

The Impact of Adopting Electronic Management on Improving Human Resource Performance – A Case Study of the Justice Sector

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ABSTRACT

This study aimed to clarify the impact of electronic management on improving human resource performance through a case study of the justice sector. To achieve the study's objectives, the descriptive-analytical method was adopted. Data were collected using observation and a questionnaire distributed to a sample of 173 employees from (the Algiers Judicial Council, Dar El Beida Court, and Dar El Beida Criminal Court) to identify the extent to which electronic management requirements are available and their role in developing human resource performance in the institution under study. The results of the study showed that the dimensions of electronic management are available in the institution under study at a high level. In addition, there is a statistically significant effect of the various dimensions (requirements) of electronic management on human resource performance in the institution under study.

Keywords: Electronic management, electronic management requirements, human resource performance, justice sector.

Introduction:

The rapid development and enormous changes that have affected many areas and fields of life have significantly altered their features as a result of the major leap in information and communication technology, the rapid growth of modern technologies, and the massive information revolution that has swept the world.

As a result of these rapid developments, the need for change within institutions has become imperative amid the fluctuations and major challenges they face in their work environment. It is no longer possible to live in isolation from the changes sweeping the world, which has led institutions to compete in introducing new technology into their administrative work, especially with the emergence of the Internet, and to benefit from this modern technology by employing it to improve the efficiency and effectiveness of performance. This led to the emergence of a new concept known as electronic management, or what is referred to as paperless management.

Electronic management is considered a modern administrative approach and a direction adopted by institutions today to confront changes and developments occurring in a rapidly changing environment, to achieve excellence in their performance and the performance of their human resources, and to

provide the best services to stakeholders dealing with the institution. It also achieves many advantages and benefits, including cost reduction, timely provision of necessary information, efficiency in administrative work, simplification of procedures, and others.

Algeria, like other countries, has sought to keep pace with this development by benefiting from electronic management in accomplishing its activities and transactions, especially in government administrations, by employing it in all their operations. Naturally, the success of implementing electronic management requires the availability of many technical, human, administrative, financial, and security requirements in order to achieve the desired objectives of completing tasks with the required speed and quality and at the lowest cost.

The justice sector is one of the important and pioneering sectors that has worked to modernize and use modern technologies, exploit them in accomplishing work, changing work methods, and developing them.

From this perspective, this study came to examine the topic of electronic management and its impact on improving human resource performance in the justice sector from the perspective of employees of the Algiers Judicial Council and some affiliated courts.

Accordingly, the following question is raised:

To what extent does electronic management affect the improvement of human resource performance in the justice sector?

Study Hypotheses:

- **Main hypothesis:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between electronic management with its dimensions and human resource performance in the institution under study.

From this main hypothesis, the following sub-hypotheses emerge:

1. There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the administrative requirements of electronic management and human resource performance in the institution under study.
2. There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the human requirements of electronic management and human resource performance in the institution under study.
3. There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the security requirements of electronic management and human resource performance in the institution under study.
4. There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the financial requirements of electronic management and human resource performance in the institution under study.
5. There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the technical requirements of electronic management and human resource performance in the institution under study.

Importance and Objectives of the Study:

The importance of the study stems from the importance of the topic, as electronic management and human resource performance are among the important subjects that have attracted great interest from researchers and scholars and continue to do so to this day. This study aims to identify the extent of the application of electronic management in the institution under study and its contribution to improving human resource performance, as well as to present some suggestions and recommendations that may benefit the institution under study and researchers alike.

Research Methodology and Data Collection Tools:

The descriptive-analytical method was used, relying on observation and a questionnaire as tools for collecting data and information. The questionnaire consisted of measurement questions based on a five-point Likert scale.

Study Population and Sample:

The study population consists of employees of the Algiers Judicial Council, Dar El Beida Court, and Dar El Beida Criminal Court. The study sample consisted of 200 employees working in the institution. A total of 186 questionnaires were retrieved, of which 173 were valid for analysis.

Statistical Analysis Methods:

Statistical processing of the collected data was conducted using the statistical program for social studies SPSS version 23, employing a set of statistical methods.

1. Fundamentals of Electronic Management

Traditional management has become unable to keep pace with developments occurring in a rapidly changing environment, which has forced institutions to change their traditional methods by introducing new technology into the management of their activities, leading to the emergence of a concept known as electronic management.

1.1 Concept of Electronic Management:

The concept of electronic management emerged as a result of developments in the contemporary world through the transition of institutions from paper-based work to electronic work. Despite the novelty of this term, many definitions have been provided by scholars and researchers.

Najm Aboud (2009) defined it as: "The administrative process based on the distinctive capabilities of the Internet and business networks in planning, directing, and controlling core resources and capabilities of the organization and others without boundaries in order to achieve the company's objectives."

Mustafa Youssef Al-Kafi (2011) defined it as: "An integrated electronic system aimed at transforming traditional administrative work from manual management to computer-based management, relying on powerful information systems that assist in administrative decision-making in the shortest time and at the lowest cost."

The Organisation for Economic Co-operation and Development (OECD) defined it as: “The use of information and communication technologies, especially the Internet, as a tool that allows access to better management.”

Based on the above, an operational definition can be presented: It is a process that uses information and communication technology in all administrative operations in order to accomplish all transactions and processes electronically, aiming at optimal investment of time, money, and effort.

1.2 Importance of Electronic Management:

The importance of electronic management is evident in its positive impact on the economies of countries and institutions. Its importance includes:

- Improving the performance level of government institutions.
- Benefiting from available opportunities in advanced technology markets.
- Reducing administrative work costs while raising the level of individuals and institutions.
- Overcoming geographical and temporal constraints.
- Assisting in planning future projects.
- Reducing production costs and increasing institutional profitability.
- The ability to manage huge amounts of information and facilitate continuous communication among employees, as well as dealing with large numbers of beneficiaries and users.

1.3 Requirements of Electronic Management:

The requirements for implementing electronic management include:

A. Administrative requirements: Developing establishment plans and strategies requires making fundamental changes in the implementation of business activities and work methods adopted by employees, as well as top management support for the transition to electronic management, which is considered the primary success factor.

B. Technical requirements: These include providing electronic management infrastructure, developing and improving communication networks to be integrated and ready for use, providing appropriate digital technology such as equipment, computers, devices, systems, databases, software, and digital mail services.

C. Human requirements: The human element is one of the most important resources for achieving success in any project. Human requirements include attracting qualified individuals in information systems and software, developing effective systems to retain, develop, and motivate employees, empowering them, and providing continuous training.

D. Security requirements: Multiple protection measures must be provided to ensure the safety of information, which is a valuable asset for the institution. This includes providing a high level of electronic security and confidentiality to protect information and electronic archives from any tampering.

E. Financial requirements: Electronic management is a large-scale project that requires substantial financial resources to ensure continuity and success, including infrastructure development, provision and updating of devices and software, and continuous training of human resources.

F. Legal requirements: The transition to electronic management requires a different legal and legislative environment. The existence of legal texts and legislation facilitates electronic management and grants it legitimacy and credibility within clear legal frameworks.

2. Conceptual Framework of Human Resource Performance

Human resource performance is a concept that has received significant attention from institutions, researchers, and specialists due to its importance and role in improving organizational performance.

2.1 Concept of Human Resource Performance:

Definitions of performance vary according to researchers' orientations and fields. Bernardin et al. (1995) defined performance as "work results that provide the strongest linkage to the organization's strategic goals, customer satisfaction, and economic contributions." ISO 9000 (2000) defined it as including efficiency and effectiveness, where effectiveness is the extent to which results are achieved, and efficiency is the relationship between the results achieved and the resources used. Siljanen (2010) defined it as "the degree to which employees engage in behaviors that contribute to achieving management objectives."

Accordingly, an operational definition of human resource performance can be presented as: the individual's execution of tasks and activities to achieve institutional objectives, manifested through the results of their behavior.

2.2 Elements of Human Resource Performance

Some researchers have identified a set of elements that constitute human resource performance, including:

A. Knowledge of job requirements:

This includes general knowledge, technical and professional skills, and general background about the job and its related fields (Hazla, 2014), meaning all the knowledge possessed by the employee. The alignment of an employee's capabilities with job requirements is considered one of the most important factors contributing to compatibility in job performance and job satisfaction (Saadi, 2017).

B. Quality of performance:

Quality of performance refers to the level at which work is carried out with the required accuracy and quality, free from errors, in a way that positively affects work efficiency (Hussein, 2021). It includes accuracy, mastery, proficiency, technical competence, the ability to organize and execute work, and freedom from errors (Driss, 2015).

C. Quantity of work accomplished:

This includes the volume of work completed under normal conditions and the speed of accomplishment (Nassim, 2017). The quantity of work accomplished is considered a key requirement that institutions seek to achieve, as it enables individuals to perform functions that require diverse and integrated skills consistent with their qualifications, allowing them to perform their tasks in the manner most suitable to them (Hussein, 2021).

D. Perseverance and reliability:

This includes seriousness and dedication to work, the employee's ability to bear responsibility, complete tasks within specified timeframes, and the extent to which the employee needs guidance and supervision from supervisors (Hayat, 2017).

2.3 Concept of Improving Human Resource Performance

There are several terms used to describe the concept of improving human performance, such as human performance technology and human performance engineering. It is defined as: “The science and art of improving people, processes, performance, organizations, and ultimately society” (Darlene M. Van Tiem, 2012).

It is also a systematic and comprehensive method for addressing problems faced by an institution. It is an organized process that begins by comparing the current situation with the desired situation and attempting to bridge the performance gap.

Additionally, it is defined as an organized process that employs a set of methods and strategies aimed at raising the level of performance and achieving optimal results (Mustafa, 2016).

2.4 Methods for Improving Human Resource Performance

Human resources are considered one of the most difficult factors in the change process. Institutions improve their performance by focusing on the following (Mustafa B., 2021):

A. Focusing on strengths:

By adopting a positive approach toward employees regardless of the performance problems they may experience, recognizing that it is not possible to eliminate all weaknesses and shortcomings, and that strengths outweigh weaknesses. Therefore, available talents should be utilized and developed.

B. Focusing on preferences:

This means creating harmony and alignment between human resources and assigned tasks by allowing employees, as much as possible, to perform work they enjoy and prefer. This does not mean abandoning tasks simply because they are disliked, but rather striving to achieve alignment to the greatest extent possible.

C. Linking personal goals with job performance:

Performance improvement efforts should be aligned and integrated with employees' goals, interests, and aspirations, ensuring that desired performance improvements contribute to achieving these interests, thereby enhancing the likelihood of achieving the desired improvements.

4. Field Study

4.1 Measurement of Questionnaire Reliability and Validity

Questionnaire reliability:

Reliability was verified using the internal consistency method (Cronbach's Alpha). The overall reliability coefficient of the questionnaire, which included 52 items, reached 0.893, indicating a high level of reliability compared to the acceptable value ($\text{Alpha} > 0.60$). Therefore, it can be relied upon for field application of the study.

Questionnaire validity:

Validity is calculated as the square root of the reliability coefficient. Accordingly:
 $\sqrt{0.893} = 0.944$.

4.2 Presentation and Analysis of Questionnaire Axes

A. Presentation of general information of the sample and analysis of results:

Personal and occupational data of the study sample were presented through describing its characteristics, which included:

- **Gender:** The majority of the sample were females (72.8%), while males represented 27.2%.
- **Age:** The lowest percentage (1.6%) was for those under 30 years old, while 70.1% were aged between 30 and 49.
- **Educational level:** The highest percentage held a university degree (48.0%), followed by secondary education (43.4%), then intermediate or lower education (4.6%), while postgraduate studies represented the lowest percentage (4%).
- **Professional experience:** The highest percentage (34.1%) was for those with 11–15 years of experience, followed by those with more than 16 years (32.9%), then those with 6–10 years (20.8%), and finally those with 5 years or less (12.1%).

B. Normal distribution test:

- **Skewness and Kurtosis coefficients:**

Normality of data was verified by calculating skewness and kurtosis coefficients.

Table (01): Normal Distribution Test (Skewness and Kurtosis)

Dimension	Skewness	Kurtosis
Administrative requirements	0.048	0.208
Human requirements	0.001	-0.316
Security requirements	0.332	0.311
Financial requirements	-0.139	-0.444
Technical requirements	0.116	2.661
Electronic management	-0.088	-0.402
Human resource performance	-0.106	-0.470

Source: Prepared by the researcher based on SPSS outputs.

The table shows that skewness values range between -0.219 and 0.332, which fall within the acceptable range [-1, 1]. Kurtosis values range between -0.470 and 2.661, which also fall within the acceptable range [-3, 3]. Therefore, the study variables follow a normal distribution.

C. Presentation and analysis of electronic management results:

The axis of electronic management requirements was analyzed through its five dimensions, as shown in the following table.

Table (02): Mean and Standard Deviation of Electronic Management Dimensions

Electronic management requirements	Mean	Std. deviation	Rank	Level
Administrative requirements	3.95	0.310	2	High
Human requirements	3.84	0.376	4	High
Security requirements	4.19	0.365	1	Very high
Financial requirements	3.51	0.443	5	High
Technical requirements	3.94	0.237	3	High
Electronic management (overall)	3.88	0.268	—	High

Source: Prepared by the researcher based on SPSS outputs.

The table indicates that all electronic management requirements are available at a high level in the institution under study, with a weighted mean of 3.88, which falls within the high range according to the adopted measurement scale.

D. Presentation and analysis of human resource performance results:

Table (03): Mean and Standard Deviation of Human Resource Performance

Dimension	Mean	Std. deviation	Rank	Level
Human resource performance	3.98	0.255	—	High

Source: Prepared by the researcher based on SPSS outputs.

The results show that the mean response value is 3.98, which falls within the high range, with a low standard deviation (0.255), indicating low dispersion of responses. This reflects respondents' awareness of the importance of improving their performance.

E. Testing sub-hypotheses of the first main hypothesis:

Five sub-hypotheses emerged from the first main hypothesis. Each was tested using simple linear regression.

First sub-hypothesis test:

- **Null hypothesis (H₀):** There is no statistically significant effect between administrative requirements and human resource performance in the institution under study at the significance level ($\alpha > 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between administrative requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

Table (04): Simple Linear Regression Results for the Effect of Administrative Requirements on Human Resource Performance

The results indicate a moderate positive correlation ($R = 0.473$) between administrative requirements and human resource performance, with a statistically significant value ($p = 0.000 < 0.05$). The coefficient of determination (R^2) equals 0.224.

The t-test value (7.022) and F-test value (49.309) are both statistically significant at ($p = 0.000$), indicating good model fit. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted, confirming the existence of a statistically significant effect between administrative requirements and human resource performance.

Second sub-hypothesis:

- **Null hypothesis (H₀):** There is no statistically significant effect between human requirements and human resource performance in the institution under study at the significance level ($\alpha > 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between human requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

Table (05): Analysis of Simple Linear Regression Results for the Effect of Human Requirements on Developing Human Resource Performance

	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R^2)	t value	Sig. (t)	B value	F value	Sig. (F)
Human requirements	Human resource performance	0.621	0.385	10.357	0.000	0.422	107.274	0.000

Source: Prepared by the student based on SPSS outputs.

The table above shows a strong positive correlation between the human requirements dimension and the dependent variable (human resource performance) at 62.1%, with statistical significance ($p = 0.000$), which is below the significance level ($\alpha \leq 0.05$). This indicates that the availability of human requirements leads to improved human resource performance. The value of R^2 equals 0.385.

There is also a positive and statistically significant effect, as the t value reached 10.357 with $p = 0.000$ (< 0.05). The F (Fisher) test value is 107.274, which is statistically significant ($p = 0.000 < 0.05$), indicating good model quality. Accordingly, the sub-hypothesis stating that there is a statistically

significant effect ($\alpha \leq 0.05$) between human requirements and human resource performance is accepted, and the null hypothesis is rejected.

Third Sub-Hypothesis:

- **Null hypothesis (H₀):** There is no statistically significant effect between security requirements and human resource performance in the institution under study at the significance level ($\alpha > 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between security requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

Table (06): Analysis of Simple Linear Regression Results for the Effect of Security Requirements on Developing Human Resource Performance

Independent variable	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R ²)	t value	Sig. (t)	B value	F value	Sig. (F)
Security requirements	Human resource performance	0.547	0.299	8.545	0.000	0.383	73.025	0.000

Source: Prepared by the student based on SPSS outputs.

The table indicates a moderate positive correlation between the security requirements dimension and human resource performance at 54.7%, with statistical significance ($p = 0.000 < 0.05$). R² equals 0.299. A positive and statistically significant effect is observed, with $t = 8.545$ ($p = 0.000 < 0.05$). The F test value is 73.025 ($p = 0.000 < 0.05$), indicating good model quality. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted: there is a statistically significant effect ($\alpha \leq 0.05$) between security requirements and human resource performance in the institution under study.

Fourth Sub-Hypothesis:

- **Null hypothesis (H₀):** There is no statistically significant effect between financial requirements and human resource performance in the institution under study at the significance level ($\alpha > 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between financial requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

Table (o7): Analysis of Simple Linear Regression Results for the Effect of Financial Requirements on Developing Human Resource Performance

Independent variable	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R ²)	t value	Sig. (t)	B value	F value	Sig. (F)
Financial requirements	Human resource performance	0.562	0.316	8.885	0.000	0.324	78.938	0.000

Source: Prepared by the researcher based on SPSS outputs.

The table shows a moderate positive correlation between the financial requirements dimension and human resource performance at 56.2%, with statistical significance ($p = 0.000 < 0.05$). R^2 equals 0.316. There is a positive and statistically significant effect, as $t = 8.885$ ($p = 0.000 < 0.05$), and the effect size (B) is 0.324. The F test value is 78.938 ($p = 0.000 < 0.05$), indicating good model quality. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted: there is a statistically significant effect ($\alpha \leq 0.05$) between financial requirements and human resource performance.

Fifth Sub-Hypothesis Test:

- **Null hypothesis (H₀):** There is no statistically significant effect between technical requirements and human resource performance in the institution under study at the significance level ($\alpha > 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between technical requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

The following table illustrates this:

Table (o8): Analysis of Simple Linear Regression Results for the Effect of Technical Requirements on Developing Human Resource Performance

Independent variable	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R ²)	t value	Sig. (t)	B value	F value	Sig. (F)
Technical requirements	Human resource performance	0.642	0.412	10.946	0.000	0.692	119.820	0.000

Independent variable	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R ²)	t value	Sig. (t)	B value	F value	Sig. (F)
Technical requirements	Human resource performance	0.642	0.412	10.946	0.000	0.692	119.820	0.000

Source: Prepared by the researcher based on SPSS outputs.

The table shows a strong positive correlation between technical requirements and human resource performance at 64.2%, with statistical significance ($p = 0.000 < 0.05$). The coefficient of determination is $R^2 = 0.412$, which reflects a moderate explanatory power. There is also a positive and statistically significant effect, with $t = 10.946$ ($p = 0.000 < 0.05$). The F test value is 119.820 ($p = 0.000 < 0.05$), indicating good model quality.

Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted: there is a statistically significant effect ($\alpha \leq 0.05$) between technical requirements and human resource performance.

H. Testing the First Main Hypothesis Using a Multiple Regression Model

Using the multiple regression model and its significance tests enables us to determine the extent to which the dimensions of electronic management collectively affect human resource performance. Therefore, the suitability of multiple regression was verified through analysis of variance (ANOVA).

- **Null hypothesis (H₀):** There is no statistically significant effect between electronic management through its dimensions (administrative requirements, human requirements, security requirements, financial requirements, technical requirements) and improving human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).
- **Alternative hypothesis (H₁):** There is a statistically significant effect between electronic management through its dimensions (administrative requirements, human requirements, security requirements, financial requirements, technical requirements) and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

The results of ANOVA for testing the significance of the model and the parameter significance tests determine the independent variables with the greatest impact on the dependent variable and exclude variables with very weak correlations, as shown in the following table:

Table (09): ANOVA Results for Testing Model Significance and Parameter Significance Tests

Model	B	t	Sig.	R	R ²
Constant	0.532	2.448	0.015	0.805	0.648
Administrative requirements	0.113	2.619	0.010		
Human requirements	0.191	4.324	0.000		

Security requirements	0.163	4.315	0.000		
Financial requirements	0.093	2.562	0.003		
Technical requirements	0.321	5.097	0.000		

Source: Prepared by the researcher based on SPSS outputs.

The data shown in the table above can be interpreted as follows: The ANOVA results indicate that the multiple regression model is statistically significant ($\text{Sig} < 0.05$). The correlation coefficient **R** reached **0.805**, which means there is a strong positive correlation between electronic management, with its five dimensions, and human resource performance. The coefficient of determination **R²** is estimated at **0.648**, which explains that the five dimensions of electronic management adopted in the model account for **64.8%** of the changes in human resource performance, while the remaining percentage is attributable to other variables.

- **The dimensions of electronic management affect human resource performance to varying degrees according to the regression coefficients:**
 - For each one-unit increase in **administrative requirements**, the level of human resource performance increases by **0.113**.
 - For each one-unit increase in **human requirements**, the level of human resource performance increases by **0.191**.
 - For each one-unit increase in **security requirements**, the level of human resource performance increases by **0.163**.
 - For each one-unit increase in **financial requirements**, the level of human resource performance increases by **0.093**.
 - For each one-unit increase in **technical requirements**, the level of human resource performance increases by **0.321**.
- **Testing the multiple model:**

From the ANOVA results for testing the significance of the model, we derived the relationship and the effect of each dimension of electronic management on the dependent variable (human resource performance). However, the validity of this model must be confirmed using **ANOVA** to ensure statistical acceptance. The following table illustrates this:

Table (10): ANOVA for Testing the Multiple Regression Model

	Degrees of freedom	F	Sig.
Regression	5, 167	61.479	0.000

Source: Prepared by the researcher based on SPSS outputs.

From the table above, it is clear that **Sig < 0.05** and the calculated **F** is greater than the tabulated value. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted, which states:

There is a statistically significant effect between the combined electronic management requirements and human resource performance in the institution under study at the significance level ($\alpha \leq 0.05$).

After accepting the model according to Table (09) and the effect coefficients in Table (10), the multiple regression model can be expressed in the following equation:

Human Resource Performance = 0.532 + 0.113 (Administrative Requirements) + 0.191 (Human Requirements) + 0.163 (Security Requirements) + 0.093 (Financial Requirements) + 0.321 (Technical Requirements).

Based on this equation, the dimensions of electronic management can be ranked according to their relative importance among employees in the institution under study as follows:

1. **Technical requirements** (B = 0.321)
2. **Human requirements** (B = 0.191)
3. **Security requirements** (B = 0.163)
4. **Administrative requirements** (B = 0.113)
5. **Financial requirements** (B = 0.093)

Accordingly, it can be concluded that the institution under study should continue exploring how to improve electronic management requirements in order to enhance human resource performance, with greater attention to the **financial and administrative requirements** as they are the least influential, while also improving the remaining dimensions to enhance employee performance, achieve objectives, improve institutional performance, and provide the best services.

Conclusion:

Based on what has been presented in this study and the results obtained:

- The justice sector is among the leading sectors in implementing electronic management in Algeria. It provides various requirements and tools, offers high-quality networks, uses modern technologies, and continuously develops electronic applications and software.
- The ministry works on establishing the necessary legal basis for the successful implementation of electronic management.
- The study results indicated that most respondents agreed that all five requirements—administrative, human, security, financial, and technical—are available in the institution under study. The results also showed that the most available requirement in the institution under study is the **security requirement**. Through analyzing results related to the independent variable (electronic management), the mean value of electronic management reached **3.88**, indicating high importance. Based on direct observation—especially since I am an employee in one of these institutions—the institution under study has the requirements for implementing electronic management.
- Employees in the institution under study recognize the importance of improving their performance. They possess the knowledge needed to perform their jobs, as well as the necessary ability and skills to accomplish their work and the activities required by their roles on time, with quality performance, and perseverance to complete them.

- **Results related to testing the study hypotheses:**

The hypotheses testing concluded a strong positive correlation between the independent variable (electronic management with its dimensions) and the dependent variable (human resource performance) at **80.5%**. That is, the greater the adoption and application of electronic management in the institution under study, the more human resource performance improves.

- The study results confirmed the validity of the first main hypothesis: there is a statistically significant effect at the 0.05 significance level between electronic management (with its combined dimensions) and human resource performance in the institution under study, and electronic management explains the variance in human resource performance by **64.8%**.

In light of the results reached, a set of proposals that may benefit the institution can be presented:

- Activating electronic management by converting all dealings and administrative procedures to electronic form and dispensing with traditional methods.
- Working on further modernization and intensification of education and training systems in line with training needs toward transformation to electronic management.
- Raising awareness of the importance of continuous learning and knowledge building, and supporting a positive institutional culture among all employees.
- Continuous improvement of the infrastructure required for implementing electronic management in line with global technological developments.
- Intensifying media campaigns about the various electronic management applications provided by the justice sector, directed to citizens and stakeholders.

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