

## Public Administration in the Era of Artificial Intelligence

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### Abstract:

The modern world is undergoing radical transformations driven by the digital revolution, where Artificial Intelligence (AI) has emerged as one of the most prominent tools reshaping working methods within both public and private institutions. Its role is no longer confined to technical aspects but has extended to form a fundamental pillar in developing public administration and improving performance in line with the requirements of good governance and comprehensive digital transformation. The presence of AI in this field reflects a qualitative shift from traditional management to a smarter, more flexible administration capable of responding to increasing challenges and meeting citizens' needs with high efficiency.

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This study sheds light on two main aspects of this presence. The first relates to human resources management in public administration, where AI contributes to enhancing transparency and objectivity in recruitment, performance evaluation, and promotion processes. The second addresses the activity of public administration itself through the integration of AI technologies into e-government, digital administrative regulation, algorithmic decisions, and smart contracts, opening new horizons for a future administration that is more effective and harmonized with contemporary requirements.

Through this approach, the article seeks to highlight the growing role of AI in reshaping public administration activities and the quality of public services, building a modern administrative model that keeps pace with global transformations. It addresses the following problem statement: To what extent have AI uses expanded in public administration, and which fields has it occupied? The study reached several conclusions, most notably confirming the strong and increasing presence of AI systems in public administration and its positive role in accelerating administrative procedures and reducing human errors. This enhances citizen confidence in public administration and supports administrative efficiency, though it raises legal and ethical challenges regarding liability, personal data protection, and ensuring fairness in algorithmic decisions.

**key words:**

Electronic Public Administration- Algorithmic Administrative Decision- Electronic Administrative Regulation- Smart Contracts- Artificial Intelligence Systems.

### introduction:

The world today is witnessing an unprecedented digital revolution spearheaded by Artificial Intelligence, which has become part of our daily lives and an active partner in public administration due to the speed and efficiency it offers. This digital transformation represents a paradigm shift in administrative thought; AI is no longer merely an auxiliary technical tool but has become a new cognitive framework reshaping the relationship between administration and society. Through its ability to analyze big data and deduce hidden patterns, it enables public administration to make more accurate and objective decisions and enhances its ability to predict the future needs of citizens.

Integrating AI into the administrative system does not represent a mere technical evolution but a structural shift in the philosophy of public administration. It places it on a new path toward a more responsive administration capable of facing the complex challenges of the globalization era. This contributes to consolidating the principles of good governance by enhancing transparency and accountability, as smart systems can continuously monitor administrative performance and provide accurate reports on compliance with standards and laws. Furthermore, it opens the way for developing more personalized and appropriate public services, as algorithms allow for the design of solutions tailored to different segments of society, thereby raising the level of general satisfaction and enhancing trust in government institutions.

The term Artificial Intelligence first appeared via the founder of computer science, Alan Turing, in 1950 in an article discussing machine consciousness titled "Computing Machinery and Intelligence." Given its novelty and continuous development, computer scientists have differed in establishing a unified definition for it<sup>1</sup>.

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<sup>1</sup> Alan M. Turing, *Computing Machinery and Intelligence*, *Mind*, Vol. LIX, No. 236 (October 1950): 433–460. <https://doi.org/10.1093/mind/LIX.236.433>.

It has been defined as "the ability of devices to perform activities such as thinking, the capacity for knowledge, controlling matters, and understanding relationships. These devices may represent human minds in the future, operating like humans by performing all tasks performed by humans<sup>1</sup>." This definition is ambitious, describing advanced AI that possesses complex cognitive functions, representing a forward-looking view that goes beyond simple performance to propose the idea of mental representation and full simulation of the human mind.

It is also defined as a multidisciplinary field aiming to automate tasks that currently require human intelligence and to perform functions usually needing human cognitive abilities, such as language understanding, pattern recognition, and decision-making<sup>2</sup>. It is an intersection of various scientific disciplines derived from computer science, psychology, philosophy, neuroscience, linguistics, and engineering to synthesize intelligent behavior involving thinking, learning, and adaptation to different environments<sup>3</sup>. This reflects the modern view of AI, acknowledging its complexity as a science and focusing on its role in automating tasks requiring human cognition.

Additionally, it has been defined as "intelligence that originates from humans originally and is then granted to the machine or computer<sup>4</sup>." This is a philosophical definition rather than a technical one, emphasizing that AI is an extension of human intelligence and that the latter is the primary source, with the machine being merely a carrier, reinforcing the integrative relationship between humans and machines.

<sup>1</sup> Stuart Russell and Peter Norvig, *Artificial Intelligence: A Modern Approach*, 3rd ed. (Prentice Hall, 2010).

<sup>2</sup> -Prasenjit Karmakar, Souvik Sinha, and Debasis Pal, "Artificial Intelligence," *International Journal of Advanced Research in Science, Communication and Technology* (2024): 79–87. <https://doi.org/10.48175/ijarsct-19613>.

<sup>3</sup> Stavros A. Triantafyllou, *Artificial Intelligence: An Overview* (2024). <https://doi.org/10.20944/preprints202401.1634.v1>.

<sup>4</sup> Yassin Saad Ghaleb, *Fundamentals of Management Information Systems and Information Technology*, 1st ed. (Amman: Dar Al-Manahij, 2012), 114.

An AI program may operate on two dimensions: a digital dimension comprising software and algorithms that make decisions independently without human intervention, and a physical dimension represented by the external structure carrying these software and algorithms, such as robots. The relationship between the two dimensions is integrative<sup>1</sup>. It can also operate solely on the digital dimension, such as recommendation software.

The digital revolution and AI systems have caused a radical transformation in economic and social structures and daily life, reshaping production and communication patterns. They have infiltrated public administration to impose new governance models relying on the "e-employee," "e-police," and other digital tools that have become part of the modern organizational structure.

AI uses in public administration activity have varied to include vital fields such as healthcare, education, government services, transport, food security, environmental protection, and civil service. In this study, we attempt to examine AI intervention in public administration through human resources management and administrative activity.

### Importance of the Study

The study's importance lies in addressing one of the most current legal and administrative topics regarding modern administrative organization where AI systems occupy a prominent role. This contributes to understanding how to employ these systems to achieve efficiency and transparency and raises questions about Algeria's position in the technological development of public administration.

### Problem Statement

The study discusses the penetration of AI systems into public administration activities by addressing the following problem:

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<sup>1</sup> Rabie Ibrahim, "The Legal Nature of Artificial Intelligence," *Al-Bahith Journal for Legal and Political Studies*, Vol. 10, No. 1 (June 2025): 541.

To what extent have AI uses expanded in public administration, and which fields has it occupied?

### **Objectives of the Study**

The study aims to clarify the areas of AI intervention in public administration by examining the use of AI systems in human resources management, issuing algorithmic decisions, concluding smart contracts, and the physical activity of public administration. The goal is to present a scientific visualization of the future of public administration in light of digital transformation and the transparency and governance it achieves.

### **Methodology**

We relied on the descriptive method to study and objectively describe the phenomenon to reach conclusions that contribute to answering the posed problem, and the analytical method to discuss and analyze the status of AI systems in public administration.

### **Structure of the Study**

We divided the study into two sections. The first deals with the presence of AI in the management of human resources for public administration, and the second includes the presence of AI in public administration activity.

## **Section I: The Presence of AI in Human Resources Management**

AI is considered one of the most prominent technical shifts in the civil service, playing an increasing role in recruitment processes. AI has also become a key tool in evaluating employee performance within modern institutions. Some government institutions resort to AI systems to improve the promotion process by feeding them data that determines promotion criteria, thereby achieving transparency in human resources management.

### **A) AI Applications in Recruitment:**

AI has become a pivotal tool in reshaping recruitment processes, from sorting CVs to analyzing behaviors and testing competencies.

This contributes to improving the effectiveness of hiring decisions, saving time and effort, and reducing human bias.

AI systems use Natural Language Processing (NLP) tools to scan and analyze CVs at high speed. Some companies have begun relying on smart systems to conduct virtual interviews where algorithms analyze tone of voice, facial expressions, and word choice to assess the candidate's personality, theoretically providing unbiased evaluations compared to human interviews. Some companies use AI-supported tests to assess candidates' skills by measuring technical abilities, analytical skills, and creativity. These tests include solving programming problems and interacting with scientific scenarios<sup>1</sup>.

Although relying on AI applications in recruitment achieves several benefits, such as reducing the effort required to screen thousands of applications, reducing human bias through objective data-driven evaluations, and increasing efficiency by automating repetitive administrative tasks, it may lead to algorithmic bias if programmed on biased training data, high costs, and inaccurate predictions.

These challenges can be avoided by training AI systems on diverse and unbiased data to ensure fairness in hiring, relying on AI as an assistive tool rather than a complete substitute for human decision-making, clarifying how it works and justifying its decisions, and conducting periodic evaluations of the effectiveness and performance of AI systems to ensure their accuracy and fairness<sup>2</sup>.

### **B) AI Applications in Evaluation:**

AI is used to evaluate employee performance in companies and institutions by analyzing data and providing accurate and objective assessments. It is also used to evaluate student performance in educational institutions and assess linguistic and programming skills. Its uses in evaluation yield several benefits, including accuracy and

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<sup>1</sup> Thomas H. Davenport and Jeanne G. Harris, *Competing on Analytics: The New Science of Winning* (Harvard Business Press, 2007), 12.

<sup>2</sup> Saad ben Abdullah Al-Harbi, "Lack of Transparency in AI and its Effects," *Journal of Science and Technology*, King Abdulaziz University, Jeddah, 56.

speed in data processing, which saves time and effort, allowing evaluators to focus on more critical tasks. However, there are challenges to consider, including algorithmic bias and privacy preservation

### C) AI Applications in Promotion

Public administration can rely on AI systems for promotions by analyzing performance data, past evaluations, and predicting employees' future capabilities. This allows for decisions based on objective criteria free from bias, contributing to motivating employees to develop their skills and increase productivity.

Many countries have moved toward integrating AI technologies into the civil service, including Canada, the UK, and Singapore. The Canadian government uses AI technologies to analyze competencies and manage human resources in the public service. The UK government relies on AI to evaluate employee performance and determine their eligibility for promotion based on precise digital standards. Singapore uses AI systems to develop career path plans and provide promotion recommendations based on skills and continuous training<sup>1</sup>.

Many global companies have also turned to using AI in recruiting, evaluating, and promoting their employees, including IBM<sup>2</sup>, Unilever<sup>3</sup>, and HireVue<sup>4</sup>. In Algeria, however, there has not yet been a move toward adopting AI technologies in recruitment, evaluation, and promotion, although acceptable progress has been made in digitizing public administration, which is a necessary transitional stage before adopting AI technologies.

<sup>1</sup> Mohammed bin Abdullah Al-Ghamdi, "Improving the Accuracy of the Promotion Process Using AI," *Journal of Science and Technology*, King Abdulaziz University, Jeddah, 56–70.

<sup>2</sup> AlgorithmXLab, "IBM Utilizes AI to Predict the Performance of Its Employees." <https://algorithmxlab.com/blog/ibm-utilizes-ai-to-predict-the-performance-of-its-employees-2/>.

<sup>3</sup> GoBeyond.ai, "Unilever AI Video Interview Recruitment Diversity." <https://www.gobeyond.ai/ai-resources/case-studies/unilever-ai-video-interview-recruitment-diversity>.

<sup>4</sup> HireVue, *HireVue AI: Smarter Hiring with AI-Powered Interviews*.

## **Section II: The Presence of AI in Public Administration Activity**

To improve service quality and meet citizens' needs more effectively, the urgent need to adopt AI technology within the public administration system has increased. This represents a qualitative shift in government work concepts, emerging in e-administration, electronic administrative regulation, algorithmic administrative decisions, and smart administrative contracts. It forms the foundation for a future public administration more capable of responding to citizens' needs and more aligned with good governance and comprehensive digital transformation requirements.

### **A) E-Administration:**

E-administration represents the digital ground from which the smart transformation process launches through digitizing services and virtual interaction between the administration and citizens. Although the e-public service model in Algeria is in its early stages and has not yet reached "smart service" status, its application has made positive contributions to the reality of services provided to citizens relatively. Here we present the most important procedures and achievements adopted by Algeria:

The Ministry of Interior and Local Assemblies was a pioneer in adopting e-administration by creating units to provide online services for requesting and extracting Birth Certificate No. 12, the Biometric National Identity Card, the Biometric Passport, the Electronic Biometric Driving License, and the Vehicle Registration Card. Civil status documents were reduced from 28 to 14, and the certification of true copies was abolished via Executive Decree No. 14-363 (dated 15/12/2014)<sup>1</sup>. Obtaining documents electronically was enabled through Executive Decree No. 15-315 (dated 12/10/2015)<sup>2</sup>.

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<sup>1</sup> *Executive Decree No. 14-363* (Dec 15, 2014) regarding the cancellation of regulatory provisions related to certification of true copies.

<sup>2</sup> *Executive Decree No. 15-315* (Dec 10, 2015) regarding the issuance of civil status documents electronically.

Additionally, on December 7, 2022, the Algerian government launched an official portal named "Bawabatic" (available at [bawabatic.dz](http://bawabatic.dz)). It includes over 300 digitized public services belonging to twenty-nine ministerial sectors, allowing citizens and institutions real-time, 24/7 access to digitized public services provided by different administrations, in addition to viewing information related to various administrative procedures without travel. This portal has contributed to strengthening the digital transformation infrastructure in Algeria.

Currently, the portal relies on interactive interfaces, but in future stages, smart algorithms could be adopted to analyze user data and suggest organizational decisions or improvements to public policies (e.g., predicting the most requested services by region or age group). It provides a huge database that will enable the future integration of AI in analyzing user needs and automatically proposing appropriate services.

### **B) Electronic Administrative Regulation (Smart Policing):**

Administrative regulation plays a major role in maintaining public order and is defined as the state's right to restrict individuals' freedoms by taking necessary preventive measures to protect public order in society<sup>1</sup>. With the development of state functions in the digital age, what is called "Smart Administrative Regulation" has emerged.

Smart Administrative Regulation is defined as: "The smart processing of data to protect public order, whether at the digital space level or in reality." It is also: "A set of smart preventive administrative decisions imposed by the smart public administration within the limits of the law to regulate individuals' activities and restrict their freedoms within virtual reality quickly and effectively to protect both traditional and virtual public order<sup>2</sup>."

<sup>1</sup> Mohammed ben Abdullah Al-Ghamdi, "Improving the Accuracy of the Promotion Process Using AI," *Journal of Science and Technology*, King Abdulaziz University, Jeddah, 155.

<sup>2</sup> Hamdan Al-Harbi, "The Impact of Artificial Intelligence on Administrative Regulation," *Arab-German Journal of Sharia and Law Sciences*.

Dr. Hamdan Al-Harbi defines it as: "A set of administrative decisions and physical, electronic, and algorithmic measures issued by administrative authorities, through ordinary or electronic means, or AI tools as authorized by law, aimed at restricting private and public activity of the state in physical or virtual reality to protect public order in society."

Examples of smart administrative regulation include "Smart Police," which has appeared in several countries, including the Emirate of Dubai. They launched the virtual officer "Amna," available on the Dubai Police website, who answers citizens' inquiries about police services, executes transactions via voice commands using AI, and speaks with users in 7 languages (Arabic, English, Spanish, French, Chinese, Russian, and German).

Additionally, there is the digital officer for Tourist Police using AI to respond to tourists' complaints. Dubai Police is working on developing the "Minor Accident Reporting" service, currently available on the app and website, which relies on drivers sending accident data immediately. The report is verified by a specialized police officer without traveling to the scene, and the report is sent to both parties. Developers aim to issue reports without referring to a police officer by having AI analyze the accident<sup>1</sup>.

Networked video surveillance cameras also act as smart sensors providing vital information data, enabling smart cities to improve traffic flow, manage water and electricity facilities, and enhance residents' sense of security by protecting sensitive infrastructure from natural and human threats<sup>2</sup>.

In Algeria, the Wilaya of Algiers launched the "White Algiers" initiative to work smartly on improving the capital's aesthetic appearance, considered a technological solution in environmental regulation. The Motorcycle Technical Cell of the Algiers Wali's Office uses this smart application for digital reporting, data processing, and

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<sup>1</sup> Emirates News Network (enn.ae).

<sup>2</sup> Khabal Hamid, *Applications of Artificial Intelligence in Public Administration Activity* (PhD diss., University of Ghardaia, Algeria, 2022), 123.

taking necessary measures, contributing to increased efficiency. The state seeks to generalize this application to many municipalities nationwide<sup>1</sup>.

Recently, Algeria has sought to keep pace with digital development by establishing regulatory authorities working to protect public security from cyber risks, monitor electronic transactions, and regulate electronic communications<sup>2</sup>. These include the Regulatory Authority for Post and Electronic Communications, the Audiovisual Regulatory Authority, and the National Body for the Prevention and Fight against Crimes linked to Information and Communication Technologies.

### **C)The Algorithmic Administrative Decision**

The algorithmic administrative decision is defined as: "A computational mechanism built on rules and statistical models that makes a decision independently without human intervention. It is the result of processing conducted by a system combining algorithmic sentences and AI devices that undertake decision-making based on previously provided data<sup>3</sup>."

Among the examples of adopting algorithmic administrative decisions is the Trelleborg municipality in Sweden, the first municipality in Sweden to use algorithmic decisions in social services. Since 2015, its citizens have been able to submit social assistance applications digitally. This process was developed by supporting it with decision-making algorithms that base their opinion on data related to family members, income, and personal expenses entered on the website, with the final decision issued jointly between the caseworker and the robot<sup>4</sup>.

<sup>1</sup> Echrouk Online, "Algeria towards Employing AI and Green Innovation," August 2024.

<sup>2</sup> Mensel Kawthar, *Activating the Role of E-Administration in Algeria* (PhD diss., University of 8 May 1945, Guelma, Algeria, 2023), 143.

<sup>3</sup> Mensel Kawthar and Hamid Chaouche, "Legal Problems of Adopting the Algorithmic Administrative Decision," *Al-Risala Journal*, University of 8 May 1945, 808.

<sup>4</sup> Anders Ranerup and Helle Zinner Henriksen, "Digital Discretion: Unpacking Human and Technological Agency in Automated Decision Making in Sweden's

Issuing an algorithmic decision requires varying degrees of digital discretion ranging from low to medium to high. Granting licenses, for example, requires low digital discretion, while scheduling energy usage in public facilities requires a medium level, whereas recruitment processes require a high level of discretion. Since Algeria does not currently rely on smart systems in HR management or public administration activity, we do not witness smart decisions issued by the public administration.

### **D) Electronic Administrative Contracts**

Electronic contracts are a natural extension of administration's evolution toward digitization. Electronic administrative contracts are defined as an agreement concluded between an administrative entity and another party using electronic means to manage or organize a public utility. This contract is subject to public law provisions while including exceptional clauses distinguishing it from civil or commercial contracts.

The intelligent agent intervenes in the process of concluding smart administrative contracts in two stages. In the first stage, it assists the administration in preparing for administrative contract procedures by analyzing software data and identifying deficiencies with high accuracy. In the second stage, the intelligent agent performs all procedures related to announcing the deal and signing it on behalf of the administration, using data smartly to help obtain the best offers.

The Algerian legislator has moved toward opening up to electronic contracting in public procurement through Presidential Decree 15/247 (dated September 16, 2015) regarding the regulation of public procurement and public service delegations. Article 203 states: "An electronic portal for public procurement shall be established, managed by the Ministry in charge of Finance and the Ministry in charge of Information and Communication Technologies..."

The electronic portal allows economic operators and the administration to exchange information and send/receive documents,

enabling operators across the national territory to participate without travel, applying similarly to international tenders<sup>1</sup>.

This increasing presence of AI systems has raised legal and ethical questions about the independence of these systems and discussed the idea of granting them legal personality and holding them partially or fully responsible for their decisions or actions, especially in cases where it is difficult to identify a direct human official. This step may reshape traditional concepts of legal accountability and force the legislator to consider new legal models aligned with this deep digital transformation.

### Conclusion

Today, AI systems occupy a prominent position in public administration. Technologically advanced countries have moved to introduce AI systems into the management of the public employee's career path by relying on CV screening software as an essential tool in selecting competencies. Job interviews have come to rely on data and behavioral analysis techniques. Furthermore, smart systems are used to evaluate employee performance periodically and determine their eligibility for promotion or redeployment, reflecting a radical shift in the concept of human resources management.

The pursuit of public administration governance has led to the emergence of new concepts such as E-Administration relying on digital platforms, Electronic Administrative Regulation allowing real-time monitoring via smart systems, Algorithmic Administrative Decisions based on big data analysis, and Smart Administrative Contracts executed automatically via blockchain and AI.

Through analyzing the multiple interventions of AI systems in public administration, the following conclusions can be drawn:

1. The integration of AI has accelerated administrative procedures and reduced human errors, positively reflecting on citizen confidence in public administration.

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<sup>1</sup> Decision dated 17/11/2013 specifying the content of the public procurement portal. Presidential Decree No. 15-247 (Sept 16, 2015) regulating public procurement.

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2. AI has become a key tool in selecting employees, evaluating their performance, and determining their career paths, contributing to raising the level of job competency.
3. Administrative decisions are no longer based solely on human discretion but have come to rely on algorithmic analysis of data, ensuring greater objectivity.
4. Smart contracts represent a qualitative shift in regulating legal relations between the administration and its contractors, providing execution speed and ensuring compliance.
5. AI has contributed to developing electronic administrative regulation systems, enhancing oversight and curbing administrative corruption.
6. The use of AI in public administration raises legal and ethical challenges regarding legal liability, personal data protection, and ensuring fairness in algorithmic decisions.

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