

The intermediate role of professional compatibility in the relationship between the value system and administrative creativity among employees of regional communities in the municipalities of the state of M'sila (Algeria)

LEFKIR Ali ¹, CHEIKHAOUI Salaheddine ², BELOUADAH Rabie ³

¹: University of Mohamed El Bachir El Ibrahimi, Bordj Bou Arreridj, Algeria, ali.lefkir@univ-bba.dz

²: University of Mouloud Mammeri, Tizi-Ouzou, Algeria, cheikhaoui@ummto.dz

³: University of Ziane Achour, Djelfa, Algeria, rbelouadah2015@gmail.com

Received:19 /09/2024, Published: 24/11/2024

Abstract

The aim of this study is to identify the intermediate role of professional compatibility in the relationship between the value system and administrative creativity among employees of the regional communities in the municipalities of the state of M'sila. To achieve this objective, a descriptive-analytical approach was employed. Following a review of the theoretical literature on the subject, a questionnaire consisting of three sections was designed. The first section pertained to the value format, encompassing four dimensions; the second section addressed professional compatibility, also comprising four dimensions; and the third section focused on administrative creativity, consisting of five dimensions. The questionnaire's psychometric characteristics were confirmed to be valid and consistent. The research tool was administered to a sample of 170 employees. Statistical analysis of the data using the SPSS Amos program yielded the following results:

The professional compatibility variable plays an intermediate role in the relationship between the value system and administrative creativity among employees of regional groups.

Keywords:

value alignment, professional compatibility, managerial creativity, regional groups, employee.

1. Introduction

The topic of success and entrepreneurship in business management, which is sought by contemporary organizations, is no longer something determined and controlled by financial funding only, similar to past eras, but it has become known that the equation of success and institutional excellence includes new, decisive, and more important parties than money; it is ideas.

The organization's need for a capable employee makes it work more effectively in attracting and selecting competencies to reach this organization's goals. This ability does not come from two things, the first of which is scientific competence, which is translated by a certificate commensurate with the requirements of the position, and personal competence, which is translated by the employee's behavior, the direction of his work, and the direction of his colleagues and others.

Scientific competence may not pose the slightest embarrassment to those responsible for selection at the level of the human resources management interest, but behavioral competence, which means the value side of individuals, is one that cannot be judged on its effectiveness or stand out for what it really is only after the involvement of this employee in the organizational environment.

The Administrative Reform recently introduced by the Algerian regional communities—formerly the local administration—within the framework of the revival of municipalities as a public utility instead of a department has made the municipality live a kind of mobility, at the organizational level or at the level of citizens.

This movement created at the level of the senior leadership of this facility the desire to keep up with the rapid pace of this transformation and even aimed mainly at restoring the municipality as a basic and active nucleus in the local community, as a servant and serviced at the same time by providing services and creating incomes to relieve the embarrassment of lack and scarcity of resources.

It is no secret to the tracker of the affairs of the regional communities that they are experiencing several organizational and administrative problems, which have made them flounder in a managerial randomness reflected on the employee. He has become aware of the bureaucracy that has become a

feature of most municipalities, especially at the level of dealing and duplication for supervisors, and the emergence of organizational blocs, resulting in organizational conflicts that embody all the transactions that reach the decision-making centers, to practice a policy of exclusion on the other side, exaggerating the application of laws and regulations, and even scrutinizing the details of the employee. The local administration, with its three levels, is considered an organization that suffers from the stereotyping of other institutions in management and organizational rigidity that does not give the employee that freedom to think and create, which is beneficial at the personal and organizational levels of the organization. It even went so far as to completely ignore it in the decision-making process, even out of participation (participatory) in the management of this organization. All these circumstances played a major role in the emergence of several symptoms of occupational disease among employees, including the prevalence of the phenomenon of professional incompatibility.

Therefore, it was necessary to examine the reality of the formation of value systems for this employee in light of the rapid changes taking place in his work environment, and its reflection on the professional compatibility and administrative creativity of the employee. Perhaps it has become important for those in charge of the regional communities' sector to strive to bring employees to acceptable levels of professional compatibility and managerial creativity, in order to create stability. Hence, this study came to try to reveal the intermediate role of personal values in the relationship between professional compatibility and administrative creativity, and on this basis, the main question came as follows: what is the intermediate role of professional compatibility in the relationship between the value system and the level of administrative creativity among employees of regional groups? In the light of this question, there are several sub-questions, such as the following:

- Is there a relationship between the value system and the administrative creativity of the staff of the regional communities?
- Does professional compatibility contribute to raising the level of administrative creativity among employees of regional communities?
- Is there a relationship between the value system and the professional compatibility of the staff of the regional groups?

2. Study Hypotheses

Based on the questions posed in the study problem, they were answered according to the formulation of the following hypotheses:

- There is a relationship between the value system and the administrative creativity of the staff of the regional groups.
- Professional compatibility contributes to raising the level of administrative creativity among employees of regional communities.
- There is a relationship between the value system and the professional compatibility of the staff of the regional groups.
- The professional compatibility variable plays an intermediate role in the relationship between the value system and managerial creativity among employees of regional groups.

3. Study objectives

- The extent to which the formation of professional value systems contributes to achieving professional compatibility among employees of regional groups.
- To verify the existence of a relationship between the value system and the professional compatibility of the employees of the regional groups.
- To reveal the extent to which the professional compatibility variable contributes to the intermediate role in the relationship between the value system and administrative creativity among the employees of regional groups.

4. Procedural Concepts of Study Variables

4.1. The Concept of Value Format

A. Terminology: defined as:

Abdullatif Khalifa defined the value system as the phrase “about the comprehensive construction or organization of the individual's values, and each value in this system represents one of its elements, and these elements interact together to perform a certain function for the individual” (Khalifa, 1992, p. 54).

Procedural definition of a value system: it is a hierarchical arrangement of a set of values, habits, ideals, beliefs, etc., which are considered a clear perception that determines for a person what is desirable and what is undesirable. It allows him to identify methods, means, and goals for certain issues, and this is manifested in human behavior. It is the degree to which employees of regional groups of values (religious, economic, social, and professional) receive on the questionnaire of the value format used as a research tool in the current study.

4.2. The Concept of Professional Compatibility:

A. Terminology: Defined as:

a dynamic, changing state of consistency or congruence between the individual's abilities and needs on the one hand and the actual and social requirements of the work environment on the other hand, and this state manifests itself in achieving a degree of symmetry between the needs and goals of the individual and the needs and goals of the organization on the other hand so that each achieves a sense of satisfaction (al-Maghrabi, 2016, p. 154).

B. Procedural definition of professional compatibility:

It is a state of harmony reached by individuals while performing their work in their organization, and this harmony appears at the level of both the relationship with colleagues and supervisors and translates to the state of satisfaction with material conditions such as pay, promotions, and work climate.

4.3. The Concept of Managerial Creativity

Al-Sakarnah defines managerial creativity as "the initiative shown by an employee or manager with his ability to deviate from the normal or traditional sequence of thinking, and this conscious change is carried out through the process at which the employee becomes sensitive to problems, shortcomings, changes in knowledge, and missing elements, and then creative thinking is directed towards the requirements of the administrative process, especially in the business field." (Abu Hine, 2010, p. 70).

Procedural definition of administrative creativity: it means innovative administrative practices through which the administrative problems facing them are solved, whether in terms of making decisions, performing administrative work, or providing services in an unfamiliar way that allows achieving outstanding performance within the regional community, and we mean the degree to which employees of regional communities receive the administrative creativity questionnaire.

4.4. The Concept of Regional Groups

A. Terminology

It is defined as "the process of distribution of administrative functions between the central authority and local bodies elected from the total population of the territorial unit, which gives them the authority to broadcast and act in matters of interest to these local residents under the control of the central authority" (Zeidan, 2014, p. 29).

Law No. 10-11 of June 22, 2011 on the municipality defines it in its first article: "The municipality is the base territorial group of the state, enjoys independent moral personality and financial solvency, and takes place by law (Official Gazette, 2011, p. 03).

Procedural Definition of Employees of Regional Groups: They are all employees who belong to the sector of regional communities and carry out their duties within the regional community through the municipalities of Algiers.

5. The Method Used

Due to the nature of our topic, which is "the intermediate role of professional compatibility in the relationship between the value system and administrative creativity among the employees of regional groups," in order to diagnose the phenomenon and reveal its aspects, we relied on the descriptive-analytical approach that we consider appropriate for this type of study.

6. Study Tools

6.1. Value Format Questionnaire

Based on the most important Arab and foreign studies that have dealt with the subject of value systems, in particular, the values test (study of values) among individuals, developed by Allport and Vernon (Allport & Vernon) in 1913, which is the first test to measure values, which was then modified jointly with Lindzey (Lindzey) in the years 1951–1960.

6.2. Administrative Creativity Questionnaire:

Based on the theoretical literature on the variable of administrative creativity, a questionnaire was designed to measure administrative creativity " originality, flexibility, fluency, risk-taking spirit, sensitivity to problems ", and this is based on the most important Arab and foreign studies that dealt with the subject of administrative creativity.

6.3. Professional Compatibility Questionnaire:

Based on the theoretical literature on the professional compatibility variable, a questionnaire was designed to measure professional compatibility with its dimensions: "relationship with co-workers, satisfaction with promotion and salary, relationship with management, compatibility with working conditions, and society's view of the profession" of the employee.

7. Sample Study

The sample size was determined based on the Stephen Tamson equation, where the total number of employees was 170, i.e., 10 % of the total study community, which was estimated at 1700. A random draw of sample units was used in the selection of municipalities.

8. Study Limits:

Our study is limited to the following areas:

- **Timeline:** The current field study was applied to the employees of the regional groups of some municipalities for the mandate of M'sila for the years 2020–2021.
- **Spatial Domain:** The geographical scope of the field study was determined for the employees of the regional groups of the municipalities of the state of M'sila and the local administration of the state of M'sila, which are (16) municipalities out of (47) municipalities and were determined randomly.
- **Human Field:** The study was limited to a sample of employees of regional groups in some municipalities of the state of M'sila at various administrative levels.

9. Standard Incision

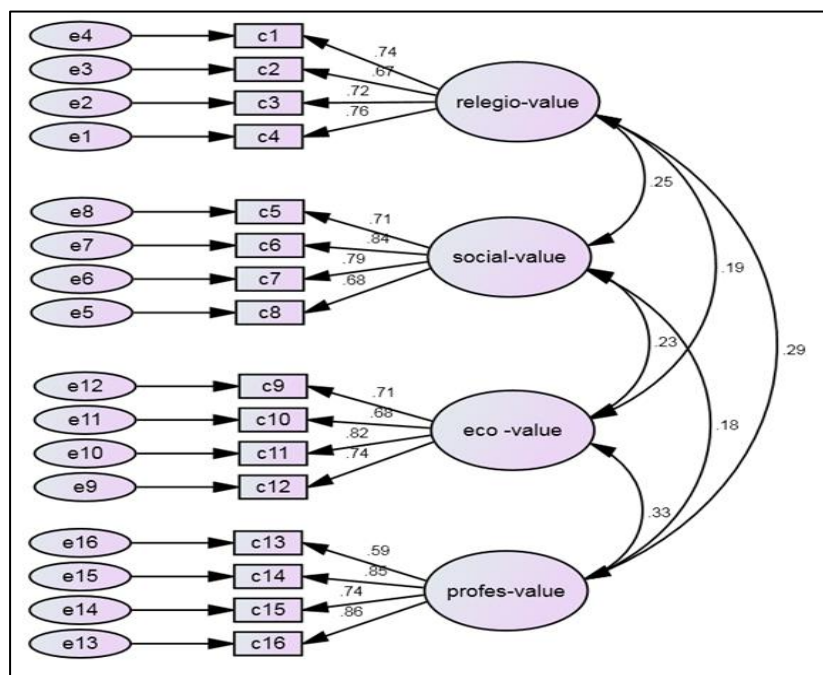


Figure 1. Value Format Scale Model (Amos Output).

The results of the output of the conformity indicators for the value format model are summarized in the table as follows:

Table 1. shows the values of the conformity indicators of the value format scale model.

Model	GFI	SRMR	TLI	CFI	RMSEA
THE MODEL	0.93	0.065 0.0650	0.96	0.97	0.016

"In Table No. 1, we observe that the value of the Comparative Fit Index (CFI) is 0.97, indicating a relative decrease in non-conformity, which is considered acceptable within the range of conformity levels typically accepted at 90 or higher. This allows us to accept the model. Regarding the Tucker-Lewis Index (TLI), its value is 0.96, which compares favorably to the cut-off score of 90 or above, suggesting that the level of conformity is acceptable for the tested model. The Root Mean Square Error of Approximation (RMSEA) value of 0.016 and the Standardized Root Mean Square Residual (SRMR) value of 0.065 indicate that the model aligns well with the data. A low SRMR value signifies a good fit, approaching zero. The RMSEA corrects for the tendency of the Chi-Square index to reject models with large sample sizes and is a crucial indicator of conformity quality. It measures the discrepancy per degree of freedom, making it sensitive to the model's complexity. Values below 0.05 indicate a good fit, while values between 0.05 and 0.08 suggest reasonable convergence errors. Values between 0.08 and 0.10 indicate a poor fit, and values exceeding 0.10 indicate a very poor fit.

From the table, it is clear that the conformity indicators are good; that is, the model was able to use to a large extent all the information contained in the original data; that is, the model was able to represent the sample data so that it did not stray too far from it.

Thus, the model has obtained good values for conformity indicators, which are encouraging values, and this result indicates that the model represents the data well.

Evidence of Constructive Truthfulness: it is intended to match the theoretical model with data or reality, and it is of two types:

First: Convergent Validity:

$$CR = \frac{\left(\sum_{i=1}^n \lambda_i\right)^2}{\left(\sum_{i=1}^n \lambda_i\right) + \left(\sum_{i=1}^n \delta_i\right)} \quad (1)$$

The factors of religious values (AVE = 0.509), social values (AVE = 0.57), economic values (AVE = 0.511), and professional values (AVE = 0.520) are all greater than 0.5 and less than the compound constancy achieved (convergent validity).

Second:Discriminant Validity:

The values of CR= 0.90 and 91.0. And in all dimensions greater than 0.7 (compound constant)

All of the MSV is less than 0.10 and ASV= less than0. 010 and AVE is greater than MSV and greater than ASV (discriminant validity)

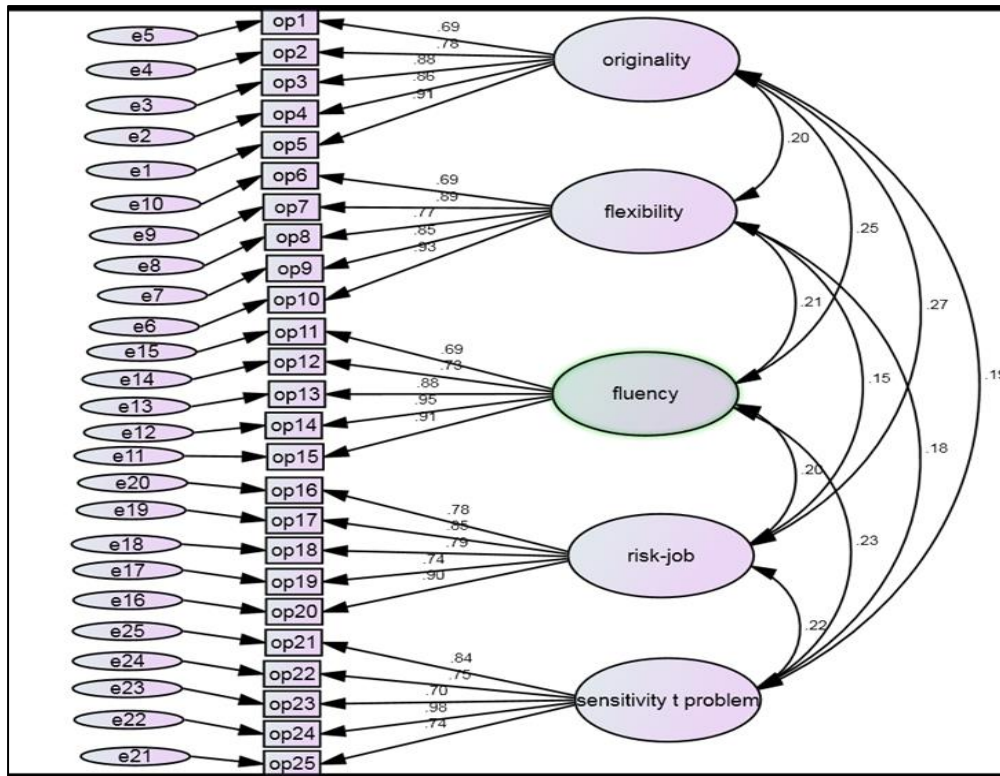


Figure 3. Administrative creativity scale model (Amos output)

Table 3. Shows the indicators of conformity to the administrative creativity scale model.

Model	GFI	SRMR	TLI	CFI	RMSEA
Model 3	0.93	0.06	0.94	0.95	0.05

In Table 3, we note that the value of the comparative conformity index (CFI) is equal to 0.95, as this indicator measures the relative decrease in non-conformity, which is a good value within the scope of acceptance of conformity estimated at 90 and above, which allows us to accept the model. As for the Tucker-Lewis index (TLI), its value was (0.93), as this indicator compares the tested lack of conformity with the base or zero model, which is a good value compared to the cut-off score estimated at 90 and above, which indicates that conformity is acceptable for the tested model. As for the value of the root index of the mean square of the approximate error (RMSEA), which is equal to 0.05, and the standard remainder (SRMR), which is a measure of the average remainder, approaching its value to zero indicates a good match to the model. As for the indicator of the root of the mean square of the approximate error (RMSEA), the K-Square index corrects the rejection of the model with a large sample size, as it is one of the most important indicators of the quality of conformity.

From the table, it is clear that the conformity indicators are good; that is, the model was able to use to a large extent all the information contained in the original data; that is, the model was able to represent the sample data so that it did not stray too far from it.

Thus, the model has obtained good values in terms of conformity indicators, which are encouraging values, and this result indicates that the model represents the data well.

Evidence of Constructive Truthfulness: it is intended to match the theoretical model with data or reality, and it is of two types:

First: Convergent Validity:

$$CR = \frac{\left(\sum_{i=1}^n \lambda_i\right)^2}{\left(\sum_{i=1}^n \lambda_i\right) + \left(\sum_{i=1}^n \delta_i\right)} \quad (2)$$

All dimensions (factors) (originality, flexibility, fluency, risk-taking, and sensitivity to problems) are greater than 0.50. They are all greater than 0.5 and less than the compound constants achieved (convergent validity).

Second: Discriminant Validity

The values of CR are 0.90 and 91.0. And in all dimensions greater than 0.7 (compound constant),

All MSV is less than 0.10 and ASV is less than 0.010, and AVE is greater than MSV and greater than ASV (discriminant validity).

10. Constructive Incision

10.1. Hypotheses

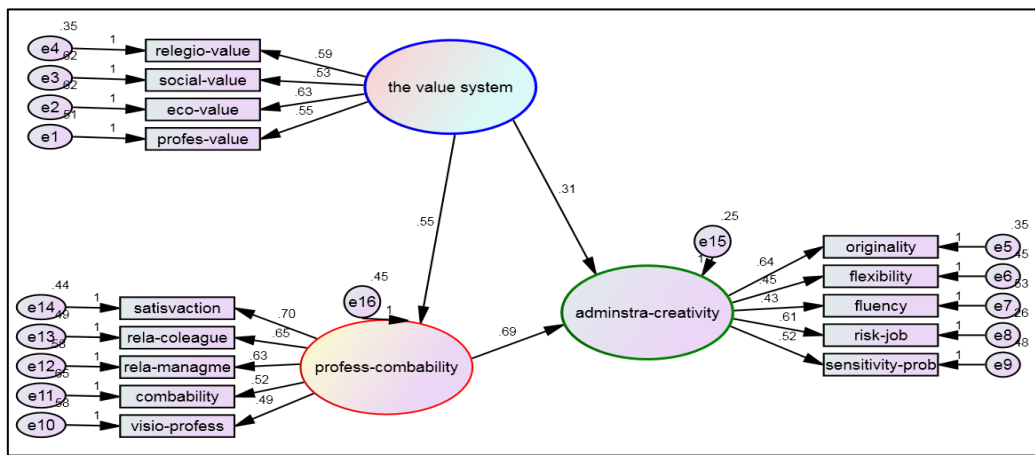


Figure 4. Diagram of the general structural model of the study after the analysis

Before viewing, analyzing, and discussing the data, we must first make sure that the model has conformity quality indicators.

Table of Conformity Indicators:

Table 4. Shows the indicators of conformity to the general model of the study.

Model	GFI	SRMR	TLI	CFI	RMSEA
the general model of the study.	0.92	0.07	0.98	0.96	0.04

11. Interpretation of Results

In Table 4, it is observed that the Comparative Fit Index (CFI) has a value of 0.96. This index measures the relative decrease in non-conformity, which is considered satisfactory within the accepted range of conformity, typically 90 or higher. Thus, this value supports the acceptance of the model. Regarding the Tucker-Lewis Index (TLI), its value is 0.98. This index compares the tested lack of conformity with the base or null model. A value exceeding 0.90 indicates acceptable conformity for the tested model. The Root Mean Square Error of Approximation (RMSEA) has a value of 0.04, and the Standardized Root Mean Square Residual (SRMR) measures the average residual, with values closer to zero indicating a better model fit. The RMSEA corrects for approximation error in the model, considering

the complexity of the model by accounting for degrees of freedom. Values less than 0.05 suggest a good fit, while values between 0.05 and 0.08 indicate some convergence error. Values between 0.08 and 0.10 suggest an inadequate fit, and values exceeding 0.10 indicate a poor fit.

The table indicates that the general model of the study provides strong indicators.

11.1. Presentation of Results

11.1.1. Presentation of the First Hypothesis Results

Through Figure 25 of the general study model, and through the outputs of the AMOS analysis software, summarized in Table 5.

Table 5. The first hypothesis results

The Independent Variable	The Dependent Variable		
	Administrative Creativity		
Value Format	Regression Coefficient	Significance Level	The Rest
	0.31	0.001	0.25
Total Direct Impact	0.31		

11.1.2. Analysis of the Results of the First Hypothesis

Through Figure No. 4 and Table No. 5, the results indicate a positive correlation between the value format variable and the administrative creativity variable at the significance level of 0.001. The regression coefficient values reached 0.31, indicating a relationship between the value format variable and the administrative creativity variable of 0.25. This value is close to the grade. Therefore, all the evidence mentioned and shown in the diagram indicates the validity of the hypothesis that the value format variable contributes to raising the level of administrative creativity by 31%.

The results of the positive relationship between the variables of the value system and administrative creativity among the employees of the regional groups in the municipalities of the state of M'sila can be explained by the fact that creativity is a paramount topic within the realm of values, particularly in professional environments. Numerous studies demonstrate the intimate interplay between values, as they often overlap and intertwine, mutually reinforcing each other; some are even considered determinants of others.

Another reason for this correlation lies in the inherent nature of the value system itself, as evidenced by the study's findings, wherein professional values emerged as primary. These values encompass positive thoughts and feelings that employees harbor toward their profession, colleagues, and the broader professional milieu. Thus, the precedence of professional values implies a significant and realistic correlation with managerial creativity, as they operate on the same level and are inherently interconnected. Moreover, managerial creativity is influenced by an employee's perceived professional values, which positively manifest in their organizational behavior and overall professional performance.

11.1.3. Presentation of the Second Hypothesis Results

Table 6. Second hypothesis result

The Independent Variable	The Dependent Variable		
	Administrative Creativity		
Professional Compatibility	Regression Coefficient	Significance Level	The Rest
	0.69	0.001	0.25
Total Direct Impact	0.69		

11.1.4. Analysis of the Results of the Second Hypothesis:

Through Figure No. 4 and Table No. 6, the results indicate a positive correlation between the professional compatibility variable and the managerial creativity variable at a significance level of 0.001. The regression coefficient values reached 0.69, while the correlation coefficient between the professional compatibility variable and managerial creativity is 0.25. This value approximates a high correlation, affirming the hypothesis that the professional compatibility variable significantly contributes to enhancing administrative creativity among employees of regional communities by 69%. The centrifugal relationship between professional compatibility and managerial creativity can be explained by the fact that heightened satisfaction and professional compatibility within an organization lead to increased creative performance. When employees feel job security due to their compatibility, it positively impacts their creative thinking, enabling them to devise best practices that align with the organization's goals and effectiveness. This positive centrifugal relationship underscores the realism of this dynamic within work environments. Many HR officials in large companies affirm, through various approaches, that employees' professional compatibility positively influences all organizational activities.

11.1.5. Presentation of the Third Hypothesis Results

Table 7. Third hypothesis result

The Independent Variable	The Dependent Variable		
	Administrative Creativity		
Value format	Regression Coefficient	Significance Level	The Rest
	0.55	0.001	0.45
Total Direct Impact	0.55		

11.1.6. Analysis of the Results of the Third Hypothesis

Through Figure 4 and Table 7, the results reveal a positive correlation between the value pattern variable and the administrative creativity variable at a significance level of 0.001, with the regression coefficient reaching 0.55. Additionally, the correlation coefficient between the value pattern variable and the professional compatibility variable is 0.45, indicating a correlation slightly below average. These findings suggest the validity of the hypothesis that the value pattern variable exhibits a correlation below the average for employees of regional groups.

The positive relationship between the two variables of the value system and professional compatibility among employees of regional groups can be attributed to the influence of the value system on employees' behavior and convictions regarding their profession. When professional values rank highest in employees' value systems, compatibility tends to characterize the relationship between positions, such as administrative assistants and office assistants. This suggests a level of compatibility below the tertiary level, ensuring the employee's stability within their profession. In contrast, colleagues with higher education levels may be more inclined to consider changing professions if dissatisfied, given the opportunities afforded by their degrees.

The researcher posits that employees' value systems play a significant role in fostering organizational affiliation and professional compatibility. The alignment of these value systems contributes positively to employees' emotional well-being, enhancing their adaptation and compatibility with various aspects of the work environment.

11.1.7. Presentation of the Fourth Hypothesis Results

Table 8. Fourth hypothesis results

The Independent Variable	The Intermediate Variant		The Dependent Variable	
	Professional Compatibility		Administrative Creativity	
Value Format	Direct Impact	Indirect Impact	Direct Impact	Indirect Impact
		0.55		0.31
Total Direct Impact			0.68	

11.1.8. Analysis of the Results of the Fourth Hypothesis

Through Figure 4 and Table 8, the direct relationship value between the independent variable (value format) and the dependent variable (administrative creativity) was 0.31. Additionally, the indirect relationship between the independent variable (value format) and the dependent variable (administrative creativity) in consideration of the intermediate variable, professional compatibility, was 0.37. Therefore, the total relationship between the value format and administrative creativity, accounting for the intermediate variable professional compatibility, was 0.68. This indicates that the presence of the intermediate variable enhances the relationship between the independent variable and the dependent variable (managerial creativity).

Based on the obtained results, it is plausible to accept the hypothesis that the professional compatibility variable acts as an intermediary in the relationship between the value system and administrative creativity among employees in regional groups. This suggests a difference in the relationship between the value format variable and the administrative creativity variable among regional group employees due to the presence of the intermediate professional compatibility variable, approximately 0.37% different from the normal relationship between the value format variable and the administrative creativity variable, which is equal to 0.31.

The results imply partial mediation since the effect of professional compatibility only partially influences the relationship between the two variables. The lack of complete mediation by professional compatibility can be attributed to the multifaceted nature of managerial creativity, influenced by various interrelated factors at the individual, organizational, and socio-cultural levels within the regional group. Professional compatibility, being a complex process influenced by multiple considerations, is not expected to solely explain the relationship between value systems and administrative creativity.

References:

1. Abu Hinn, Widad Hassan. (2010). Organizational Culture and its Relationship to Administrative Creativity Among Secondary School Principals, Gaza. (Unpublished master's thesis) Specialization in Educational Foundations. Al-Azhar University Gaza. Palestine.
2. Al-Maghribi, Mohammed Al-Fatih Mahmoud Al-Bashir. (2016). Organizational Behavior. (1st ed.). Jordan: Dar Al-Jananeh for Publishing and Distribution.
3. Ayman Sulaiman Al-Qahwaji and Ferial Mohammed Abu Awad. (2018). Structural Equation Modeling Using AMOS Software. Wael Publishing and Distribution House - Oman.
4. Bahri, Saber. (2015). Work Pressures and their Relationship to Professional Compatibility Among Algerian Journalists (Unpublished doctoral dissertation in Work and Organizational Psychology), Faculty of Humanities and Social Sciences, University of Oum El Bouaghi. Algeria.
5. Bouatit, Sofiane. (2012). Personal Values in the Context of Social Change and their Relationship to Professional Compatibility, (Unpublished doctoral dissertation in Work and Organizational Psychology), Constantine University. Algeria.
6. Khalifa, Abdul Latif Mohammed. (1992). The Elevation of Values: A Psychological Study. Kuwait: Al-Ilm Al-Ma'rifa National Council for Culture, Arts, and Literature.
7. Lefkir, Ali. (2017). The Role of Training Programs in Developing Creative Behavior of Educational Institution Managers: A Field Study on a Sample of Educational Institution Managers in the Province of Bordj BouArreridj (Unpublished doctoral dissertation in Psychology of Work and Organization).

Specialization in Work and Organizational Psychology, Abdul Hamid Mehri University, Constantine 02, Algeria.

8. Si Mohamed, El Saadia. (2014). Value Patterns Among High School Students and their Relationship to Achievement Motivation and Ambition Level, (Unpublished doctoral dissertation in Educational Sciences), University of Algiers 02.

9. Teighza, Mohamed Bouziane. (2011). Testing the Construct Validity of Latent Variables in Research: Analysis and Verification Path. Research Center, College of Education, Peer-Reviewed Scientific Work, King Saud University.

10. Teighza, Mohamed Bouziane. (2012). Exploratory and Confirmatory Factor Analysis: Concepts and Methodologies using SPSS and LISREL. 1st ed. Dar Al-Maseera for Publishing and Distribution - Amman, Jordan.

11. Teighza, Mohamed Bouziane (n.d.). The Logical Structure of Cronbach's Alpha Coefficient, and its Accuracy in Estimating Reliability in Light of the Assumptions of Measurement Models. College of Education, King Saud University, Kingdom of Saudi Arabia.

12. Zidane, Jamal. (2014). Local Development Management in Algeria: Between Legal Texts and Realities. (1st ed.). Algeria: Dar Al-Ummah for Printing, Publishing, and Distribution.

13. Official Gazette of the Algerian Republic. (2011). Issue 37. Law No. 11-10 dated June 22 regarding Municipalities.