

NEW ORGANIZATIONAL FORMS AT WORK AND CAREER REPRESENTATIONS OF MANAGERS IN PUBLIC ENTERPRISES

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Abstract: The purpose of this study is to provide a thorough examination of the feasibility and potential for adopting remote work in public enterprises within an emerging country, highlighting the contextual factors influencing the acceptance of this new mode of work. Despite the clear advantages of remote work and the availability of necessary resources, its abrupt discontinuation following the COVID-19 pandemic raises significant questions about its future viability. Based on qualitative data from semi-structured interviews with 165 executives and senior executives at a national organism of technical control of the construction (CTC), the research reveals that the adoption of remote work faces substantial barriers, including cultural resistance, bureaucratic management, and insufficient technological infrastructure. The study finds that although remote work offers potential benefits, it encounters considerable resistance due to rigid management practices, inadequate support mechanisms, and cultural perceptions that view it as a control tool rather than an opportunity for flexibility and autonomy. To cope with these challenges, the study recommends enhancing technological infrastructure, providing better training, and adopting a more participatory management approach. This research enriches the understanding of remote work dynamics in limited infrastructural contexts and offers practical recommendations for successful integration, while also suggesting directions for future research on remote work across diverse cultural and organizational settings.

Keywords: Cultural Resistance; digital platforms; remote work; Career Representations; New Organizational Forms; Public Enterprises.

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1. Introduction

The general phenomenon studied in this research is the impact of remote work on the socio-economic context in Algeria, particularly in the aftermath of the COVID-19 pandemic. This is an important topic because remote work has profoundly transformed working practices worldwide, changing organizational dynamics, employee lifestyles, and posing new challenges and opportunities for companies and workers in diverse socio-economic contexts. The government decree on measures against the spread of COVID-19 obliged Algerian companies to implement remote working arrangements. This approval of remote working led to a number of unforeseen problems, causing it to decline even before the end of containment, despite the availability of technical resources for this practice. This factual observation led us to question this decline.

A substantial body of research has been conducted to examine the impact of remote working in a variety of contexts. In their study, Brynjolfsson et al. (2020) examined the initial responses of American workers to the pandemic, while McDonald et al. (2022) discussed the new challenges that HR and sociological researchers are facing. Hope (2020) provided practical advice for successful remote working, while Dingel and Neiman (2020) identified the professions best suited to this type of work. Chevtaeva et al. (2024) conducted an analysis of topological data on remote work travel experiences, and their findings indicated that users' well-being was influenced by a range of factors related to their work and travel environments. This analysis elucidates the manner in which disparate elements of the remote work environment and travel affect overall well-being.

In their 2023 study, Sahut and Lissillour identified that the uptake of remote work platforms following the shutdown was shaped by a combination of qualitative and quantitative factors, with notable variations observed across different sectors and work environments. The study emphasizes the complex interconnections between the multiple factors that shape the uptake of remote work. Aleem et al. (2023) employed artificial intelligence to identify eight principal themes pertaining to remote work, thereby offering insights for the enhancement of remote work practices. The aforementioned themes provide a framework for understanding the key aspects of remote work and their implications for future strategies. Valdez et al. (2023) emphasize the necessity for more objective data to assess the impact of remote working beyond the context of the pandemic. The researchers posit that the extant data may not fully capture the long-term effects of remote work. According to Bouquet (2018), switching from a paper to a digital format in a course has a significant impact on students' attitudes and motivation. Despite a few drawbacks, there are significant advantages to digital books over printed ones when it comes to vocabulary learning and comprehension.

In a meta-analysis conducted by Gajendran et al. (2024), the concurrent positive and negative effects of remote work intensity were investigated. The findings revealed that the impact of remote work intensity on individuals and organizations is contingent upon a range of factors, including individual characteristics and organizational context. This meta-analysis provides a comprehensive overview of the ways in which remote work intensity can have both beneficial and detrimental impacts. Hansen et al. (2023) identified notable discrepancies in the consequences of remote work based on the nature of the occupation and the policies of the employing company. The findings indicate that the impact of remote work is highly context-dependent. Raj et al. (2023) examined the impact of remote working on business performance and found that the impact varied according to the specific conditions of each organization. Their study suggests that remote work can affect business performance in diverse ways, depending on organizational factors.

Nowrouzi-Kia et al. (2024) conducted an investigation into the transition to remote work during the global pandemic of 2019-2020, demonstrating the impact on employee attendance, productivity, and overall well-being. The findings of their research indicate that the introduction of remote working may have a complex impact on mental health, thereby underscoring the necessity for a greater focus on the conditions of remote working. In a similar vein, Luebstorff et al. (2023) investigated the phenomenon of 'zoom fatigue' and the stress associated with virtual meetings. Their findings revealed that stress from videoconferencing represents a significant challenge for workers, underscoring the need for strategies to mitigate its adverse effects on well-being. Their study highlights the importance of addressing virtual meeting stress to enhance remote work experiences.

Despite the abundant literature on remote work, few studies have focused on developing countries like Algeria. There is a significant gap in understanding how remote work integrates into and impacts the specific socio-economic contexts of emerging countries. Current research, such as that by Brynjolfsson et al. (2020) and McDonald et al. (2022), primarily focuses on developed nations, overlooking the cultural, managerial, historical, and technological particularities of regions like Algeria. Studies by Angelucci et al. (2020) and Alon et al. (2020) highlight specific issues such as gender impact and the erosion of social norms but do not offer a comprehensive analysis of institutional and cultural environments in developing countries. In contrast, Boulkroun (2020) reveals that most university teachers primarily use smartphones to access the internet and prefer social networks over other digital platforms. Despite widespread internet access, more than half of them feel "trapped" due to social distancing measures during the pandemic.

Sahut and Lissillour (2023) adapted the UTAUT model for emerging markets, highlighting that demographic variables, behavioral trends and specific characteristics of remote work significantly influence employee behavioral engagement. His findings show that the unique cultural and organizational context of emerging markets is critical to optimizing technology adoption and use. Meanwhile, Tubaro and Casilli (2024) found that digital platform workers face different economic and health risks depending on the type of activity, highlighting the need to consider activity-specific risks when evaluating remote work. Dunn and All (2023) also highlighted the importance of task and spatial flexibility in platform work, and how these factors influence workers' risk and trust. This perspective is essential for understanding the dynamics of remote work, particularly in emerging country contexts.

Addressing this gap is crucial for several reasons. On one hand, it would allow the development of remote work strategies better suited to the specifics of emerging countries, thus improving organizational efficiency and employee well-being. On the other hand, it would enrich theory by providing new and diverse perspectives on remote work, contributing to a more comprehensive and nuanced understanding of this phenomenon. Finally, it could inform policymakers and practitioners about best practices for integrating and optimizing remote work in diverse contexts.

This study aims to measure the suitability of remote work within the National Technical Control Agency in Algeria by analyzing the compatibility of resources with various cultural, managerial, historical, technological, and identity factors. This will help identify the obstacles, strengths, and weaknesses associated with remote work in Algeria and explore the possibility of broader adoption.

The specific and complex environment of Algerian companies leads us to pose the following research questions:

- What is the future of remote work in Algeria?
- What difficulties were encountered, and what lessons can be learned from implementing remote work during the lockdown?
- How do employees perceive the digitalization of their activities?

The following hypotheses are proposed:

- The adoption of remote work in Algeria is a viable proposition, but it is necessary to address a number of significant challenges.
- The implementation of remote work is constrained by a number of cultural, technological and organizational factors that are specific to emerging economies
- The digitization of employees' activities is perceived differently depending on the level of preparation and the adequacy of the infrastructure available.

By exploring these questions and hypotheses, we aim to contribute to the understanding of remote work dynamics in Algeria and provide insights that can inform future policies and practices in similar contexts.

2. Conceptualisation

To grasp the various concepts discussed in this article effectively, it seems appropriate to expose a few conceptualization specialists to this type of work method and its different shapes.

2.1 Remote Work

This concept definition has never stopped transforming through time and the environment's changes, particularly technological, to result in the following conceptualization: the capacity of a person to do his job from any place, anywhere in the world, at any time, and with good assets and since it overlays different shapes (Popovici & Popovici; 2020 et Wang et al.; 2021) we can distinguish:

- 2.1.1. Nomadic work.** According to Périssé et al. (2022) and Thomsin and Tremblay (2007), nomadic work or mobile work is a body of work practices done outside the company by people who, while keeping their physical work position within the company, might have to travel and work in different places, whether in a hospital, in public transportation, on building sites or the customers' facilities.
- 2.1.2. Work from Home.** Is qualified as work from home, According to Décret_n°97-474 (1997), every activity of production of goods, services, or transformation that a person exercises alone or with a family member's help, in their home, with a salary from an or multiple employers while getting all or a part of the basic materials and work tools themselves or given by their employers.
- 2.1.3. Tele-Centre.** Aerial decentralized from the company where the employees are also present in other companies, in which the workers do their labor input using information technologies to share results (M. Ajzen & All; 2015, Taskin; 2002). Tele-centre allows the worker to be nearer to his residence and/or the customers and their suppliers.
- 2.1.4. Networking.** Based to Kreutz and All (2014) and Xia et al. (2014) , we can define networking as coordination between professionals or employees located in different geographic locations but with a manager located on another site or even working in a team from another location to improve the work quality by using technical tools which enables the course of a virtual team.

2.2 Digital Platform

Relying on Asadullah et al. (2018) et Beuscart and Flichy (2018) et Bonina et al. (2021) et De Reuver et al. (2018) we can define digital platforms or ERP (Enterprise Resources Planning) as a software that permits the company's planning and coordination of resources and activities, around the same information system to optimize the process and thus give everyone the best means to get the job done while exercising systematic control over all tasks.

2.3 Collaborative Platform

Collaborative platforms are the digital platforms to allow the coordination and the link between a practice diversity and actors located in different places, belonging to different organisations (Ansell and Gash; 2017 et Borton et al.; 2020) .

3. Methods and Tools

Given the complexity of the APE's situation and its environment, whose resilience cannot be reduced to simple life lessons learned from the Covid-19 health crisis, this study adopts an approach developed by Amblard & All (2015). This approach advocates for theoretical multi-polarity, reintroducing cultural, historical, and psychological dimensions into tactical analysis to understand action logic.

As Lichtman (2023) elucidates in his guide to qualitative research in education, qualitative research is distinguished by its capacity to delve into intricate phenomena in a comprehensive manner and to offer intricate perspectives that supplement quantitative approaches. Bhangu et al. (2023) similarly emphasize the complementarity of qualitative methods with quantitative approaches in the social sciences and humanities, illustrating their relevance in various research contexts. Additionally, Pyo et al. (2023) describe the distinctive characteristics of qualitative research in comparison to quantitative research, emphasising the importance of selecting the appropriate methodology based on the research objectives. In line with these perspectives, Ali and Medjahed (2024) highlight the historical method's continued use in media studies. The historical approach is still essential for comprehending the development of media, tracking the growth of different media forms, analyzing media laws, and investigating information and communication theories, even though its use has decreased as a result of new research trends. This approach facilitates the analysis of media reactions to particular events across history and offers insights into the impact of political, economic, social, and cultural settings on media activities throughout history.

To address the questions we posed, we conducted a qualitative semi-structured interview survey from May 2021 to March 2022, involving a sample of 165 executives from CTC, representing all age groups ranging from 25 to 70 years old, and occupying various positions within the company. This survey was also extended to project owners and suppliers interacting with the company. The interviews lasted between half an hour and six hours, depending on the participants' availability and the depth of responses obtained. Data analysis was carried out using an inductive approach.

The survey on remote work involved a total of 165 individuals distributed across various departments. In the General Management, 29 individuals were interviewed, including senior executives, administrative and technical managers, as well as administrative and technical staff. In the Diagnostic and Expertise Department, 20 participants were surveyed, including regional directors and various levels of executives. The Central Regional Department contributed 46 participants, including regional directors and several levels of administrative and technical staff. The South-West Regional Department provided 13 participants, mainly senior and technical staff. The East Regional Department supplied 32 participants, including regional directors and various administrative and technical staff. The

West Regional Department contributed 15 individuals, primarily administrative and technical staff. Finally, the South-East Regional Department included 10 people, consisting of administrative and technical staff. In total, the survey covered 10 senior executives and regional directors, 15 senior administrative staff, 26 senior technical staff, 54 administrative staff, and 60 technical staff, reflecting significant diversity in terms of functions and gender. This survey is part of the doctoral thesis work in sciences being prepared by one of the researchers.

Initially, we reviewed a large data-set of articles on remote work to identify the opportunities and threats that emerged for the company. This analysis was complemented by a description of the prevailing social reality within the company and its environment, referencing texts published by Algerian sociologists on EPA culture, their history, management styles, the identity of Algerian executives, and the social structure of Algerian society. We then cataloged CTC's human and technical resources that could facilitate the adoption of remote work.

Subsequently, we examined the advantages and disadvantages of each platform used by the company, attempting to explain the observed attitudes to delineate their contributions. We also analyzed the content of the interviews concerning the contextual factors dominating CTC's internal and external environment (technology, management, company history, executive situation, representation of remote work, and lessons learned during lockdown). This analysis aimed to clarify the situation, draw inferences, and provide recommendations.

Finally, the confrontation of the formulated hypotheses with the reality on the ground allowed us to draw conclusions and propose paths for the generalization of remote work in Algeria and in countries with similar specificities.

The experience of one of the researchers, who worked for two years with this company, significantly facilitated data access and collection, enriching our understanding of the internal dynamics and challenges faced by CTC.

4. Background

4.1 *Social Reality of Algerian Public Company*

In 2022, Algeria's total population will be over 45 million, characterized by its youth, which is the demographic majority, with 55% aged 30 or over (Statistiques:O.N.S; 2022), the last statistics show that girls have the upper hand on boys in education, gathering a little bit more of 64% of the total of diplomas awarded during the last decade (Mesrs; 2021). Algeria is governed by a neo-patrimonial system, based on the interchangeability of the ruling personnel, and relies on a rentier economy distributed according to a clientelist mode maintained by a fiction of social justice and benefiting a powerful oligarchy, which has led to the annihilation of its social base (Belguidoum; 2021). The HIRAK movement has revealed the weakening of the representations that once attached the population to the system and heralded the start of a crisis of confidence between the administration and citizens that is likely to worsen over time (Dris Aït-Hamadouche & Dris; 2019).

The management culture in EPAs is characterized by administration styles uniform and bureaucratic (Bouyacoub; 1987 et Labaronne & Mustapha; 2010 et L Melbouci & Belmihoub; 2001). This state of affairs has transformed the identity of the manager (Maalouf; 2014), it has offended his cultural sensitivity and it has blocked his expectations. The aspirations of Algerian executives are simple and homogeneous, they are defined by Mercure (1997), as a strong tendency to avoid uncertainty and great hierarchical distances (prefer a model of intermediate decentralization with a participatory management style that facilitates communication), an authority based on competence, a recognition of the qualities of each, a

valuation of morality, Individualism at work and its profitability in solitary (Hofstede & Waquet; 1994 et L Melbouci & Belmihoub; 2001) the Algerian is more productive alone because he believes to hegemony of the self, this is where the famous popular adage comes from: the believer begins with himself, and to the interest that can provide the moment, a high tendency to control uncertainty among managers and the culture of the boss, this culture, inherited from the colonial era, has embodied in people's minds authoritarianism characterized by the absence of trust in subordinates, considered as subjects, and the belief that there can be no leader without subordinates to whom he will give direct orders..

One look at the historic evolution of the public company, according to a plethora of regulatory texts: [Charter, 1971; Decree No. 80-242, 1980; Decree No. 86-205, 1986; Law No. 88-01, 1988; Law No. 88-02, 1988; Law No. 88-03, 1988; Ordinance No. 01-04, 2001; Ordinance No. 70-10, 1970; Ordinance No. 71-74, 1971; Ordinance No. 95-22, 1995; Ordinance No. 95-25, 1995; Resolution CPE_10/141, 2014], will reveal that, since its creation, never stopped changing itself because of the decisions taken by a political system (Addi; 1990) that lacked site vision and a planner spirit (Aichi & Derradji; 2017). We can note four (4) periods: the first, from 1962 to 1971: marked mainly by self-management, the construction of state institutions, and the management of certain sectors by foreign companies, but also by political instability; the second, from 1971 to 1986: known essentially by nationalization, the presence of foreign aid workers, the introduction of socialist management and organic restructuring; the third, from 1987 to 2000 : mostly marked by the end of the foreign assistance, the transition to a market economy, set up by EPAs under the wing of many tutelage and privatization attempts; The fourth, from 2000 to 2021: is known for the various restructuring projects followed by the privatization of a significant number of EPAs and finally for the attempts to reorganize and modernize the EPAs. This unsteadiness and this plethora of decision hubs press onto leaders inability to establish a development strategy in the long run and make her an perpetual experimental field that we can assimilate to a pothole, of which no project came to fruition (Aichi & Derradji; 2017 et Benachenhou; 1992 et Leila Melbouci; 2008 et Temmar; 1983).

The socio-historical evolution of the Algerian executive which has coincided with the socio-economic changes and the transformations operated on his work environment (Merani; 2005 et Touati; 2009) make appear three situations, a period of prosperity, going from independence until 1986, where the executives were few and enjoyed a privileged status that allowed them a social ascension and a career evolution, a period that began in the mid-1980s and went until 2000, coinciding with the economic recession and the various restructurings, it was displayed by the downgrading of executives and the deterioration of their situation and the period that extends from the beginning of the 2000s to the present day, characterized by political and social anomie when the executive suffer the disorientation besides the no consideration. In the EPA we can distinguish four categories of manager: Firstly, the technical or technical-commercial considered as productive and therefore attract the attention of managers and make them the target of various pressures. Secondly, the administrative managers, considered as support staff because they do not intervene in the production which makes them less considered and less paid than their technical counterparts and consequently, experience the dissolution of barriers between their group and that of the non-managers. Thirdly, senior managers, chosen for their loyalty, availability, or commitment, are responsible for applying the vision of the leaders, by all means, are subject to pressure to achieve the objectives set for them, to keep their position. Finally, the executives managers benefit from certain privileges and are appointed, often following a recommendation, to apply the orientations of the tutelage, having well-equipped offices, often on the top floors, and an inordinate ego that does not tolerate any criticism to veil their inadequacies.

4.2 CTC Company Presentation

The (Ctc) was created by the N°71-85 bis ordinance to cover the activity once provided by the French companies SOCOTEC, VERITAS, and APAVE, that is: Technical control of building construction and civil engineering works are prone to welcome a public. This company is already a step forward with the digitalization of several management deeds and its human component has been mainly built with college-graduated corporate executives who have enabled the introduction of remote working as soon as the lockdown was announced.

CTC's workforce by June the 30th of 2021 has risen to 1680 workers, of which 1533 are wage earners on an open-ended contract and 157 employees on a fixed-term employment contract (FTEC). Corporate executives represent 65% of the total workforce, and the majority (more than 50%) are part of the technical unit. Women are only part of 25% of it, half of them are execution workers (this low rate of corporate executive women explains the origin of CTC's main mission, which is the technical control of constructions, which requires more of a masculine engineering fieldwork staff than feminine: Construction site work in Algeria is more oriented to men given the remoteness and seclusion to come building sites(Edelmann & All; 2021), supporting this, various reports published by the ONS on the evolution of activity, employment, and unemployment in Algeria indicate that 80% of women refuse jobs outside their constituency, compared to 27% of men, and 43% refuse remote jobs, compared to 10% of men (source: <https://www.ons.dz>). We can also note that the pay level is reasonable compared to salaries in other industries, as supported by a comparison between the CTC collective agreement pay scale from 2015 and the monthly average net wages by sector published in: https://www.ons.dz/IMG/pdf/Salaires_des_entreprises_Mai2016.pdf. The education level of this human component and its salary tell us that it's possible to get easily used to working under platforms and to secure participation and fidelity to the company.

Due to the publishing of the executive decree no 20–69, in particular article 09 which stipulate that "public institutions and administrations can take action supporting remote work in compliance with the current laws and regulations" and instructed companies to set up special compensated leaves for at least 50% of their workforce, CTC, which has already owned the needed resources to make its services operate, has adopted this activity. In the beginning, remote work has seemed familiar, file submissions and control would have to be done online through the customers' platform, the dialogue with the suppliers and the file offers submissions would have to be done through the supplier's platform, and exchanges with the partners will be done via emails as well as the other platforms. Regrettably, a plethora of unexpected problems appeared and forced the company to come back to in-person work even before the lockdown lift.

CTC's superior executive's boast of developing one of Algeria's most advanced information systems and more specifically, the GCPro platform from which we can list the following plugins:

GCPro: is a collaborative platform that offers work on a network between the ministry services, control engineers, and CTC's board. It allows centralized management of the projects given to the company. Supplier area: a collaborative platform that provides remote and even at-home work offers. Costumer area: a collaborative platform for the customers, offering them a plan to work from home or remotely, to be able to follow their projects, inform on their order form, check the projects' progress and to download deliverables. RCTC plan: a methodological digital platform which allows control engineers to work remotely and to fill technical control of plans review reports. RCTC chantier: a methodological digital platform which offers to control engineers the opportunity to work

mobile to create the visit report of the building site, on the site. GCom : a commercial management digital platform for projects given to the company. It allows remote work for a centralized follow-up to the collection of the receivables pertaining to the provided services within the national territory. Archive CTC: digitalization and archiving of documents digital platforms. RETEC: a Construction Technique Baseline digital platform. Time Management: a centralized time management digital platform.

Forum: exchange space put into place for the company's staff; Intranet Portal, exchange space that enables the publishing of several documents like I-Reef, SMQ, Technical Documentation, training courses, publications, Directory. Website: It's CTC's window on the outside world, offering a link to the online services; Video-conference [Zoom]: a subscription that offers to the company the possibility to remote working and to be able to reduce the collaborators' trips and to get closer to the various actors. CTC-Newsletter: the company's external quarterly reviews on its intranet.

5. Results and Discussions

If we admit the theory of the sociology of action logic to Amblard & All (2015) stipulating that the organization cannot be thought of outside of a dialectic of conflict and cooperation and that the understanding of the actor's attitude, which is characterized by a strategic dimension, requires the analysis, on the one hand, of the various components that determined his personality, namely, his professional identity, his organizational culture, his trajectory, his representations and his objectives, and on the other hand, the various conditions which characterized his external environment, that is to say, the historical and institutional context of the country, the history of the company and the means placed at its disposal. In this section, we will try to analyze and interpret the impact of the adoption of digital platforms, the management style, the history of the company, the situation of the managers, and the representations they have of remote work from the perspective of the adoption of this practice at the CTC.

5.1 *Technology Use in the CTC Company*

Initially, we can say CTC owns the needed technical means to adopt remote work. Thanks to the collaborative platform GPro, to which a plethora of modulus is annexed that enable each actor to have a working space, a password, and a username, obviously depending on the privileges that their mission grants them, to communicate, to input data, to receive and send work documents to any agency or board linked to the company's VPN network. However, this work method wasn't established during the lockdown. This observation motivated us to dig in to discover more about the reasons for this abundant officious and the compatibility of the tools with the operating methods that the company's various offices follow.

Indeed, the interview led to the users' tools, whether they were interns (technical executives or administration ones) or externs (project owners, project managers, and/or suppliers) and the company managers, to shed light on the strengths, gaps, the mechanics' reality and the efficiency of these platforms.

On one side, we noticed a few strengths that we can share, which are: The fact that this company is advanced in the digitalization of many management deeds and its staff are used to working with a platform and the major part of the staff had micro-laptops, on which were installed on the platforms. We can then mention that CTC owes a database security facility that expands on all units. Nevertheless, we found gaps in the organizational skills, dynamic capacities and absorptive capacities that will allow the accumulation of knowledge (Cohen & Levinthal; 1990a et Prahalad & Hamel; 2009 et Teece; 2007).

On another side, we have noted that CTC didn't have a suitable facility to ensure every virtual task. The use of the tools developed at CTC prevents, because of computing security reasons, connectivity to other networks, which obliges the staff to appear at least twice a week to synchronize the data of the micro-laptops with the company's server, a few services cannot strive to remote work, since the tasks need manual work and/or need to move large machines. If the company wishes to be in tune with its competitors, it must have all the necessary equipment because an ideal combination of professional human resources and adequate material resources will give it exclusivity (Prévot & All; 2010).

We have also found that:

The GCPro platform is operational, however, 65% of the users interviewed responded that it is an overload for the engineer, who must do each time work that they describe as administrative, added to that, the many blockages of the system, the defects of interconnection, and synchronization between the databases that force them to redo the work each time. This critical attitude of the engineers can be explained by the fact that they were not associated with its conception because according to Gouldner (1954), the rules of an artificial bureaucracy, imposed by the superior authority will not be respected and will always be criticized and for Merton & Merton (1968), an overly formalized system creates dysfunctions that risk paralyzing the activity, so the control exercised on the engineers thanks to this platform has limited their will and consequently, it has generated manoeuvres that have affected the quality of their work. In this regard, the survey revealed that some engineers, as they cannot be controlled on the ground, transgress the procedure, so they always declare on the system that the visits required by the standard are regularly made and the acceptance reports are written sometimes during the previous visits and sometimes based on the statements of the realization company, which writes the report and sends it by phone or e-mail. However, this deviation from the standard cannot be blamed on the engineers alone; it is also necessary to question the requirements that these standards impose and under what conditions they are instituted (Becker; 2008 et Cioban & All; 2021). To this end, it is necessary to review the burdens imposed on engineers and the means made available to them because rationality in the creation of norms would of itself maintain discipline (Foucault, 1978).

The customer area is operational, despite this, 87% of customers refuse to join because of the means that it requires, on the one hand, several project managers and owners have told us their inability to obtain all the necessary equipment, such as a scanner A0, which may weigh on their capital. On the other hand, 77% controlling engineers have pointed out the difficulty of visualizing A0 plans on a laptop with a 15 and/or 17-inch screen. According to Crozier & Friedberg (1977), this can be explained by the fact that people always adopt behavior that allows them to reach their goal, otherwise, how can we explain that after the company has equipped them with additional screens at least 34 inches in diameter, the controllers continue to work on paper. It should be noted that despite the additional expense, this system offers everyone a considerable gain in printing and travel costs in the short term. However, it cancels the arrangements between customers and engineers because the former will collect several rejections with traceability and the latter have to respect the deadlines for processing the files. This attitude can be explained by power game strategies that Mucchielli (1998) calls games of refusal of technological change.

The supplier space is operational, but 98% the suppliers refuse to sign up, 82% of them have told us that they are not familiar with the use of ICT, 57% have explained that they do not have the time to check their e-mails every time, and still, others have told us that they trust the paper version. This is in contrast to the assertions of Godé-Sanchez (2005) who argued that ICT positively influences the organizational trust climate. However, the stipulations of these providers can in no way distort the results of this study because they stated that they are not

impregnated with ICT, added to this, is the fact that in Algeria, even official platforms do not respond to emails and requests from citizens, which has fueled the feeling of mistrust among people. According to Sahin (2006) they are still in the knowledge phase where users still act according to their profile and their social environment.

The platform RCTC site and RCTC plan are operational, however, 86% the engineers claim the fact of having each time to enter data already entered in other modules, but also to write the same PV twice (write it on paper at the site or by checking the plans and retype it on the system once in the office) the thing that forces the company to provide all engineers with portable printers, which means additional expenses that the first responsible cannot assume before the council of participation CPE.

The GCom platform is operational, however, 66% of the users interviewed confirm that the bases are not cleaned and the data are not up to date and that the central administration exerts on them, thanks to the monitoring that the latter offers, pressure on collections that exceed their prerogatives. This situation has given rise to a feeling of job insecurity and discomfort, and if we look at the number of complaints about the evaluation of performance bonuses based on cash receipts, we can expect resistance from staff, and given that no system is perfect, they can find ways to exploit areas of uncertainty to impose their rules and objectives (Crozier & Friedberg; 1977).

The CTC Archive platform and E-Payment are operational and more efficient than the old methods.

The Forum and the CTC-Newsletter are operational, but only 10% executives have joined them. From this point on, we can say that the identity of the CTC staff is moving towards the withdrawal model or Sainsaulieu (2019) regulatory model, which is characterized by weak socialization and a restricted vision of work where people are not motivated by the salary counterpart, considering it only as an economic necessity. 73% interviewees justified this tendency by the lack of trust in the opinions and information disseminated by the management and by the fear of reprisals in case one is led to criticize the management or the working methods. To Williams (2006) the popularization of information and communication technologies and the generalization of social media use created people's behavior that tends to misjudge any institutional speech and ignore any reality that does not agree with their symbolic halo.

Videoconferencing (Zoom) is operational and all managers affirm that it saves considerable time and money, particularly for staff working in remote areas. However, executives claim that this new practice has tripled the number of meetings, often for the sole purpose of checking attendance and, above all, giving managers the feeling of being exploited, outside of working hours, which makes them feel wastes time.. On this subject, Dose & All (2019) conclude that the use of ICT is linked profitably to the quality of exchanges with superiors and unfavorably to remote pressure.

In Algeria, early attempts at remote work faced numerous obstacles, despite the availability of technical resources. The experience of CTC, as revealed by the collected data, illustrates that even with advanced digital platforms like GCPro and various collaborative management tools, remote work encountered significant difficulties. This reflects the findings of Sahut & Lissillour (2023), who identified that the adoption of remote work platforms is influenced by a complex combination of qualitative and quantitative factors, varying by sector and work environment.

Research by Chevtaeva et al. (2024) on the well-being of remote workers shows that various elements of the work environment can impact overall well-being. This finding is

pertinent to the Algerian context, where challenges related to infrastructure and organizational culture can exacerbate stress and difficulties associated with remote work, as highlighted by Luebstorf et al. (2023) with their study on video-conference fatigue. This stress associated with virtual meetings represents a considerable challenge for workers, particularly in environments where technologies are still maturing.

Analysis of Dingel and Neiman (2020) work reveals that some jobs are better suited to remote work than others. In Algeria, where the transition to digital practices is still ongoing, employees' perceptions of digitizing their activities are often influenced by insufficient infrastructure and inadequate preparation, as suggested by the hypotheses posited in the introduction. Data collected from CTC employees confirm that infrastructural constraints and preparation gaps have a significant impact on remote work perceptions and effectiveness.

The hypothesis that remote work can be adopted in Algeria but with significant challenges is supported by the study's results. Specific cultural, technological, and organizational obstacles in emerging economies, such as lack of preparation and inadequate infrastructure, are indeed amplified in the Algerian context. This hypothesis is also supported by the observations of Nowrouzi-Kia et al. (2024), who showed that the introduction of remote work can have complex impacts on employees' mental health, requiring particular attention to remote working conditions.

Studies by Gajendran et al. (2024) highlight that the effects of intensive remote work can be both positive and negative, depending on individual characteristics and organizational context. In the case of CTC, results show that the compatibility of human and technical resources with various forms of remote work is crucial for successful adoption. The issues faced by the company illustrate that specific constraints of Algerian work environments must be considered to optimize remote work integration.

From the above, we can say that the adoption of a new practice, by the unilateral will of management, such as remote working, will lead to a new form of social conflict (Touraine; 1965). To remedy this situation, a system must be found that allows for a compromise between the objectives of management and those of the employees (Reynaud; 2003). This requires preparation and studies that will make it possible to solve the mismatches that may arise between practice and the tools used. Recital Lifshitz-Assaf (2018) which stipulates that the implications of technology for social change are better understood in the way it is implemented, we recommend that companies, when implementing new platforms, take into consideration the expectations of the actors and the specificities of their environment as well as the eleven factors identified by Nah et al. (2001) and the eleven steps recommended by Umble et al. (2003) to ensure their success.

5.2 CTC's Company Management

Like other EPAs, management at the CTC is characterized by a fivefold leadership, determined after investigation and consultation of various company documents: internal regulations, collective agreement, and different procedures, instructions, and operating methods. These five aspects include management procedures, conflict management, personnel management, information gathering, and the non-involvement of personnel in decisions, particularly those related to the organization of their work. The adoption of quality management systems appears to be a publicity stunt since it does not change the quality of services; this is what Cameron (2008) calls the bureaucratic culture or model of internal procedures. To the characteristics cited by Mercure (1997) and (Hofstede & Waquet; 1994), we can add four other characteristics observed during our survey, 90% of the interviewees affirmed the following characteristics in the Algerian manager: Collectivism, strong socialization and mutual aid between the members of the organization during periods of crisis.

The continuity of Algerian companies during the crisis, despite the absence of means of transport and protection against contamination, testifies the solidarity of the Algerian people in times of crisis and shows the importance of taking into account the cultural background of this society which constitutes, for itself, a force that can overcome all obstacles because according to d'Iribarne (1991), the action of individuals is determined by a cultural model imposed from outside the organization. This explains the disengagement of executives the reforms undertake, weakens their commitment to change, and encourages the widening of the gap between them and management. For this reason, managers should be appointed from among those who have a communicative and participatory leadership style, proven and recognized competencies, and an ability to ensure group support for the company's objectives(Fourboul).

Moreover, Sainsaulieu (2019) stipulates that the individual passing through different groups and through various moments, finds an identity that defines his strategic choices and allowing for the sayings of Baumann et al. (2019) which states that internal social comparisons affect adaptation and performance and the affirmations of Karunakaran (2022) who argue that lower-status professionals may implement practices to implicitly exercise their functional authority by enlisting higher-status pairs in the process and in view of the identity of the Algerian executive, We recommend to companies to adopt a leadership where the role of leaders is to ensure the implementation of the strategy with User involvement, the provision of the necessary resources (Zhang et al., 2003), evaluate the strengths and weaknesses of the system draw lessons to communicate to all staff (Umble et al., 2003), to privilege management based on individual responsibility, with well-defined tasks for each position which will allow guaranteeing the qualities of the individual and his integration in the collective, this seems possible with the assistance of platforms and remote work.

The study results indicate that while remote work could theoretically be adopted in Algeria, significant challenges must be overcome to make it effective. These results align with Brynjolfsson et al. (2020), who discuss the rapid adoption of remote work in developed countries but do not address the specific obstacles faced by developing countries. In Algeria, barriers such as cultural resistance, technological gaps, and organizational constraints are considerable, validating the hypothesis that adopting remote work is fraught with difficulties in this context.

Cultural and organizational dynamics play a crucial role in implementing remote work. The study supports the work of Hofstede and Waquet (1994) and Mercure (1997), noting that Algerian managers tend to exhibit characteristics such as collectivism and a hierarchical approach, which are not conducive to remote work. This bureaucratic management style, combined with a lack of employee involvement in decision-making, further complicates the adoption process. The resistance to change highlighted by d'Iribarne (1991) also reflects the difficulties faced by Algerian managers. To address these issues, adopting a participatory leadership style, as recommended by Fourboul (), could foster better communication and provide essential support for integrating remote work.

Technological and infrastructural constraints represent major obstacles to the adoption of remote work in Algeria. As emphasized by Gajendran et al. (2024) and Dingel and Neiman (2020), a robust technological infrastructure is vital for the success of remote work. The study reveals that limitations in technological infrastructure and resources within the CTC hinder effective remote work, highlighting the need for improvements in these areas. This underscores the importance of investing in better technological support to facilitate remote work.

5.3 *The Company's History and its Repercussions*

Like the other public companies, CTC, going from a socialist mono-company to a public mono-company, tried the organic restructuring policy and [it created many CTC in the mid-80s], the economic opening of public companies [during the end of the 80s], put under the control of the participation funds (PF), the holding governance of the National Council participation of State (CNPE), the surveillance of the investment management and State council (résolution_CPE_n°10/141) [who have worked for the de-permanization of labour relations and its prioritization (Various newspaper articles)] to steady itself from 2015 under the Ministry of Holdings tutelage MHUV and the CPE's surveillance, as a public economic mono-company, corporation by actions (SPA).

Considering Bernoux (2014a) position that companies are made up of experiences, which the members keep in their consciousness, and which determine the habits and behaviors) of the actors, we can say that the transformations and events(Various newspaper articles that the CTC has undergone have nourished a feeling of job insecurity among managers and have generated a loss of confidence in the decisions of the leaders. As a result, managers have been driven to focus on their careers and on the individual interest that can be derived from the moment. This state of affairs requires the heads of public companies to learn from history by looking for key success values that have been overlooked (McVeigh; 2018) and proceed to care for and rehabilitate the lost confidence of their staff to make them adhere to the strategic vision and projects of the company, especially the one of remote work.

The adoption of remote work in Algeria, particularly in the post-COVID-19 context, presents a unique set of challenges and opportunities. The global shift in work practices has indeed altered organizational dynamics and employees' lifestyles, as highlighted by the research studied. This critical analysis discusses the results of various studies in relation to the hypotheses posed in the introduction and their application to the Algerian context.

Brynjolfsson et al. (2020) demonstrated the widespread adoption of remote work in developed countries during the COVID-19 pandemic, highlighting its feasibility with adequate technological infrastructure and cultural acceptance. However, their study did not consider the specific challenges faced by developing countries like Algeria, where infrastructure and cultural factors pose significant obstacles. The experience of CTC underscores these challenges, such as inadequate technical infrastructure, resistance to change, and a lack of digital skills among employees.

Technological obstacles have hampered the implementation of remote work by CTC, despite the availability of advanced digital platforms like GCPro. This aligns with the findings of Dingel and Neiman (2020), who emphasized the importance of technological readiness for remote work. The lack of reliable internet access and technological tools in Algeria exacerbates these issues. Moreover, the Algerian work culture, characterized by hierarchical structures and face-to-face interactions, contrasts sharply with the collaborative and flexible nature of remote work. McDonald et al. (2022) highlighted the socio-cultural challenges associated with remote work, which are amplified in Algeria due to its unique cultural context.

McDonald et al. (2022) focused on the socio-cultural challenges of remote work in Western societies, suggesting that these challenges are even more pronounced in emerging economies. The findings from the CTC case study support this hypothesis, revealing significant obstacles such as a lack of trust in remote work, resistance from management, and insufficient training for employees. Organizational constraints, such as the historical evolution of CTC and its frequent restructurings, have led to a sense of job insecurity and a focus on individual interests among managers, as postulated by Bernoux (2014a). This environment

makes it difficult to promote a collaborative and trust-based culture necessary for the success of remote work.

Algerian managers, accustomed to a traditional work environment, show reluctance to adopt remote work. This echoes the conclusions of Sahut and Lissillour (2023), who noted that the adoption of remote work platforms varies significantly across sectors and work environments. The perception of CTC employees regarding the digitization of their activities is influenced by inadequate preparation and infrastructure. Dingel and Neiman (2020) identified jobs suitable for remote work but did not delve deeply into the necessary infrastructure in emerging economies. The experience of CTC employees indicates that inadequate preparation and deficient infrastructure significantly affect their perceptions of remote work.

Insufficient preparation, due to the sudden shift to remote work during the pandemic, did not allow adequate time for training and adaptation. This is consistent with the findings of Nowrouzi-Kia et al. (2024), who emphasized the need for better preparation and increased support for remote workers. The technical resources of CTC, though advanced, were not fully utilized due to a lack of training and support, aligning with the conclusions of Chevtaeva & All (2024), who highlighted the importance of well-being factors related to work and travel environments.

The studies examined provide a comprehensive understanding of the impact of remote work in various contexts. However, the specific socio-economic and cultural context of Algeria adds layers of complexity that are not fully addressed in existing studies. The results from the CTC case study highlight the need for a tailored approach to remote work in emerging economies.

It is recommended to invest heavily in technological infrastructure to support remote work, including ensuring reliable internet access, modern digital tools, and comprehensive training programs for employees. Efforts must be made to foster a culture of trust and collaboration within organizations through transparent communication, leadership support, and employee engagement initiatives. Policymakers should create supportive frameworks for remote work, addressing the unique challenges faced by Algerian companies. This includes developing guidelines for remote work practices, providing incentives for technology adoption, and ensuring legal protections for remote workers.

5.4 The Corporate Executive's Situation in the CTC Company

The majority of the executives confirm their disinterest in what is happening in the company and mention divergences, a lack of coordination between staff, and a tendency of almost everyone toward a career without borders. Knowing that individuals develop strategies based on dispositions acquired through socialization (Bourdieu; 1986), this situation can be explained, on the one hand, by: - The reign of uncertainty: 78% of those questioned replied to the question concerning the stability and security of employment that nothing henceforth guaranteed the stability of employment, even for senior executives, apart from solid links with the sphere of power. -The easy enrichment: 86% of respondents answered the question: does this job allow you a decent life? By « the money is outside the company but you must to have the courage of an illiterate and accept a bribe».- The race towards positions of responsibility without having the required qualifications: concerning the promotion system in the company, 68% of the staff interviewed testified to the non-existence of places for skills and seriousness, especially with the early retirement, during the years 2014, 2015 and 2016, of many senior executives without leaving a successor, the arrival of the new generation who believe everything is easy and the proliferation of the telephone policy. This situation has led to look for new opportunities and better means that would allow them to live decent lives, In this

context, 75% of the executives interviewed said that for to have a life in conformity with the requirements of the moment, it is necessary to resort to black, which means a parallel activity and 91% among them revealed that they are ready to go abroad and in this context, we can cite the massive exodus of qualified executives to the Gulf States and Western countries.

The analysis of the interviews carried out with the groups of executive administrative and the executive technical, which is in the majority, 81% of them agree with the two expressions widely shared in this company: play your games and swim with your clothes(don't trust anyone);You have to follow the arrow, which means that career continuity does not depend on skills but rather on our commitment to act in accordance with the direction in which the system is moving, even if this is at the expense of legality. This reveals that these two categories share a feeling of being wronged and a nonchalant and demotivated attitude towards adopting a particular work mode. This situation will lead to new forms of conflict because, according to Touraine (1965), this group will seek to recognize itself as a collective to face the social force that challenges the equity and the general orientations and, according to the affirmation of Anzieu (1996), the objectives of the group become libidinal objects that profoundly influence the logic of action.

A review of the interviews conducted with senior managers and executives managers revealed a number of abuses on the part of the latter in an attempt to hide the reality of the company's operation, which on the surface appears to be working perfectly but in reality is in disarray. In fact, 67% of respondents admitted that they had transmit false information to their superiors, either to protect their jobs or because of the urgency with which the information was requested. This state of affairs can be explained by a strategy of entrenchment, which reflects the desire of managers to escape the control of authority in order to increase their privileges (Pigé; 1998) and explains the fact that non-efficient people continue to manage in presumably competitive markets (Hill & Jones; 1992).

To guarantee the adhesion and commitment of the company's employees, whose meaning connotes trust (Bernoux; 2014b), it is up to the first managers to strengthen their legitimacy with proven technical, administrative, and communication skills to renew the links with the managers, while trying to institute a corporate culture consistent with the main characteristics of Algerian society and the cultural ingredients cited by (Graham & All; 2022) in order to guarantee the rehabilitation of their status and the cohesion of their group, to gain their trust, at the risk of seeing the failure of all attempts to modernize and see all the skills fly abroad (Hammouda; 2008 et Khaled; 2014), a situation that requires that the decision-making centers of the state agree, for their part, to free public enterprises from the grip of politics by entrusting them to managers capable of developing appropriate strategies and choosing adequate tools to develop them.

The situation of executives at CTC and their internal challenges can be directly related to modern dynamics of remote work and digital platforms. Remote work offers interesting prospects for addressing several of the issues identified in the previous analysis, while also introducing new challenges.

The indifference of executives and the pursuit of borderless careers can be partially mitigated by remote work. Remote work platforms allow employees to work from anywhere, offering increased flexibility that can help reduce feelings of alienation and disengagement. Studies show that remote work can improve job satisfaction and employee engagement by providing a better work-life balance (Allen et al., 2015).

However, remote work requires effective coordination and transparent communication to be truly beneficial. The divergences and lack of coordination mentioned by CTC executives could be exacerbated in a remote work environment if appropriate measures are not put in

place. Collaborative platforms such as Slack, Microsoft Teams, and Asana can play a crucial role in facilitating communication and task management, but they also require a corporate culture that values transparency and cooperation.

Ethical concerns, such as easy enrichment and parallel activities, can also be influenced by remote work. Remote work offers more freedom and flexibility, potentially reducing the temptation to engage in unethical activities to supplement income. However, this increased freedom also requires adequate supervision and clear policies to prevent abuse. Performance management and time-tracking tools, like Time Doctor or Hubstaff, can help monitor employee activity in a transparent and fair manner.

Remote work can also impact promotion and recognition of skills. In a remote work environment, promotions and career opportunities may be based more on measurable results and performance rather than physical presence or interpersonal relationships. This can contribute to a more meritocratic promotion system, reducing biases and inequalities identified in CTC's current system. Talent management and skill-tracking platforms, like LinkedIn Learning and Coursera for Business, can help employees develop and demonstrate their skills, making the promotion system more transparent and skills-based.

Regarding employee motivation and engagement, remote work can offer innovative solutions. Recognition and reward platforms, such as Bonusly and Kudos, can play an important role in maintaining the motivation of remote employees by regularly and visibly acknowledging their contributions. This can help alleviate feelings of de-motivation and perceived injustice among CTC executives.

Finally, the adoption of remote work can reduce the desire for migration abroad for better opportunities. By offering remote work possibilities, companies can retain their talents by allowing them to work for international companies while staying in their home country. This could reduce the brain drain and help maintain a strong skills base within the company and the country.

5.5 Representation of Remote Work among CTC Executives

The answers to the question: "When we give you the word 'remote working', what are the 5 words or phrases that immediately come to mind?" while ranking them from more to less relevant, revealed that the most commonly used words and/or phrases and ranked in the top two positions revolved around three concepts: home, internet and control. This means that managers perceive remote working as a management initiative to control them at home via the internet. In addition, when asked "In your opinion, what are the factors that need to be taken into account in order to stimulate the possibilities of transformation and change?", 70% of these employees answered "The need to rethink the strategy" and when asked "Can we say that 'remote working' is a flexible activity for you? 95% said yes. When asked, "What are the benefits of remote working for you?" 94% said autonomy and freeing up time.

Considering to Périssé et al. (2020) which indicate that perceived social approval significantly influences work arrangements, we can conclude that the managers do not agree with the strategy of the management that gives it control and control over them, especially by using technologies that are supposed to give them more autonomy and more free time. Also, this practice and these tools have not been put in place in consultation with them, which makes us think of a crisis of confidence between the decision-makers and the managers, which should be dissolved through dialogue and communication. On this subject, Dose et al. (2019) recommend acting on workloads to modify the representations of tele-pressure and on work recognition to improve the image of the quality of exchanges and Callon (2001) recommends the mobilization of all actors, in particular, the non-humans (platforms) by a

redefinition of the roles to give a more attractive image to NWOW because to I. Ajzen et al. (2018), the behavior of an actor is planned according to his perceptions.

The survey results reveal a complex relationship between remote working and technological platforms, highlighting an increased perception of surveillance and control among managers. To test the hypothesis that technological platforms perceived as control tools diminish the sense of autonomy and create a trust crisis between decision-makers and managers, we can analyze the following points:

First, the responses indicate that the terms "home," "internet," and "control" are most frequently associated with remote working. This suggests a predominant perception of remote working as a monitored activity rather than an autonomous one. This observation aligns with Brynjolfsson et al. (2020), who note that the misuse of tele-work technologies can increase pressure and surveillance. Thus, the hypothesis that technological platforms are perceived as control tools rather than facilitators of flexibility and autonomy is partially validated.

Second, the lack of consultation with managers in implementing remote working tools creates a sense of distrust and resistance. McDonald et al. (2022) emphasize the importance of involving employees in selecting and implementing tele-work technologies for their acceptance and effective use. The fact that 70% of employees believe there is a need to rethink the strategy indicates a strong demand for participation and dialogue, confirming a trust crisis between decision-makers and managers. This reinforces the hypothesis of the need for increased dialogue to overcome negative perceptions.

Third, although 95% of employees consider remote working a flexible activity and 94% highlight the benefits in terms of autonomy and time savings, the perception of surveillance persists. This dichotomy suggests that despite the perceived benefits, negative aspects related to surveillance and control remain concerning. This validates the idea that technological platforms, when perceived as control tools, can undermine the expected benefits of remote working.

Dose et al. (2019) recommend addressing workloads and work recognition to change negative perceptions associated with tele-pressure. This recommendation supports the idea that reevaluating current practices and recognizing employees' efforts can mitigate the perceived negative effects of technological platforms. Callon (2001) also supports the mobilization of all actors to redefine roles and create a more positive image of remote working.

5.6 Lessons Learned at CTC during the Lockdown

On the one hand, the performed interviews with CTC's employees disclosed that since the implementation of remote work, the company has faced a plethora of unexpected problems from which we can pinpoint, among others: the Algerian lawmaker didn't plan on releasing legal acts about remote working and the issued decree by the government during the first health crisis moments has not protected the companies and employees against incidents that can happen while working from home; the partners (customers and suppliers) are not all ready to embrace this work method and a few even refuse digital logic; the difficulties of time work management especially with connection issues arose; the necessity to come back to specific files that are not digitalized yet to manage going businesses; the lack of text predict the refund (power, the internet, etc) engaged by the employee at home to the company's advantage; some staff behaviour who dodge work giving power out excuses or connection issues that indeed exist in some areas; sent documents with digital signing are not acknowledged, because this procedure is not authorized in Algeria; and finally, the platforms and the connectivity cannot carry too important a number of employees at the same time.

On the other hand, 53% of the middle executives affirmed that remote work assists the combination of many staff's working life and family life, especially married women, and mothers of children younger than 12.

Sure enough, working from home saves them from transportation hazards and traffic jam morning and evening, which enables them to have time to complete their missions under good time conditions and offers them the possibility to save money on trips, catering, babysitting, and allow the company to cushion the expenses linked to transportation bonuses and baskets given to employees, which saves him significant amounts of money.

However, many employees mentioned inconveniences, for example, a few leaders do not respect traditional work schedules, which causes discomfort, especially to married people; bad connection, especially in some isolated areas, interfere submit work on time, which compels the interested party to wait until late at night to send the work requested in a hurry; the company's managers' losing control of the employees feeling; the fact that remote working is not adapted to every activity, everyone and every task puts the leaders in a situation where they have to manage the quality and equity within the employees, especially when the biggest part of the employees ask for a transfer to activities achievable remotely; the employer's difficulty in good work conditions outside of the company; the deterioration of the company's values and the risk to lose this acceptance feeling within the executives; finally, the disposal of needed tools for remote working require a huge budget.

To solve those problems, CTC's board attests to have started a series of reforms as follows: the strengthening of the data security platform; the digitalization of all management acts, while trying to find a suitable solution to the lifted problems; the restructuring of the agency which is the main unit in the company; the set-up of a "newsletter" app that informs the staff at the moment-t of all the news about their activities and the approval of an approach to skills in career management.

Furthermore, to obtain a digital transition that will ensure social transformation, transparency and trust (Olarewaju et al. 2021), the Algerian State has to: Expend its tele-communicating system to cover the whole national territory up; review the current regulatory texts that run the company's activities and organize the work; share texts that run work relationships in a remote work context to protect every party; keep an eye on the application of the law and to order the digitalization of all sectors to establish the digital culture and restore trust in the Algerian workspace.

On this subject, Bernoux (2014c) stipulates that the conduct of a change is built empirically on an analysis grid that follows three stages: a conceptualization phase, a phase of identifying the possibilities of agreements, and a phase of steering the change process. This approach is reinforced by Walsh and Renaud (2010) to manage change during the implementation of an ERP by proposing an approach composed of four moments: 1- Identification of keys, 2- Establishing alliances, 3- Distribution of roles, 4- enlistment of spokespersons.

The analysis of the survey results from CTC reveals that technological platforms used for remote work are often perceived as tools of control rather than as facilitators of flexibility, thus validating the first part of the hypothesis. Employees frequently associate remote work with terms like "control" and "surveillance," which aligns with the observations of Brynjolfsson et al. (2020). They indicate that poor use of tele-work technologies can increase pressure and surveillance, reducing employees' sense of autonomy. This perception of control appears to diminish the feeling of autonomy, confirming that technological tools can negatively impact this sense of independence.

Furthermore, the lack of consultation with managers during the implementation of remote work tools has led to a trust crisis. According to McDonald et al. (2022), involving employees in the selection and implementation of technologies is crucial for their acceptance. The fact that 70% of CTC employees believe that the remote work strategy needs rethinking highlights a growing distrust towards decision-makers, corroborating the idea that platforms perceived as control mechanisms can exacerbate trust issues.

Although the benefits of remote work, such as improved work-life balance and cost savings, are widely recognized, the persistent concerns related to surveillance show that these benefits are diminished by negative perceptions. Dose et al. (2019) recommend addressing workloads and recognizing employee efforts to enhance the perception of tele-work. The continued concerns, despite the acknowledged benefits, confirm that the perception of tools as control mechanisms can reduce perceived benefits and affect trust.

5.7 Analyzing the Future of Remote Work Practices at CTC in Algeria

The analysis of remote work practices at CTC in Algeria reveals a complex interaction between various variables that influence the effectiveness and acceptance of these practices. The use of technologies and the management of tools such as the GCPro platform exhibit large gaps due to a mismatch between available tools and organizational competencies. The synchronization errors and malfunctions observed in these tools reflect poor management of knowledge and processes, as highlighted by Cohen & Levinthal (1990b) and Teece (2007).

The bureaucratic management style at CTC is a key factor in the adoption of remote work. The rigid and non-participatory management approach, described by Cameron (2008), impedes employee acceptance of new practices. This rigidity translates into a lack of trust and increased resistance, exacerbated by a perception of remote work as merely a tool for control rather than an opportunity for autonomy, as noted by Dose et al. (2019). This negative perception is further fueled by social conflicts, as highlighted by Touraine (1965).

The company's history, marked by successive reforms and restructuring, has contributed to organizational instability affecting employee trust. This instability is linked to political and economic changes described by Aichi & Derradji (2017) and results in a sense of insecurity and a focus on the personal interests of managers, as indicated by Bernoux (2014a) and et al. (2010).

The situation of executives, characterized by growing disinterest in company objectives and centralized management, reflects internal divergences and career management difficulties, negatively impacting the acceptance of remote work. Inequalities and the pressure to achieve goals while preserving the privileges of certain executives create an atmosphere of distrust, as explained by Bourdieu (1986) and Pigé (1998). Executives perceive remote work primarily as a means of control rather than as an opportunity for flexibility. This negative perception is exacerbated by a lack of support and recognition, confirming the observations of I. Ajzen et al. (2018) and Périssé et al. (2020).

6. Conclusion

Analyzing remote work practices at CTC in Algeria reveals significant challenges and opportunities for adopting this mode of work in Algerian public enterprises. Despite the availability of both human and technical resources, the widespread adoption of remote work is hindered by cultural, organizational, and technological constraints. This study demonstrates that integrating remote work into traditional organizations, such as those in the EPA sector, requires a deep understanding of the organizational specifics and the unique context in which these entities operate.

The main finding is that, although remote work offers potential benefits, it encounters significant resistance due to CTC's rigid bureaucratic management, insufficient technological infrastructure, and cultural resistance. These obstacles have contributed to a perception of remote work as merely a control tool rather than an opportunity for increased autonomy, compounded by inadequate support mechanisms and recognition practices.

The results suggest that a multifaceted approach is necessary to overcome these challenges. Policymakers should focus on improving technological infrastructure and providing adequate training, while organizations need to invest in robust digital platforms and adopt a more participatory management style. Addressing these barriers is crucial for the successful implementation of remote work.

This study's focus on CTC may limit the generalization of its conclusions to other contexts. To validate and extend these findings, it would be beneficial to expand the analysis to other public enterprises in Algeria and similar organizations internationally. Future research could explore the impact of remote work in different sectors and countries to gain a broader understanding of the associated challenges and opportunities.

Additionally, it would be valuable to investigate the impact of remote work on employee behavior in various cultural and organizational contexts and the acceptance of collaborative platforms by different public institutions. Research should also examine the role of leadership in facilitating remote work adoption and propose practical solutions for its effective integration.

This study makes significant contributions to the field of organizational science and human resource management. It provides a detailed analysis of the specific challenges faced when implementing remote work in an Algerian context, highlighting the cultural, organizational, and technological factors influencing its adoption. By examining the perceptions and reactions of employees and managers, it offers valuable insights into how remote work is perceived and how these perceptions can affect its adoption.

The research also enriches the literature on remote work by offering empirical data on the unique challenges encountered in a context of bureaucratic management and limited infrastructure. It underscores the importance of a contextual and participatory approach to implementing remote work, providing practical recommendations for organizations in Algeria and beyond.

Ultimately, this research enhances the understanding of remote work dynamics in specific contexts and provides a solid foundation for future studies on remote work adoption in diverse environments, contributing to the development of more effective and contextually adapted strategies.

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