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The Role of Budgetary Reforms Within the Organic Law No. 18-15 in Promoting New Public Management Practices - Applied Study on a Sample of Algerian Public Finance Departments

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Abstract :

This study aims to analyze the role of Budgetary Reforms introduced by Organic Law No. 18-15 on financial laws in promoting New Public Management (NPM) practices in Algeria. The literature has indicated the strong alignment between the principles of both variables, on the one hand, and the significant role played by financial reforms in establishing NPM' principles, on the other hand. This study employed a descriptive analytical approach and included a field study. An electronic and paper questionnaire was distributed to a random sample of 78 individuals working in the public financial and treasury sector in various regions of Algeria. We analyzed the collected data using SPSS v27, where the most important result obtained was a significant positive impact of budgetary reforms within Organic Law 18-15 on NPM practices in Algerian public finance departments.

Keywords: Budgetary Reforms, Organic Law No. 18-15, New Public Management, Algerian public finance departments.

JEL Classification Codes: H61; H83; P41.

Introduction:

The third millennium sparked a global social, scientific, and technological shift that reshaped daily life and transformed government operations. This demanded adaptation through accuracy, rapid implementation, efficient process structuring, streamlined procedures, and enhanced citizen-government engagement to build a transparent, competent, and responsive public administration.

A major strategy developed to enhance government and economic capacities in response to these changes is the New Public Management (NPM). This approach applies private-sector management principles and market mechanisms to modernize public sectors. Its benefits include improving institutional efficiency through results-based management and digital technology, enhancing transparency and responsiveness to citizens, and strengthening innovation. The NPM also positively impacts macroeconomic competitiveness and attractiveness to foreign investment.

Matching the worldwide trend, Algeria has implemented a number of economic and financial changes. The most recent is encapsulated in Organic Law No. 18-15 of September 2, 2018, which outlines budgetary system reform. This reform is critical given the general budget's importance as a tool for achieving economic equilibrium, stability, investment, development, and socially just redistribution of national income.

The literature regarding the importance of budgetary and financial reform in embodying and enhancing NPM practices has shown that financial reforms represent an essential component in shaping the effectiveness of NPM in public institutions by enhancing efficiency and accountability and focusing on performance, while considering that these reforms must be implemented cautiously to prevent an overemphasis on financial success at the expense of other essential public service aims. Accordingly, within this research paper, we seek to delve into the role of budgetary reforms included in Organic Law 18-15 issued on September 2, 2018, in strengthening NPM practices in Algerian public finance departments by adopting a field survey study on a sample of staff and managers working in many public finance services and departments, whose opinions we surveyed on the research topic. The problem addressed in this study is as follows:

How do Budgetary Reforms within the Organic Law 18-15 affect NPM practices in Algerian public finance departments?

This study is based on the following major hypothesis:

- There is a statistically significant correlation between Budgetary Reforms within Organic Law 18-15 and NPM practices in Algerian public finance departments at a significance level of 0,05.
- There is a statistically significant effect of budgetary reforms within the Organic Law 18-15 on NPM practices in Algerian public finance departments at the significance level of 0,05.

The main purpose of this study is to examine the influence of Algeria's Budgetary Reforms implemented under Organic Law 18-15 on enhancing NPM practices in Algerian public finance departments. In addition to the following objectives:

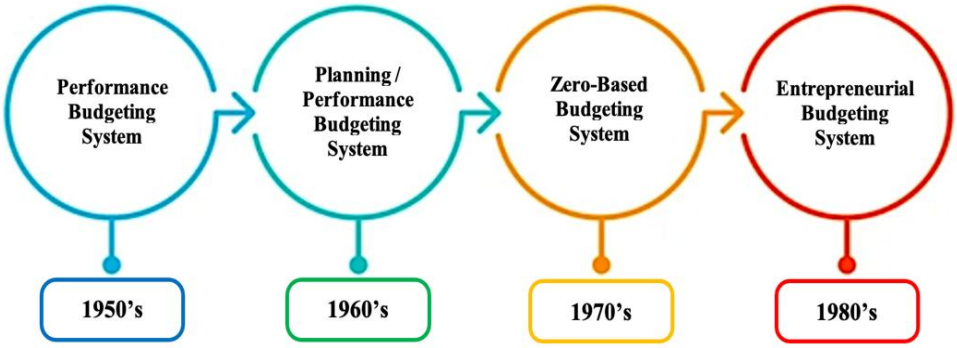
- Analyzing and assessing the most essential components of Budgetary Reform within the framework of Organic Law 18-15, particularly those connected to the consecration and strengthening of principles in line with NPM;
- Examining the most essential characteristics and benefits of implementing NPM in Algerian public finance institutions.
- Identifying approaches to maximize the benefits of Budgetary Reforms while building the concepts and pillars of NPM in Algerian public institutions.

I. Literature Review:

1. Budgetary Reforms:

The public budget system establishes and executes standards for allocating, spending, and recording financial resources. To reach this goal, public budget systems, particularly in countries with advanced economies, underwent many revisions during the last decades, The evolution of public budgeting since the 1950s has seen successive reforms aimed at improving accountability and efficiency. The 1950s introduced performance-based budgeting, linking funding to quantifiable achievements to prioritize effective projects (Philip G., 2008, pp. 49, 50). The 1960s shifted toward planning and performance systems under New Public Management, emphasizing evidence-based decisions (Schick, 1966, p. 244). The 1970s implemented zero-based budgeting, requiring rigorous reassessment of all programs with a focus on managerial analysis (Pyhrr, 1977, p. 2), as seen in the following figure:

Figure1: Budgetary Reforms Evolution



Source: Adopted from (Tsai-tsu, 2018, p. 79)

The 1980s saw project-based budgeting, which sought to enhance administrative responsibility by tracking performance outcomes (Cothran, 1993, p. 445). Collectively, these reforms aim to conserve future tax resources (Tsai-tsu, 2018, p. 79).

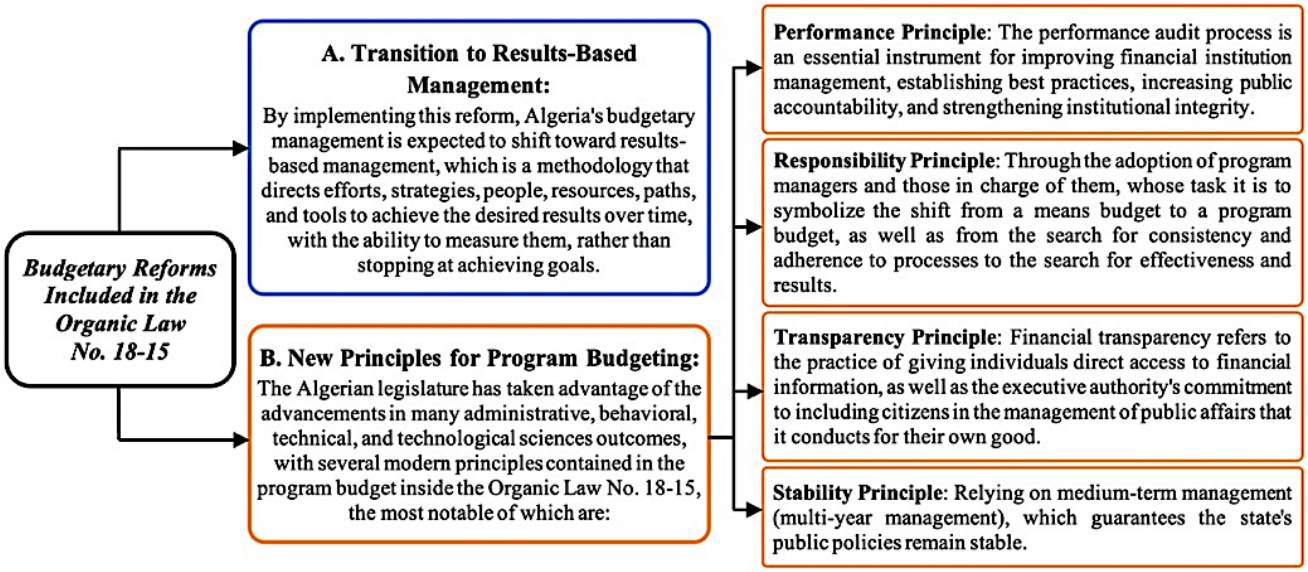
Financial policy is a critical component of reform, where public finance health indicates the success of economic strategies. Failure in areas like tax administration can lead to economic challenges and high inflation (Dabrowski, Luczyński, & Markiewicz, 2000, p. 7). Effective budget management reforms have proven successful through measures such as creating unified budgets, spending review committees, adaptable operating budgets, full-cost accrual accounting, and a results-based approach in public finance (Wanna, 2015, pp. 163, 164).

2. Recent Budgetary Reforms in Algeria and the Organic Law No. 18-15 on Finance Laws:

Algeria has implemented a comprehensive performance-based budgetary reform program, formalized by Organic Law No. 18-15 of September 2, 2018. This reform was motivated by the limitations of the previous input-based budgeting system, which failed to meet the demands of the country's market economy (Bensaoula & Bezzar, 2024, p. 426). The foundational law for the modern Algerian state's budget was Finance Law 84-17 of July 7, 1984. However, this item-based budget system was marked by inflexibility and deviations from its core principles, such as violating the annuality rule through excessive use of treasury special accounts and in-year regulatory adjustments, necessitating modernization (Benmoussa & Djebara, 2022, pp. 245, 247).

The reform process to update the outdated Finance Law 84-17 began with a draft in 2008, was revised in 2012, and after approval by the Council of Ministers in March 2018, was sent to Parliament. The Organic Law on Finance Laws No. 18-15 was finally promulgated in September 2018, following a seventeen-year reform effort and a special constitutional review process. This law represents the primary legal framework, alongside the Constitution, governing public finances in Algeria. The main Budgetary Reforms included in Organic Law No. 18-15 are summarized in Figure No. 2:

Figure2. The Budgetary Reforms Included in the Law No. 18-15



Source: Adopted from (Bouakaz & Bougroura, 2023, pp. 773, 774)

Organic Law 18-15 is characterized as the new legal framework for public finance in Algerian law, as it was marked by the inclusion of several new rules and processes, whether linked to the notion of the state budget and its structure or to finance legislation. This legislation seeks to bring about a comprehensive reform of public administration through the commitment to and achievement of objectives, as well as the activation of supervision of manager effectiveness (Bouakaz & Bougroura, 2023, pp. 772, 773)..

3. New Public Management:

A trend of thinkers in the literature has linked the effectiveness of NPM with ideas like administrative tendency and the spirit of initiative while trying to define its concept. Another trend focuses on the relationship between the concept of efficiency and the effectiveness of NPM, but they believe that the traditional definitions of effective government, which are

characterized by effective administrative tendency, in turn promote efficiency. Furthermore, we discover that some NPM scholars associate the latter with various administrative theories, among which are re-engineering and total quality management.

The literature on modern public management demonstrates that there is no agreement on a comprehensive and unified definition of this word. Theoretically, this concept has evolved from many schools of thought, but its central idea is that administrative practices in the private sector are more effective than those in the public sector, so they must be transferred and benefited from on the grounds that the public sector is ineffective, burdened with excessive bureaucracy, rigid, costly, and lacking innovation. As a result, managers must be empowered more effectively and at a reduced cost, and citizens' treatment must be modified to reflect their status as consumers. Thus, this paradigm is founded on the three E's: economy, effectiveness, and efficiency (Ouahchi & Ouahchi, 2019, p. 33).

Meanwhile, one of the most well-known critics of NPM, Henry Mintzberg, asserts that "Companies can learn from government as much as government can learn from companies," which leads us to describe the relationship between NPM and business administration as complementary and reciprocal (Andrew, 2002, p. 138).

"A transformative approach to public administration that advocates for applying entrepreneurial principles to government operations" is how David Osborne and Ted Gaebler describe the New Public Management (NPM). Ten fundamental ideas that have grown to be the cornerstone of NPM are outlined in their 1992 landmark book “Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector,” which is summed up in the following table:

Table 01: New Public Management: Ten Key Principles

Key Principles	***Interpretation***
Catalytic Government	Instead of providing services directly, governments should concentrate on establishing policies and direction (sometimes known as "steering"). This highlights privatization and outsourcing as ways to increase efficiency.
Community-Owned Government	Decentralizing authority by empowering communities to solve their own issues and encouraging participation.
Competitive Government	Creating competition among service providers to improve quality and cost-effectiveness, particularly via contracting out public services.
Mission-Driven Governance	Replace restrictive bureaucracy with mission-driven organizations that value outcomes ahead of rule compliance.

Customer-Driven Governments	Treating citizens as "customers" and personalizing services to their specific requirements, similar to private sector tactics.
Results-Oriented Accountability	Moving the focus from inputs to measurable outputs, using performance measures to assess success.
Entrepreneurial Government	Increasing income creation through user fees and creative initiatives rather than depending mainly on taxes.
Anticipatory Government	Prioritizing preventative measures more than costly corrective actions.
Decentralized Government	Increasing flexibility via decentralizing control within governmental organizations and empowering front-line employees.
Market-Oriented Solutions	Using market methods, such as vouchers or incentives, to solve public problems.

Source: Adopted from (Osborne & Gaebler, 1992)

Over the course of several decades, NPM has evolved via a dynamic interaction of ideological shifts, practical adjustments, and critical reactions. It initially emerged in the late 1970s and 1980s, responding to perceived inefficiencies in traditional bureaucratic models, influenced by neoliberal economics; it emphasized during that period privatization, marketization, and managerialism.

The primary adopters were the UK under Thatcher and the US under Reagan, who pioneered changes such as outsourcing and agencification (Pollitt & Bouckaert, 2004, p. 82). NPM extended internationally between the late 1990s and the year 2000, owing to international organizations and the success of early reforms advocated in several countries, including New Zealand, Australia, and developing nations by the OECD and World Bank (Jonathan, 2011, p. 22).

By the 2000s, critics had emphasized fragmentation, equality problems, and the deterioration of public service principles. In 2006, Dunleavy et al. stated that NPM's compartmentalized structures hampered coordination and proposed "Digital-Era Governance" centered on reintegration and technology, while Denhardt and Denhardt (2000) advocated the "New Public Service," prioritizing citizenship over customer models (Denhardt & Denhardt, 2000, p. 553).

Last but not least, the most significant changes of today integrate NPM with digital and collaborative approaches, where Osborne (2006) emphasizes the need for networked governance and stakeholder collaboration, calling it the "New Public Governance" (Osborne S. , 2006, p. 383). He compared the three approaches: Public Administration “PA,” New

Public Management "NPM," and the New Public Governance "NPG," as indicated in the table below:

Table 02: Public Management, New Public Management, and New Public Governance elements comparison

→ *Elements* ↓ *Approach*	***Theoretical Roots***	***Focus***	***Emphasis***	***Governance Mechanism***	***Value Base***
Public Management	Political science and public policy	The policy system	Policy implementation	Hierarchy	Public sector ethos
New Public Management	Rational/public choice theory and management studies	Intra-organizational management	Service inputs and outputs	The market and classical or neoclassical contracts	Efficacy of competition and the marketplace
New Public Governance	Organizational sociology and network theory	Inter-organizational management	Service processes and outcomes	Trust or relational contracts	Neo-corporatist

Source: Adopted from (Osborne S. , 2006, p. 383)

The successful adoption of NPM requires specific institutional, political, and cultural conditions. NPM necessitates the adoption of laws and institutions that facilitate the transition from inflexible hierarchies to flexible, market-oriented systems. In this paradigm, Sava (2000) believes that governments must pass legislation to allow for outsourcing, public-private partnerships (PPPs), and performance-based contracts (Savas, 2000, p. 147). Furthermore, NPM's efficient implementation is dependent on trained bureaucrats, strong management systems, and managerial autonomy through the empowerment of managers to make decisions, hire staff, and regulate budgets (Hood, 1999, pp. 4, 5). On the other hand, the excellent and effective implementation of current public management methods may face various hurdles, the most prominent of which are the cultural obstruction and inertia of bureaucracy, political instability, institutional and legal stiffness, misalignment with the local context, and finally the overemphasis on efficiency at the expense of equity (Denhardt & Denhardt, 2000, pp. 554, 555).

Many literatures reveal the principles alignment of both Budgetary Reforms and NPM, pushing for greater transparency, performance-based budgeting, and the decoupling of budgetary processes from traditional line-item methods typically associated with bureaucratic systems (Moore, 1995, pp. 21, 22). One of the most important crossovers between NPM and Budgetary Reforms is the implementation of performance-based budgeting (PBB), which relates financing to program performance and outcomes, reflecting the NPM's emphasis on

efficiency and results. This method encourages public managers to focus on attaining specified objectives while also improving expenditure accountability. For instance, many governments have moved away from incremental budgeting techniques and toward frameworks that prioritize money based on observable outcomes, which is one of the hallmarks of NPM (Surianti & Dalimunthe, 2015, pp. 202, 203). Moreover, Budgetary Reforms based on NPM principles also stress more accountability and openness in government expenditure. This is linked to the wider public service accountability movement, in which the public seeks greater transparency into how public funds are used. Tools like citizen budget reports and online expenditure monitors demonstrate the NPM's dedication to openness (Peters & Pierre, 1998, p. 228). This tendency has raised expectations that public managers will justify budget requests based on results and performance.

The literatures (mainly Algerian studies) collectively share a structural deficiency, as they remain mostly descriptive and legally interpretive, analyzing what is stipulated in the provisions of Organic Law 18-15 relating to financial laws instead of accurately measuring its results and effects. These studies rarely address the theoretical discussions addressed by (Hood, 1999), (Pollitt & Bouckaert, 2004), or (Denhardt & Denhardt, 2000). Our study, using a regression analysis model of employee perceptions and measuring the impact of budgetary reform within the framework of Organic Law 18-15 on modern public administration practices, comes as a methodological addition to most of these Algerian studies.

II. Methods and Materials:

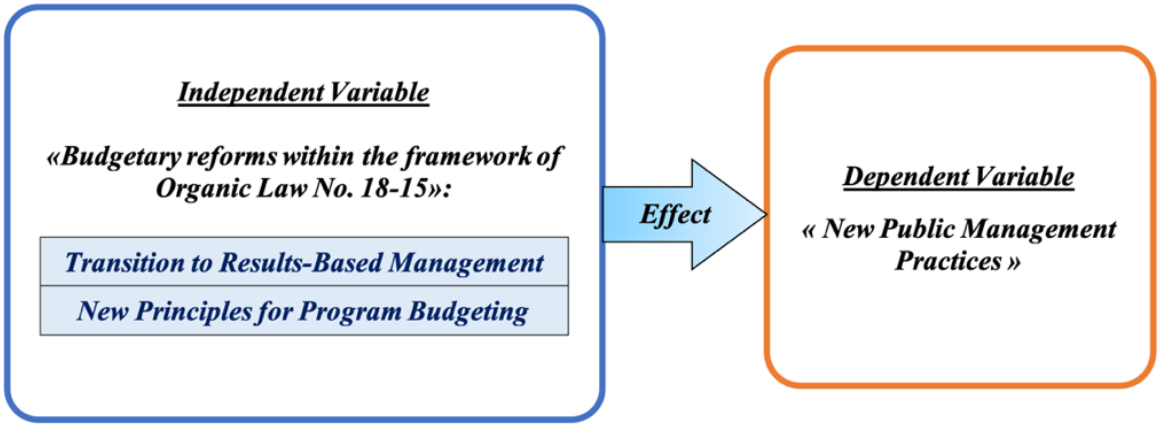
The analytical descriptive method was relied on in terms of assessing and reviewing the literature on the subject of the study and its variables. To extract and generalize sample data, we employed an empirical technique, where the experimental research was used in the applied study to analyze the effect correlations between the elements of the researched phenomenon. The target community includes different categories of public finance sector in many regions of Algeria, as employees and managers in these functional areas are fully aware of the nature of the organic law on budgetary reform, particularly in terms of New Public Management and attempts to enhance it. In this regard, an electronic questionnaire was issued using the Google Forms service. Equally a paper forms were delivered to officials and

employees of this sector, subject to the geographical locations we were able to reach and the study's timeframe which was during two months (October and November 2025).

Finally, 78 replies were obtained from both the paper and electronic versions of the disseminated questionnaire; thus, the focus of the field study was based on a random sample of 78 people, which we feel is sufficient to perform the study. We adopted random sampling to assure objectivity and eliminate personal bias, particularly when the subject contains sensitive variables. Random sampling also assures a satisfactory representation of the entire population, making the results more generalizable.

The five-point Likert scale was adopted to collect data on the variables under study, and the following figure expresses the study model that was derived from the literature that addressed the subject:

Figure3. The conceptual model of the study



Source: Adopted from literatures

The questionnaire's format consisted of 36 statements organized into three main sections, as seen below:

- *1st Section:* Includes the most important ***professional and job data*** of the sample members, which are, in order, “Educational Qualification;” “Nature of Position,” and “Experience in the Sector.”
- *2nd Section:* included phrases about the independent variable "***Budgetary reforms within the framework of Organic Law No. 18-15,***" where the axis included 20 statements through which the opinions of the sample members were surveyed regarding the aspects covered by the Budgetary Reform within the framework of Organic Law 18-15, where the axis was divided into two dimensions; the first was about the "*Transition to Results-Based*

Management," and the second was about the "*New Principles for Program Budgeting*," which are in order: *Performance, Transparency, Stability, and Responsibility Principles*.

- *3rd Section:* included statements about the independent variable "***Promoting New Public Management Practices,***" which included 16 phrases through which the opinions of the study sample were surveyed regarding the main axes expressing Promoting the New Public Management Practices.

III. Results and discussion:

1. Cronbach's Alpha Reliability Test Results:

The study questionnaire reliability was verified by adopting the "Cronbach's Alpha" coefficient, and the results were as shown in the table below:

Table 03: Cronbach's Alpha Reliability Test

Axis	Number of Sentences	Cronbach's Alpha value
Budgetary Reforms	20	0.940
NPM Practices	16	0.941
All Axes	**36**	**0.967**

Source: Adopted from SPSS V.27 Outputs

It is obvious from the above data that the value of the "Cronbach's Alpha" coefficient for all axes was (0.967) which is a statistically high value since it is more than (0.6) indicating that the study instrument has good reliability.

2. Statistical Description of the Sample:

The table below highlights the statistical description of the sample involved in the study:

Table 04: Statistical Description of the Sample

Qualification			Nature of Position			Experience in the Sector		
Category	**Freq**	**%**	**Category**	**Freq**	**%**	**Category**	**Freq**	**%**
Secondary	18	23	*Employee*	43	55	*Lower than 10 years*	25	32
Collegiate	51	65	*Service Head*	25	32	*Over 10 & under 15 years*	31	40
Postgraduate	9	12	*Department Head*	10	10	*Over 15 & under 20 years*	14	18
					3	*More than 20 years*	8	10
Total	**78**	**100**	**Total**	**78**	**100**	**Total**	**78**	**100**

Source: Adopted from SPSS V.27 Outputs

The table above shows that a significant proportion of respondents (approximately 65%) were university graduates, while around 12% held postgraduate degrees. This reinforces

the quality of the field study's data, as higher academic qualifications indicate greater understanding of both budgetary reforms and new public management practices. Regarding their position, the largest group of field study participants were employees. A significant number of service and department heads were also included, representing 25% and 10%, respectively. This further strengthens the quality of the field study's data. In terms of professional experience, the sample was concentrated among those with less than 15 years, while 28% of respondents had 15 years or more. This significantly supports the quality of the sample's responses, particularly regarding statements requiring professional expertise for comprehension and commentary.

3. Analyze of the Respondents' Answers to the Questionnaires:

In the following, the results of the responses of the study sample members on the sentences of the questionnaire related to the three variables are presented and analyzed.

Table 05: Respondents' Answers trends

Axes	Dimensions	Mean	SD	Trend
"Budgetary Reforms"	*Transition to Results-Based Management*	3.967	0.539	High
	New Principles for Program Budgeting	3.923	0.646	High
	Budgetary Reforms Axis	**3.945**	**0.581**	**High**
"*NPM Practices*"	***NPM Axis***	**3.903**	**0.634**	**High**

Source: Adopted from SPSS V.27 Outputs

Regarding the "Budgetary Reform" axis, the data of the table above demonstrates the strong agreement of the participants on the first dimension (Transition to Results-Based Management), which reaches a mean of (3.967) in a general trend of (High) along with the second dimension (New Principles for Program Budgeting) in a mean of (3.923). The general trend of the "Budgetary Reforms" axis was also (High) with a general average of (3.945), which reveals the sample members agree on the fundamental components on which the Budgetary Reforms established by Organic Law No. 18-15 are based.

The variable (NPM Practices), which was indicated on the second axis of the questionnaire, had an average of (3.903), with a general trend of (High), indicating that the sample members agreed on the relevance and availability of NPM Practices in Algerian public finance departments.

4. Hypotheses Test:

4.1. Testing Normal Distribution of Data:

To test normal distribution of data, the Kolmogorov-Smirnov and Shapiro–Wilk normality tests were adopted under the following hypotheses:

H_0: The collected data follows a normal distribution at a significance level of 5%

H_1: The collected data do not follow a normal distribution at a significance level of 5%

The test results are shown in the table below:

Table 06: Kolmogorov-Smirnov & Shapiro–Wilk Normality Tests

	Kolmogorov-Smirnov		**Shapiro–Wilk**	
	Test value	**Sig**	**Test Value**	**Sig**
"Budgetary Reforms"	0.102	0.200	0.868	0.204
"NPM Practices"	0.131	0.191	0.897	0.066

Source: Adopted from SPSS V.27 Outputs

The results of the above table show that the probability value of the "Kolmogorov-Smirnov" and "Shapiro-Wilk" normality tests for both study variables was greater than (0.05); this allows to adopt the null hypothesis (H_0), indicating that the questionnaire data follows a normal distribution, allowing to apply parametric tests.

4.2. Testing First Hypothesis:

The first hypothesis refers to analyzing the correlation between the studied variables. It was phrased as follows:

H_0: There is not a statistically significant correlation at a significance level of 5% between Budgetary Reform and NPM practices in Algerian public finance departments.

H_1: There is a statistically significant correlation at a significance level of 5% between Budgetary Reform and NPM Practices in Algerian public finance departments.

The Simple Linear Regression results are shown in the table below:

Table 07: Pearson Correlation Test Results

Hypothesis	**Pearson Coefficient**
There is a statistically significant correlation between Budgetary Reform and NPM Practices in Algerian public finance departments	**0.882** **Sig (0,000)**

Source: Adopted from SPSS V.27 Outputs

The statistics in the table above reveal that there is a strong positive correlation between Budgetary Reform and NPM practices, as the Pearson Correlation Coefficient was at the level of (0.882) with a significance level of (0.000), urging us to support the alternative hypothesis (H_1: There is a statistically significant correlation at a significance level of 5% between Budgetary Reform and NPM Practices in Algerian public finance departments). This is in line with the literature addressed above, which discussed the relationship and compatibility between the two variables under study.

The strong relation observed between the two variables can be attributed to the fact that Organic Law 18-15 established the program budgeting system, which replaced the line-item budgeting system. This transition (from focusing on inputs to focusing on outputs) is without a doubt the most important direct institutional element driving the adoption of NPM practices in Algeria. On the other hand, improved performance management, accountability frameworks, and results-based evaluation by advanced program budgeting administrations are another way to explain the strength of the relationship between the main study variables.

4.3. Testing Second Hypothesis:

The second hypothesis examines the impact of Budgetary Reform within the framework of Organic Law No. 18-15 on New Public Management practices in Algerian public finance departments, which goes as follows:

H_0: There is not a statistically significant effect at a significance level of 5% of Budgetary Reform on New Public Management practices in Algerian public finance departments.
H_1: There is a statistically significant effect at a significance level of 5% of Budgetary Reform on New Public Management practices in Algerian public finance departments.

To test the second assumption, we apply Simple Linear Regression:

Table 08: Simple Regression test results for Budgetary Reform & NPM Practices

R	R^2	Calculated F		Const			Reg Coeff		
		F	Sig	value	t-test	Sig	value	t-test	Sig
0.882	0.778	265.889	**0.000**	0.110	0.468	**0.641**	0.961	16.306	**0.000**

Source: Adopted from SPSS V.27 Outputs

The results of the statistical analysis in the above table show that there is a statistically significant impact of Budgetary Reform on New Public Management Practices in Algerian public finance departments, based on the Fisher test statistic value (265.889), which was with a probability value (Sig = 0.000). The value of the Determination Coefficient, which expresses the extent to which Budgetary Reform interprets the NPM Practices variable, was at the level of (0.778), which is a high value, while the regression coefficient value was (0.961), which indicates the positive effect of the model. This analysis leads us to confirm the alternative 2nd hypothesis, which states that "There is a statistically significant effect at a significance level of 5% of Budgetary Reform on New Public Management Practices in Algerian public finance departments."

4.4. Testing the Sub-Hypotheses:

The main second hypothesis was divided on two sub-hypotheses, the first investigates the influence of the Transition to Results-Based Management on NPM practices, while the second investigates the influence of the New Principles for Program Budgeting on NPM practices in Algerian public finance departments.

Equally, Simple Linear Regression was applied to test the sub-hypotheses, and the results are displayed in the table below:

Table 09: Simple Regression test results for the Sub-Hypotheses

1st Sub-hypotheses *(Transition to Results-Based Management)*									
R	**R^2**	**Calculated F**		**Const**			**Reg Coeff**		
		F	**Sig**	**value**	**t-test**	**Sig**	**value**	**t-test**	**Sig**
0.883	0.780	269.589	**0.000**	- 0.209	- 0.826	**0.411**	1.036	16.419	**0.000**
2nd Sub-hypotheses *(New Principles for Program Budgeting)*									
0.848	0.719	194.342	**0.000**	0.643	2.715	**0.008**	0.831	13.941	**0.000**

Source: Adopted from SPSS V.27 Outputs

The results of the statistical analysis in the above table show that there is a statistically significant impact of the Transition to Results-Based Management on New Public Management Practices in public finance departments, based on the Fisher test statistic value (269.589), which was with a probability value (Sig = 0.000). The value of the Determination

Coefficient, which expresses the extent to which the Transition to Results-Based Management interprets the NPM Practices variable, was at the level of (0.780), which is a high value, while the regression coefficient value was (1.036), which indicates the positive effect of the model. This analysis leads us to confirm the alternative 1st sub-hypothesis, which states that "There is a statistically significant effect at a significance level of 5% of the Transition to Results-Based Management on New Public Management Practices in public finance departments."

Equally, the above table shows that there is a statistically significant impact of the New Principles for Program Budgeting on New Public Management Practices in Algerian public finance departments, based on the Fisher test statistic value (194.342), which was with a probability value (Sig = 0.000). The value of the Determination Coefficient, which expresses the extent to which the New Principles for Program Budgeting interpret the NPM Practices variable, was at the level of (0.719), which is a high value, while the regression coefficient value was (0.831), which indicates the positive effect of the model. This analysis leads us to confirm the alternative 2nd sub-hypothesis, which states that "There is a statistically significant effect at a significance level of 5% of the New Principles for Program Budgeting on New Public Management Practices in public finance departments."

On the whole, the positive impact of budgetary reforms under Organic Law No. 18-15, enacted in September 2018, on NPM practices can be explained by the fact that this law represents a deliberate and profound departure from the logic of the previous Basic Law No. 84-17, which had regulated Algerian public finances for more than three decades. The traditional Algerian budget was a collection of distinct items aimed only at financing expenses, with no respect for desired objectives or economic and social rewards. It also lacked defined methods for assessing outcomes and assigning responsibilities. The sample members' comments acknowledged the difference between the scenario before and after the reform, demonstrating the reform's actual and concrete impact.

IV. Conclusion:

This study investigates the budgetary reforms established by Organic Law No. 18-15, which was passed on September 2, 2018, and how they enable Algerian public institutions to

use New Public Management techniques. The most noteworthy conclusions from this research were the following:

- The results of the correlation analysis between budgetary reforms within the framework of Organic Law No. 18-15 relating to financial laws and NPM practices in Algerian public institutions concluded that there is a strong and statistically significant correlation between the two variables, which is consistent, on the one hand, with what is stated in the entire literature that dealt with the relationship between the two variables, and which explains, on the other hand, the consolidation of the aims and objectives of the measures and reforms that Algeria underwent in the context of modernizing the public finance sector and budget program approaches, as well as modernizing public administration and services by adopting the NPM principles;
- Based on the data collected and analyzed after taking into account the opinions of workers in the Algerian finance and public budget sector, the simple linear regression analysis between the variables of the study resulted in a significant positive impact of Budgetary Reforms within the framework of Organic Law No. 18-15 relating to financial laws (including its dimensions: *Transition to Results-Based Management; New Principles for Program Budgeting*) on NPM practices in Algerian public institutions. This is consistent, on the one hand, with what was stated in the literature that dealt with the role of financial reforms undertaken by many countries of the world in order to enhance the principles and practices of NPM, and on the other hand, it confirms Algeria's focus and determination to direct efforts to modernize the finance sector and public treasury through Organic Law 18-15 to consecrate and enhance the principles of NPM and the public service modernization;

In light of the findings obtained, whether through analyzing and reviewing the literature on the subject's variables or through field study procedures, the following can be proposed:

- In the area of promoting and activating reforms that would advance the Algerian financial sector, we believe it is necessary to enhance transparency and accountability by creating integrated electronic platforms to publish the content of public budgets and Algerian national accounts in an updated and detailed manner;

- Efforts should also be made to digitize and technologically change by building integrated financial information systems that connect all Algerian government departments and allow for real-time data analysis, as well as to unify electronic platforms for tax, customs, and other financial services;
- To promote and consolidate the principles and practices of NPM, we believe it is critical to invest in innovation and scientific research through the establishment of government innovation centers to support the development of local technological solutions for public administration. We also believe that universities and the public sector should collaborate by investing in applied research initiatives to address contemporary administrative difficulties;
- International collaboration involves harnessing global experience by forming alliances with institutions like the United Nations and the World Bank to share best practices in modern public administration.

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