Governance in the Public Sector between Administration and Leadership: A Field Study of a Sample of Public Administrations

Hadjer Benattou, Morsli Abdellah University of Tipaza (Algeria),
Benattouhadjer2@gmail.com

Received: 16/06/2026 *Accepted: 16/08/2026* *Published:30/09/2026*

Abstract:

This paper explores the concept of governance, its emergence, and its application in the public sector. It examines the links between governance, management, and leadership as key factors in public sector modernization and performance improvement. The study also reviews selected Algerian public administration experiences in implementing governance principles. Findings show that, despite positive reforms and noticeable improvements, governance implementation in Algeria remains below the desired level. Public institutions continue to rely heavily on bureaucratic and rule-based management practices, which restrict leadership development. Strengthening leadership capabilities is essential for supporting organizational change, modernizing public administration, and improving overall public sector effectiveness.

Keywords: Governance; Public Sector; Leadership; Performance.
Jel Classification Codes: G34, D73, P47.

1. INTRODUCTION

Over the years, the public sector across many countries has been confronted with recurrent economic and financial crises, as well as numerous scandals that have imposed substantial costs on governments, particularly in developing countries. These challenges have exposed deep structural weaknesses within public institutions. In Algeria, the public sector continues to experience persistent budget deficits, largely attributable to poor management practices, inefficient utilization of public resources, and the widespread prevalence of corruption resulting from inadequate oversight and accountability mechanisms. Consequently, the quality of public services has deteriorated and no longer adequately meets citizens' expectations and aspirations.

This situation is clearly reflected in citizens' dissatisfaction with both the quantity and quality of public services provided, accompanied by growing public discontent as societal awareness and expectations continue to rise. Furthermore, the contemporary environment is characterized by rapid and profound transformations driven by technological advancements and the unprecedented expansion of information flows. Under such conditions, traditional administrative approaches have become increasingly inadequate and incapable of addressing emerging challenges effectively. This reality has compelled governments to seek more efficient and innovative solutions to achieve comprehensive public sector reform.

One of the principal avenues pursued has been the adoption and implementation of governance principles within public administrations, coupled with a results-oriented management approach aimed at enhancing organizational performance and improving service delivery. Simultaneously, it has become imperative to reconsider prevailing management paradigms, as conventional administrative practices may constitute a significant obstacle to the successful implementation of governance principles. The current context requires a level of managerial effectiveness that extends beyond administration toward leadership, enabling organizations to guide, motivate, and empower employees and professional cadres to achieve strategic objectives. Such an approach contributes to the modernization of the public sector and promotes social and institutional development, ultimately enhancing employee performance and productivity.

Accordingly, there is a pressing need to strengthen the implementation of governance mechanisms through a leadership-based management

approach, thereby facilitating the achievement of optimal outcomes in the pursuit of improved public sector performance.

Study Problem

The problem of this study can be formulated in the following main question:

To what extent are governance principles implemented within Algerian public administrations through a leadership-oriented approach?

The following sub-questions fall under this problem:

- What is the current state of governance implementation within Algerian public administrations?
- To what extent is the leadership approach adopted within Algerian public administrations?

Study Hypotheses

- The level of implementation of governance standards in Algerian public administrations remains below the required level from the employees' perspective.
- The degree of adoption of a leadership-oriented management approach in Algerian public administrations remains below the required level from the employees' perspective.

Study Objectives and Significance

The significance of this study stems from the growing importance of governance as a concept and practice, particularly within the public sector. In recent years, governance has attracted considerable attention due to persistent shortcomings in public sector management and its limited capacity to meet citizens' expectations and effectively promote social development. Consequently, the search for innovative approaches to public sector management and performance improvement has become imperative. In this context, the study seeks to achieve the following objectives:

- To define governance and examine its significance and fundamental principles;
- To present key concepts related to leadership in the public sector;
- To review selected experiences of Algerian public administrations in implementing governance through a leadership-oriented approach.

Study Methodology

To address the research problem, the study adopts a descriptive approach to present the principal concepts associated with governance and leadership. In addition, an analytical approach is employed to examine selected cases from Algerian public administrations concerning the

implementation of governance practices through a leadership-based perspective. The study is structured around the following sections:

- Section I: Theoretical Framework This section explores the concept of governance, its significance, and its guiding principles. It also discusses the concept of leadership and examines the application of governance principles within the public sector, highlighting the distinction and interaction between leadership and management.
- Section II: Empirical Framework This section presents selected experiences of Algerian public administrations in implementing governance principles, with particular emphasis on the managerial transformations undertaken to adopt a leadership-oriented approach.

2. Theoretical Framework of the Study

2.1 Governance

2.1.1 Definition of Governance

The term *governance* originates from the Greek verb *kubernân*, meaning "to steer a ship or a chariot." It was first employed by Plato to denote the leadership and guidance of people. In the French language, the term was traditionally used as a synonym for "government" until the end of the eighteenth century, after which it gradually adopted the English meaning of "governance." Since then, two distinct applications of the concept have emerged within the Anglo-Saxon context, namely public governance and corporate governance (Journard, 2009).

In the private sector, governance initially emerged as a standard of conduct for board members and corporate executives, aimed at protecting them from legal challenges concerning their responsibilities by shareholders. Over time, the concept expanded considerably and came to be applied across a wide range of fields (Bakkoup, 2013).

According to the Organisation for Economic Co-operation and Development (OECD, 1997), governance refers to "the set of rules and practices through which economic institutions address information asymmetries and the issues arising from the separation of ownership and control in large corporations." Subsequently, in 2004, during a meeting of ministers from OECD member states convened to review the corporate governance principles initially established in 1999, the organization revised its definition of corporate governance. It defined governance as "the system by which the relationships among a company's management, board of directors, shareholders, and other stakeholders are directed and controlled. Governance provides the framework through which organizational

objectives are established, the means of attaining those objectives are determined, and performance monitoring mechanisms are implemented to ensure accountability and oversight of achieved results" (Brunelle, 2010).

2.1.2 Importance and Objectives of Governance

The significance of governance has increased considerably in the aftermath of the economic and financial crises that have affected the global economy in recent decades. Governance promotes a set of fundamental principles designed to strengthen the economic foundations of markets, detect instances of financial and administrative misconduct, combat corruption, and address managerial inefficiencies, thereby enhancing the confidence of market participants. Furthermore, governance seeks to achieve a balance between economic and social objectives, ensure the efficient utilization of resources, uphold accountability, and align the interests of individuals, organizations, and society as a whole. Consequently, it contributes to improving living standards and fostering social cohesion (Ramdani, 2017).

Regarding the objectives of governance implementation, Cabane argues that they generally include the following (Yasso, 2016):

- Ensuring the optimal management of shareholders' assets;
- Protecting the interests of both the organization and its stakeholders;
- Ensuring corporate continuity and sustainability while creating value;
- Reducing and managing risks.

2.1.3 Governance Principles

The principles of governance, as established by the Organisation for Economic Co-operation and Development (OECD) in 1999 and subsequently revised in 2004, can be summarized as follows (Organisation for Economic Co-operation and Development (OECD), 2004):

Principle 1: Shareholders' Rights

The governance structure must safeguard the interests of shareholders and enable the proficient exercise of their entitlements. These entitlements comprise secure processes for ownership registration, the transfer of shares, timely and consistent access to significant and pertinent corporate information, participation and voting in general shareholders' meetings, the election of board members, and the right to a portion of the company's earnings.

Principle 2: Fair Treatment of Shareholders

The corporate governance framework must ensure the fair treatment of all shareholders, encompassing minority and international shareholders, while providing effective mechanisms for recourse in instances of rights infringements. Specifically:

- Shareholders of the same class must receive equal treatment;
- Insider trading and other opaque share transactions should be strictly prohibited;
- Board members and executive managers must disclose any personal interests that may pertain to transactions or issues impacting the company.

Principle 3: The Role of Stakeholders in Corporate Governance

The governance structure must acknowledge and uphold the entitlements of stakeholders as delineated by legal statutes. Furthermore, it should promote proactive collaboration between entities and stakeholders in the pursuit of wealth creation, job generation, and the sustainability of businesses grounded on robust financial principles.

Principle 4: Disclosure and Transparency

The corporate governance framework ought to guarantee the precise and prompt disclosure of all significant issues pertinent to the corporation, encompassing its financial standing, operational performance, ownership configuration, and governance structures.

Principle 5: Responsibilities of the Board of Directors

The framework for corporate governance ought to furnish strategic direction for the organization, guarantee the proficient oversight of executive management by the board of directors, and institute the board's responsibility to both the corporation and its shareholders.

2.2 Governance Between Leadership and Management in the Public Sector

2.2.1 Leadership and Management

Leadership is generally defined as the ability to influence a group within a specific context, at a particular time, and under certain circumstances in order to motivate individuals and encourage them to strive toward the achievement of organizational objectives (Al-Masri & Amer, 2015).

Scholars have long debated whether leadership is an innate trait or an acquired competency. Some argue that leadership is an inherent gift possessed by only a limited number of individuals. In this regard, Warren

Bennis stated: "Leadership cannot be taught; it is a matter of character and wisdom, neither of which can be taught." Conversely, others maintain that leadership is an art that can be developed through learning, practice, and experience. Warren Blank, for example, asserted that "no individual is born a leader; leadership is not encoded in human genes, nor is anyone inherently constructed to be a leader." This perspective is further supported by Peter Drucker, who argued that "leadership can and should be learned" (Baishi, 2019).

Regarding the distinction between leadership and management, Kotter emphasized that management is primarily concerned with coping with complexity through activities such as goal setting, planning, organizing, and controlling. Leadership, by contrast, focuses on addressing organizational change by developing a clear vision, formulating an appropriate strategy for transformation, and motivating individuals to realize that vision (Fernandez, 2010).

2.2.2 Leadership in the Public Sector

Leadership in the public sector has been a subject of scholarly inquiry for decades. During the first half of the twentieth century, research primarily focused on the discretionary authority exercised by public managers. Between the 1960s and the 1980s, attention shifted toward their education and training, as well as the distinctions between public-sector managers and their counterparts in the private sector, particularly regarding their role in fostering innovation. During the 1990s, studies increasingly examined the relationship between public-sector leadership and the complexity and values of public service. Nevertheless, the dominant stream of leadership research continued to emphasize participatory decision-making.

By the end of the 1990s, significant reforms were implemented across public sectors worldwide. These reforms focused primarily on public expenditure management and rationalization, governmental restructuring, and the strengthening of accountability mechanisms. They also promoted decentralization in decision-making processes as part of the broader transition toward modern public administration. At the same time, considerable attention was devoted to public service users, the pursuit of the public interest, and the integration of administrative efficiency with democratic values and principles (Brest, 2011).

In this context, Van Wart (2003) defined leadership in the public sector as a set of processes aimed at (Orazi, Turrini, & Valotti, 2013):

- Achieving predetermined objectives through established procedures in an efficient and effective manner while ensuring compliance with the applicable legal framework.
- Strengthening executive management and fostering its continuous development.
- Adapting public administration to environmental changes, particularly those associated with technological advancement and innovation.

2.2.3 Governance in the Public Sector and the Promotion of a Leadership-Oriented Approach

The principles of public sector governance may be viewed as complementary to the legal and regulatory frameworks governing public institutions and organizations. In developing governance frameworks for public institutions and administrative bodies, many countries have drawn upon the governance principles established by the Organisation for Economic Co-operation and Development (OECD) as a key reference model. These principles can be categorized into six main groups (Ghader, 2012):

- Ensuring the existence of an effective legal and regulatory framework governing public institutions and administrations;
- Establishing and strengthening internal audit units;
- Promoting fairness and equality;
- Enhancing relationships with stakeholders through the activation of internal audit mechanisms across public sector entities;
- Promoting transparency and disclosure through the effective operation of oversight and accountability bodies. In the Algerian context, these include the Court of Accounts, the General Inspectorate of Finance, the Financial Intelligence Processing Unit, and the National Anti-Corruption Office.

To ensure the effective implementation of these governance principles, several key requirements must be fulfilled, including:

- Defining the desired outcomes necessary to achieve sustainable development;
- Developing appropriate action plans to attain strategic objectives;
- Investing in skills development and strengthening the institutional and leadership capacities of public sector employees;
- Adopting best practices in transparency and reporting to enhance accountability mechanisms;

- Managing risks and performance through robust internal control systems and sound public financial management practices (Wael, 2024).

With regard to the managerial approach to governance in public institutions, both leadership and management play indispensable and complementary roles in ensuring the effective implementation of governance principles. Management alone may confine organizations to addressing routine operational issues and adhering strictly to established procedures, often at the expense of strategic thinking and positive change initiatives aimed at improving organizational performance, enhancing public service delivery, or fostering employee satisfaction through better working conditions. Conversely, leadership without effective management may result in excessive emphasis on future aspirations while neglecting the immediate operational achievements that constitute the foundation for long-term success. Moreover, compliance with established rules, regulations, and administrative procedures remains essential for maintaining institutional order and legitimacy. Consequently, a balanced integration of leadership and management is crucial, particularly given the distinctive characteristics and responsibilities of the public sector (Dambri, 2012).

The modernization of public administrations in response to environmental changes highlights a persistent challenge observed in practice: many public organizations lack a proactive orientation toward change and adaptation. Resistance to change and reluctance to embrace reform initiatives remain common features within public sector institutions. However, increasing calls for the adoption of governance principles, viewed as a prerequisite for creating an enabling environment for modern management practices, together with the growing influence of digital technologies and their transformative effects, have elevated organizational change to a central component of broader governmental reform agendas. These reforms are designed to enhance adaptability and responsiveness to emerging environmental challenges and are often supported by clear and coherent political commitment. Within this context, administrative leaders assume a critical role in translating governmental visions into concrete objectives, programs, and actionable projects. Their efforts contribute to the successful implementation of reform initiatives while ensuring compliance with prevailing legislation, regulations, and institutional frameworks (Maltais & al., 2007).

3. Methodological Framework of the Empirical Study

3.1 Research Methodology

The study adopted a statistical approach to analyze the data collected through the questionnaire administered to the respondents.

3.2 Population and Sample of the Study

The empirical investigation was conducted across four general directorates operating within the financial sector, namely the General Directorate of Taxes, the General Directorate of Budget, the General Directorate of Treasury, and the General Directorate of Accounting. A total of 70 questionnaires were distributed, of which 63 were returned. After screening, 60 questionnaires were deemed valid and suitable for statistical analysis.

3.3 Research Instrument

3.3.1 Questionnaire Design

To achieve the objectives of the study, a structured questionnaire was employed to assess respondents' perceptions regarding governance in the public sector and its relationship with management and leadership. The questionnaire was organized into the following sections:

- Section I: General information, including respondents' demographic and personal characteristics.
- Section II: The main questionnaire items, comprising two dimensions. The first dimension focused on the implementation of governance standards and included 12 items. The second dimension addressed the leadership approach and likewise consisted of 12 items.

3.3.2 Validity and Reliability of the Research Instrument

Questionnaire Validity

Validity pertains to the degree to which a research tool effectively gauges the constructs it is designed to evaluate. To ascertain the validity of the questionnaire, construct validity was analyzed through the computation of Pearson's correlation coefficients between each dimension and the aggregate questionnaire score. The findings are illustrated in the subsequent table.

Table 01. Construct Validity of the Questionnaire Dimensions and Axes

Total score for all questionnaire items			
Dimension	Pearson's r	Sig.	Result
First Dimension: Implementation of Governance Standards	0.91	0	Significant
Second Dimension: Leadership Approach	0.953	0	Significant

The results presented in the table indicate that the Pearson correlation coefficient between the first dimension, *Implementation of Governance*

Standards, and the overall questionnaire score was 0.910. This coefficient is statistically significant, as the corresponding significance level (Sig.) is lower than the threshold of 0.05.

Similarly, the Pearson correlation coefficient between the second dimension, *Leadership Approach*, and the overall questionnaire score reached 0.953, which is likewise statistically significant because the associated significance value (Sig.) is below 0.05.

These findings demonstrate that the questionnaire dimensions exhibit strong internal consistency and effectively measure the constructs for which they were designed. Accordingly, the questionnaire can be considered both valid and coherent in assessing the study variables.

3.3.3 Questionnaire Reliability

Reliability denotes the capacity of a research tool to yield stable outcomes when applied multiple times in identical circumstances. In the current investigation, the reliability of the questionnaire was evaluated utilizing the Statistical Package for the Social Sciences (SPSS) via Cronbach's Alpha coefficient. The examination produced the subsequent findings:

Table 02. Results of the Reliability Test (Cronbach's Alpha Coefficient)

Questionnaire Sections	Cronbach's Alpha	No. of Items
Overall Questionnaire	0.956	24

As shown in the table above, the overall Cronbach's Alpha coefficient for all questionnaire items reached 0.956, indicating an exceptionally high level of reliability. This result confirms that the research instrument possesses strong internal consistency and stability. Statistically, this implies that the questionnaire is likely to yield consistent results if administered again to the same sample under similar conditions.

3.4 Descriptive Analysis of Respondents' Attitudes and Opinions Toward the Questionnaire Items and Hypothesis Testing

3.4.1 Statistical Description of the Respondents' Demographic Characteristics

Table 3. Distribution of the Sample According to Demographic Characteristics

Variable	Category	Frequency	Percent (%)
Gender	Male	26	43.3
	Female	34	56.7
	Total	60	100
Age	25-35 years	23	38.3
	36-45 years	21	35

	46 years and above	16	26.7
	Total	60	100
Educational Level	Secondary	1	1.7
	Bachelor's Degree	30	50
	Postgraduate Studies	29	48.3
	Total	60	100
Years of Experience	1-10 years	32	53.3
	11-20 years	16	26.7
	More than 20 years	12	20
	Total	60	100

3.4.2 Testing Data Distribution and Selection of Appropriate Statistical MethodsNormality Test of the Data

Table 4. Results of the Tests of Normality for the Responses of the Study Sample

Test of Normality	Statistic (K-S)	Sig.	Interpretation
Leadership Approach Variable	0.091	0.2	Sig. > 0.05
Governance Standards Implementation Variable	0.111	0.061	Sig. > 0.05

The normality of the data collected for each study variable was assessed using the Kolmogorov-Smirnov test through the Statistical Package for the Social Sciences (SPSS, Version 26). The results presented in the preceding table indicate that the significance values (Sig.) associated with all study variables exceeded the threshold of 0.05. Similarly, for the second dimension, the significance value was 0.482, which is also greater than the adopted significance level of 0.05. These findings indicate that the distribution of respondents' answers for all study variables follows a normal distribution. Consequently, parametric statistical techniques were deemed appropriate for data analysis and hypothesis testing. The statistical methods employed in the study are presented below.

3.4.3 Statistical Methods Employed

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS, Version 26). Several statistical techniques were utilized, including:

- Pearson's Correlation Coefficient, to assess the validity and internal consistency of the questionnaire items.
- Cronbach's Alpha Coefficient, to evaluate the reliability of the questionnaire scales.
- Frequencies and Percentages, to describe the demographic and personal characteristics of the respondents.
- Arithmetic Mean, to determine the degree of respondents' agreement or disagreement with the questionnaire statements.

- Standard Deviation, to measure the dispersion of responses around the mean. Lower standard deviation values indicate greater concentration of responses around the mean and, consequently, greater precision in the results.

To test the study hypotheses, inferential statistical analysis was employed using the one-sample t-test. This test was applied to determine whether respondents' evaluations of each study variable were statistically significant. The decision rule for hypothesis testing was based on comparing the calculated significance level (Sig.), obtained through SPSS, with the predetermined significance threshold of 0.05. If the probability value (P-value or Sig.) was less than or equal to 0.05, the hypothesis was accepted; otherwise, it was rejected.

3.4.4 Descriptive and Inferential Analysis of Respondents' Perceptions and Attitudes Toward the Study Variables

A. Descriptive Analysis of Respondents' Perceptions and Attitudes Toward the Study Variables

Prior to hypothesis testing, respondents' perceptions and attitudes were examined through an analysis of the statements associated with each dimension and construct of the questionnaire. The objective was to determine whether responses reflected a neutral or negative orientation (strongly disagree, disagree, neutral) or a positive orientation (agree, strongly agree). To achieve this, an agreement index was developed to facilitate the interpretation of respondents' answers.

Accordingly, the overall orientation of respondents toward the questionnaire statements was determined using the following statistical indicators: range, arithmetic mean, standard deviation, and relative weight.

The overall range was calculated to determine the length of the response categories within the five-point Likert scale used in the study. The range was computed as follows:

$$\text{Range} = \text{Highest Scale Value} - \text{Lowest Scale Value} = 5 - 1 = 4$$

To obtain the appropriate category width, the overall range was divided by the number of response categories:

$$\frac{4}{5} = 0.80$$

By successively adding 0.80 to the lower limit of each category, the upper limit of that category was obtained, and the same procedure was repeated for the remaining categories. This approach facilitates the identification of the overall position of respondents regarding the

questionnaire statements and enables a more accurate interpretation of their collective attitudes.

Response Option	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1	2	3	4	5

- If the arithmetic mean of the respondents' level of agreement for any questionnaire item falls within the range of [1.00-1.80], the level of agreement is considered very low.
- If the weighted arithmetic mean of the respondents' level of agreement for any questionnaire item falls within the range of [1.81-2.60], the level of agreement is considered low.
- If the weighted arithmetic mean of the respondents' level of agreement for any questionnaire item falls within the range of [2.61-3.40], the level of agreement is considered moderate.
- If the weighted arithmetic mean of the respondents' level of agreement for any questionnaire item falls within the range of [3.41-4.20], the level of agreement is considered high.
- If the weighted arithmetic mean of the respondents' level of agreement for any questionnaire item falls within the range of [4.21-5.00], the level of agreement is considered very high.
- The ranking of each item within a given dimension is determined according to the highest arithmetic mean score. In cases where two items have identical mean scores, the item with the lower standard deviation is assigned the higher rank.
- The relative weight of each item is calculated as the arithmetic mean of the item divided by the number of response alternatives on the Likert scale, according to the following formula:

$$\text{Relative Weight (\%)} = \left(\frac{\bar{X}}{K}\right) \times 100$$

where:

$\bar{X}$= arithmetic mean of the item;

K= number of response categories on the Likert scale.

Descriptive Analysis of Respondents' Data: Governance Standards Implementation in the Public Administrations Under Study

Table 5. Results of the Analysis of Respondents' Answers to the Governance Standards Dimension

Item No.	Statement	Mean (M)	Relative Weight (%)	Std	Rank	Respondents' Assessment
1	Compliance with applicable laws and regulations is maintained.	3.43	68.6	0.955	2	High Agreement
2	Public employees adhere to professional ethics.	3.48	69.6	0.917	1	High Agreement
3	A suitable work environment is provided that preserves employees' dignity and rights.	3.25	65	0.985	3	Moderate Agreement
Rule of Law Criterion	Overall	3.389	67.78	0.99181		Moderate Level of Implementation
4	All employees receive equal treatment without discrimination on any basis.	2.58	51.6	0.981	3	Moderate Agreement
5	Employees have the right to claim their rights in accordance with applicable laws and regulations.	3.47	69.4	0.928	1	High Agreement
6	Promotions are granted based on uniform criteria for all employees without discrimination.	2.97	59.4	0.961	2	Moderate Agreement
Justice and Equality Criterion	Overall	3.006	60.11	0.92578		Moderate Level of Implementation
7	Internal regulations, duties, and responsibilities assigned to each employee are clearly defined.	3.13	62.6	0.908	1	Moderate Agreement
8	An internal information system enables employees to access work-related information, including promotions, training programs, social services, and updated laws and instructions.	2.75	55	0.722	3	Moderate Agreement
9	Electronic platforms are available to enable citizens to access information on administrative procedures, applicable laws, and official instructions.	2.9	58	0.892	2	Moderate Agreement
Transparency	Overall	2.928	58.56	0.86135		Moderate Level of

Criterion						Implementation
10	Clear and established standards for rewards and sanctions exist.	3.2	64	0.919	2	Moderate Agreement
11	Established accountability mechanisms are applied to all employees.	2.92	58.4	0.853	3	Moderate Agreement
12	A clear and accurate job description exists for every position.	3.33	66.6	0.988	1	Moderate Agreement
Accountability Criterion	Overall	3.15	63	0.93161		Moderate Level of Implementation

The table above presents the results of the descriptive statistical analysis, including the arithmetic means, standard deviations, and relative importance percentages, reflecting respondents' perceptions and attitudes regarding their level of agreement (*strongly agree*, *agree*), disagreement (*disagree*, *strongly disagree*), or neutrality toward the statements designed to measure the extent to which governance standards are implemented within the public administrations under investigation. The findings indicate the following:

- Rule of Law Standard: This dimension ranked first in terms of perceived importance among respondents working in the public administrations under study. It recorded a mean score of 3.3889 and a standard deviation of 0.991, indicating a relatively high degree of consensus among respondents and a concentration of responses around the overall mean value. The mean falls within the range of 2.61 to 3.40, corresponding to the category *agree*. Furthermore, 67.78% of respondents agreed that the implementation level of the rule of law standard in public administrations is moderate.
- Accountability Standard: This dimension ranked second in terms of importance. It achieved a mean score of 3.1500 with a standard deviation of 0.931, suggesting a reasonable convergence of respondents' opinions around the overall mean. Since the mean falls within the range of 2.61 to 3.40, respondents generally agreed that the level of accountability implementation is moderate. The relative importance percentage reached 63.00%.
- Justice and Equality Standard: This dimension ranked third among the governance standards evaluated by respondents. It recorded a mean score of 3.0056 and a standard deviation of 0.925, indicating a satisfactory degree of consistency in respondents' perceptions. The

mean score falls within the range corresponding to agree (2.61–3.40), with 60.11% of respondents indicating that the level of implementation of the justice and equality standard in public administrations is moderate.

- Transparency Standard: This dimension ranked fourth in terms of perceived importance. It achieved a mean score of 2.927 and a standard deviation of 0.861, reflecting a relatively close clustering of responses around the overall mean. As the mean falls within the range of 2.61 to 3.40, respondents generally agreed that the level of transparency implementation in public administrations is moderate. The relative importance percentage reached 58.56%.

B. Descriptive Analysis of Respondents' Perceptions Regarding the Availability of Leadership Approach Dimensions in the Public Administrations Under Study

Table 06. Results of the Analysis of Respondents' Answers to the Leadership Approach Dimension

Item No.	Statement	Mean (M)	Relative Weight (%)	Std	Rank	Respondents' Assessment
13	The leader-manager involves department heads in formulating work policies.	3.18	63.6	0.959	1	Moderate Agreement
14	The leader-manager delegates part of their authority to promote cooperation and involve employees, according to their respective levels, in decision-making processes.	2.92	58.4	0.806	3	Moderate Agreement
15	The leader-manager fosters teamwork and encourages employees to work collaboratively.	3.13	62.6	0.755	2	Moderate Agreement
Participation and Empowerment Dimension	Overall	3.078	61.56	0.97613		Moderately Present
16	The leader-manager encourages the development of innovative approaches to work.	2.82	56.4	0.867	3	Moderate Agreement
17	The leader-manager promotes communication with employees to exchange ideas and resolve outstanding issues.	3.03	60.6	0.961	2	Moderate Agreement
18	The leader-manager ensures that every employee benefits from the	3.08	61.6	0.976	1	Moderate Agreement

	organization's training programs.					
Creativity Encouragement Dimension	Overall	2.978	59.56	0.96387		Moderately Present
19	The leader-manager continuously motivates employees through both financial and non-financial incentives.	2.67	53.4	0.886	3	Moderate Agreement
20	The leader-manager encourages initiative and positive change to overcome routine practices.	2.73	54.6	0.901	2	Moderate Agreement
21	The leader-manager ensures the implementation of a fair system of financial incentives.	2.9	58	0.858	1	Moderate Agreement
Motivation Dimension	Overall	2.767	55.33	0.91097		Moderately Present
22	The leader-manager demonstrates concern for the human aspect in dealing with employees.	3.18	63.6	0.959	1	Moderate Agreement
23	The leader-manager serves as a role model for employees in interpersonal interactions.	3.12	62.4	0.939	2	Moderate Agreement
24	The leader-manager takes individual differences (physical and intellectual) among employees into account in work performance.	2.78	55.6	0.827	3	Moderate Agreement
Care and Interpersonal Relations Dimension	Overall	3.028	60.56	0.89651		Moderately Present

The table above presents the results of the descriptive statistical analysis, including the mean scores, standard deviations, and relative importance percentages associated with respondents' perceptions and attitudes regarding the extent of their agreement (strongly agree, agree), disagreement (disagree, strongly disagree), or neutrality toward the statements used to assess the availability of the leadership approach dimensions within the public administrations under study. The findings can be summarized as follows:

- Attention and Interpersonal Relations Dimension: This dimension ranked first in terms of its perceived importance among respondents in the public administrations under investigation. It recorded a mean score of 3.0278 and a standard deviation of 0.896, indicating a relatively high

degree of consistency in respondents' views and a concentration of responses around the overall mean. Since the mean falls within the range of 2.61 to 3.40, corresponding to the "Agree" category, respondents agreed at a rate of 60.56% that the level of leadership practices related to attention and interpersonal relations in public administrations is moderate.

- Participation and Professionalization Dimension: This dimension ranked second in terms of perceived importance. It achieved a mean score of 3.0778 and a standard deviation of 0.896, reflecting a close convergence of respondents' opinions around the overall mean. The mean value falls within the 2.61 to 3.40 interval, indicating agreement. Accordingly, 61.56% of respondents agreed that the level of leadership practices associated with participation and professionalization in public administrations is moderate.
- Encouragement of Creativity Dimension: This dimension ranked third among the leadership dimensions examined. It recorded a mean score of 2.977 and a standard deviation of 0.963, suggesting a reasonable degree of homogeneity in respondents' perceptions. As the mean lies within the 2.61 to 3.40 range, respondents generally agreed, with a relative importance of 59.56%, that the level of leadership practices promoting creativity in public administrations is moderate.
- Motivation Dimension: This dimension ranked fourth in terms of perceived importance among respondents. It achieved a mean score of 2.7667 and a standard deviation of 0.9109, indicating a moderate clustering of responses around the overall mean. Given that the mean falls within the 2.61 to 3.40 interval, respondents generally agreed that the level of leadership practices related to motivation in public administrations is moderate, with a relative importance percentage of 59.56%.

C. Determining Statistical Significance and Testing the Study Hypotheses

To test the study hypotheses and determine the statistical significance of employees' perceptions regarding the extent to which Algerian public administrations have successfully adopted governance principles through a leadership-oriented approach, the **One-Sample t-Test** was employed. This test is among the most widely used inferential statistical techniques in empirical research, as it is designed to identify whether a statistically significant difference exists between the respondents' observed mean score

(the actual mean) and a predetermined theoretical value (the test value or hypothetical mean).

More specifically, the One-Sample t-Test examines whether a statistically significant difference exists between the actual arithmetic mean of respondents' answers and a fixed reference value. The theoretical value (hypothetical mean) was determined using the following formula:

$$a = \frac{H + L}{2}$$

where:

- H represents the highest coded value on the measurement scale (Strongly Agree);
- L represents the lowest coded value on the measurement scale (Strongly Disagree).

Accordingly:

$$a = \frac{5 + 1}{2} = 3$$

Thus, the theoretical mean adopted for the analysis was equal to **3**.

The purpose of the One-Sample t-Test is to assess the statistical significance of the difference $(\bar{X}-3)$, where $\bar{X}$ denotes the observed sample mean. Based on the significance and direction of this difference, the hypotheses are either accepted or rejected according to the following decision rules:

- Reject the null hypothesis (H_0) when the arithmetic mean of respondents' answers for a given variable is greater than the theoretical mean (3), meaning that the difference $(\bar{X}-3)$ is positive and statistically significant at the adopted significance level of 0.05. In this case, the alternative hypothesis (H_1) is accepted.
- Accept the null hypothesis (H_0) when the arithmetic mean is approximately equal to the theoretical mean (3), such that the difference $(\bar{X}-3)$ is equal or close to zero and is not statistically significant at the 0.05 significance level. Consequently, the alternative hypothesis is rejected.
- Accept the null hypothesis (H_0) when the arithmetic mean is lower than the theoretical mean (3), meaning that the difference $(\bar{X}-3)$ is negative and statistically significant at the 0.05 significance level. In this situation, the alternative hypothesis is also rejected.

The interpretation of the difference $(\bar{X}-3)$ is as follows:

- A positive difference indicates that respondents generally agree or strongly agree with the statements measuring the variable under consideration.
- A negative difference indicates that respondents generally disagree or strongly disagree with the statements measuring the variable.
- A difference that is equal or close to zero indicates respondent neutrality, suggesting the absence of a clear position regarding the content of the variable.

The statistical significance of the observed difference was determined according to the following criteria:

- The difference is considered statistically significant when the probability value associated with the t-statistic, denoted in SPSS as Sig., is less than the adopted significance level of 0.05.
- The difference is considered not statistically significant when the Sig. value exceeds 0.05.

3.5 Presentation and Analysis of the Results of the First Hypothesis

3.5.1 Research Hypothesis

"The level of implementation of governance standards in Algerian public administrations does not meet the required level from the employees' perspective."

To test this hypothesis, it was reformulated statistically at a significance level of **0.05** as follows:

3.5.2 Statistical Hypotheses

- Null Hypothesis (H_0): The level of implementation of governance standards in Algerian public administrations does not meet the required level from the employees' perspective at a significance level of 0.05.
- Alternative Hypothesis (H_1): The level of implementation of governance standards in Algerian public administrations meets the required level from the employees' perspective at a significance level of 0.05.

Table 7. Results of the Test of the First Hypothesis

One-Sample StatisticsTest Value = 3								
N	Mean	Std	Std. Error Mean	Mean Difference (M − 3)	t	df	Sig.	Decision
60	3.1181	0.86905	0.11219	0.11806	1.052	59	0.297	Hypothesis Accepted

The results indicate that the overall mean score for respondents' answers to all items comprising the first dimension, which measures the

extent to which governance standards are implemented in Algerian public administrations, was 3.1181, with a standard deviation of 0.86905. This relatively low standard deviation suggests a high degree of consistency among respondents' views and limited dispersion around the mean.

Furthermore, the standard error of the mean (Std. Error Mean = 0.11219) is very small, indicating that the overall mean provides an accurate representation of the central tendency of respondents' perceptions. The observed mean is also very close to the theoretical mean ($\mu = 3$), with a difference of only 0.11806 ($\bar{X} - 3 = 0.11806$).

To assess the statistical significance of this difference, a one-sample *t*-test was conducted. The calculated *t*-value was **1.052**, while the associated significance level was **0.297** ($p = 0.297$), which exceeds the adopted significance threshold of **0.05**. Consequently, the difference between the sample mean and the theoretical mean is not statistically significant.

These findings indicate that there are no statistically significant differences between employees' perceptions and the hypothetical benchmark value. Accordingly, the null hypothesis is accepted, confirming that, from the employees' perspective, the level of implementation of governance standards within Algerian public administrations does not meet the desired or expected level at the **5% significance level**.

3.6 Presentation and Analysis of the Results of the Second Hypothesis

The research hypothesis is stated as follows:

"The level of adoption of the leadership approach in Algerian public administrations does not meet the desired level from the employees' perspective."

To test this hypothesis, it was reformulated statistically at the **0.05 significance level** as follows:

3.6.1 Statistical Hypotheses

- Null Hypothesis (H_0): The level of adoption of the leadership approach in Algerian public administrations does not meet the desired level from the employees' perspective at the 0.05 significance level.
- Alternative Hypothesis (H_1): The level of adoption of the leadership approach in Algerian public administrations meets the desired level from the employees' perspective at the 0.05 significance level.

Table 08. Results of the Test of the Third Hypothesis

One-Sample StatisticsTest Value = 3								
N	Mean	Std. Deviation	Std. Error Mean	Mean Difference (M − 3)	t	df	Sig.	Decision
60	2.9625	0.9245	0.15395	-0.0375	-0.244	59	0.808	Hypothesis Accepted

It can be observed that the overall mean score for respondents' answers to all items of the second dimension, which measures the extent to which Algerian public administrations have adopted a leadership-oriented approach, reached 2.9625, with a standard deviation of 0.9245. This indicates a high degree of consistency in respondents' opinions and a limited dispersion of responses. Furthermore, the standard error of the mean (Std. Error Mean = 0.15395) is very small, suggesting that the overall mean accurately represents the central tendency of respondents' perceptions.

The calculated mean score is slightly lower than the theoretical mean ($\mu = 3$), with a difference of ($\bar{X} - 3 = -0.03750$). However, this difference is negative and statistically insignificant at the 0.05 significance level. The computed t-value was 0.244, while the corresponding p-value (Sig.) was 0.808, which exceeds the threshold of 0.05. Consequently, there are no statistically significant differences between the sample mean and the theoretical mean of 3.00. Based on these findings, the null hypothesis is accepted, stating that:

"From the employees' perspective, the level of adoption of the leadership approach within Algerian public administrations does not meet the desired standard at the 0.05 significance level."

4. Conclusion

The findings of this study demonstrate that governance in the public sector, through its emphasis on ethical values, transparency, accountability, integrity, anti-corruption measures, and the protection of public resources, can play a pivotal role in strengthening citizens' trust in the state and enhancing relationships between governmental institutions and civil society. Such benefits are particularly significant when governance reforms are accompanied by administrative reforms that promote leadership capabilities among public managers within the scope of their authority and responsibilities. By empowering leaders to motivate employees and enhance job satisfaction, these reforms can support the transition toward modern public administration, improve the performance of public institutions, increase citizen satisfaction, contribute to social welfare, and strengthen state institutions.

The main findings of the study can be summarized as follows:

- Algerian public administrations continue to face numerous shortcomings in the implementation of governance principles, largely due to insufficient political commitment and resistance to change from individuals who perceive reform as a threat to their personal interests.
- The highly formalized nature of administrative procedures and the entrenched bureaucratic culture within Algerian public administrations constitute significant barriers to leadership development, limiting managers' ability to act autonomously and make decisions without referring to higher hierarchical authorities.
- The absence of effective financial incentive systems for leaders in the public sector reduces their motivation compared to their counterparts in the private sector, where financial rewards play a critical role in encouraging and supporting leadership performance.
- Within certain departments of the Ministry of Finance, several initiatives have been introduced by managers to strengthen leadership capabilities through teamwork promotion and the delegation of authority to deputy directors and office heads. These practices have had a notably positive impact on employees' morale, sense of belonging, and willingness to take initiative.

5. Study Recommendations

Based on the field study findings, the study recommends developing specialized training programs for deputy directors and office heads to strengthen leadership competencies and managerial capabilities. It also calls for reforming the employee evaluation system to ensure objective performance appraisal aligned with established objectives and equitable rewards. Finally, promoting team-based work structures and project-based approaches is recommended to foster initiative, collaboration, and opportunities for employees to develop leadership skills.

6. Bibliography List

Al-Masri, E. I., & Amer, T. A. (2015). *Al Qiyada Al Idariyya wa Al Qaid Al Idari* (1st ed.). Giza, Egypt: Al Muassasa Al Arabiyya lil Ulum wa Al Thaqafa.

Baishi, M. B. (2019). *Tatbiqat Al Hawkama fi Al Qiyada Al Idariyya*. Retrieved from Markaz Abhath Dawliyya lil Tadrib: http://www.dawliataining.com/trainess/articles/show/15

Bakkoup, D. (2013). *An Attempt to Define the Concept of Governance.* Montpellier: LAMETA: Montpellier Laboratory of Theoretical and Applied

Economics, University of Montpellier. Retrieved from http://www.lameta.uni-montp.fr

Brest, P. (2011). Leadership in Public Organizations: The Case of Secondary School Principals. *Public Policy and Management, 28*(3), 333-351.

Brunelle, D. (2010). *Governance: Theories and Practices*. Retrieved from Classics of Social Sciences: http://uqac.ca/jmt-sociologue/

Dambri, L. (2012). Al Qiyada Al Idariyya wa Maharat Al Qaid lil Hukm Al Rashid fi Al Muassasat. *Majallat Al Ulum Al Insaniyya*, 87-101.

Fernandez, S. (2010). Exploring the Link Between Integrated Leadership and Public Sector Performance. *The Leadership Quarterly, 21*, 308-323.

Ghader, M. Y. (2012). Muhaddidat Al Hawkama wa Maayiriha. *International Scientific Conference on Management Globalization in the Knowledge Era.* Lebanon: Faculty of Business Administration, Al Jinan University.

Journard, R. (2009). *The Concept of Governance.* France: INRETS (National Institute for Transport and Safety Research).

Maltais, D., & al., M. L. (2007). Administrative Leadership as a Useful Concept for Modernization. *French Review of Public Administration*(123), pp. 423-442.

Orazi, D. C., Turrini, A., & Valotti, G. (2013). Public Sector Leadership: New Perspectives for Research and Practice. *International Review of Administrative Sciences, 79*(3), pp. 521-541.

Organisation for Economic Co-operation and Development (OECD). (2004). *OECD Principles of Corporate Governance.* Organisation for Economic Co-operation and Development (OECD). Retrieved from http://oecd.org/fr/gouvernementdentreprises/ae/principesdegouvernementdentreprises/3165074.pdf

Ramdani, L. (2017). Irsa Daaim Al Hawkama Al Muassasiyya li Muwajahat Al Azamat Dirasah li Aham Al Azamat wa Al Fadaih Al Maliyya li Kubrayat Al Sharikat Al Alamiyya. *Global Journal of Economic and Business, 3*(3), 17-24.

Wael, H. (2024). Al Janib Al Qanuniyya li Tatbiq Al Hawkama fi Al Qita Al Aam wa Dawruha fi Mukafahat Al Fasad Al Idari. *Al Majalla Al Arabiyya lil Nashr Al Ilmi, 7*(72), 497.

Yasso, D. (2016). *Governance of Public Enterprises in Southern Countries Between Mimicry, Improvisation, and Acculturation: A Comparison Between LNBTP Burkina Faso and PAC Benin.* https://shs.hal.science/halshs-01393655/document: GREGOR Research Group on Organizational Management.