

The Quality Of Organizational Communication And Its Role In Achieving The Effectiveness Of Electronic Management

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Abstract:

Electronic administration has become a wide world for interaction and communication across borders between institutions, and by adapting to the new trend of openness, the technology represented by communication networks makes the Internet and the things accompanying it a fertile and spacious ground for use and interaction with the rules and transactions of electronic administration «this study provides a theoretical framework for the concept of electronic management and the concept of organizational communication by focusing on the quality of organizational communication in achieving the performance of business institutions in this new field in various administrative matters. Applications of electronic management have identified the necessity of adopting quality organizational communication for the application of electronic management.

Keywords:organizational communication, electronic management, business institutions.

1. Introduction

The world has recently witnessed rapid and radical developments, in light of the cognitive and technological revolutions brought about by globalization. All institutions must use modern administrative methods in their work to keep pace with these changes. Electronic management technology is one of the most prominent modern administrative applications that has led to a radical change in concepts from traditional management to the modern concept of implementing all functions within the organization in an advanced technological manner. It also helps in achieving... The organization's objectives, including facilitating quality organizational communication. It is considered the backbone of any organization, as it is an inevitable requirement for achieving interaction and cooperation between departments. Through it, information, instructions and directives are conveyed and transmitted to workers through organized communication networks.

2. Research problem:

Contemporary institutions face major and rapid changes in their rhythms, reflecting new business requirements that require rapid response, which can be ensured through the institutions' use of electronic management applications and their integration with the information and knowledge system they possess, forming the memory and mind of the institution as a force that guarantees the achievement and improvement of quality in the context of competition, survival and development. The problem of the study arises through the following question: “

What is the impact of the quality of organizational communication and its role in achieving the effectiveness of electronic management?

3. The importance of research:

The importance of the study stems from its discussion of important variables, which are electronic management and organizational communication, as electronic management is one of the modern and important topics in the modern era. As for organizational communication, it is one of the most important topics in business administration due to the vital role it plays. It is the linking element between members of society and the

elements of the institution among themselves. It leads to an increase in the experiences of individuals, so the experience of each party expands through the experience that each party would like to share with its colleague, as well as the exchange of business between them.

4. Research objectives:

The basic objectives of the study can be summarized as follows:

- Highlighting the development of the concept of quality organizational communication
- Identify the concept of electronic management and highlight its importance in managing institutions.
- Formulating a cognitive framework to integrate the relationship between the quality of organizational communication and electronic management.

5. Research method and plan:

The research has a theoretical mission as a basis, so the researcher relied on the descriptive analysis method to describe the various concepts related to the research.

The research plan consists of the following:

- The first axis: the concept of organizational communication
- The second axis: the concept of electronic management
- The third axis: The quality of organizational communication and its role in achieving the effectiveness of electronic management

6. The concept of organizational communication:

Communication is one of the topics that has received attention from researchers and specialists, as it is a basic means through which the process of communication takes place between individuals in society as well as within the organization, where the success of the organization depends on the extent of the success of communication.

6.1. Definition of organizational communication:

• Definition of communication:

Language: In the Arabic language, the word communication is a word derived from wasl, which has two meanings: connection and attainment. The first means linking two things, while the second means reaching completion to an end. The word communication is derived from the Latin origin Communis, meaning general or common, which in the English language means Communism, and thus The Latin origin of the word can express what belongs to the group or is transmitted to them or from them jointly (Dridi & Zarfawi, 2021, p. 129).

Technically: It is the transmission of media information or ideas, and the transmission of information, trends and emotions from one person or group to another person or group, through symbols. Communication is described as effective when the sender intends the meaning (Abu Samra, 2008, pp. 15-16).

Nasser Muhammad Al-Adili defines it as “the exchange of information from one or more people. This is done by creating understanding between the sender and the addressee.” (Al-Adili, 1995, p. 165)

As Abdel Ghaffar defines it as: “transmitting the message between two or more individuals using a symbol or group of symbols that is understandable to the group, using communication channels to achieve multiple goals and in a way that ensures interaction and influence (El-Tanouby, 2001, p. 15)

Communication refers to the exchange and transmission of ideas and information between people within a certain system. In this regard, Magdy Muhammad Abdullah states that communication is: “the process by which senders of messages interact in certain social contexts (Magdy, 1999, p. 269).

From the above, it is clear that communication is a process of exchanging information and sending meanings and ideas between two or more people, with the aim of conveying new information to others, or influencing their behavior, whether they are individuals or groups, or changing this behavior and directing it in a specific direction for the sake of cohesion of social and human relations between individuals. In addition, enhancing it to achieve social or humanitarian goals.

• Definition of organization:

Language: The word organization and organization is considered a translation of the English and French term ORGANIZATIO, while the Arabic term is “organization,” which includes the word “organization,” which is used in the same sense as “organization.” (Dridi & Zarfawi, 2021, p. 129).

Terminally: Henri Fayol defines it as “providing the establishment with everything that helps it perform a function, including raw materials, numbers, capital, and individuals. The function of organization requires the manager to establish relationships between individuals and things with each other.” (Al-Qaryouti, 2000, p. 39).

Marshall Dimock defines it as “the logical assembly of interconnected parts to form a unified whole through which authority, coordination, and control are exercised to achieve a specific purpose or goal.” (al-Mursi & Thabet Abd al-Rahman, 2002, p. 601).

As for Donald Clough, he defines organization as “arranging actions or activities into natural, easy-to-manage units, while defining formal relationships between those who are appointed or allocated to carry out those various actions.” (Al-Douri, 2011, p. 66)

Organization is also defined as the process by which laws are put into effect and the concepts, ideas, and rules that the organization needs (Al-Douri, 2011, p. 67).

• Definition of organizational communication:

Muhammad Ali defines organizational communication as “it helps an organization achieve its established goals. Interaction in an organization depends on communication as long as it is a tool for transferring information, facts and ideas from one person to another and from one level to another within it, and this in turn can achieve organizational goals.” (Al-Tahir & others, 2009, p. 54).

Muhammad Mounir Hijab believes that organizational communication “is the process that aims to flow data and information in the form of facts between the various project units, in various directions between downward,

upward, and horizontal, and across multiple work centers within the organizational structure.” (Mounir Hijab, 2003, p. 35).

It is commonly referred to as the communication existing within an organization, originating from the authorities and playing a role in individual management. This involves influencing the motivation of individuals and fostering social cohesion within the institution. Numerous methods are employed in these communications, including the utilization of internal documents and adherence to advertising regulations

6.2. The emergence of organizational communication:

There is no indication of the existence of fixed communication structures in public or private institutions and organizations or in public administrations before the beginning of the twentieth century.

Reference was made in the memoirs of the French General Foch to the role of the press officer, which was carried out by one of his officers on a temporary basis and in parallel with other tasks. At the beginning of the century, in the same period, Piguët established the first newspaper in his institution (Al-Hamwi, 2007, p. 14).

The first organized communication appeared in the United States of America with the Singer Company around 1926.

The French National Railway Company, which appeared in 1937, is also the first institution to include a press office within its administrative structure.

Therefore, it can be said in general that interest in communication in institutions appeared in a real way during and after World War II, after the armies became accustomed to carrying press correspondents (freedom correspondents). This is what led to the emergence of permanent staff in charge of journalism.

It then developed into an integral part of various civil institutions and organizations, and was directly linked to the organization's public relations activities and tasks (Zaamoum, 2010/2009, p. 16).

6.3. The importance of organizational communication

It is not possible to imagine any institution devoid of any form of communication, as communication is the essence of the institution's activity and the spirit that drives it. It is the focus of all operations, whether formal or informal, which results in (Qasimi, 2011, p. 15):

- Effective performance in terms of decision making.
- Building organizational structure and leadership effectiveness.
- Group mobility and motivation.
- Organizational change.
- Contributing to creating a compatible collective awareness.
- Contributing to developing trends and behaviors that enhance the morale of the organization's employees.
- Helping the organization's employees keep pace with new developments.
- Contributing to absorbing cases of dissatisfaction, as employees express their opinions and trends through organizational communication channels and communicate their voices to decision-makers.
- Providing an opportunity for creativity and innovation in order to develop the organization by allowing the organization's employees to highlight their ideas and suggestions.
- Contributing to enhancing loyalty to the organization.

6.4. Types of organizational communication:

Communication took place in accordance with the organizational structure that defines the authorities, responsibilities, division of work, and functional relationships within the organization. Therefore, communication is of two types:

- Formal communication.
- Informal communication.
- Official contact :

It means all forms of communication that take place within governmental and non-governmental organizations between administrative levels linked by written regulations and decisions, which are characterized by accuracy, clarity, and validity of information.

It is divided in turn into (Qawi, 2010, p. 2010):

Downward communication: It represents a major tool in transmitting orders, instructions and directives from superiors and supervisors to subordinates and workers, through the hierarchy of authority according to the organizational pyramid. Katz and Kahn divide the elements that express messages in this type of communication into (Adoun, 2004, p. 47):

- Job instructions: These are related to directing and supervising work.
- Justification: It is linked to officials explaining the goal of carrying out the activities of their subordinates.
- Ideology: It complements what came before it, by showing the goals and directions of the institution.
- Information: It is everything related to learning about the organization's policies.
- Response: This is related to the results of the worker's activity.

Upward communication: It is the process of escalating communication from workers to management carried out by workers or their representatives to inform the organization of workers' concerns and concerns or problems occurring in the work environment in the form of:

- Reports on performance and working conditions.
- Answer the questions from above.
- File complaints (Mahjar & Loukaya, 2012, p. 05).

- Horizontal communication: The process takes place between workers at the same level for the purpose of consultation and exchange of experiences and information without referring to higher levels. Its purpose is to :

- Coordination processes within the administration (reduces cases of difference in opinions and orientations).
- Finding solutions to problems within the organization's departments.
- Its use of psychological comfort, which is achieved through the exchange of conversations, as opposed to upward communication, especially in the case of a lack of democracy among the leader and management (Qasimi, 2011, p. 15).

Horizontal communication: is the cases of interaction and exchange of meanings, information, opinions and points of view between employees in the administration or departments that are located at the same administrative level in the organizational structure. Horizontal communication contributes to:

- Coordination processes within the administration.
- Finding solutions to problems within the organization's management.
- Change initiatives and improvements (Al-Alaq, 2009, p. 115).
- Informal communication :

Communications is not subject to formal regulation, where information and meanings flow in informal communications outside the scope of formal organization, resulting in high speed and flexibility in transferring and exchanging data and information among a larger number of people, as informal communications channels are considered the shortest among all other communications channels (Al-Alaq, 2009, p. 105).

Anni Bartoli's definition of interpersonal relationships and the exchange of information outside formal frameworks of communication is as follows (Al-Tahir & others, 2009, p. 66):

- Organic meetings between co-workers to speed up the study of topics, and this is outside the formal framework.

- Mutual dialogue within offices.
- Direct person-to-person contact (from mouth to ear).

7. The concept of electronic management:

As a result of the developments taking place in contemporary organizations and the urgent need for modern administrative concepts, the need for certain types of administrations has become parallel to the movement of development in global changes and their speed, which has transferred the administrative and technical dealings of many organizations that aspire to find a place for themselves in the world of competition and business to the vocabulary and applications of information and communications technology. Which has become a focus of interest in the business world out of a desire to increase the effectiveness of work. With the introduction of digital worlds in explaining modern administrative phenomena and re-philosophizing them electronically in a way that suits the vocabulary of the era, what is known as electronic management emerged.

7.1. Definition of electronic management:

In view of the modern trends of contemporary administrations currently and their efforts towards acquiring advanced technologies that help them accomplish their work, as well as selecting scientific knowledge that is directed towards electronic minds to change the face of administrative transactions and support strategic administrative minds to achieve their goals and draw up their strategic vision with artistic, literary and philosophical formulation that takes upon itself the electronic word as a starting point for vibrations. It is modern in the world of business, and therefore the world has turned to a word that is the best to move to because it is changing the times, which is “electronic management.” (Muhammad Samir, 2009, p. 125).

(Al-Salmi, 2005, p. 233) Referred to the concept of electronic management (E-Management) as the process of automating all the tasks and activities of the administrative institution by relying on all necessary information technologies to achieve the goals of the new administration in reducing the use of paper, simplifying procedures, eliminating routine, and achieving rapid and accurate completion. For tasks and transactions, so that each department is ready to connect with the e-government later.

It is noted from the above concept that the success of electronic management depends on a number of elements, the most important of which are administrative information technologies, including the computer system and communications, as successful management in light of its electronic uses will contribute to (Muhammad Samir, 2009, p. 125):

- Increasing administrative effectiveness by moving away from paper-based uses, simplifying work procedures and eliminating red tape.
- Saving time and effort resulting from quick completion.
- Accuracy and speed in the process of completing tasks and transactions and high accuracy resulting from continuous electronic monitoring of administrative and production processes.
- Reducing the economic costs of transferring information and following up on administrative and production processes.

He touched on the concept of electronic management (E-Management) (Nassef, 2003, p. 55), where he considered it “the use of information and communication technology systems, especially the Internet, in collecting the administrative processes of an establishment in order to improve the production process and increase the efficiency and effectiveness of the facility’s performance.” It is clear from the definition what follows:

- The basis for the electronic management (EM) process is the use of information and communications technology systems and networks, especially the Internet, which is considered the main reason for the emergence and spread of all electronic management terms.
- The goal of applying electronic management in establishments is to improve productivity and increase the efficiency and effectiveness of their performance.

7.2. Benefits of applying electronic management.

As a result of the tremendous developments in the vocabulary of contemporary organizations, interest in electronic management has become an urgent necessity to advance those organizations to the digital worlds that represent the spirit of the age to move towards the era and empire of

information and communication. The benefits of this management can be summarized as follows (Al-Salmi, 2005, p. 239):

- Simplifying procedures within these institutions will reflect positively on the level of services provided to citizens, and the type of services provided will be of higher quality.
- Reducing the implementation time for completing various administrative transactions.
- Accuracy and clarity in the various savings operations within the institution.
- Facilitating communication between the institution's various departments, as well as with other institutions inside and outside the institution's country.
- Using electronic management correctly will significantly reduce the use of papers, which will have a positive impact on the organization's work.
- Reducing the use of paper will address a problem that most institutions suffer from in the process of preservation and documentation, which will lead to no need for storage places, as they will be used for other matters.
- Electronic management will lead to the transformation of redundant manpower into manpower that has an essential role in implementing this administration through rehabilitation for the purpose of keeping pace with the new developments that have occurred in the institution and dispensing with incompetent employees who are unable to adapt to the new situation.

7.3. Objectives of the electronic management application:

Electronic management aims to accelerate the pace of business, increase productivity, achieve efficiency and effectiveness, and reduce effort and cost in performing business. There are also other goals, including the following (Muhammad Samir, 2009, p. 73):

- Providing services to beneficiaries in a satisfactory manner within 24 hours a day;

- Small space equipped to store electronic information;
- Achieving the speed required to complete work procedures and at an appropriate financial cost;
- Creating a society capable of dealing with the data of the technical age;
- Deepening the concept of transparency and avoiding favoritism;
- Maintaining employee excellence in terms of creativity and innovation;
- Increase the volume of commercial investments;
- Maintaining complete confidentiality of information and reducing the risk of losing it.

7.4. Features of electronic management:

- Abolishing the paper archive system and replacing it with the electronic archive system due to its high flexibility in performance and the ability to correct errors at high speed and prepare data for more than one party at the specified time and place.
- Ease of managing and following up the various departments of the organization as if they were one central unit.
- Speed in making appropriate decisions based on accurate and direct information.
- Reconsidering available human resources and working to raise their technical efficiency and skills.
- Simplifying procedures, speeding up completion, and raising the level of service performance.
- Accommodating the largest number of beneficiaries at one time, as the traditional administration's ability to complete their transactions remains limited.
- Eliminating bureaucracy in its rigid sense and facilitating the division of labor and specialization.

- Emphasizing the principle of comprehensive quality in its modern sense.

7.5. Electronic management elements:

Electronic management consists of four basic elements (Saad Ghaleb, 2005, p. 24):

- Computer hardware: This means computer hardware, equipment, servers, and accessories. The institution must possess modern and advanced equipment to obtain two basic advantages (Assi & others, 2019, p. 101):
- Reducing maintenance and continuous development costs;
- Adaptation of hardware to software developments and information systems software.
- Software: It is a set of advanced programs that operate computers.
- Communication networks: They are internal networks, intranets and external extranets. They represent a group of computers connected to each other by communication lines so that their users can share available resources and transfer and exchange information.
- Knowledge makers: It is the most important element in electronic management and consists of digital leaders, managers, and analysts of the organization's knowledge resources and intellectual capital.

8. The quality of organizational communication and its role in achieving the effectiveness of electronic management

Electronic management applications are considered among the tools that enable the description, analysis, and sharing of information in order to make the necessary improvements, which leads to considering these applications as a powerful tool for extending the logic of quality that remains consistent in its goals and in the ways to achieve it. We can summarize all the processes and organizations that have enabled institutions to achieve Thinking completely differently about the way work is conducted within it at

all levels, I realized the benefits of using organizational communication to improve quality.

8.1. Considering the customer as the center of the organization's attention:

Customer orientation has become a philosophy for successful institutions in our modern era. The customer is the only asset that the institution possesses, and achieving satisfaction, satisfaction, and loyalty to him is what makes the institution continue and succeed. In addition, the customer who feels satisfied with the institution's products and services will be ready to return and pay money in exchange for obtaining it. On the same product or service again. The customer's perception of the level of quality of the service provided to him depends on the method used in providing that service by the institution and the results resulting from his obtaining this service. Accordingly, one of the factors that can distinguish the institution is the extent of that institution's ability to recognize on the requirements of its customers and fulfilling those needs on a regular basis. In short, the main means by which one institution can be distinguished from another is the extent of this institution's ability to provide distinguished service. Electronic management applications strengthen the customer's position at the heart of the institution, as these applications enable him to identify himself and his needs, which is considered the cornerstone of achieving quality. Products can be presented to him via the Internet, and products or services that have been in great demand among customers can be displayed. In addition, the customer can contact the call centers, correspond with the organization directly via e-mail, in the event that he is not satisfied, or in order to answer his questions regarding the product. A specific or specific service (Nassour & Al-Khafaji, 2008, p. 88).

In addition, the new knowledge management tools brought by the Internet and other information technology include internal portals and data models related to customers that would integrate the customer's interactive loop with his information, which enables the management and enrichment of knowledge that enables information about individuals to be structured, updated and constantly improved. We disseminate quality procedures. Today, its formation and dissemination of follow-up indicators have been renewed and enriched through documentation tools and programs (electronic document management), knowledge management rules, and modeling not only enable access to models to describe easy processes that can be

communicated to customers, but there have become programs that enable communication and work to harmonize procedures from On the one hand, and on the other hand, implementing information applications to manage the flow of information (Nassour & Al-Khafaji, 2008, p. 88).

Today, through Internet infrastructure, all these different tools can be accessed in real time from each individual's private office, regardless of his role in strengthening the relationship with customers, salesmen, call center workers, deliverymen, producers, and service providers. Everyone can feed customer files. Moreover, view it in real time (Nassour & Al-Khafaji, 2008, p. 88).

8.2. Leads to maximization of quality system:

Electronic management applications enable the customer to obtain new and effective follow-up tools, such as continuous guidance regarding the status of the transaction related to a specific product or service, which enables information to be obtained and provided in real time for the flow of the process on the customer's personal computer itself, and communication regarding the status and status of administrative procedures, and facilitating the possibilities Improve them. These applications also enable the dissemination of developments that may be of interest to the customer according to the characteristics he desires. And provide simulation tools for new services that can be accessed directly on the network. This technology also enables the creation of an interactive relationship with customers that allows to know their reactions and provide what is new to them, and explaining and clarifying what they might inquire about.

Finally, electronic administration makes it unnecessary to justify that it is a complex matter that is difficult to do by everyone, a weak and weak justification, as for large groups, and through access rights and the ease of using these applications, it has become possible to develop or implement processes (Gloria, 2005, pp. 22-26).

8.3. Customer relationship management in the service of achieving quality:

In light of the intense competition and the presence of endless alternatives for customers, the solution to the problem of integrating marketing, sales, and support activities, to distinguish the organization

through its dealings with customers, that is, finding them, working to maintain them, and converting their purchase desires into real sales, lies in a huge group of technological methods that are launched. It is called customer relationship management and includes many processes, and its primary goal is to create cooperation between service activities related to sales and marketing.

9. Conclusion

At the conclusion of our study, we see that the electronic management system is not only an alternative to traditional management, but rather it is a new way of working, and provides information quickly. The application of electronic management lies in bringing about a rapid change in the lifestyle of employees and customers, increasing organizational responsibilities in their traditional form, and the movement of customers. And employees to obtain the service and the resulting loss of time and decline in performance, as the application of electronic management led to the simplification of work methods and this is due to the fact that many information has become digital instead of paper, in addition to here ensuring the security and confidentiality of information in the institution.

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