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*The Extent of Application of the Principles of Governance in Educational Institutions: A Case Study of the Directorate of Education of Tlemcen*

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### *Abstract*

Through this study, we have tried to clarify the role of governance in reducing job alienation, and this is because of its great importance, as it is one of the strategic goals of many developed countries, as it helps in the optimal use of resources, enhance accountability, good distribution and management of services, as it helps to alleviate cases The conflict in the institution and increases the cases of integration and interaction between stakeholders by increasing the effectiveness of disclosure, accountability, control and motivation.

The results indicate that:

- The degree of governance in the Education Directorate of the state of Tlemcen, from the point of view of the managers of educational institutions, was in general.
- The arrangement of the fields of applying governance was as follows: administrative empowerment, transparency, participation and accountability.

The degree of limiting job alienation in the Directorate of Education for the state of Tlemcen was also moderate in general.

High levels of job alienation are associated with individuals who carry low levels of administrative empowerment

✓ Keyword Governance-job alienation-Education Directorate-Tlemcen

## **1. INTRODUCTION**

Schools are currently witnessing many challenges and constraints imposed by globalization and increasing technological developments. These developments which led to a significant increase in information momentum and intense competitiveness with the level of development in international schools and their outputs, as well as the increase in global competition and the continuous change in consumer behavior and requirements. All these challenges have prompted schools to adopt the principles and tools of governance as a means to continue and strengthen their educational curricula, improve the level of knowledge, skills and experience they provide to students, and improve their mechanisms and methods of education. In view of the importance of improving the level of education, the importance of maintaining a high level of

quality with improvement, through the application of the concept of curriculum governance, which aims to maintain the quality of educational outputs, which is an essential element to improve the competitiveness of schools and ensure their continuity and success, through which long-term goals can be reached, and achieve organizational unity and integration in performance, which is reflected in the satisfaction of students.

Governance in schools is one of the modern concepts on which the management and organization of the educational process is based, as it is based on a set of laws, regulations and instructions, which aim to achieve total quality and excellence in performance by choosing appropriate and effective strategies to achieve the school's goals and strategic objectives. Therefore, school governance is the key to achieving educational institutions to the highest levels of value and content, by advancing the functions of the school and achieving its objectives, improving its educational outputs, and improving its curricula and academic courses, in line with the requirements and needs of the times Lavonen, (2007). The Ministry of National Education in Algeria seeks to develop the education system through the embodiment of sound administrative practices at all administrative levels in general and in educational institutions (primary, Intermediate, secondary) in particular, which represents the direct follower of the educational process, which enhances trust between the boss and the subordinate and all parties dealing with educational institutions, and these practices give the employee a feeling that he is considered the most important party of the organization in which he works, which supports his affiliation and loyalty.

In order to clarify the above, we decided that the structure and axes of the research should be as follows:

- 1- The methodological framework of the research.

2- The nature of governance.

3- Field study methodology.

4- Discussing the results.

1- Methodological framework of the research:

**1-1- Research objectives:**

Among the research objectives that we seek to achieve:

- Mastery of the theoretical foundations of governance and its importance.
- Identify the requirements for the application of governance.
- Knowing the most important obstacles facing educational institutions in the application of governance.

**1-2- The importance of the research:**

This research was chosen based on the scientific and applied importance that it possesses, which is represented in: The results of this study may help officials in the Ministry of National Education in how to apply the principles of governance in educational institutions. The results of this study help in improving and developing the mechanisms and methods that can be adopted in order to improve the application of governance in order to reach the end and transparency. This study may contribute to knowing the most important obstacles and obstacles facing the application of governance in educational institutions. It is hoped that this research represents a scientific addition in the field of educational studies, including a conceptual framework on governance in the education sector.

### **1-3- The research problem:**

The problem of the study is to answer the following main question:

To what extent are the principles of governance applied and their role in reducing job alienation in the educational institutions of the Directorate of Education of Tlemcen?

The main question is divided into the following sub-questions:

- What are the theoretical foundations of governance and what is its importance?
- What is the reduction of job alienation from the point of view of the managers of institutions in Tlemcen?
- Is there a difference in reducing job alienation from the perspective of heads of institutions?
- What are the obstacles facing educational institutions in implementing the principles of governance?

### **1.4 Hypotheses of the study**

The research is based on the following hypotheses:

There is an application of governance in the Ministry of National Education from the point of view of directors of educational institutions

There is no effect (statistically significant) between governance and reducing job alienation

There is no effect (statistically significant) on the role of governance in reducing job alienation from the perspective of managers of institutions of different gender,

educational qualification, Years of service.

## **5. The scientific methodology used in the research:**

The scientific method used in this research is the descriptive analytical method, where information related to the subject of the study was collected, in order to accurately describe the phenomenon and familiarity with all aspects related to it, and this information was analyzed to reach generalizable results and was based on the SPSS program.

### **1-6 limits of the Study:**

The limits of this study are determined as follows:

**Human limits:** This study is limited to the directors of educational institutions (primary, intermediate, secondary) affiliated to the Directorate of Education of the state of Tlemcen.

**Time limits:** starting from January 2022

**Spatial boundaries:** educational institutions of Tlemcen.

## **2- The Nature of Governance**

### **2-1- Definition of governance:**

The term corporate governance attracted the attention of many researchers and scholars in order to find a solution to the problem of agency that occurs between owners and management, so it was difficult to reach a consensus definition of corporate governance, and among the distinctive definitions, we mention the definition of the International Finance Corporation (IFC) Corporate governance as "the system through which companies are managed and controlled in their business." While the Organization for Economic Cooperation and Development (OECD)

defined it as "A set of relationships between the company's management, the board of directors, shareholders and other shareholders"<sup>1</sup> The 1992 CADBURES report described corporate governance as "a system whereby institutions are managed and monitored" and Hammad Abdel Aal defined it as "the system through which the organization's business is directed and monitored at the highest level in order to achieve its objectives and meet the necessary standards of responsibility, integrity and frankness."<sup>2</sup> The importance of corporate governance lies in being a necessary process to ensure the achievement of corporate objectives and corporate governance is based on three pillars<sup>3</sup>.

**Ethical behavior:** by following the values and good behaviors and ethical principles and good qualities  
**Control and accountability:** where governance mechanisms work mainly to ensure and protect the rights of shareholders through the provisions of control and control of performance  
**Risk management:** It is considered among the main pillars on which corporate governance depends, through which the organization can know the risks that threaten it and deal with them

2-2 Corporate governance rules  
The following table shows:

**Table 01: Corporate Governance Rules**

| The Rule     | Explanation                                                                                                                                         |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Transparency | Provide a clear, accurate and true picture of everything that is going on in the institution, and this leads to increased confidence, integrity and |

<sup>1</sup>Jabbar Abdel-Razzaq, Commitment to Basel Committee Organizations as an Introduction to Establishing Governance in the Arab Banking Sector, The Case of North African Countries" Journal of North African Economics, No. 7, Algeria, pg. 76

<sup>2</sup>Tariq Abdel-Al Hammad, Corporate Governance (Concepts, Principles, Experiences, Applications of Governance in Banks), University House, Egypt, without edition number, 2005, p. 3.

<sup>3</sup>Tariq Abdel-Al Hammad, the same previous reference, p. 3

|                    |                                                                                                                                                                                           |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | objectivity.                                                                                                                                                                              |
| the responsibility | Establishing a clear organizational structure that defines points of authority and responsibility, and holding officials and decision makers accountable for the results of their actions |
| accountability     | Hold decision makers and those who implement decisions accountable for the results of their decisions and actions                                                                         |
| Clarity            | Financial reports are characterized by transparency and clarity when they are prepared.                                                                                                   |
| independence       | This rule allows to reduce the conflict of interest situation                                                                                                                             |
| Justice            | Ensure equal treatment of all shareholders                                                                                                                                                |

Source: the researchers<sup>4</sup>

### **2-3 Governance of educational institutions:**

The concept of governance has begun to emerge in educational institutions in the recent period due to the difficulties experienced by these institutions and finding appropriate solutions to them, which caused a gap between the vision and the tangible reality, and governance in institutions is an important element in achieving their educational credibility, to distribute responsibilities and authorities and know their limits values system. It also works to strengthen the bonds of effective

<sup>4</sup>Khadra Seddiki, Social Responsibility in light of Corporate Governance, Forum of Business Organizations and Social Responsibility, University of Bechar, Algeria 2012.

communication as governance works to address any shortcomings in educational institutions. It seeks also to enhance its successes in order to achieve the planned educational and educational goals and improve education and educational outputs by activating the role of school administration, teachers, parents and society and the optimal use of time<sup>5</sup>. In addition to fighting corruption in institutions and ensuring full commitment to all employees of institutions, it also aims to encourage managers and professors to create, innovate and diversify their performance, develop the role of students' parents and enable them to obtain accurate information about the school's performance with integrity and transparency within the framework of the principle of accountability for the quality of its educational services<sup>6</sup>.

Educational institutions work to apply the principle of accountability as an integral and important part of the principles of governance according to four pillars: Providing students and their parents with the necessary information that allows them to hold the school administration accountable about its educational activities and services. School-based management, which aims to enhance the independence of schools in making their main decisions and controlling their resources Provide incentives to employees that contribute to enhancing their role and ensure their accountability for their performance and results on educational outcomes Ensure competition that aims to enhance its role in improving educational services and give the opportunity for private education to play its role in improving education services.

## **2.4Governance Objectives:**

Governance objectives can be defined as follows: Improving and developing the performance of the educational institution. Assist the management of the institution to formulate and build a sound strategy, and ensure effective decision-making that

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<sup>5</sup>Renaud, R. D. (2013). Attitudes and Dispositions. In J. Hattie and E. M. Anderman (Eds.), International Guide to Student Achievement. New York: Routledge

<sup>6</sup>Elizabeth Cleaver et al (2014) Teaching and Learning in Higher Education: Disciplinary Approches to Educational Enquiry

leads to efficient performance and improvement of the reputation of the educational institution in the community. Enhancing the effectiveness of the educational institution, and increasing its internal and external efficiency, through the formation of a working environment by improving educational and administrative practices in the educational institution. Emphasizing the responsibilities of the administration, evaluating its performance, promoting accountability and avoiding confusion between the tasks and responsibilities of the members of the educational institution. Creating a clear structure through which the objectives of the institution are determined and ways to achieve these goals and follow up their achievement with continuous review, acceleration, and development of the laws governing the disease of the educational institution.

### **3- Research Methodology:**

#### **3.1 Study population and sample:**

The study population consists of directors of educational institutions (primary, intermediate, secondary) in the state of Tlemcen, where we distributed the study tool to a group of directors of educational institutions affiliated with the Directorate of Education of the state of Tlemcen, and their number reached 40 directors, but the number of questionnaires recovered reached 35, i.e. an estimated rate of 87.5%, and the table below shows the distribution of the members of the study sample.

**Table2: Analysis of the general characteristics of the study sample**

| <b>Variables</b> |                   | <b>Number</b> | <b>Percentage %</b> |
|------------------|-------------------|---------------|---------------------|
| Gender           | Male              | 18            | 54.4%               |
|                  | Female            | 17            | 48.6%               |
|                  | Baccalaureate     | 0             | 0                   |
| Qualification    | Bachelor          | 22            | 62.9%               |
|                  | Magister and more | 13            | 37.1%               |
|                  | Less than 5       | 11            | 31.4%               |

|            |                    |    |       |
|------------|--------------------|----|-------|
|            | years              |    |       |
| Experience | 5 to 10 years      | 10 | 28.6% |
|            | 10 to 15 years     | 7  | 20%   |
|            | More than 15 years | 7  | 20%   |

**Source: Prepared by researchers based on SPSS outputs.**

### **Research Instruments**

In order to answer the problem and test the validity of hypotheses, the questionnaire was used to measure "the extent of the application of governance in the Directorate of Education of Tlemcen and its role in reducing job alienation from the point of view of directors of educational institutions", and the questionnaire may consist of three axes:

**The first axis:** contains 04 paragraphs aimed at knowing some personal information of directors of educational institutions in Tlemcen, namely (gender or gender, age, academic qualification).

**The second axis:** aims to measure the degree of application of governance in the Directorate of Education of Tlemcen and includes four main areas consisting of 43 items that dealt with the hypotheses of the research.

**The third axis:** measures the degree of reduction of job alienation in the Directorate of Education of Tlemcen, and consists of 20 items, dealing with the hypotheses of the research. The answer to these paragraphs was (strongly agree, agree, unsure, disagree, strongly disagree), and the questionnaire was divided as follows:

**Table3: Research Axes**

| N                                                                                                                                                                               | Axis                        | Number of paragraphs |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|
| The second axis: the degree of application of governance in the Directorate of Education of Tlemcen from the point of view of the directors of educational institutions         |                             |                      |
| 1                                                                                                                                                                               | Administrative transparency | 10                   |
| 2                                                                                                                                                                               | participation               | 15                   |
| 3                                                                                                                                                                               | empowerment                 | 9                    |
| 4                                                                                                                                                                               | accountability              | 9                    |
|                                                                                                                                                                                 | Total                       | 43                   |
| The second part: the degree of reducing occupational alienation from the point of view of the directors of educational institutions in the Directorate of Education of Tlemcen. |                             | 20                   |

**Source: Prepared by researchers based on SPSS outputs.**

### **B. Honesty of the questionnaire:**

stability means the stability of the scale and not contradictory with itself, that is, the scale will give the same results with a probability equal to the value of the coefficient if reapplied to the same sample, and we have through this study presented the questionnaire to a number of managers in the state of Tlemcen, and the number of paragraphs of the questionnaire 63 items. To verify the stability of the measuring instrument, the internal consistency was checked by calculating the alpha Cronbach's coefficient, which is illustrated in the following table:

**Table 4. Cronbach Alpha Stability Coefficient Test Results**

| The questionnaire axes                            | The number of paragraphs | Cronbach's Alpha Value |
|---------------------------------------------------|--------------------------|------------------------|
| Administrative transparency                       | 10                       | 0.94                   |
| participation                                     | 15                       | 0.96                   |
| empowerment                                       | 9                        | 0.92                   |
| accountability                                    | 9                        | 0.88                   |
| Total marks                                       | 43                       | 0.98                   |
| The role of governance in reducing job alienation | 20                       | 0.92                   |

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

As the table above shows, it is clearly that the stability coefficients of the study tool in all journals (transparency, participation, accountability, empowerment) exceeded (0.90), and the total score obtained the highest stability coefficient of 0.98, as for the role of governance in reducing job alienation on a high stability coefficient (0.92) and this indicates the accuracy of the measurement tool.

#### **4- Discussion of the results**

After collecting the study data, we reviewed and encoded it in order to enter it into the computer, where I was given five scores for the answer strongly agree, four scores for the answer I agree, three scores for the answer not sure, two scores for the answer I disagree, and one score for the answer I strongly disagree, in all paragraphs

of the study. To answer the study questions and test the validity of the hypotheses, we used the SPSS program to extract the arithmetic averages of the answers.

The mean value of the statements in the study tool (resolution) can be interpreted as shown in the following table:

**Table 5. Significance of the Arithmetic Mean**

| <b>Mean</b>       | <b>indication</b> |
|-------------------|-------------------|
| Less than 1.80    | very low          |
| From 1.80 to 2.60 | low               |
| From 2.60 to 3.40 | middle            |
| From 3.40 to 4.20 | high              |
| From 4.20 to 5    | very high         |

**Source: Abdel Fattah Ezz" Introduction to descriptive and inferential statistics using SPSS program Scientific algorithm for publishing and distribution Jeddah 2008 p 450**

Through the data obtained, we reached the following results:

#### **Results related to the first hypothesis:**

**Part I: The degree of application of governance in the Directorate of Education Tlemcen from the point of view of principals (primary principal, intermediate principal, secondary principal).**

To answer this question, the arithmetic averages have been extracted, and the following table shows this:

**Table 6.: Arithmetic averages and standard deviations of the degree of application of governance in the Directorate of Education of Tlemcen from the point of view of the principals according to the paragraphs and fields of study.**

|                                                                                                                                                                                               |                |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------|
| The Directorate coordinates its activities and programs with the local community.                                                                                                             | 2.4000         | medium |
| The Directorate publishes periodic reports on its achievements.                                                                                                                               | 2.3429         | medium |
| The Directorate allows heads of departments and principals of schools to view its plans.                                                                                                      | 2.1429         | medium |
| The Directorate provides information in a timely manner without delay.                                                                                                                        | 2.7059         | medium |
| The Directorate pursues clarity and disclosure in carrying out its work.                                                                                                                      | 3.0286         | medium |
| The Directorate provides documents on its objectives and operating philosophy.                                                                                                                | 2.6000         | medium |
| The Directorate conducts an evaluation of its performance with the participation of the relevant parties.                                                                                     | 2.8286         | medium |
| The Directorate adopts specific and announced foundations and standards to ensure transparency and equal opportunities among employees when applying human resources policies and procedures. | 2.4857         | medium |
| The Directorate provides clear systems, instructions, and protection for reporting corruption practices by its employees.                                                                     | 2.8000         | medium |
| The Directorate provides a mechanism for receiving complaints and suggestions.                                                                                                                | 2.8529         | medium |
| <b>Administrative transparency in general</b>                                                                                                                                                 | <b>2.61875</b> | medium |
| The directorate involves principals in evaluating school work results.                                                                                                                        | 2.9429         | medium |
| The directorate cooperates with the directors to manage crises.                                                                                                                               | 2.4000         | medium |
| The directorate involves the directors in making decisions related to the directorate.                                                                                                        | 3.0000         | medium |
| The Directorate involves the relevant institutions in making decisions that require their participation                                                                                       | 3.0286         | medium |
| The Directorate accepts the proposals of institutions related to the services it provides.                                                                                                    | 2.2286         | medium |
| The Directorate makes room for the concerned parties in the service it provides                                                                                                               | 2.8000         | medium |

|                                                                                                                                                                      |        |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|
| to clarify and discuss their ambiguous matters and answers their inquiries with open arms.                                                                           |        |        |
| The Ministry is keen to inform employees of the results of their work.                                                                                               | 2.9714 | medium |
| The Directorate involves managers in the processes of developing and simplifying procedures for their work.                                                          | 2.6286 | medium |
| The Directorate encourages and supports managers to present creative and innovative ideas to participate in the processes of continuous development and improvement. | 2.7879 | medium |
| The Directorate encourages managers to express opinions and make suggestions.                                                                                        | 2.7879 | medium |
| The Directorate involves trust between it and the managers by making decisions and drawing visible policies that support everyone's participation.                   | 3.1212 | medium |
| The directorate involves managers in formulating its strategic plans.                                                                                                | 2.6857 | medium |
| The Directorate encourages managers to detect errors and work to correct them.                                                                                       | 3.4545 | high   |
| The Directorate is keen to listen to the managers' problems and needs and works to meet them.                                                                        | 2.9429 | medium |
| The Directorate provides an effective incentive system to encourage employees to cooperate with it.                                                                  | 2.8857 | medium |
| Sharing in general                                                                                                                                                   | 2.6173 | medium |
| The Directorate is keen to listen to the problems and needs of managers.                                                                                             | 2.7941 | medium |
| The Directorate encourages managers to work in a team spirit.                                                                                                        | 2.5882 | medium |
| The Directorate is keen to establish human relations in the institution based on respect for the individual's personality                                            | 2.6857 | medium |
| The Directorate defines the powers and tasks of its employees in an integrated manner without conflict or overlap.                                                   | 2.4375 | medium |
| The Directorate powers to solve managers' problems and meet their needs.                                                                                             | 2.9143 | medium |
| The Directorate is granted powers commensurate with the responsibilities entrusted to them.                                                                          | 2.8182 | medium |
| The directorate pays attention to managers without discrimination.                                                                                                   | 2.5429 | medium |
| The Directorate strengthens the loyalty of                                                                                                                           | 2.5000 | medium |

|                                                                                                                                          |               |        |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| its employees.                                                                                                                           |               |        |
| The Directorate provides the appropriate environment for the exchange of information and ideas among its employees                       | 2.6286        | medium |
| <b>empowerment in general</b>                                                                                                            | <b>2.6566</b> | medium |
| The Directorate informs the directors of the regulations and instructions in force in the Directorate.                                   | 2.8857        | medium |
| The directorate acquaints the directors with the list of penalties and finds out the gradation of the penalty in case of recurrence.     | 2.4286        | medium |
| The Directorate informs the managers of their rights, duties and responsibilities assigned to them so that they can be held accountable. | 2.7647        | medium |
| The accountability mechanisms in the directorate are clear.                                                                              | 2.5429        | medium |
| The accountability mechanisms in the Directorate allow monitoring and review at any time.                                                | 2.5294        | medium |
| Accountability is carried out in the Directorate based on reliable information.                                                          | 2.6571        | medium |
| The Directorate adopts an effective internal system to monitor the professional behavior of its employees.                               | 2.6000        | medium |
| The Directorate is committed to applying accountability away from nepotism.                                                              | 2.5143        | medium |
| <b>accountability in general</b>                                                                                                         | <b>2.6153</b> | medium |
| <b>governance in general</b>                                                                                                             | <b>2.6226</b> | medium |

**Source: Prepared by researchers based on SPSS outputs**

It is clear from the table from the point of view of the members of the study sample, that the degree of application of governance in the Directorate of Education of Tlemcen was average in general and in all areas of study (transparency, participation, accountability, empowerment), and the areas were as follows: The field of administrative transparency with an arithmetic average of 2.61875 with its paragraphs: "The Directorate pursues clarity and disclosure in the practice of its work", "The Directorate provides clear systems, instructions and protection for reporting corrupt practices by its employees".

As for the field of participation, with an arithmetic average of 2.6173, through its paragraphs, "the Directorate involves managers in making decisions related to the Directorate", "The Directorate involves the relevant institutions in making decisions that require their participation". As for the field of empowerment, it is expressed with an average of 2.6566 in its paragraphs: "The Directorate is keen to listen to the problems and needs of managers", "The Directorate works to solve the problems of managers and meet their needs". Finally, the field of accountability with an arithmetic average of 2.6153 with its paragraphs: "The Directorate informs the directors of the regulations and instructions in force in the Directorate", "The Directorate informs the directors of their rights, duties and responsibilities so that they can be held accountable for them".

## **Part II: The role of applying the principles of governance in reducing job alienation in educational institutions affiliated to the Directorate of Education of Tlemcen.**

To answer this question, the arithmetic averages have been extracted, and the following table shows this:

**Table 7. Arithmetic means and standard deviations, the role of applying the principles of governance in reducing job alienation in educational institutions affiliated to the Directorate of Education of Tlemcen, according to the study items.**

| paragraph                                                          | Mean   | Degree |
|--------------------------------------------------------------------|--------|--------|
| Workers are free to express ideas about work                       | 2.9143 | middle |
| Employees have the opportunity to learn about the results of work. | 2.7714 | middle |
| Management deals with all employees in an appropriate manner.      | 2.7429 | middle |
| Employees have opportunities to participate in training courses.   | 2.1429 | middle |

|                                                                                                         |        |        |
|---------------------------------------------------------------------------------------------------------|--------|--------|
| Employees have the opportunity to innovate and be creative at work.                                     | 2.7429 | middle |
| Promotion in the directorate takes place according to appropriate conditions.                           | 2.7714 | middle |
| Management encourages effort at work.                                                                   | 2.9143 | middle |
| The work is distributed in the ministry according to the directorate according to specialization.       | 2.5714 | middle |
| The wishes of the transport workers are catered for if they wish.                                       | 2.7429 | middle |
| Coordination of work takes place in rotation within the department.                                     | 2.6286 | middle |
| Private phone calls are permitted when necessary.                                                       | 2.523  | middle |
| The use of social media is allowed to reduce boredom and fatigue.                                       | 2.4571 | middle |
| The necessary trainings are conducted outside and inside the directorate.                               | 2.5429 | middle |
| The opinions of workers are taken in some matters related to the work.                                  | 2.3714 | middle |
| Some private business is allowed during working hours                                                   | 2.9714 | middle |
| Employees are informed of work developments.                                                            | 2.3143 | middle |
| Management takes into account the psychological state of workers.                                       | 2.9143 | middle |
| Punitive measures are not taken against violators except after verifying the violation and its motives. | 2.1714 | middle |
| Material and moral incentives are given to workers objectively and without favoritism.                  | 3.0857 | middle |
| The degree of job alienation reduction in general                                                       | 2.7985 | middle |

**Source: Prepared by researchers based on SPSS outputs**

Through the answers obtained and shown in the table above, it becomes clear to us that the degree of reducing job alienation was medium, as we noticed the application of many measures in the Directorate of Education to reduce job alienation, for example: allowing workers to make private phone calls when necessary, and involving them in special events, freedom to express ideas for work, management taking into account the psychological state of workers, providing the

opportunity for innovation and creativity at work.

### Results related to the second hypothesis:

"There are no statistically significant differences at the level of significance between governance and the reduction of job alienation from the point of view of the directors of educational institutions affiliated to the Directorate of Education of Tlemcen."

**Table N8: Pearson's correlation coefficient to illustrate the relationship between governance (administrative transparency, participation, empowerment, accountability) and its role in reducing job alienation.**

|                             |                       |                                                     |                  |
|-----------------------------|-----------------------|-----------------------------------------------------|------------------|
| Administrative transparency | functional alienation | correlation coefficient<br>Statistical significance | *0.480<br>00.001 |
| participation               | functional alienation | correlation coefficient<br>Statistical significance | 0.660<br>0.00    |
| empowerment                 | functional alienation | correlation coefficient<br>Statistical significance | 0.580<br>0.00    |
| accountability              | functional alienation | correlation coefficient<br>Statistical significance | 0.680<br>0.00    |
| governance in general       | functional alienation | correlation coefficient<br>Statistical significance | 0.683<br>0.00    |

**Source: Prepared by researchers based on SPSS outputs**

Through the above table, we see that there is a statistically significant correlation with a significance level of less than 0.05 between the application of governance through its four areas (administrative transparency, participation,

empowerment and accountability) and reducing the functional alienation of managers in the Directorate of Education of Tlemcen.

#### **4. Conclusion**

Job alienation is one of the organizational phenomena that limit the progress and development of employees and affect the performance of the organization, and therefore it is an important concept as it is based on the human resource, which is one of the important organizational resources. The employees' sense of meaninglessness or lack of a specific goal for them, as well as the sense of difference between goals and appropriate means to achieve them, as well as social isolation, and alienation from oneself, all of these phenomena that negatively affect the performance of employees and thus negatively affect the performance of the organization.

Through this study, we have tried to clarify the role of governance in reducing job alienation and this is because of its great importance, as it is one of the strategic objectives of many developed countries, as it helps to optimize the use of resources, enhance accountability, and good distribution and management of services, and it also helps to mitigate conflict situations in the institution and increase cases of integration and interaction between stakeholders by increasing the effectiveness of disclosure, accountability, control and motivation.

- Through this study, we reached a set of results, which we will summarize as follows:
- The degree of governance in the Directorate of Education of Tlemcen from the point of view of the directors of educational institutions was generally average.
- The areas of application of governance were arranged as follows: administrative empowerment, transparency, participation and accountability. The degree of reduction of job alienation in the Directorate of Education of

Tlemcen was also generally average.

- High levels of job alienation are associated with individuals with low levels of managerial empowerment. Developing employees' awareness of managerial empowerment encourages them to take responsibilities and learn from their mistakes.
- Through the answers obtained, we found that the Directorate of Education involves principals in evaluating the results of school work, and also involves them in decision-making. It also publishes periodic reports on its various achievements, and coordinates with the local community.
- There is a positive relationship between governance, reduction and job alienation and this is what the results of the study showed. We found a statistically significant correlation between the application of governance through its four areas: administrative transparency, empowerment, accountability ...
- We found a statistically significant correlation between the application of governance through its four areas: administrative transparency, empowerment, accountability and participation, and reducing job alienation among the sample members.

### **Recommendations**

In light of the findings, we recommend the following:

- Work should be done to strengthen governance in all its fields in the interest of the Directorate of Education, principals and staff.
- The need to involve all levels in the formulation of plans and decision-making.

- Work to improve and develop the work environment to reduce bureaucracy and red tape at work.
- The need to pay more attention to the human element in order to address functional alienation.

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