no longer optional but has become an imperative imposed on the state in order to enhance the quality of services delivered. As such, public institutions are required, more than ever before, to develop and improve the quality of their service provision.

These rapid advancements in information and communication technologies (ICTs) and related technological tools have brought about profound changes across all sectors. In this regard, e-government represents one of the key outcomes of contemporary technological progress, emerging as a practical response to the integration of computer-based applications in the field of public services. Its aim is to modernize traditional modes of operation by rendering them more flexible and efficient, while also

saving time, effort, and cost, and strengthening communication between administrative bodies and their various branches. This transformation has had a direct impact on public administration, which serves as a fundamental mechanism for driving national development, delivering services to citizens, and supporting the strategic orientation of administrative organizations. Accordingly, e-government has emerged as an advanced administrative model that leverages technological innovations to enhance administrative processes, endowing them with qualitative advantages, and simplifying procedures that were previously complex, with the ultimate objective of improving public service quality.

Within this context, the present paper seeks to examine the role of e-government in improving public service quality.

2. Research Problem

In the late twentieth century, the world witnessed a series of profound developments and transformations in the field of information and communication technologies (ICTs), which significantly reshaped various aspects of daily life. This shift was driven by the emergence of diverse electronic technologies characterized by speed and precision in processing, transmitting, and disseminating information, as well as their integration across different sectors and institutions. These technological advancements have led to a substantial qualitative leap in the development of work processes, enhancing their accuracy, efficiency, and productivity. This evolution has been clearly reflected in public administration, which constitutes a fundamental mechanism for driving development and serving citizens. Consequently, information systems and digital programming have been integrated into administrative operations. With the advent of the internet and the facilitation it has introduced—particularly in simplifying administrative procedures and reducing reliance on paper—a new administrative paradigm has emerged, oriented toward the adoption of e-government, now regarded as one of the most recent practices in contemporary administrative systems.

E-government relies on the advanced capabilities of the internet, as well as on the core institutional capacities, including both material and human resources, to achieve its objectives. As the most recent paradigm in public management, it has emerged as a practical response to the integration of computer-based applications in the delivery of public services. Its purpose is to transform traditional modes of operation into more flexible and efficient processes, while simultaneously reducing time, effort, and costs for both public employees and citizens. Ultimately, it contributes to enhancing transparency and credibility, as well as reducing bureaucratic constraints. Moreover, the transition toward e-government has become a global trend embraced by governments worldwide.

In alignment with this global orientation and in pursuit of digital transformation, Algeria has undertaken efforts to modernize, develop, and improve its public services through the adoption of the "e-Algeria" initiative in 2013. This initiative encompasses most key sectors of the state, particularly those that interact directly and intensively with citizens, such as local authorities, the justice sector, and postal and telecommunications services. Its objectives include modernizing the economy, accelerating development, improving public service quality, and strengthening citizens' trust in public institutions.

Within this context, the present study seeks to examine the role of e-government in improving public service quality.

3. Emergence of E-Government

The emergence of e-government as a modern concept can be traced to the qualitative transformations brought about by advances in information and communication technologies (ICTs) within the context of the information revolution. This evolution has been driven by the increasing need to employ modern

technologies in managing relationships between citizens and institutions, as well as in interconnecting public administrations and government ministries through technological mechanisms. Consequently, this has led to a fundamental shift in traditional administrative concepts and their subsequent development (Khamayseh, 2013, p. 72).

The initial use of technology in governmental activities appeared in limited and simplified forms, and did not reach its formalized structure until relatively recently. Its early manifestations can be traced back to the late 1990s, notably in the U.S. state of Florida within central postal services. The concept of e-government reflects the idea that individuals can access public services through computers without the need to physically visit administrative institutions (Ghaleb, 2005, p. 3).

Thus, e-government represents one of the key concepts emerging from the digital revolution that is ushering in the knowledge era. The transformative nature of these technologies has had a profound impact on how individuals interact, work, build social relationships, and communicate across the world (ibid., p. 3).

4. Definition of E-Government

Scholars and specialists in public administration have proposed a wide range of definitions of e-government. The following are some of the most prominent:

- E-government is defined as the replacement of paper-based transactions with electronic processes, through extensive reliance on information technologies, whereby public services are transformed into automated procedures processed through predefined and sequential steps (Al-Salmi, 2008, p. 32).
- It may also be defined, from a strategic perspective, as an administrative approach in the information age aimed at the optimal utilization of informational resources within a modern electronic framework. This approach operates within the parameters of the efficient management of human and material resources, seeking to achieve efficiency in mobilizing efforts and allocating financial resources in order to attain organizational objectives (Al-Anni & Jawad, 2010, p. 33).

From these definitions, it can be inferred that e-government fundamentally involves moving away from paper-based and manual processing toward automated systems through the adoption of modern technologies and digital tools.

- From an objective-oriented perspective, e-government is defined as the reliance on information and communication systems—particularly the internet—in all administrative operations within an organization, with the aim of improving productivity, enhancing efficiency, and increasing organizational effectiveness (Ahmed, 2009, p. 44).
- From a functional perspective, it is described as a means to improve government performance and efficiency rather than a substitute for it. It does not seek to eliminate the role of government but rather to transform it into a paperless administration that utilizes electronic archiving, digital directories, electronic scheduling tools, and audio-visual technologies (Al-Khaldi, 2007, p. 19).
- Dr. Majed Ragheb Al-Hilu defines e-government as the use of digital information technologies in conducting administrative transactions, delivering public services, and communicating with citizens in a more democratic manner (Al-Suwaifan, 2012, p. 50).
- It is also defined as a new administrative paradigm that has had wide-ranging effects on organizations, their operational domains, and their managerial strategies and functions. These impacts extend beyond the technological dimension—represented by digital technologies—to

include the administrative dimension, reflected in the evolution of managerial concepts accumulated over decades, which promote greater administrative flexibility, delegation, empowerment, and team-based management (Hilali et al., 2010, p. 53).

5.**Difference Between E-Government and Traditional Administration**

There is a degree of similarity between both concepts in that they represent administrative activities aimed at accomplishing tasks and achieving desired objectives. However, they differ in terms of the methods and tools used to perform these activities.

Traditional administration refers to the function or position occupied by individuals engaged in administrative work within institutions. It has also been described as both a science and an art, or as a system through which objectives are achieved at the appropriate time, while ensuring the optimal use of available resources. In contrast, e-government is based on the optimal use of modern technological tools and advanced communication networks to achieve the intended administrative objectives, by relying on digital technologies to improve the efficiency and effectiveness of administrative processes. The main differences between e-government and traditional administration are summarized in Table (01):

E-government	**Traditional Administration**
Matrix organization (project-based)	Hierarchical structure
Team-based structure	Divisional structure
Small organizational units	Unitary organizational structure
Horizontal organization	Vertical organization
flexible organization	Rigid structure
Network-based organization	Traditional administrative division
Consultative/participatory leadership	Top-down command relationships
Multiple decision-makers	Single decision-maker
Flexible processes responsive to individual needs	literal nstructions
Dynamic and continuously evolving processes	Fixed procedures and rules
Leadership based on influence and collaboration	Leadership based on authority
Decentralized authority	Centralized authority
Transparency and accessibility of the information	Control over information flow

6. Characteristics of E-Government

At the end of the twentieth century and the beginning of the twenty-first century, and in light of globalization, increasing competitive pressures, and growing demands on organizations to improve their administrative models and systems, the importance of e-government has significantly increased. E-government is characterized by a number of distinctive features, including the following:

1. **Paperless administration:** It relies on electronic mail, digital archiving, voice messages, electronic directories, electronic planners, and electronic monitoring systems.
2. **Place-independent administration:** It is based on electronic meetings and virtual conferences, the use of mobile communication technologies, remote work, and interaction with virtual organizations (Radwan, 2012, pp. 20–21).
3. **Continuous availability:** E-government operates on a 24/7 basis, eliminating waiting queues and enhancing the quality of services provided to citizens.

4. **Organizational flexibility:** This is reflected in network-based and intelligent organizations that rely on knowledge production and management.
5. **Cost reduction:** Although the initial implementation of e-government requires substantial financial investment to support the transformation process, the adoption of electronic organizational models subsequently leads to significant budget savings, particularly by reducing the need for large numbers of employees (Abdel Karim, 2010, pp. 18–19).
6. **Electronic management of files and documents:** Instead of traditional manual storage and paperwork.
7. **Innovation and global orientation:** E-government is characterized by innovation and globalization, and it relies on knowledge as a fundamental basis for performing administrative tasks.
8. **Proactive problem identification:** It focuses on detecting potential problems rather than merely addressing them after occurrence.
9. **Focus on implementation and results:** It emphasizes operational procedures and tangible outcomes (ibid., p. 21).

7. Objectives of E-Government

The main objectives of e-government stem from its vision of administration as a provider of services to citizens and businesses. Users or clients seek to benefit from these services; therefore, e-government pursues a range of objectives within its interaction with service recipients, including the following:

- Providing public services with greater efficiency and effectiveness in execution.
- Expanding citizen participation.
- Enhancing societal awareness and education.
- Identifying opportunities for continuous cooperation and coordination between citizens and governmental bodies.
- Providing advisory support to governmental ministries (Al-Saeed, 2012, p. 327).
- Managing and monitoring various administrative units as if they were a single centralized system.
- Centralizing decision-making at the operational level while providing enhanced monitoring support.
- Integrating and standardizing data collection from its original sources.
- Reducing administrative irregularities in the monitoring of various managerial processes.
- Replacing traditional correspondence with electronic mail systems.
- Proactively identifying problems rather than merely reacting to them.
- Ensuring effective preparation and organization of meetings (Al-Wadi et al., 2011, p. 291).
- Eliminating rigid bureaucratic structures and facilitating administrative specialization.
- Eliminating the spatial constraint, as e-government aims to enable recruitment processes, communication, issuance of directives, performance supervision, and the organization of seminars and conferences through electronic administrative networks.
- Emphasizing the principle of Total Quality Management (TQM), understood as a high level of quality or value. In this regard, e-government ensures that organizational needs are met at the time services are required, in the fastest and most efficient manner.

8. Importance of E-Government

The importance of e-government lies in its ability to keep pace with the significant qualitative and quantitative developments in the application of information systems and technologies, as well as the associated emergence of the information and communication technology revolution. It represents a strong response to the challenges of the twenty-first century, including globalization, the digital space, and the knowledge-based economy (Al-Hayth, 2015, p. 28).

E-government contributes to improving organizational performance by enhancing service delivery procedures, thereby facilitating and simplifying the transactions provided to clients. It also strengthens communication between organizations and their stakeholders by ensuring transparent access to data and information. Furthermore, it enables organizations to present service delivery models and procedures more effectively, facilitates internal workflows, and opens new communication channels between administrative decision-makers and service users. This, in turn, improves operational efficiency and reduces uncertainties and obstacles related to administrative processes (Al-Daini, 2010, p. 19). In addition to what has been mentioned, other key aspects of its importance include:

- Reducing production costs and increasing organizational profitability.
- Expanding the scope of organizations with which institutions interact.
- Contributing to the elimination of paper-based administrative processes.
- Improving the efficiency and quality of public services and supporting the national economy.
- Encouraging investment in technology and creating new employment opportunities, while providing access to information via the internet to simplify administrative procedures.
- Enhancing transparency and accountability within organizations, while simultaneously improving competitiveness in global markets.
- Reducing bureaucratic burdens, simplifying procedures, and saving time, thereby improving productivity (Al-Sharif et al., 2013, pp. 78–79).

8. Requirements for the Implementation of E-Government

The transition to e-government requires a set of phased and well-structured processes to ensure the achievement of its intended objectives. In order for organizations and institutions to fully benefit from modern technologies, a number of essential components must be in place as foundational elements of e-government (Ghaleb p. 151):

a. Hardware: This refers to the physical components of computer systems, including devices, networks, and associated peripherals.

b. Software: This encompasses the logical and functional aspects of computer systems and networks, such as email applications, databases, accounting software, network management systems, programming language compilers, and software debugging tools.

c. Communication Networks: These consist of the electronic linkages embedded within communication infrastructures, including internet, intranet, and extranet networks, which collectively form the value network supporting the organization and its e-government framework.

d. Knowledge Workers: Positioned at the core of these components, this category includes digital leadership, managers, analysts of knowledge resources, and the intellectual capital of the organization.

In addition to these core elements, several key requirements must be considered for the successful implementation of e-government projects (Raggad & Bouamama, 2014, p. 35):

- **Robust infrastructure:** This includes advanced communication networks (both wired and wireless) and high-capacity data systems capable of ensuring effective communication and information exchange among administrative institutions, as well as between government entities and citizens.
- **Availability of electronic access tools:** These include personal computers, laptops, network-enabled telephones, and other digital devices that facilitate access to e-government services at affordable costs, thereby enabling widespread public use.
- **Training and capacity building:** This involves equipping employees with the necessary skills to use computer systems, manage networks and databases, and effectively operate and direct e-government systems.
- **Adequate funding:** Sufficient financial resources are required to ensure continuous system maintenance, staff training, high-quality service delivery, and the ability to keep pace with ongoing technological advancements.
- **Political will and institutional support:** The presence of committed leadership, such as a designated authority or committee, is essential to oversee implementation, create a supportive environment, and monitor and evaluate progress.
- **Legal and regulatory framework:** Appropriate legislation and legal provisions are necessary to facilitate e-government operations, ensure legitimacy, and define the legal implications of digital transactions.
- **Cybersecurity and data protection:** High levels of electronic security and confidentiality are essential to protect national and personal data, as well as to safeguard digital archives from unauthorized access, given their critical importance to both national and individual security.
- **Comprehensive awareness and promotion strategy:** A well-designed communication and outreach plan is needed to promote the adoption of e-government, highlight its benefits, and encourage citizen engagement. This may involve media campaigns, conferences, seminars, and public discussions with policymakers and officials to foster a supportive societal environment.

9. Stages of Transition from Traditional Administration to E-Government

The transition toward e-government is neither spontaneous nor achieved merely by introducing computers into administrative offices. Rather, it requires, first and foremost, strong conviction and full support from top management within the organization. This must be followed by careful study and analysis to ensure the success of the transformation process. The transition typically occurs through a series of structured stages, as illustrated in the following figure by Alaa Abdel Razzak Al-Salmi (2008, p. 64):

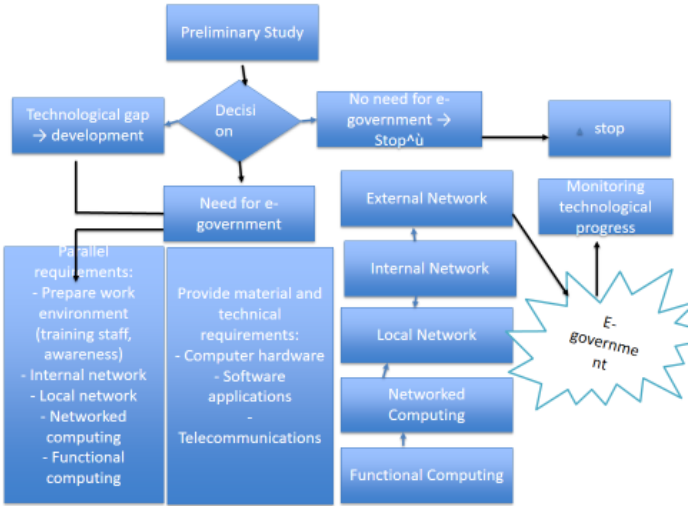

Figure 03: Steps of applying E-government

Based on the figure, the various stages through which the process of implementing e-government within an organization can be outlined as follows (ibid., pp. 64–66):

- **Preparation of the preliminary study:** This stage requires the formation of a multidisciplinary team comprising specialists in management and information technology in order to assess the current state of the organization in terms of ICT readiness and to identify available alternatives. It also aims to provide top management with a comprehensive understanding of the financial, technical, and human dimensions involved.
- **Decision-making:** Upon completion of the preliminary study, the organization is faced with three possible scenarios. First, the study may indicate that there is no need to adopt e-government, in which case top management decides to halt the process. Second, the study may reveal that the organization possesses technological capabilities that require further development. Third, it may demonstrate that the adoption of e-government is necessary to achieve the anticipated benefits. In the latter two cases, the organization proceeds with the decision to implement e-government and prepares for the subsequent stages.
- **Preparation of the work environment:** Once the decision to implement e-government is made, the organization undertakes the creation of a suitable environment in line with the implementation plan. This includes training human resources to operate within the new framework and fostering a digital culture among employees.
- **Provision of material and technical requirements:** This involves the availability of hardware, software, and modern communication tools—collectively forming the infrastructure necessary for the implementation of e-government.
- **Implementation phase:** At this stage, the organization begins by digitizing its processes and activities, often referred to as functional computerization, which represents the initial and least complex phase. Subsequently, these computerized processes are integrated with electronic communication systems to achieve networked computing, which serves as a foundation for collaborative work environments and the development of communication networks such as Local Area Networks (LANs). This stage represents the initial practical form of e-government. Thereafter, the local network is expanded into a Wide Area Network (WAN), and when connected to the internet, it evolves into an integrated digital network. As the organization further

develops its internal systems, it can extend beyond its boundaries through the establishment of extranets, thereby reaching a more advanced stage of e-government implementation.

- **Monitoring technological progress:** The organization cannot remain static at this stage; rather, it must continuously monitor and follow technological advancements. This includes tracking developments in hardware, software, communication systems, and other relevant components in order to ensure sustainability and continuous improvement in e-government practices.

10. Definition of Public Service

Public administration scholars have provided multiple definitions of public service:

1. Public service is defined as *"the essential needs required to preserve human life and ensure well-being, which must be provided to the majority of society. It constitutes the primary driver of public service policies aimed at improving citizens' living standards"* (Bouamama & Raggad, ibid., p. 40).
2. Others define public service as:
   - *"the relationship that connects public administration and citizens in terms of meeting their demands and satisfying their various needs"* (Thabet, 2001, p. 455).
   -It is also defined as *"a traditionally technical service, continuously provided by a public institution in response to collective needs, and whose provision requires adherence to principles of equality, continuity, and adaptability in order to achieve the public interest"* (Hijazi, 2004, p. 29).
   -From a legal perspective, the concept of public service derives from the notion of *public utility* in administrative law, referring to an activity carried out to achieve the public interest, or a project through which a public need is satisfied due to its essential nature (Farah, 2009, p. 50).

10.1 Public Service as a Process

Public services provided by governmental or public organizations can be viewed as integrated processes involving inputs, processing activities, and outputs. The inputs can be classified into three main types:

- **Individuals:** Citizens requesting services represent a key input in public service processes. In this case, services are performed directly on the individual (e.g., medical treatment in hospitals), and this applies to many types of public services.
- **Resources (Objects):** Certain services are performed on tangible resources or assets rather than individuals, such as vehicle licensing services or public transportation systems (e.g., railway services).
- **Data:** Information constitutes another critical input, particularly in modern public services shaped by advancements in ICTs. Examples include data analysis in information centers and data processing in research institutions and universities (Ashour, ibid., pp. 40–41).

10.2. Public Service as a System

From a systems perspective, public services can be understood as a system composed of interconnected components:

1. **Service production (operations) system:** This subsystem is responsible for processing service inputs and generating the core service elements.
2. **Service delivery system:** This subsystem involves the final assembly and delivery of the service to the citizen. Within this framework, public services may take two forms:

- **Visible (tangible) service components**, perceived directly by service users (Thabet, ibid., p. 458).
- **Invisible (intangible) components**, representing the technical core of the service.
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10.3. Characteristics of Public Services

Public services differ from goods in several key respects (Al-Alaq & Al-Ta'i, 2002, p. 23):

1. **Intangibility:** Services cannot be touched, seen, or tested prior to consumption, making it difficult to evaluate their quality beforehand (Hamza, 2016, p. 20).
2. **Inseparability:** There is a strong linkage between the service and its provider, often requiring the presence of the beneficiary during service delivery, which creates direct interaction between the service provider and the user (Al-Alaq & Al-Ta'i, ibid., p. 43).
3. **Heterogeneity (variability):** Services are difficult to standardize due to variations across time, place, and providers, especially when they rely heavily on human performance (Al-Musa'ed, 2006, p. 47).
4. **Non-ownership:** Services cannot be owned or transferred as tangible goods; rather, users only benefit from them for a limited period (Al-Dmour, 2005, p. 32).
5. **Perishability (non-storability):** Public services cannot be stored, which is closely related to their intangible nature.
6. **Demand fluctuation:** Demand for services is often unstable and varies across time (e.g., seasonal tourism services) (Al-Alaq & Al-Ta'i, 2019, p. 45).
7. **Disappearance of utility:** The value of certain services is short-lived and cannot be recovered if unused (e.g., excess electricity consumption).

10. 4 Types of Public Services

Public services can be classified as follows:

10. 4.1. Based on the nature of activity

1. **Administrative services:** Provided by public administrative bodies at local or central levels (e.g., civil registry services).
2. **Industrial and commercial services:** Provided by public industrial and commercial enterprises (e.g., water, gas, and electricity services) (Shnoufi, ibid., p. 3).
3. **Social and cultural services:** Including education, healthcare, and social assistance, which have significantly expanded since the mid-nineteenth century.
4. **Sovereign services:** Related to core state functions such as justice, security, national defense, and public finance (Abdelhamid, 2001, p. 63).

10.4.2. Based on the nature of service delivery

1. **Individual services:** Services obtained by individuals on a personal basis upon request.
2. **Collective services:** Services provided to groups without individual requests (e.g., public lighting) (Shnoufi, ibid., p. 3).

10.5 Features of the Public Service Sector

The public service sector is characterized by several key features:

1. These institutions are primarily concentrated in fundamental sectors that are strategically important for political, social, and economic reasons.

2. Many public service institutions operate under monopolistic or near-monopolistic market conditions.
3. Most public service organizations are large-scale institutions in terms of employment, turnover, and investment.
4. Due to both functional and geographic monopolies, these institutions aim to serve the broadest possible segment of the population.
5. Their primary objective is not profit maximization, but rather the achievement of social welfare (Branis, 2014, pp. 58–59).

11. Criteria for Improving Public Service Quality

Public organizations strive to deliver services that align with citizens' expectations and meet their needs. To achieve this, they must adopt appropriate methods, tools, and approaches for improving public service quality. This requires identifying the criteria upon which users rely when evaluating the quality of services provided. These criteria include the following:

1. **Reliability:**
   This refers to the ability of the organization to deliver services as promised, with a high degree of accuracy and consistency. Citizens expect services to be provided in a timely and dependable manner, in accordance with prior commitments.
2. **Accessibility and Availability:**
   This relates to the organization's ability to provide services at the time and place desired by the user, including ease of access, reduced waiting time, and the availability of services upon request.
3. **Security:**
   This reflects the degree of safety and trust perceived by users regarding the service and its provider. It includes clarity of information, avoidance of complex or unclear terminology, and confidence in the competence of service providers.
4. **Credibility and Trust:**
   This criterion refers to the extent to which users trust the service provider, based on honesty, commitment to promises, professional knowledge, and courteous treatment. It also involves the ability of employees to inspire confidence and build positive relationships with service users.
5. **Responsiveness:**
   This relates to the willingness and readiness of service providers to assist users promptly, deliver services when needed, and demonstrate enthusiasm and commitment during service delivery.
6. **Competence:**
   This concerns the skills, qualifications, and expertise of service providers, including their analytical abilities and professional knowledge. Citizens often prefer to receive services from well-qualified and experienced personnel, as this enhances organizational effectiveness.
7. **Tangibles:**
   This refers to the physical facilities and resources associated with service delivery, such as equipment, infrastructure, the appearance of service providers, and communication tools. Users often assess service quality based on these visible aspects, including the design and environment of the service

8. **Communication:**

This involves the ability of service providers to clearly explain service features, inform users of their roles, and ensure that instructions and information are conveyed effectively and appropriately according to users' educational and cultural backgrounds (Hani Hamed, 2005, p. 444).

From the above, it can be concluded that e-government involves the use of information and communication technologies (ICTs), the internet, and communication networks in administrative processes. Its implementation requires several key prerequisites, including legal, administrative, material, financial, and human requirements.

The adoption of e-government generates several advantages for public organizations in delivering public services, including increased speed of service delivery, improved accuracy, reduction of errors, time savings, and cost efficiency.

Public service, in turn, refers to the provision of essential societal needs by public organizations based on key principles such as equality, continuity, and universality. Improving public service quality refers to the ability of public organizations to meet users' expectations by comparing the services received with those anticipated. Key criteria for improving public service quality include reliability, responsiveness, tangibles, security, and competence.

The implementation of e-government plays a significant role in enhancing public service quality, as it positively influences these criteria in several ways:

- It enables the development of more efficient, effective, and accountable public administration in service delivery.
- It enhances accuracy, transparency, and credibility in administrative transactions, thereby improving reliability.
- It promotes user-centered service delivery, faster processing, and increased trust, thereby improving responsiveness.

12. Conclusion

It has become essential for public organizations to adopt e-government approaches in order to improve the quality of public service delivery. E-government represents a major transformation from traditional public services to digital public services, shifting from direct, face-to-face interactions to virtual communication electronic networks. As such, it constitutes a modern alternative for service delivery, enabling improvements in quality, speed, and responsiveness, while enhancing the overall effectiveness of public organizations. It also contributes to saving time, effort, and costs, and ensures greater accuracy and efficiency in administrative processes.

The implementation of e-government requires a set of key prerequisites, including legal (laws and regulations), material (infrastructure and equipment), human (skilled personnel capable of using ICTs), and administrative requirements. Furthermore, improving public service quality depends on several essential criteria, most notably reliability, responsiveness, tangibles, security, and empathy.

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