

The extent of dedication of Algerian governmental administrative institutions to corporate governance

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Summary: This study seeks to ascertain the prerequisites of corporate governance and its impact on enhancing institutional and public service performance while also evaluating the commitment level of Algerian public administrative institutions through the distribution of 62 questionnaires and the application of the SPSS 25 statistical program. The study concluded that adherence to corporate governance principles significantly enhances efficiency and transparency in public institutions; however, it highlighted the necessity to refine certain aspects, particularly in activating disclosure and transparency policies with greater clarity and strengthening the overarching governance framework to ensure comprehensive policy implementation. This study underscores the significance of implementing a holistic governance framework to enhance institutional performance and attain effectiveness and equity, accompanied by recommendations to bolster commitment across all governance dimensions, thereby fostering a work environment defined by integrity and accountability that aids in achieving sustainable development

Keywords: Public administrative institutions, the public sector, governance, openness and transparency, accountability and control, and standards of openness and justice.

Jel Classification Codes : G34, H83, L32, M48

I. Introduction:

The implementation of governance has expanded in nations, guaranteeing the judicious exercise of authority by structured laws, standards, and regulations. This notion has been embraced across various sectors and departments, including the public sector. This research seeks to comprehend corporate governance and its associated elements, posing the inquiry of the extent to which Algerian public administrative institutions can conform to it.

To address the primary research question, suitable hypotheses were formulated, specifically:

- Hypothesis 1: Public administrative institutions in Algeria are dedicated to establishing a transparent governance framework that fosters accountability and institutional responsibility.
- Hypothesis 2: The lack of a comprehensive governance structure in public administrative entities results in insufficient adherence to disclosure and transparency norms.

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- Hypothesis 3: Public administrative entities in Algeria are dedicated to implementing accountability and effective supervision norms.
- Hypothesis 4: Public administrative organisations in Algeria are dedicated to implementing norms of integrity and justice in their internal operations and policies.

II. Literature Review:

1. **Ani Matei and Ciprian Drumasu (2015)**, Corporate governance is increasingly recognised in public enterprises as a mechanism for leadership and oversight. It encompasses explicit regulations, principles, risk management, and control systems to meet public requirements. This article examines the evolution of Corporate Governance in public enterprises and its effectiveness. The study methodology encompasses the examination of specialised literature, historical analysis, and a comparative assessment of the advantages and disadvantages of corporate governance in the private sector (Ani Matei, 2015).
2. **Nuha Ahmed Al-Haik's study (2016)**, examines the influence of governance on enhancing performance within government institutions, particularly the General Directorate of Customs in Syria. The study, executed using questionnaires and interviews, demonstrates that governance principles enhance financial, functional, and institutional performance. The research concludes that governance principles are essential for enhancing performance in public organizations (Al-Haik, 2016).
3. **Ben Zaghda Habiba's (2018-2019)**, doctoral dissertation examines the influence of corporate governance on the enhancement and sustainability of economic institutions in Jijel State. The research analyses governance and sustainability at three institutions from 2012 to 2016, employing Parson's correlation coefficient. The results indicate an absence of a substantial correlation between governance and sustainability measures (Habiba, (2018-2019))
4. **Zainab Qariwa's (2021-2022) PhD thesis**, "Governance and Social Responsibility in the Public Hospital Institution," sought to elucidate the dedication to health governance and social responsibility within the public health sector. A questionnaire was disseminated across multiple departments, and the data was analyzed utilizing SPSS, the Pearson correlation coefficient, and ANOVA testing (Qariwa, (2021-2022)).
5. **Daniela Corina Oprea and al, (2023)** Corporate governance in public companies is progressing, necessitating explicit regulations, integrity, openness, accountability, risk management, and control systems. This study examines the progression of corporate governance in public institutions and its efficacy in diminishing expenditures, budget deficits, and enhancing performance. It employs an analytical approach and comparative analysis to evaluate various models. Effective corporate governance is essential for organisations to guarantee resource sustainability and performance (Daniela Corina Oprea, 2023).
6. **Bambang Karsono (2023)**, This article examines literature on Good Corporate Governance (GCG) and its impact on Human Resource Management and Leadership. It identifies four essential factors: transparency, accountability, responsibility, and independence. Transparency is vital for attaining Good Corporate Governance (GCG), whereas accountability, responsibility, independence, and fairness are needed for its actualisation. Additional elements influencing GCG encompass participatory, inclusive, and rule-compliant procedures. The article provides a basis for subsequent research in this domain (Karsono, 2023).

III. Theoretical framework of the study

1. **Definition of corporate governance:** Corporate governance encompasses safeguarding investors' capital, guaranteeing suitable returns, and averting managerial misconduct. It entails applying accounting protocols and standards to avert misuse and guarantee secure investments (Nawara Mohamed, 2018).

Corporate governance entails systematically managing all components and resources inside an organization to attain its objectives and strategies.

We can identify the subsequent qualities that differentiate it (Boudalia, (2021-2022)):

- Discipline: adhering to proper ethical and professional conduct;
- Transparency: providing an accurate and truthful representation of all facts;
- Independence: free from the influence of any political party;
- Accountability: the capacity to assess and oversee the job;
- Responsibility: it is upheld before all stakeholders;
- Justice necessitates the acknowledgement of the rights of all groups sharing a shared interest;
- Social responsibility: perceiving the corporation as a responsible citizen.

2. Principles and mechanisms of governance of public institutions:

Corporate governance is implemented distinctively in the private and public sectors. The private sector focuses on profit and shareholder interests, while the public sector prioritises societal welfare, hence shaping governance concepts and methods.

2.1.Principles of governance of public institutions: The Organisation for Economic Cooperation and Development categorised the principles of public institution governance into seven distinct principles, as follows (Ben Alou Houria, 2023):

- The justification for state ownership of public institutions lies in the state's obligation to optimise societal value. All proprietors bear responsibilities to the public akin to those of shareholders ;
- The state must function as a responsible proprietor, overseeing public institutions with capacity-driven accountability while upholding professionalism and efficacy;
- Public institutions' legal and regulatory framework must provide equality among shareholders and equitable competition, differentiating between governmental functions as proprietors and other stakeholders;
- The state must guarantee equitable treatment of shareholders and investors, irrespective of their stock exchange status or foreign ownership, and promote accessible institutional information;
- State ownership must recognise the obligations of public institutions to stakeholders, deliver regular reports, and delineate expectations for ethical business practices by public institutions;
- Public institutions must maintain rigorous standards of transparency, accountability, disclosure, compliance, and superior auditing akin to those of publicly listed entities;
- The Board of Directors of Public Institutions must have the requisite authority, expertise, impartiality, honesty, and accountability to execute its strategic directives proficiently.

2.2. Governance Mechanisms of Public Institutions: Governance mechanisms inside public institutions are categorised as internal and external. External mechanisms are regarded as the fundamental framework for executing governance concepts (Muhyiddin, 2018).

2.2.1. Internal mechanisms : It is represented by the following:

- **Board of Directors:** Singh and Haryanto underscore the significance of a board of directors in corporate governance, as it serves as the most effective mechanism for overseeing management conduct in both private and public entities. The Private Sector Corporate Governance Trust (PSCGT) advocates for the establishment of functional boards with committees to ensure transparency and integrity.
- **Audit Committee and Remuneration Committee:** The King Report in 1994 recommended the formation of an audit committee in public institutions, while the OECD urged reasonable remuneration for board members and senior management to promote long-term institutional interests.
- **Internal audit** enhances public institution governance by increasing citizen accountability, ensuring credibility and justice, improving employee behaviour, and reducing administrative and financial corruption risks.

2.2.2. External mechanisms: These mechanisms are as follows:

- **Mergers and acquisitions** are traditional corporate restructuring tools that serve as governance mechanisms. China, for instance, benefits from these mechanisms, allowing public institutions independence in decision-making while ensuring the state's shareholder interests are not harmed.
- **External audit** is crucial for effective governance, instilling trust among stakeholders and citizens. It enhances governance through supervision, insight, and wisdom. Auditors use financial auditing tools, performance auditing, verification, and advisory services to ensure public institutions perform their duties, detect and prevent corruption, and identify trends and challenges.
- **The market for managers and goods and services** is crucial for governance in private administrative institutions. While the market for managers aids efficient managers, public institutions face political considerations in appointment rules, limiting their independence in setting strategies. Despite these limitations, effective management remains a crucial factor.
- **Legislation and laws** significantly influence governance by requiring respect and pace, impacting interactions among critical actors, and affecting their roles and functions in the governance process.

3. Models for governance of public institutions: Three models are discussed for enhancing public service in institutions, each focusing on a specific aspect of governance.

3.1. The customer-centric paradigm in public service emphasises the interaction between the institution and the client. It strives to sustain relationships, fulfil demands, and devise tailored solutions, yielding various advantages.

- Expedited delivery and completion of public services, together with the potential integration of modern technologies in public administration;
- Institutions' departure from detrimental bureaucratic practices.
- Efficiently completing tasks with high quality, hence minimising complaints and enhancing the institution's reputation;

- The institution's dedication to rational exploitation and enhanced communication among its organisational units.

3.2. The government reinvention model aims to eliminate bureaucracy in public institutions and create patterns to transform them from spending to revenue and cost to profit-making. Originating in the early nineties, it emphasizes results, prevention, competition, and innovation. As Osborne and Gaebler proposed, the pioneering government directs more than implements, competes with others, and draws its budget based on performance (Zenkri, 2018).

3.3. The new public management model: Modern public management is considered a standard for public administration in order to improve the performance of the institution, as it is a management that provides high-quality services, increases the independence of public managers, reduces centralization, and provides the resources necessary for good performance of the institution. This model is characterized by the following (Bouslimani Saliha, 2019):

- Focus on results from the perspective of efficiency, effectiveness and quality of services;
- Replace the central hierarchy with other decentralized structures;
- Give managers direct management of the public facility, which improves the effectiveness of the adopted policies;
- Increase attention to the productive aspect of the public institution to provide distinguished service and adopt the concept of competitiveness;
- Strengthen the strategic capacity of the central government to direct the development of the state and all its agencies.

From the aforementioned, we deduce that these models incorporated the concept of governance within their framework, although they varied in their objectives and strategies.

4. Governance of public institutions in Algeria: Algeria has embraced a transition towards governance via legislation and reforms, including the Algerian Corporate Governance Charter. In 2007, stakeholders formed a working group to create a framework for corporate governance in Algeria. The Algerian Corporate Governance Guide, published in 2009, characterizes corporate governance as a voluntary administrative procedure aimed at enhancing transparency and rigour in management, administration, and oversight (Nawara Mohamed, 2018).

The Algerian corporate governance charter encompasses various principles, specifically justice, transparency, and accountability. This charter stipulates that all Algerian institutions, including small and medium enterprises and publicly listed companies, are subject to these governance standards. Consequently, public institutions are indifferent to this charter's provisions, which still need to be revised accordingly. This is regarded as a crucial advancement and a substantial progression in the control of Algerian institutions. Although there is no overarching framework for the governance of public administrative institutions in Algeria, the provisions outlined in the Organic Law of Financial Laws No. 18-15 significantly contribute to enhancing the performance of the public sector in Algeria, as it serves as a mechanism for instituting the principles of governance in the management of public funds through adherence to accountability, transparency, and participation (Amin Saba, 2020).

IV. Methods and Materials:

- 1. Descriptive analysis of demographic variables:** This section will examine the descriptive analysis of the sample participants based on the data presented in the initial section of the

questionnaire concerning personal characteristics, specifically (professional experience, academic degree), which will be analysed as follows:

1.1.Attributes of the study sample based on professional experience :

Table 1: Attributes of the study sample based on professional experience

Professional experience	Number	Ratio
Less than 5 years	10	16,4
From 6 to 15 years	31	50,8
More than 15 years	21	32,8
the total	62	100%

Source: Prepared by researchers based on the outputs of the statistical program SPSS 25

The study sample consists of 31 participants with medium to long professional experience, with 50.8% having 6-15 years of experience. Long-experienced individuals comprise 32.8%, while short-experienced individuals comprise 16.4%. This results in a diverse professional experience.

1.2.Characteristics of the study sample according to academic degree:

Table No. 2: Study sample according to academic degree

Academic degree	number	Ratio
High school	3	4,8
Bachelor's degree	7	11,3
Master's	22	35,5
PhD	23	37,1
Other	7	11,3
the total	62	100%

Source: Prepared by researchers based on the outputs of the statistical program SPSS 25

The study sample consists of 23 participants with advanced academic qualifications, with 37.1% holding a doctorate, 35.5% holding a master's degree, 11.3% holding a bachelor's degree, and 4.8% having a secondary level, indicating a diverse educational level.

1.3.Stability assessment of the sample and statistical evaluation of the questionnaire

1.3.1. Stability assessment of the sample: Cronbach's Alpha can be employed to assess the reliability of the questionnaire, serving as a standard metric for evaluating the internal consistency of a collection of items or questions designed to evaluate a specific concept. This coefficient aids in evaluating the consistency of several items in the questionnaire in measuring the same concept.

Table No. 3: Scale Validity Analysis

Axes	Number of items	Cronbach's Alpha
Axe 01	9	0,818
Axe 02	12	0,911
Axe 03	11	0,940
Axe 04	11	0,953

Source: Prepared by researchers based on the outputs of the statistical program SPSS 25

The investigation of the research axis' Cronbach's alpha coefficient indicates substantial reliability and internal consistency. The initial axis, with 9 items, demonstrates a commendable level of uniformity. The second axis, comprising 12 items, demonstrates exceptional reliability. The third axis, comprising 11 components, exhibits exceptional reliability. The fourth axis exhibits the greatest degree of uniformity.

1.3.2. Descriptive statistical examination of the questionnaire: To ensure the accuracy and clarity of the results, the questionnaire findings were organised into tables, reflecting the order of the questions. Subsequently, the frequencies of various responses were computed, along with the corresponding percentages, arithmetic means, and standard deviations. The five-point Likert scale was employed to transform the sample responses into numeric data, offering a broader spectrum of replies, as illustrated in the subsequent table:

Table No. 4: Tabulation of answers according to sequence

Answers	Strongly disagree	Disagree	neuter	agree	Strongly agree
Degrees	1	2	3	4	5

Source: Prepared by researchers

The weighted average is calculated as shown in the following table:

Table No. 5: Weighted Average of Responses

Weighted average	EVALUATION
From 1 to less than 1.80	Strongly disagree
From 1.81 to less than 2.60	Disagree
From 2.61 to less than 3.40	neuter
From 3.41 to less than 4.20	agree
From 4.21 to 5	Strongly agree

Source: Prepared by researchers

The first axis: The existence of a general framework for the features of governance in the public administrative institution

This axis has nine statements designed to ascertain the presence of a general framework for governance characteristics inside public administrative institutions, by soliciting the perspectives of professionals regarding the existence of such a framework in these institutions.

Table No. 6: Descriptive statistics for the first axis phrases

Term	N	Mean	Std. Deviation
The institution possesses the legal and regulatory prerequisites for governance implementation.	62	3,53	1,067
The organisational structure delineates authority and competencies while segregating primary functions.	62	3,71	1,077
Senior personnel possess extensive understanding of governance principles and the prerequisites for their execution.	62	3,13	1,194
The institution's implementation of governance standards enhances staff morale.	62	4,05	0,711
Activating governance requirements is a key basis for developing public institutions.	62	4,19	0,698
Enforcing laws and regulations mitigates crises and issues.	62	4,35	0,726
The organization's cognisance of the roles designated to it and its employees	62	3,55	1,141
The presence of particular foundations and criteria for the quality of performance within	62	3,29	1,122

the internal control system			
Implement a well-documented, transparent, and effective policy to mitigate abuses inside the organisation.	62	3,47	1,112

Source: Prepared by researchers based on SPSS 25

The study found that participants strongly agree on the role of governance in improving institutional performance, particularly in reducing crises and raising employee morale. The highest average was 4.35 for implementing laws and regulations, followed by 4.19 for its importance in developing institutions. However, there was a discrepancy in perceptions of senior cadre employees' awareness of governance principles. Overall, there was general agreement on governance's importance.

The second axis: The extent of the public administrative institution's commitment to the standards of disclosure and transparency

The second axis is to assess the extent of commitment of public administrative entities in Algeria to the standards of disclosure and openness, comprising 11 statements to gauge the level of transparency and disclosure. The examination of the results reveals a disparity in the levels of commitment to several aspects of disclosure and transparency.

Table Number 7: Descriptive statistics for the expressions of the second axis

Term	N	Mean	Std. Deviation
Explicitly and precisely convey the organisational frameworks, task sequences, and functions within the entity.	62	3,68	1,083
The organization's communication system guarantees correct, clear, and fast information transmission.	62	3,63	1,191
Sharing the regulations, directives, and statutes applicable within the institution, in either print or digital format.	62	3,87	0,932
The stipulations of the institution's Labour Law are interpreted accurately.	62	3,18	1,109
The organization's website is user-friendly and prominently showcases its most significant works.	62	3,32	1,156
All organisational issues are addressed with total transparency.	62	2,90	1,141
The criteria for the recruitment and advancement of employees to senior positions are revealed.	62	3,19	1,316
The organisation offers an extensive database containing information on all its employees.	62	3,58	1,080
The rules and regulations are uniformly enforced for all employees at all levels.	62	2,98	1,248
The rewards and incentives policy is announced and clear to all.	62	2,92	1,359
The institution provides the requisite information and ensures accessibility for stakeholders.	62	3,21	1,147
Establishing a policy to differentiate between material that must be disclosed and confidential information.	62	3,47	1,020

Source: Prepared by researchers based on SPSS 25

The research revealed a moderate to low consensus about public institutions' dedication to disclosure and transparency requirements. The peak average was attained for publishing regulations, directions, and legislation in either paper or electronic format, signifying a substantial level of consensus. The most consensus-driven terms were "explicitly and precisely delineating the organisational structures and sequence of tasks and roles" and "addressing all institutional issues with total transparency". Nevertheless, diminished averages were reported for the unambiguous application of regulations and methods to all employees and at all levels, as well as the resolution of institutional problems with total transparency. The research revealed a moderate consensus on the existence of a policy to differentiate between public and confidential material. The study indicates a need for equilibrium between public and sensitive information inside public entities.

The third axis: The extent of the public administrative institution's commitment to accountability and control standards

The third axis seeks to assess the level of commitment of public administrative institutions to accountability and control standards. It comprises 11 statements to gauge the institution's dedication to the effective implementation of accountability and control procedures.

Table No. 8: Descriptive Statistics for the Statements of the Third Axis

Term	N	Mean	Std. Deviation
The institution possesses effective and extremely efficient control mechanisms.	62	3,08	1,191
The institution's responsibility structure applies to every individual, regardless of their identity.	62	2,98	1,221
The institution's dedication to provide regular performance reports to all stakeholders.	62	3,52	1,112
The implemented work plans and systems are proficient in identifying and rectifying problems.	62	3,27	1,058
The institution's internal control system relies on fostering self-regulation among personnel.	62	3,10	1,067
The institution mandates that all workers furnish a rationale for any decision or action taken.	62	3,16	1,074
The presence of standards that guarantee the penalty's magnitude corresponds to the severity of the infraction.	62	3,21	1,147
Facilitates stakeholders in monitoring, comprehending, and assessing decisions made concerning them.	62	3,37	0,854
Stakeholders possess control mechanisms that allow them to manage interactions with management.	62	3,27	0,961
The Foundation offers a compensation framework that addresses damages arising from the infringement of shareholder rights.	62	3,08	0,997
The organisation possesses efficient communication channels for receiving individual grievances.	62	3,16	1,204

Source: Prepared by researchers based on SPSS 25

The results indicated a disparity in commitment levels across various statements; "The institution's commitment to providing periodic performance reports to all stakeholders" recorded the highest mean of 3.52 with a standard deviation of 1.112, reflecting moderate agreement regarding the institution's commitment to delivering periodic performance reports. The subsequent statement pertained to facilitating "stakeholders to monitor, comprehend, and assess decisions made concerning them," with a mean score of 3.37, indicating a consensus on the presence of systems that allow stakeholders to evaluate decisions. Conversely, certain statements exhibit diminished levels of consensus, exemplified by the assertion regarding the presence of "effective and highly efficient oversight bodies," which yielded a mean score of 3.08, and the statement "The accountability system in the institution is subject to every individual," with a mean of 2.98. This suggests a relative need for more commitment to thorough oversight and accountability mechanisms applicable to all individuals. The evaluations of the activation of self-monitoring among employees and the provision of explanations for decisions or actions yielded moderate averages (3.10 and 3.16, respectively), indicating a medium level of commitment to self-monitoring and decision explanation.

The compensation mechanism addressing damages from shareholder rights violations obtained an average score of 3.08, suggesting that participants acknowledge some efforts yet insufficient to meet high expectations.

The findings indicate a moderate commitment by public administrative institutions in Algeria to accountability and oversight standards. They highlight significant deficiencies in the accountability framework's comprehensiveness and the oversight entities' efficacy.

The fourth axis: The extent of the institution's dedication to the principles of integrity and justice

The fourth axis seeks to assess the commitment level of public administrative entities in Algeria to the principles of integrity and justice, encompassing 11 statements that measure the realisation of justice and integrity in internal operations and policies.

Table No. 9: Descriptive statistics for the assertions pertaining to the fourth axis

Term	Mean	N	Std. Deviation
There exists an equilibrium between job authority and responsibilities inside the organisational framework.	3,21	62	1,161
There are suitable processes established to prevent bias and conflicts of interest among management and employees.	3,10	62	1,169
All individuals within the institution are treated with fairness and equality, devoid of discrimination.	2,84	62	1,381
The systems are founded on the principle of granting the rights to object, reserve, reject, and critique employees.	3,10	62	1,169
The rules and regulations are applicable to all employees without exception.	2,92	62	1,346
Objective criteria exist for assessing employee performance.	3,18	62	1,312
The employee may assert his rights at any time, as he is backed by equitable processes and legislation.	3,26	62	1,214
Promote integrity and ethical standards in the institution's operations while executing responsibilities impartially.	3,29	62	1,206
It grants stakeholders the entitlement to seek compensation if the occurrence of harm to them.	3,52	62	1,067
The institution possesses a dedicated system for the submission of recommendations and complaints.	3,35	62	1,243
The existence of regulations that delineate the rights and responsibilities of stakeholders and service recipients	3,53	62	1,112

Source: Prepared by researchers based on SPSS 25

The findings indicated discrepancies in adherence to integrity and justice criteria. The assertion "The existence of regulations that elucidate the rights and responsibilities of stakeholders and service recipients" had an average score of 3.53 and a standard deviation of 1.112, signifying a favourable consensus among participants concerning the clarity of stakeholders' rights and responsibilities. The assertion about "The right of stakeholders to seek compensation in cases of harm" had an average score of 3.52, indicating substantial consensus on the institution's provision of this right. Conversely, certain statements exhibited lower averages, including "Treating everyone in the institution based on justice and equality without discrimination," which averaged 2.84, and "Applying regulations and instructions to all employees without discrimination," with an average of 2.92. This suggests a need for more awareness among participants regarding the degree of adherence to these principles of justice and non-discrimination. Additional assertions concerning integrity and objectivity, such as "The presence of integrity and ethical values in the institution's performance," yielded an average score of 3.29, indicating a moderate commitment to ethical principles. The assertion concerning the "equilibrium between job authority and responsibilities within the organisational framework" garnered an average score of 3.21, signifying moderate concurrence. The results indicate a disparate commitment to integrity and justice standards within public administrative institutions, highlighting differences in the clarification of stakeholder rights

and duties and the right to seek compensation. At the same time, lower values suggest difficulties in achieving comprehensive justice and equality among employees.

1.4. Testing the Study Hypotheses: Four hypotheses were established to investigate this topic, and these hypotheses will be evaluated as follows:

1.4.1. Evaluating the initial hypothesis: Public administrative institutions in Algeria are dedicated to establishing a transparent governance structure that fosters accountability and institutional responsibility. This hypothesis will be examined by assessing the degree of an effective governance system within these institutions, utilising the following analytical tools:

- Null Hypothesis H0: Public administrative institutions are dedicated to establishing a comprehensive foundation for governance.
- Alternative Hypothesis H1: Public administrative entities need more commitment to establishing a comprehensive governance structure.

A one-sample test will evaluate the hypothesis and assess employees' views on the significance of a general governance framework in improving transparency and institutionalisation.

The hypotheses for the One-Sample Test can be concisely articulated as follows:

H0: Public administrative institutions are dedicated to establishing a comprehensive governance structure.

H1: Public administrative entities need more commitment to establishing a comprehensive governance structure.

The subsequent section will present the outcomes of the hypothesis test.

Table N 10: Outcomes of the initial hypothesis examination

The existence of a comprehensive framework for the characteristics of governance within public administrative institutions	Test Value = 0					
	95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	T
	Upper	Lower				
	3,8595	3,5347	3,69713	0,000	61	45,526

Source: Prepared by researchers based on SPSS 25

The findings from the initial hypothesis test, employing the One-Sample T-Test, demonstrate that public administrative organisations in Algeria need to be more committed to establishing a transparent general governance framework. The results indicated a t-value of 45.526 and a significance level (Sig.) of 0.000, below 0.05, necessitating the rejection of the null hypothesis about the commitment to establishing a governance framework. The mean difference was 3.69713, with a confidence interval of 3.5347 to 3.8595, hence augmenting the reliability of the findings. The results show a need for a practical governance framework, potentially undermining openness and institutional responsibility inside these organisations.

1.4.2. Evaluating the second hypothesis: The lack of a comprehensive governance structure in public administrative entities results in inadequate adherence to disclosure and transparency norms. This hypothesis seeks to assess the effect of inadequate governance on the transparency and disclosure levels within public administrative institutions in Algeria. This hypothesis will be evaluated by examining the degree of adherence to disclosure and transparency norms in public institutions, utilising the subsequent analytical tools:

- Null hypothesis H0: The lack of a governance structure does not influence institutions' adherence to disclosure and transparency norms.

- Alternative hypothesis H1: A governance framework results in adequate commitment to disclosure and transparency norms.

For research objectives, the One-Sample Test will be employed to assess employees' perspectives in institutions regarding the effect of the absence of a governance framework on disclosure and transparency levels.

Overview of the hypothesis for the One-Sample Test:

- H0: The lack of a governance system does not influence adherence to disclosure and transparency criteria.
- H1: The absence of a governance framework leads to weak compliance with disclosure and transparency standards.

This document will give the outcomes of the hypothesis test.

Table 11: Outcomes of the second hypothesis test

The extent of the public administrative institution's adherence to disclosure and transparency standards	Test Value = 0					
	95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	T
	Upper	Lower				
	3,5364	3,1195	3,32796	0,000	61	31,926

Source: Prepared by researchers based on SPSS 25

The One-Sample T-Test yielded a t-value of 31.926 and a significance level (Sig.) of 0.000, which is below the threshold of 0.05, indicating the rejection of the null hypothesis H0 and the acceptance of the alternative hypothesis H1. The lack of a governance framework adversely impacts adherence to disclosure and transparency norms. The mean difference was 3.32796, with a 95% confidence interval of 3.1195 to 3.5364, thereby reinforcing the reliability of the results and substantiating the conclusion that the lack of a governance framework adversely impacts compliance with transparency and disclosure standards in public institutions.

1.4.3. Third: Evaluating the third hypothesis: Public administrative institutions in Algeria are dedicated to implementing standards of accountability and effective oversight. This hypothesis seeks to assess the degree of commitment of public institutions in Algeria to accountability norms and the presence of effective oversight mechanisms that guarantee performance transparency and accountability. This hypothesis will be evaluated by examining the extent of implementation of accountability and oversight standards in public institutions, utilising the following analytical instruments:

- Null hypothesis H0: Public administrative institutions lack commitment to implementing accountability requirements and effective oversight.
- Alternative hypothesis H1: Public administrative institutions are dedicated to implementing accountability requirements and ensuring effective oversight.

For research purposes, a One-Sample Test will be employed to assess employees' perceptions regarding the efficacy of adopting accountability and control mechanisms in public institutions, The hypothesis for the One-Sample Test can be summarized as:

H0: Public administrative institutions fail to comply with accountability and effective control norms.

H1: Public administrative institutions adhere to the application of accountability and effective

control

norms.

The subsequent section will delineate the outcomes of the hypothesis test.

Table N 12: Outcomes of the third hypothesis examination

The extent of the public administrative institution's commitment to accountability and control standards	Test Value = 0					
	95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	T
	Upper	Lower				
	3,4186	2,9831	3,20088	0,000	61	29,395

Source: Prepared by researchers based on SPSS 25

The findings of the third hypothesis test, designed to assess the commitment of public administrative institutions in Algeria to the implementation of accountability and effective control criteria, indicate a definitive commitment to these standards. The One-Sample T-Test yielded a t value of 29.395 and a significance level (Sig.) of 0.000, which is below 0.05, indicating the rejection of the null hypothesis H0 and the acceptance of the alternative hypothesis H1. This signifies that public institutions are dedicated to implementing principles of accountability and effective oversight. The mean difference was 3.20088, with a 95% confidence interval of 2.9831 to 3.4186, thereby bolstering the validity of the findings and affirming that public institutions exhibit a strong commitment to implementing accountability and control standards, thereby improving performance transparency and accountability.

1.4.4. Evaluating the fourth hypothesis: Public administrative entities in Algeria are dedicated to upholding principles of integrity and justice in their internal operations and policies. This hypothesis seeks to assess the degree of commitment of public institutions to implement equitable and transparent methods that promote integrity among all employees and beneficiaries. This hypothesis will be evaluated by examining the degree of institutional commitment to integrity and justice principles inside their internal policies, utilising the following analytical instruments:

- Null hypothesis H0: Public administrative institutions lack commitment to the implementation of integrity and justice norms in their internal operations and policies.
- Alternative hypothesis H1: Public administrative institutions are dedicated to implementing norms of integrity and fairness in their internal operations and policies.

The One-Sample Test will be employed to assess employees' perceptions regarding the efficacy of implementing integrity and justice norms in public institutions.

Overview of the hypothesis for the One-Sample Test:

H0: Public administrative institutions fail to comply with the principles of integrity and fairness in their operations and internal policies.

H1: Public administrative institutions adhere to the application of integrity and justice standards in their dealings and internal policies.

The subsequent section will delineate the outcomes of the hypothesis test.

Table 13: Outcomes of the fourth hypothesis examination

The institution's level of dedication to principles of integrity and justice	Test Value = 0				
	95% Confidence Interval of	Mean	Sig. (2-	Df	T

	the Difference		Difference	tailed)		
	Upper	Lower				
		3,4634	2,9530	3,20821	0,000	61

Source: Prepared by researchers based on SPSS 25

The findings of the fourth hypothesis test, designed to assess the degree of commitment of public administrative institutions in Algeria to the application of integrity and justice principles in their internal operations and policies, indicate a definitive adherence to these standards. Employing the One-Sample T-Test, we derived a t value of 25.140 and a significance level (Sig.) of 0.000, which is below 0.05, indicating the rejection of the null hypothesis H₀ and the acceptance of the alternative hypothesis H₁. This signifies that public institutions are dedicated to implementing ideals of integrity and fairness within their internal policies. The mean difference was 3.20821, with a 95% confidence interval of 2.9530 to 3.4634, thereby augmenting the reliability of the findings and substantiating the conclusion that public institutions implement practices that promote integrity and justice among employees and beneficiaries.

1.5. Analysis of variance: The hypotheses are evaluated based on this statistic as follows:

- Null hypothesis H₀: No statistically significant impact exists.
- Alternative hypothesis H₁: A statistically significant effect exists.

The evaluation of each factor in the test involves comparing the significance value (Sig) from the table to the significance threshold of 0.05.

Table No. 14: Analysis of variance

ANOVA ^a						
Sig.	F	Mean Square	df	Sum of Squares	Model	
0,01 . ^b	6,173	9,055	4	36,222	Regression	1
		0,102	57	0,000	Residual	
			61	36,222	Total	
a. Dependent Variable: The extent of commitment of public administrative institutions in Algeria to corporate governance						
b. Predictors: (Constant), The institution's dedication to honesty, justice, governance, accountability, oversight, and openness is essential for its overarching commitment to public administration.						

Source: Prepared by researchers based on SPSS 25

The analysis of variance (ANOVA) employing Fisher's F statistic reveals a statistically significant impact of the independent variables (standards of integrity and justice, governance framework existence, accountability and control, disclosure and transparency) on the dependent variable, which is the level of commitment of public administrative institutions in Algeria to corporate governance. The F value was 6.173, with a significance level (Sig.) of 0.01, which is below 0.05. This necessitates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, indicating that these independent variables statistically contribute to explaining the degree of commitment to corporate governance.

1.6. Estimation of Linear Regression Model : This section will estimate a linear regression model to assess the influence of independent variables on the dependent variable, specifically the level of commitment of public administrative institutions in Algeria to corporate governance. The model has four independent variables that delineate the principal dimensions of corporate governance: the presence of a comprehensive governance structure, the criteria for disclosure

and openness, accountability and oversight, and the benchmarks for integrity and equity. The regression model estimation seeks to quantify the influence of each axis on governance commitment by examining the estimated coefficients of each independent variable. The results will be analysed to assess the statistical significance and the magnitude of each axis's impact on reinforcing governance principles.

Table 15: Estimation of the Linear Regression Model

Model	Standardized Coefficients	Beta	Unstandardized Coefficients		
			Std. Error	B	
(Constant)	1,000	0,000		0,000	1,998E-15
The presence of a comprehensive framework for the characteristics of governance within public administrative institutions	0,000	121589739,125	0,207	0,000	0,250
The extent of the public administrative institution's commitment to the standards of disclosure and transparency	0,000	127531455,250	0,266	0,000	0,250
The extent of the public administrative institution's commitment to accountability and oversight standards	0,000	140262780,644	0,278	0,000	0,250
The organization's level of dedication to principles of integrity and justice	0,000	165976837,117	0,326	0,000	0,250
a. Dependent Variable: The extent of dedication of governmental administrative organisations in Algeria to corporate governance					

Source: Prepared by researchers based on SPSS 25

The regression analysis results indicate that all four independent factors exert a positive and statistically significant influence on the dependent variable, namely the level of commitment of public administrative entities in Algeria to corporate governance. This is a summary of the outcomes for each independent variable:

Presence of a comprehensive governance framework: The coefficient is 0.207, with a statistical significance (Sig.) of 0.000, showing a substantial impact on governance commitment. The extent of the institution's dedication to the standards of disclosure and transparency: A coefficient of 0.266, with a statistical significance of 0.000, indicates a substantial impact on governance commitment.

The institution's commitment to the accountability and control standard is quantified by a coefficient of 0.278, signifying a substantial and statistically significant impact on governance commitment (Sig= 0.000).

The extent of the institution's dedication to integrity and justice standards: This variable is deemed the most impactful, evidenced by a standard coefficient of 0.326 and a statistical significance of 0.000, signifying a substantial effect on governance commitment.

V. Conclusion:

The study's findings regarding the commitment of public administrative institutions in Algeria to corporate governance principles indicated a notable disparity among the four governance dimensions (general governance framework, disclosure and transparency, accountability and oversight, and integrity and justice standards). One-Sample T-Tests and regression analysis demonstrated varying levels of commitment, predominantly influenced by integrity and justice, which exerted the greatest impact, followed by accountability and oversight. The results, validated by the t value and the low statistical significance (Sig. < 0.05), confirmed the presence of positive commitment in specific domains, particularly in integrity and justice, as this category achieved the highest standard coefficient (Beta = 0.326), indicating its crucial role in improving governance and transparency in institutional operations. The ANOVA analysis indicated that the independent variables significantly and positively influence the level of commitment to governance, evidenced by a F value of 6.173 and a significance level (Sig.) of 0.01, demonstrating a substantial impact of governance principles on public institution performance. Furthermore, the commitment to accountability and control standards was significant, as its Beta coefficient was 0.278, signifying that the establishment of an effective accountability and control system improves transparency and accountability inside institutions. Conversely, there were evident deficiencies in the commitment to disclosure and transparency, highlighting the necessity to enhance information dissemination mechanisms and establish clear, comprehensive policies for accessing accurate information, which could adversely impact the confidence of employees and stakeholders in the institutional framework. The findings suggest that adherence to corporate governance principles significantly enhances efficiency and transparency in public institutions; however, there is a necessity to refine certain aspects, particularly in clarifying the activation of disclosure and transparency policies, as well as fortifying the overarching governance framework to ensure cohesive policy implementation. This study underscores the necessity of implementing a holistic governance framework to enhance institutional performance and attain effectiveness and equity, with recommendations to bolster commitment across all governance dimensions to foster a work environment defined by integrity and accountability, thereby facilitating sustainable development.

- Appendices:

Appendix No. 1: Test of the validity of the scale for the first axis

Reliability Statistics	
Cronbach's Alpha	N of Items
,818	9

Appendix No. 2: Test of the validity of the scale for the second axis

Reliability Statistics	
Cronbach's Alpha	N of Items
,911	12

Appendix No. 3: Test of scale validity for the third axis

Reliability Statistics	
Cronbach's Alpha	N of Items
,940	11

Appendix No. 4: Test of scale validity for the fourth axis

Reliability Statistics

Cronbach's Alpha	N of Items
,953	11

Appendix No. 5: Testing the first hypothesis

One-Sample Test

Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
M1	45,526	61	,000	3,69713	3,5347	3,8595

Appendix No. 6: Testing the Second Hypothesis

One-Sample Test

Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
M2	31,926	61	,000	3,32796	3,1195	3,5364

Appendix No. 7: Testing the Third Hypothesis

One-Sample Test

Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
M3	29,395	61	,000	3,20088	2,9831	3,4186

Appendix No. 8: Testing the Fourth Hypothesis

One-Sample Test

Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
M4	25,140	61	,000	3,20821	2,9530	3,4634

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