

Theoretical model on citizens' perception of public e-services: New way of adopting the administration-citizen relationship

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Abstract:

Our theoretical contribution aims to provide a comprehensive synthesis of the application of Citizen Relationship Management (CiRM), a relationship management method inspired by the private sector. The rationale behind this theoretical methodology lies in the citizen-centric approach adopted by administrations seeking to reform their structures and improve their service delivery. By adopting digital technologies and leveraging their potential to enhance citizen interactions, these administrations aim to gain a better understanding of citizens' needs and expectations.

In today's digital age, citizens expect efficient, personalized, and user-friendly interactions with administrative bodies. The advent of digital technologies presents an opportunity for administrations to transform their approach and meet these expectations. Through the implementation of CiRM, administrations can foster stronger relationships with citizens, ultimately leading to improved satisfaction and increased trust.

By adopting a citizen-centric approach, administrations can tailor their services and policies to better serve the needs of the citizens they represent. Digital technologies play a crucial role in facilitating this process. They enable administrations to gather and analyze data on citizen preferences, behaviors, and feedback, allowing for evidence-based decision-making and targeted service improvements.

Furthermore, effective citizen relationship management can contribute to enhanced managerial efficiency. By understanding citizens' needs and expectations, administrations can streamline their processes, allocate resources more effectively, and optimize service delivery. This not only improves the overall efficiency of administrative operations but also contributes to cost savings and resource optimization.

This article presents a conceptual model for effective citizen relationship management. The model emphasizes the importance of adopting a citizen-centric approach and leveraging digital technologies to enhance citizen interactions. By meeting citizens' expectations, administrations can foster stronger relationships, improve satisfaction, and restore trust. This, in turn, leads to a more efficient and effective administration that effectively serves the needs of its citizens.

Keywords: E-administration, CiRM, citizen-administration relationship, user satisfaction, public administration

JEL Classification: H83, H11

Paper type: Theoretical Research

1. Introduction

Over the past twenty years, the world has seen many changes. Thanks to the digital revolution, digital is now omnipresent in all sectors, embracing public services. This transition is reinforced by numerous administrative reform initiatives that have brought about an electronic government to modernize the function of public administrations.

The use of ICTs has supported the transition from the authoritarian administrative model to a more citizen-based managerial model, placing the latter at the center of public management has become more and more demanding, the citizen sees himself as a real consumer of public services, and expects from the administrations a quality service equivalent to that of the private sector.

However, reflections on the relationship between public administration and the citizen user intend to revolutionize, bringing new terms and adjustments into the public sphere, the Weberian model (1956) has been profoundly transformed by the development of New Management Public (NPM). For (Weller 1998, p.376), “it is precisely what has changed (...) management has constructed a user with a different status, forcing administrations to have to invent different adjustments, new ways of assessing his activity and organize the work. (Thomas, 1999) backs this up by saying that public administrators should view the citizens they serve as customers and should receive the kind of responsive service that customers of private companies can expect.

And this is how the relationship between the administration and citizens has changed intensely in order to restore the traditional image in the minds of users. And the use of ICT is also spreading in this relationship as a boon to transform the relationship perceived as strong and unfavorable. In support, referring to the studies of (Gallouj, 1994) on innovations in the public service sector and the resulting taxonomy “we can consider the introduction of ICTs in the citizen-public administration interface as a tool innovative technique of the old service” (p.78). Throughout the world, the administration/citizen relationship is characterized by ups and downs, especially in countries where the modernization of public administration is marked by a delay. Citizens demand increased skills and know-how from them and seek services that meet their expectations.

In an attempt to respond to these protests and reconcile with the citizen, the public administration has introduced some significant changes by developing electronic administration and drawing inspiration from the customer relationship management model, recognized as a winning strategy for a better-managed relationship with customers, to change the perception of citizens.

The phenomenon of administrative reforms, which has been triggered for several decades in many countries, is perpetually the subject of ongoing research, since it is part of a heuristic approach in search of the achievement of public performance.

The potential contribution of our article has as its main thread a theoretical reasoning, dealing with the problem of the relationship between the administration and the citizen, particularly in the digital age, with a concrete purpose: to improve the perception of the old image of public administration in the minds of the citizens, and this through the proposal of a quality service adapted to the expectations of the citizens, consequently achieving the satisfaction of the latter. In fact, this resolution is the foundation of good governance.

In order to tackle this matter, this article takes a structured approach, presenting a theoretical synthesis of three key points. The first point explores the evolving relationship between the administration and the citizen in the digital era. The second point delves into the importance of citizen orientation within the administration, aiming to identify citizen needs and provide favorable responses to their expectations. Lastly, the third point encompasses an initial attempt at a conceptual model, focusing on effective citizen relationship management to satisfy

expectations and improve the previous perception of citizens, which was characterized by a sense of injustice and unfavorable experiences.

2. E-Administration: tension or reconciliation between the administration and the citizens:

Several authors support the awareness of the tension that exists between the administration and the citizen, and the debates go back to the time since the Weberian model by Weber (1956). Much of the literature strives to analyze the various ways in which tension has been defined and explained. Marked with strength and unfavorable, the relationship of the administration with the citizen is experienced as a favor rather than a right. The citizen demands from the public administration a well-provided service, like that presented by the private sector, and considers that the public sector does not make enough effort to meet the needs of users. Faced with this constant in many countries, the public service intends to restore its tarnished image. And among the priorities, it is to place the citizen at the center of the concerns of the public service and to provide them with quality service.

By relying on a new approach to reconciliation with the citizen, and a more enabled means of communication with users, the administration intends to call on information and communication technologies in its way of strengthening ties with citizens and strengthening the ability to regain the trust of citizens. The introduction of electronic administration and therefore the ICT can induce changes in the daily working methods of agents, especially since it is considered such a vector of change and innovation in the relationship between users and administrations, and in its way of improving the service offered. So how has online administration or e-administration been able to evaluate over time while facing the many challenges, both material and human?

2.1. Public administration in the digital age: Towards a modernized administrative process

Across the globe, administrative reforms have emerged as a prominent international discourse in the context of modernizing public administration (Kuhlmann, & al (2023). According to the same authors, the rapid advancements in technology have led to significant transformations in administrative services. As a result, these services are progressively aligning themselves with the ever-evolving needs and preferences of users. Talking about electronic administration cannot fail to cause some perplexity. Is it not an oxymoron as soon as the two terms are at first sight incompatible and mutually exclusive? This analogy was born in 1980, the year of the first telematics services, and it was not until 1997 that e-administration gradually emerged as a policy in its own right (Chatillon 2006). Until 2003, the administration experienced constructive changes, and the introduction of ICT is made according to basic regulatory rules by governments to minimize the complexity of procedures, thus synchronous with the development of the new model of public management, known as “citizen-centered” New Public Management (Osborne and Gaebler, 1992; Switzerland, 1992; Gore, 1993; OECD, 2003) in order to make public administration more efficient in terms of efficiency and the quality of these services.

Advances have continued in this direction more supported and systematic and have made it possible to operate the understanding of the development of ICT in the public sector.

2.2.E-administration and e-government: clarification of concepts

The literature on the use of IT in public administrations has been the subject of several searches. This involvement had the main internal and managerial objectives, referring to electronic government or e-government; it is among other things the use of ICT in the process and the

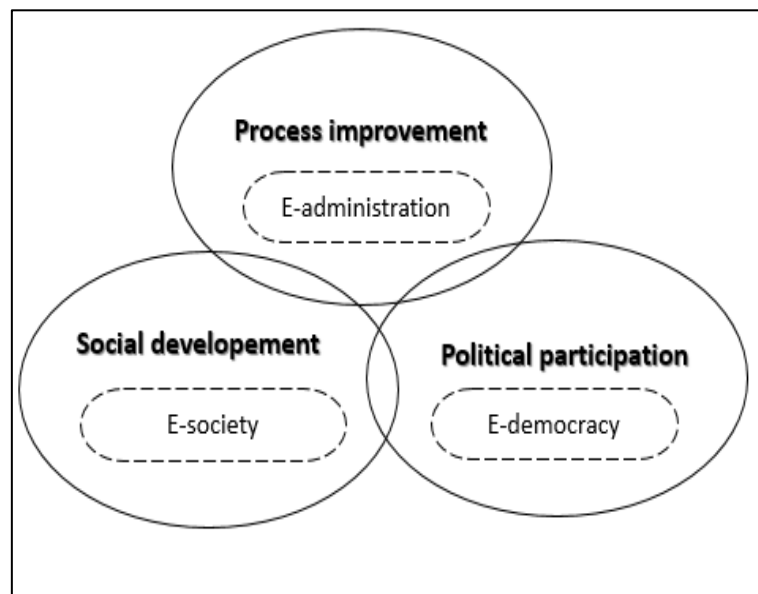
internal activities of the government. The origin of this concept is to advocate new modes of communication with citizens.

Far from being clearly defined, and often confused with e-administration, e-democracy, or e-services, the definition of e-government varies according to the scope and its implementation, and it depends on the context and its breadth. (Allan et al., 2006). Broad definitions are based on changes to internal and external government operations through technology and electronic public services (Gronlund, 2002).

Relatively broadly, The (UN, 2010) has defined e-government as follows "A government's use of information and communication technologies to transform the public sector by improving its transparency, efficiency, access to public services and citizen participation" (Godefroy, Sylvain, and Souquet, 2013).

Heeks (2001) and Oliver & Sanders (2003) have identified three areas of e-government that are not exclusive, but which distinguish administrative processes, political processes, and social development.

Figure 1: Domains of e-government



Source: Inspired by the Gilles 2005 "On-line government: framework for the evolution of electronic administration." and developed by the author

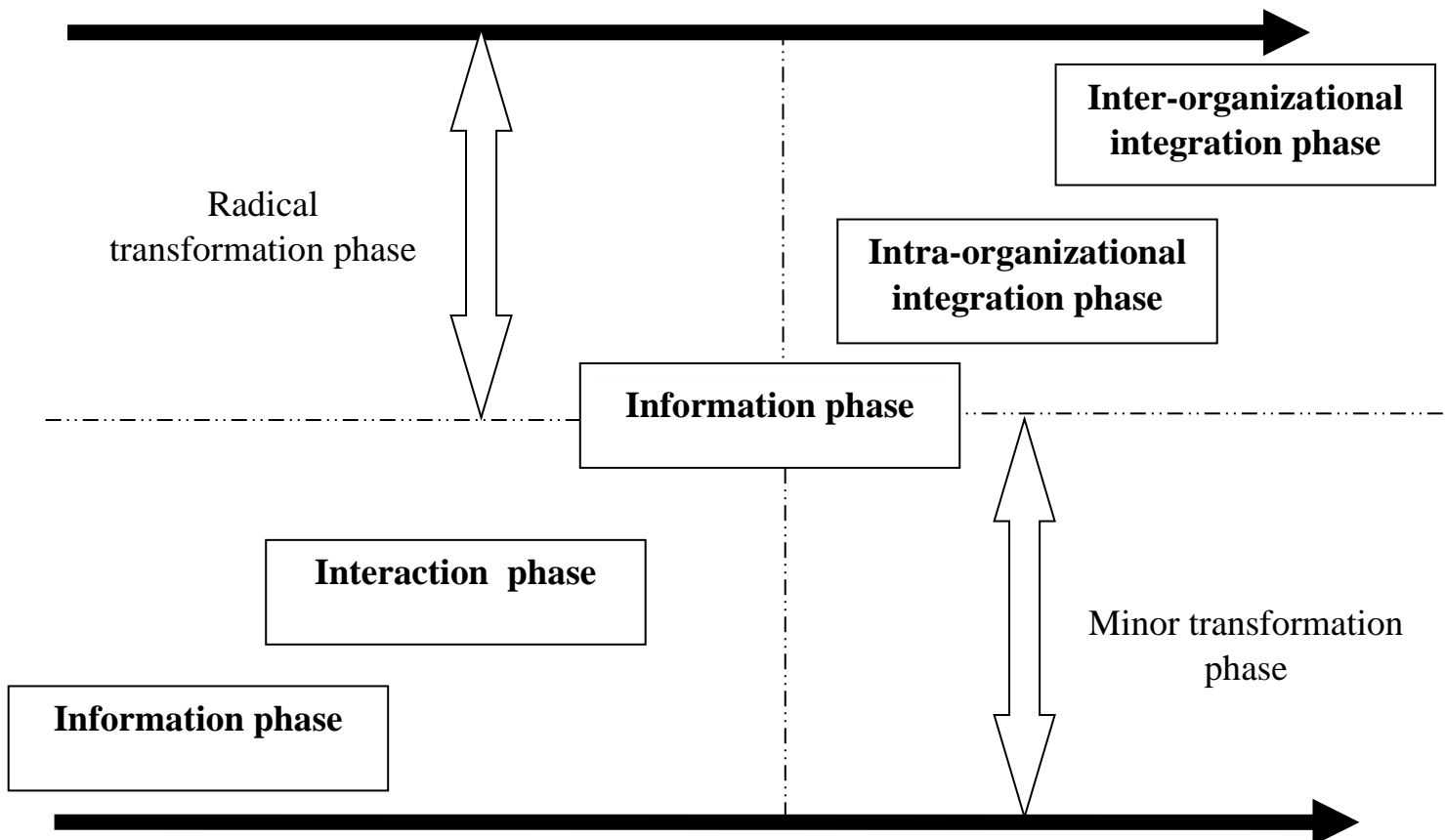
E-government breaks down into 3 main areas: (Gilles 2005)

- **E-administration:** (electronic administration, online administration, or cyber administration), is a component of a global vision of electronic government, which aims to improve all of the government's administrative processes. It is also an electronic service that offers citizens-businesses the possibility of carrying out online transactions with the public administration. It specifically includes e-services aimed at improving service delivery processes with citizens as constituents. E-administration results from the application of e-government in its relationship with the citizen.
- **E-society:** axis of development of ICT in society, which aims to improve social relations with all stakeholders in civil society.
- **E-democracy:** Axis of development that allows the improvement of the relationship with the citizen as a political actor, as well as with inter-governmental relations.

Actually, this clarification makes it possible to distinguish projects that primarily affect administrative processes from those that affect political participation and the development of society as a whole.

By redirecting this theoretical essay towards e-administration as it relates to connecting and bringing citizens closer to public administration. At first glance, e-government is often identified in its understanding by the implementation of tele-services on the Internet, without however distinguishing that it is considered as an exceptional lever for the modernization of public administration. Indeed, it implies a profound restructuring of the operation, in the sense that its development allows an improvement in the quality of the service provided to users. Gilles (2005) distinguished 4 phases of evolution for the development of e-administration:

Figure 2: Dynamics of e-government development



Source : Amant 2005” « E-Gouvernement : cadre d’évolution de l’administration électronique »,

→ **The information phase:** this is an informative phase through the formatting of a website. It is a minor transformation that, by way of functionality, allows users, for example, to avoid time and geographical constraints.

→ **The interaction phase:** a phase of progressive use of interactive technologies in communication mode, because the use of technologies alone does not ensure mutual understanding.

→ **The transaction phase:** a phase where reference is made to tele-procedures that constitute a conciliation solution to the requirements of personalized situations or simplifications of procedures.

→ **The integration phase:** organizational and inter-organizational is the ultimate phase of the development of e-administration and a radical transformation that constitutes the restructuring of an improved and quality service which meets the expectations of users.

However, the use of digitization by the administration and this transformation seems more delicate in its application since it is constantly faced with organizational, legal, budgetary, and cultural obstacles. From these evolutionary stages between the transaction and the integration emerges from the improvement of the management of the administration-citizen relationship. From the point of view of the citizen's relationship with the public administration, the main objective of e-administration is to simplify administrative procedures, thus enabling users to save time, cost and quality of e-services (Kalika et al., 2000).

Moreover, it is unanimously accepted that e-government is an instrument that strengthens trust between citizens, and the administration, increases transparency and, beyond that, helps to bring citizens closer to the body politic.

2.3. Bringing the administration closer to the citizen in the digital era:

There is just as much terminology that describes the conceptualization of bringing government closer to citizens. First, this administration-citizen relationship has long been marked by inequality, forced and unfavorable on the part of citizens. Then, this relationship was profoundly reviewed in a temptation of digital renewal by placing the citizen at the center of administrative reforms.

The literature has so far established theories that allow exalt the interest granted to the citizen. However, the execution proves to be all the more difficult as the complexity of the two parties. (Chadwik and May, 2003) have taken an interest in the interaction between the state as a whole and the citizen, especially since the latter is recognized as a consumer of rights and solicitor of public services in a constantly changing environment, which makes the user better informed with the help of the technological revolution, more demanding and carrying new expectations.

For (Strobel, 1994, p.43) “We are in a user modernization phase”. The change experienced by administrations regarding modernization is accentuated towards the service rendered, and these innovations rely on the nature of the relationship between the administration and the citizen as well as on new management methods. Thus, the integration of digital technologies in the management of the administration-citizen relationship as a means of facilitating exchange and procedure has had an impact on the administrative process. Indeed, the particularity of the involvement of ICT by the administration in the management of the administration-citizen relationship tends to emerge in two distinct directions (Table 1).

Table 1: E-administration and citizen report

	Technological dimension	Human dimension: Citizen orientation
Vision	The use of ICT to deliver a service of the best rendering to the end user	ICT deployment towards a radical transformation within government
Characteristic	<ul style="list-style-type: none"> - ICT at the heart of development - The design of projects is based on the administrative point of view and more generally of the government - The hierarchical structure of the administration is autonomous and vertical 	The citizen at the heart of the action - Organization flexibility and horizontal structure

<p>User place</p>	<p>- Passive user role Informative phase by accessing the electronic services offered by the administration</p>	<p>-Participation of the user in the design of personalized services towards a maker transformation that adapts to needs and expectations</p>
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Source: Fakhoury & Benoit (2003): "The-administration still has a long way to go"

Although these dimensions divide the choice of an organizational structure between a technological orientation focused on improving technical services, and a human orientation that places the citizen at the heart of decision-making projects, it is united in the involvement of digital technologies in order to effectively deliver to citizens a simplified administrative service in terms of procedure, technically credible and which responds favorably to the needs of users in order to regain trust and meet expectations.

However, in some countries where the public administration modernization debate is lagging, it is commonly accepted that the crucial element that manages and controls the relationship is power; this frames the definition of the relationship, which means among other things that the latter is imposed by force on users who must meet the obligations of the administration. (Hirschman, 1970) reinforces his remarks by asserting that the citizen will always be in an arbitrary situation as long as power is located on the side of the administration.

In a more managerial sense, the relationship between the administration and the citizen requires restitution both upstream and downstream; this generates a share of satisfaction of the main actor of the reforms and makes it possible to regain his confidence. The challenge for the administration is to better understand its interlocutor, to listen to their concerns, to involve them in decision-making at the political level. This is a real challenge both for the management and for the performance of public organizations. (Chevalier, 1992) supports the idea that a good relationship presupposes the participation of citizens in the decision-making process.

What the citizen wants are not stammering promises, because these depart from the orders and obligations of force that the administration implies to provide a service, which is perceived by citizens as a right to be asserted. (Pippke, 1990; Daum, 2002) believe that citizens regard interaction with the administration as a waste of time, costing them derisory fees and sometimes even to the detriment of their moral health. To remedy this, public administration is turning to Citizen Participation as a powerful democratic tool that strengthens reconciliation and reorients commitment. Citizens who participate in the implementation of public projects develop a certain level of trust in public services. This process effectively engages citizens in the orientation of public actions according to the nature of their needs (Scutariu & al. 2022).

From a managerial point of view, and in an attempt to reconcile with the citizen, the administration has borrowed from the private sector the best practices of Customer Relationship Management (CRM). This management, which is the subject of the following section, is based on a comprehensive vision and calls on appropriate means to better manage this interaction.

Hypothesis 1: Attempts at efforts made in terms of positioning the citizen at the heart of the decision-making process are linked to the organizational and technological commitment on the part of the public administration.

3. Citizen Orientation of E-Administration: New Approach to Satisfy Citizen Expectations

The progress of ICT in the public sector is less progressive than in the private sector, this is similar when comparing the orientation of companies towards government customers with citizens. In general, companies use customer relationship management or Customer Relationship Management to build a closer relationship with customers, which was considered

as a possible solution to counter the challenges. Facilitated by ICT, CRM is widely applied with the aim of establishing a coordinated and sustained relationship between the company and its customers. This exchange takes on a particular aspect with regard to services (Gronross, 1990). Several authors agree that CRM is understood in its holistic way 1, in that it has not reached the level of coherence, and tends more to be an area of common interest for researchers and practitioners (Boulding et al., 2005) (Yachioui, 2018). Its applicability in the public sector has made it possible to derive a conceptualization adapted to public services, called Citizen Relationship Management, or even citizen relationship management (GRC), which, as its name suggests, is the transmission with an adaptation of the instruments of the CRM in the public sector.

The relationship between the administration and the citizen is very old, it represents reciprocity (Vigoda, 2002), and it is in perpetual change (Grunow 1988). However, the conceptualization of citizen relationship management has recently been revolutionized with the evolution of digital technologies, which has made it possible to offer new and entirely varied perspectives of the relationship, to make it more suitable for the citizens.

Indeed, citizen orientation gained momentum in 1990 (Albrecht, 1993; Kibler, Bogumil, Greifenstein and, Wiechmann, 1997; Switzerland, 1992). The role of the citizen has been widely questioned in the wake of literature on the management of the citizen-administration relationship.

At the same time, we witnessed the emergence of e-government towards the end of 1990, which added a new impetus to modernization actions centered on new public management (NPM).

Thanks to technology, researches on the improvement of public services have increased in order to better manage the relationship with the consumer of these services (Abrasons & Morin, 2003; Cook, 2000; Fountaine, 2001). From this perspective, customer relationship management or CRM, known in commercial literature as a strategy of great wealth that allows a company to know its customers better, by identifying needs in order to personalize its offers and to improve the quality of rendering and satisfy the target audience.

Although this philosophy can thus be applied in the public sector, it appears "UFO" at first sight because of its adaptability to the public sector. So-called citizen relationship management or even Citizen Relationship Management (Daum, 2002; O'Looney, 2002), is considered almost a necessary step for an administration concerned with adapting to the overhaul movements and offering an optimal quality service such as that offered in the private sector.

The first publications on the standardization of the term CiRM were made by (Accenture, 2003; Bleyer and Saliterer, 2004; Janssen and Wagenaar, 2002; Kavanagh, 2011 Sharp, 2000; ...). Notwithstanding, the complexity of identifying a specific model that will be adapted to a theoretical framework is copiously admitted, nor is the existence of managers or specialist philosophers responsible for CiRM. passive business, but rather towards greater political interaction and engagement (Schellong, 2005, p. 329).

Drawing on the above, (Schellong, 2007) defined CiRM as the set of management practices, methods and technological means used in the private sector and adapted to the public sector. Considered as an ally guided by the need to identify and know the needs and habits of citizens, the CiRM provides decisive support in order to structure the services, and this falls within the logic of a better knowledge of the users, in order to to offer a service appropriate to the needs and expectations of citizens.

In the literature, Citizen Relationship Management (CiRM) is applied to all citizen-focused initiatives. The importance given to this management has revealed the essential role of the adoption and implementation of this strategy, which following technological reasoning, offers the possibility of developing and controlling the citizen-administration relationship in an effectively proportionate way, this adjusts by adjusting databases using specialized software in order to manage the immense amount of citizen data and to obtain any information relating to

citizens in order to better understand their needs (Kannibaran, Xavier, Anantharaaj, 2004) (Yachioui 2018).

Hypothesis 2: the degree of involvement of the CiRM strategy is positively linked to good knowledge management of citizens' needs.

3.1. Citizens' expectations of e-government:

Attempts to design the expectations of the user towards the movements of administrative reforms is the fruit of an era, especially for (Peppard, 2000), expectations differ and must be managed according to the different channels, although these attempts are regenerated with the insertion of digital in administrative procedures.

Almost everywhere in the world, the population expresses important and different preferences, demanding skills and increased know-how from the public sector, without failing to say that expectations differ from one country to another. Generally, in countries that take the right path towards restructuring administrative processes and adopting digital technologies, citizens' expectations remain largely unmet, as they consider that public services do not do enough to solve problems. Of users, and meet their needs (WELLER, 1998), this hinders the advancement of e-government towards a radical transformation.

However, interest in assessing citizens' expectations is growing (Bouckaert et al., 2005). In terms of public services, the administrative body suffers from a lack of in-depth analysis of the expectations, and among the main dissatisfactions of the citizens, we find first of all the incomprehension of the programs and the administrative processes (Lenk, 1990), the interaction and the quality of consultation which proves to be a predominant factor in the administration-citizen relationship (Grunow, 1988) insofar as it relates to influencing user satisfaction. (Hero and Durand, 1985, Bogumil, 1997). Noting that the cultural factor is preponderant, especially in countries where the infrastructure for the modernization of public administration is still in decline, which obstructs the maturity of technologies and delays learning to digitize procedures. At the citizen level, expectations and preferences seem to be fragmented due to a lack of research, and measuring citizen satisfaction remains difficult due to the heterogeneity of citizen profiles. However, administrations intending to achieve managerial effectiveness can translate this vision into citizen orientation.

Beyond a simple analysis of needs, this vision is based on the adoption of the mechanisms and methods necessary to change the attitudes and behaviors of users' toward e-government, thus reinforcing learning and education in e-administration, this requires the involvement of all stakeholders, users and governments along the process from design to final use.

Hypothesis 3: The relational commitment of public administration staff is positively linked to the effectiveness of citizen relationship management.

3.2. Perception of citizens-users toward satisfaction

Many surveys have highlighted the importance of analyzing the user's perception of the service, which is tending to evolve. Bouckaert et al. (2005) thus corroborate the growing interest in the evaluation of citizens' perceptions of public administration, because this development is consistent with the doctrine of New Public Management.

However, these studies have been seen to examine how the public perceives public sector effectiveness and trust in government (e.g., Shingler et al., 2008; Kim, 2003; Christensen and Læg Reid, 2007; Van Ryzin, 2004). From the point of view of users, public performance is perceived as a matter of managerial efficiency or quality of rendering. In addition, citizens have dispersed expectations in terms of fairness, precaution and responsibility that organizations must meet to guarantee their legitimacy. This refers to the satisfaction of the user which for him is only a distinction between the feeling of justice or injustice (Sabadié, 2003).

For its part, public services suffer from the clash that of being perceived only in their purpose and not in their means and this can influence the general perception of the level of functioning. In addition to the perception of the quality of service or bureaucratic functioning, it has an impact on the confidence of the population (Van de Walle and Bouckaert, 2003). As (Easton, 1975, pp. 435-437) points out in his study of political support, “This commitment may be the result of spillovers from judgments of a series of outcomes and performance over a long period...”. Several factors impact citizen-user satisfaction, including cultural, social and personal factors.

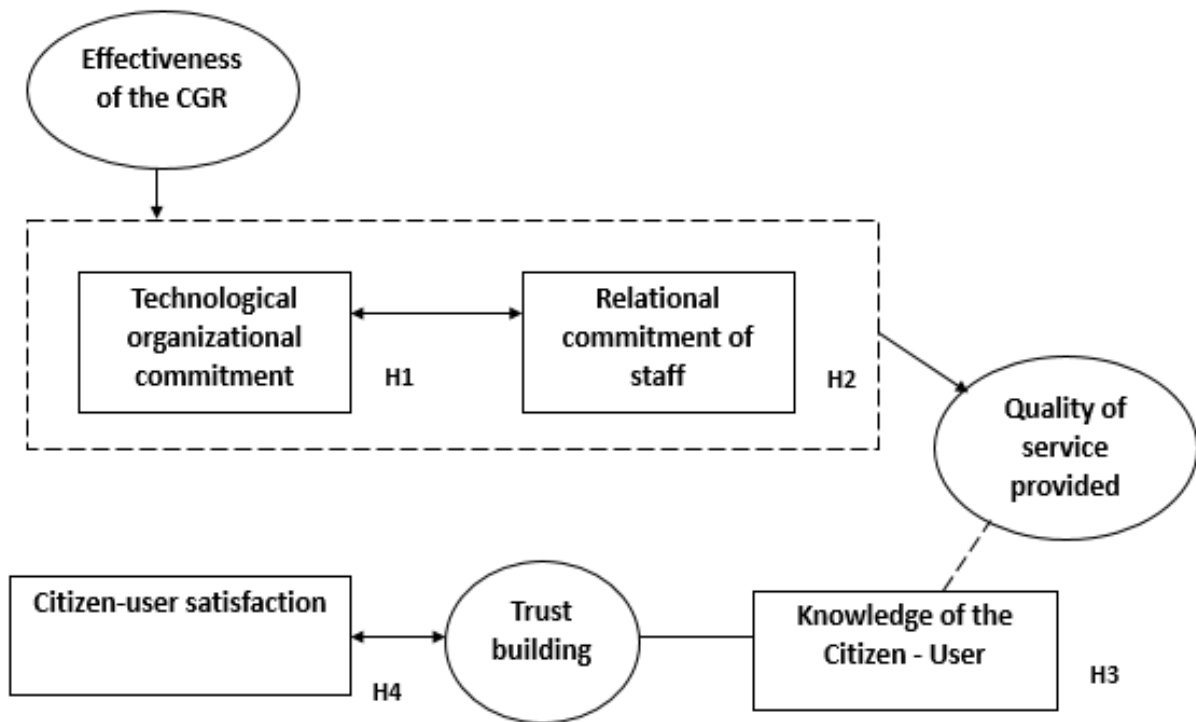
However, recent reforms focused on the integration of ICT and which are generally characterized by decentralization, pay particular attention to the needs of users, to adapt the service to their expectations, because this impacts its perception. For the latter, satisfaction depends not only on measurable criteria such as accessibility to services or the simplification of administrative procedures, but also on production circumstances such as the environment, the behavior of the citizen and his way of responding to the request. of the user. This interaction therefore implies individual satisfaction and requires the commitment of both the citizen user and the administrative agent in order to create a framework of trust. Milakovich (1993) believes that a successful administration is one that succeeds in gaining the trust of citizens.

Hypothesis 4: The quality of service perceived by the citizen is closely linked to trust and the degree of satisfaction between the citizen and the administration

4. Conceptual model of citizen relationship management towards satisfaction

This model (Figure 3) redirects the reasoning from a documentary and theoretical analysis to the perspective of good citizen relationship management in the era of digital technologies, because this frames satisfaction and strengthens user confidence. The latter is considered to be a qualitative dimension of the service as highlighted (Gounaris and Venetis 2002). This service is proving to be increasingly complex (ERMES, 1988) since it evolves in space and time, and continually undergoes historical, social and technological transformation (Bauby2016), which affects the nature of the citizen-administration relationship and complicates its management. In the managerial literature, citizen relationship management has recognized the potential of introducing information and communication technologies into the administration-citizen relationship in order to better facilitate citizen interaction and integration into the body politic. Especially since it is considered as an essential demand for the upgrading of the administration to restructure and strengthen managerial capacities so that it is qualified as good governance. Among these objectives, it allows citizens to be rebellious in meeting their needs and expectations, while reducing time and costs, and simplifying procedures. This orientation is the subject of a conceptual model which aims to verify the relevance of the theoretical research at which we have arrived to ensure effective management of the relationship with the citizen, regain his confidence and meet expectations.

Figure 3: Conceptual model of citizen relationship management towards satisfaction



Source: Author's construction

Indeed, the conceptualization of citizen orientation is examined in the effective management of the administration-citizen relationship. This primitive model in its state makes it possible to relativize by the presence of technological means and in particular the adoption of online administrative services and the relational commitment of the staff with the citizen. The centrality of the citizen and his satisfaction at the heart of the decision-making processes makes it possible to better understand the needs and expectations of the citizen-user, and seems to be a requirement for creating an environment of trust between citizen-administration, and responding adequately to these expectations.

Testing the model is very rich in terms of tools and methods, since there are links between the commitment of the body politic, the quality of service, the confidence of citizens and the satisfaction of expectations that will help to be measured by the quality of service provided, because the more satisfaction is ensured for the citizen, the more the administration regains his confidence and tends towards managerial efficiency.

A confrontation with the reality of the territory is essential since any conceptual framework is reductive in nature, and it will be necessary to verify the relevance of the results of the theoretical framework and to test the validity of the hypotheses in a possible research. The next step in this research is to study, in an exploratory framework, the validity of the variable "user satisfaction with the quality of service provided by e-government".

5. Conclusion and perspectives:

The theoretical study carried out comes from the literature based on the relationship of public administration in its temptation to reconcile with the citizen by using digital technologies in order to facilitate exchange and better understand the needs of users.

This theoretical essay had the main objective of dealing with the administration-citizen relationship, and of interpreting the conceptualization of citizen orientation in general through a so-called citizen relationship management (CiRM). Indeed, this relationship is of particular

importance since it is constantly the subject of several debates in order to offer a quality service that meets the needs and satisfies the expectations of citizen-users in order to achieve efficiency and managerial efficiency, because this is the basis of good governance.

However, two major points have an impact on the citizen-administration relationship: this concerns the organizational commitment of the public administration in terms of adopting technologies as a means of facilitating interaction and simplifying procedures, and then the relational commitment of the staff as much as a resource for the management of the citizen-administration relationship. This coexistence allows knowledge of citizen users and an understanding of these needs. Especially since this duality tends towards an improvement of the service and therefore it responds favorably to the expectations of the citizens.

Noting that there are so many obstacles that complicate the relationship between the administration and the citizen and which are of a cultural, organizational and budgetary nature, this increases the task for the administrations which are trying to improve their image of the quality of the services rendered to the users, guiding the perception of the latter.

Improving the quality and image of the services provided to citizens by the public administration constitutes a necessary action of an extremely high priority nature which militates in the direction of the modernization of the public sector, coordinated work and mutual commitment in order to that the needs and expectations of users are satisfied, in this case reshaping the perception of citizens.

The proposed model presents an attempt at the conception of a theoretical model in its primitive state which accords with the models of the new management adapted to the public sector allowing the co-adaptation between the administrative reforms and the commitments of the body politic in order to improve returned to the citizen-user and consequently meet their expectations.

This theoretical reasoning requires a confrontation on the territory in order to test the relevance of this research and also to validate the variable of the model through a qualitative study.

The conclusion of the subject treated would then only be precipitated and hasty as long as these temptations of reforms are not an administrative panacea, nor an end in themselves, but to succeed in overcoming the obstacles which obstruct managerial efficiency, this requires the reinforcement of social engagement through the capacities and skills of experts at the level of public authorities, and increased efforts to raise awareness, commitment and sense of responsibility on the part of citizens and public administration personnel.

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