

Administrative ethics as a mechanism to combat corruption in Algerian institutions

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Abstract

Administrative ethics is a crucial tool for combating corruption in Algerian institutions. By promoting transparency, accountability, and integrity, ethical administrative practices help reduce the likelihood of corrupt behaviors. Implementing clear ethical guidelines and fostering a culture of honesty within organizations encourages employees and leaders to act responsibly and avoid unethical actions. In Algeria, where corruption has been a significant issue in various sectors, administrative ethics can play a pivotal role in restoring public trust and improving institutional performance. Strong ethical frameworks also ensure that decisions are made based on fairness and the public's best interest, rather than personal gain. Adopting these practices can contribute to reducing corruption, enhancing

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1. Introduction to Administrative ethics in Algeria

1.1. Definition of Administrative ethics

Administrative ethics encompasses the principles and standards that guide behavior within the business environment, particularly in relation to how managers and their organization's function. These ethical standards include values such as integrity, transparency, and accountability, which serve as a moral compass for decision-making processes. By adhering to these principles, organizations can effectively confront the complex challenges associated with bribery, corruption, and conflicts of interest.

In institutional Administrative, ethics plays a crucial role in building trust among employees, stakeholders, and clients. Ethical stewardship fosters a culture where decisions are based on fundamental values rather than solely on profit or personal gain. This approach not only helps meet legal obligations but also enhances the organization's reputation and long-term sustainability.

Moreover, the establishment of robust ethical governance is particularly critical in environments prone to corruption. In such situations, ethical frameworks enable organizations to address misconduct by promoting accountability and encouraging employees to follow established ethical guidelines. This alignment is essential for maintaining public trust in institutions and ensuring equitable resource distribution.

Ultimately, Administrative ethics has a profound impact on organizational culture and operational success by prioritizing ethical considerations alongside traditional business objectives. (Business Integrity, 2024; Itineris, 2022; OECD, 1998; Puiu, 2015).

1.2 Definition of administrative ethics in public service

Administrative ethics in public service is defined as the set of rules, principles, values and standards that guide the behavior of public employees, determining what is acceptable and praiseworthy in the performance of their duties. These ethics seek to ensure integrity, transparency, fairness and objectivity in the delivery of public services, strengthening trust between citizens and the public administration (Dvoráková,2005).

Causes that can lead to unethical practices in public service include (Christensen & Læg Reid 2011):

- Insufficient salaries and remuneration for public employees.
- Wide discretion in employee performance without effective accountability.
- Complex and lengthy procedures, which make it difficult to obtain the required services.
- Inadequate selection and appointment of employees from the outset.
- Lack of training in ethical behavior and practices.
- Absence of a code of ethics governing the work of employees.
- Weak oversight by the public or parties receiving the service.

These factors can contribute to the spread of administrative corruption and deterioration of job

performance. Therefore, it is essential to promote and reinforce ethics in public service by implementing clear ethical standards, providing adequate training, and applying effective monitoring systems to ensure compliance with these standards.

1.3 Definition of Corruption:

Corruption is defined as the misuse of granted power for personal gain, whether by individuals or organizations. This behavior manifests itself in various forms, such as bribery, embezzlement, nepotism, and extortion. Corruption negatively impacts societies by undermining democratic institutions, slowing economic development, and destabilizing politics (Collier, 2000)

Common forms of corruption (Hadjadj, 2007):

- Bribery: Offering or accepting something of value for the purpose of influencing the actions of a person in a position of power.
- Embezzlement: Theft or misuse of public resources or funds from an organization by a trusted person.
- Nepotism: Favoring relatives or friends in jobs or granting privileges, without considering competence.

Extortion: Using threats or coercion to obtain money or services from individuals or institutions.

This table summarize Algeria's rankings and scores on the Corruption Perceptions Index (CPI) from 2010 to 2023:

Table 1. Algeria's rankings and scores on the Corruption Perceptions Index (CPI)

Year	Rank	Score
2010	105	29
2011	112	29
2012	105	34
2013	94	36
2014	100	36
2015	88	36
2016	108	34
2017	112	33
2018	105	35
2019	106	35
2020	104	36

2021	117	33
2022	116	33
2023	104	36

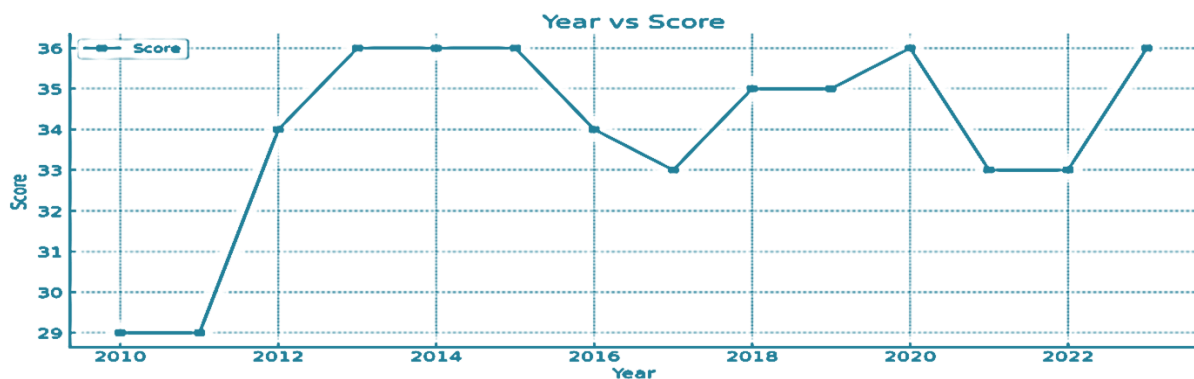
Source: Country Economy (2024)



Source: Country Economy (2024)

Algeria’s rankings on the Corruption Perceptions Index (CPI) have fluctuated over the years, reflecting varying levels of perceived corruption. Between 2010 and 2023, the country's ranking improved in some years, such as in 2013 (94) and 2015 (88), indicating better perceptions of transparency during these periods. However, significant declines were observed in 2017 (112), 2021 (117), and 2022 (116), showcasing periods of heightened concerns about corruption.

Despite these shifts, Algeria's overall performance demonstrates limited long-term improvement, with rankings predominantly in the triple digits. The relatively steady position in recent years, including 2023 (104), suggests some stabilization, yet challenges persist. This pattern highlights the need for sustained reforms to enhance governance and reduce corruption. The data underscores Algeria’s struggle to achieve consistent progress in combating corruption.



Source: Country Economy (2024)

Algeria's Corruption Perceptions Index (CPI) scores from 2010 to 2023 reveal moderate fluctuations, indicating ongoing challenges in addressing corruption. The scores ranged between 29 and 36, with notable improvements during 2012–2015 when the score rose from 34 to 36, suggesting better perceived transparency. However, this progress was not sustained, as scores dropped to 33 in 2017 and remained stagnant in 2021 and 2022, reflecting persistent concerns about corruption.

The country returned to a score of 36 in 2023, matching its highest performance in the dataset, which could signal slight recent progress. Nevertheless, the overall trend suggests limited long-term improvement in combating corruption. The data highlights Algeria's need for consistent anti-corruption measures and reforms to achieve significant, lasting advancements in governance and public trust.

1.4. Importance of Ethics in Institutions

Ethics within institutions is crucial for governance integrity, particularly in Algeria. Administrative ethics provide both immediate and long-term benefits to public and private organizations. Ethical behavior fosters transparency, enabling stakeholders to trust that decisions are made honestly rather than out of self-interest, which is vital in combating corruption.

A commitment to ethical practices enhances accountability within institutions. Defined ethical frameworks establish guidelines for acceptable conduct, reducing ambiguity that may lead to unethical behavior or corruption. This accountability extends beyond legal compliance, promoting a culture where individuals acknowledge their responsibilities and the impact of their actions on the community.

Integrating ethics into organizational culture encourages employee integrity. When leaders exemplify ethical behavior as a core value, they inspire similar conduct throughout the organization. This creates a positive ripple effect, improving internal processes and enhancing public perception of institutions.

The importance of ethics cannot be overstated; it boosts performance, strengthens resilience against corruption, and fosters social trust essential for sustainable development. By prioritizing ethical administrative practices, Algerian institutions can better align with international standards, ultimately contributing to a more stable and prosperous society. (Recommendation of the Council on Public Integrity, 2017; OECD Legal Instruments, 1998).

1.5. Overview of Corruption in Algeria

Corruption remains a pervasive challenge in Algeria, significantly undermining governance, hindering economic stability, and eroding public trust in institutions. Corruption is broadly defined as the misuse of public authority for personal benefit, appearing in various forms such as bribery, favoritism, and embezzlement. These unethical practices not only impede economic growth but also distort competition by creating an environment that rewards dishonesty over merit-based achievements. The consequences are

particularly harsh for vulnerable populations who suffer from the misallocation of resources that should be directed towards serving public interests.

Evidence indicates that Algeria faces both petty and grand corruption within its public administration. Petty corruption usually involves small bribes intended to expedite bureaucratic processes, while grand corruption may encompass large-scale fraud with substantial financial repercussions. This widespread issue has led to a decline in foreign investment, as companies are reluctant to enter markets plagued by corrupt practices. Transparency International consistently ranks Algeria low on its Corruption Perceptions Index, underscoring the deep-rooted challenges the country confronts.

The societal normalization of corrupt behavior further complicates efforts to combat this urgent problem, cultivating an environment where ethical breaches become routine. Consequently, initiatives designed to reduce corruption often encounter resistance from those benefiting from the current system, making it difficult to implement comprehensive reforms effectively.

International organizations stress the urgent need for a robust anti-corruption framework tailored to Algeria's unique political and cultural context. Without significant reforms aimed at improving transparency and accountability within institutions, the cycle of corruption is likely to persist unchallenged (Apaza, 2010; Bahoo et al., 2020; Crime, 2013; Koven & Perez, 2021). Through the above, the following problem can be raised:

To what extent can the ethical approach be adopted to prevent corruption in Algerian institutions?

2. The Role of Administrative Ethics in Combating Corruption

2.1. Promoting Transparency

Transparency is fundamental in the pursuit of ethical governance, especially in combating corruption. In Algerian institutions, establishing clear and accessible channels for sharing information can significantly enhance public trust. Transparency requires governmental bodies to communicate openly about their operations, decision-making processes, and resource allocation, allowing citizens to effectively examine governmental activities. This level of openness not only acts as a deterrent against corrupt practices but also fosters an environment of accountability among public officials.

To promote greater transparency, strong disclosure frameworks must be established. These frameworks should include regular updates on budgets, spending, and procurement activities. Additionally, collaboration with the media is crucial; a free press serves as a vigilant watchdog, highlighting areas where transparency is lacking. The expectation of transparent governance should be embedded within the organizational culture of public institutions through ethical standards that clearly define acceptable behavior.

Moreover, it is essential to create an environment where employees feel encouraged to report unethical actions without fear of retaliation. This can be achieved by implementing whistleblower protections and

providing anonymous reporting options. Such measures not only empower individuals but also strengthen organizational integrity by addressing potential misconduct before it develops into more significant issues.

In summary, advocating for transparency in administrative ethics establishes a foundation for improved governance, reduced corruption rates, and a populace that is more engaged in holding its leaders accountable for their decisions (Combating Corruption, 2024; Halter et al., 2009; IDB Invest, 2024; OECD, 1998; Thensg, 2024).

2.2. Enhancing Accountability

Strengthening accountability in Algerian institutions is crucial for curbing corruption. Establishing clear policies and procedures clarifies roles and expectations, fostering an environment where actions can be monitored and evaluated. Effective training programs on ethical conduct are essential for building a culture of accountability, equipping employees to make ethical decisions and report misconduct without fear of repercussions.

Enforcing whistleblower protection policies encourages individuals to expose corrupt practices while ensuring their anonymity and safety. Independent oversight bodies are vital for enhancing accountability through regular audits of public institutions, assessing compliance with protocols, and identifying corruption risks. This oversight boosts transparency and reinforces public confidence in government.

Additionally, leveraging technology can improve reporting mechanisms and increase citizen engagement by providing access to information about government spending and decision-making processes. Integrating technology not only strengthens accountability but also enables real-time monitoring of institutional activities.

By prioritizing accountability, Algerian institutions can make significant strides in combating corruption and promoting integrity throughout their operations (Apaza, 2010, pp. 6-10, 11-15, passim).

2.3. Fostering Integrity within Organizations

Nurturing integrity within organizations is essential for establishing a robust ethical framework to combat corruption. Organizations must create an environment where ethical conduct is expected at all levels. This involves understanding integrity through transparency in decision-making, accountability, and respecting individual rights.

Leadership plays a crucial role in promoting integrity; leaders should exemplify ethical behavior and emphasize its importance to their teams. By modeling these values, they inspire employees to adopt similar standards. Comprehensive training programs focused on ethical principles and decision-making are vital, equipping employees to handle ethical challenges effectively.

Additionally, organizations need to establish channels that encourage open discussions about ethical

issues, enabling employees to report unethical practices without fear of retaliation. This openness fosters trust and facilitates prompt resolution of misconduct concerns.

Recognizing and rewarding ethical behavior among team members further reinforces the commitment to integrity. Celebrating individuals who demonstrate these values not only motivates others but also highlights that ethical conduct is key to organizational success.

By integrating these principles into their operations, organizations can build a strong culture of integrity that reduces opportunities for corruption while enhancing overall performance. (Corporate Responsibility - Ethics & Integrity - AT&T, 2024; Ethics & Business Integrity, 2024; Thensg, 2024; Velamuri et al., 2017).

3. Implementing Ethical Guidelines in Algerian Institutions

3.1. Establishing Clear Ethical Standards

Creating well-defined ethical standards within Algerian institutions is essential for nurturing an environment that actively addresses corruption. To achieve this, it is vital for public officials to grasp the principles and standards that govern their responsibilities. This calls for the development of a comprehensive code of conduct that clearly outlines these ethical guidelines, ensuring all staff understand the limits of acceptable behavior.

Moreover, it is critical for these ethical benchmarks to be woven into the legal framework that oversees public service. Laws and regulations should explicitly state the core values tied to public service, providing behavioral guidelines and establishing accountability mechanisms. By embedding ethical standards within legal requirements, institutions can bolster their dedication to integrity and establish a foundation for disciplinary measures in case of infractions.

In addition to these foundational documents, organizations ought to ensure continuous access to ethical guidance specifically designed for public servants. These resources may take various forms, including training sessions aimed at equipping employees with strategies to tackle potential ethical dilemmas they might face. When paired with transparency initiatives—such as well-defined channels for reporting unethical activities—these efforts can help foster a workplace culture where ethics take center stage.

Furthermore, leadership plays an indispensable role in this initiative by exemplifying ethical conduct and cultivating an atmosphere in which adherence to established standards is not only anticipated but also celebrated. This comprehensive strategy enhances individual accountability while significantly elevating the overall integrity of institutions throughout Algeria (Boone et al., 2000; OECD, 1998, 2017).

3.2. Training and Development Programs for Employees

Employee training and development initiatives in Algerian institutions are essential for fostering ethics and integrity. These programs should equip personnel with the knowledge and skills to address ethical

dilemmas in their work environments. Effective training enhances awareness of the organization's ethical principles, ensuring employees understand their roles in promoting a culture of integrity.

Training should be ongoing throughout an employee's tenure, starting with comprehensive induction sessions for newcomers that include real-world scenarios relevant to their fields. Continuous educational initiatives are necessary to update employees on changes in regulations and best practices related to ethics and compliance.

Establishing mentorship opportunities can further enhance understanding of ethical behavior, allowing experienced leaders to guide new employees in internalizing key values. Training must be tailored to the specific cultural contexts and challenges faced by Algerian institutions to ensure engagement.

Additionally, assessing these training programs is crucial. Organizations should implement mechanisms to evaluate whether employees apply their acquired knowledge, using assessments or feedback systems to foster accountability. Interactive workshops can also boost participation and commitment to ethical standards. Ultimately, investing in comprehensive training enriches individual capabilities and strengthens the overall integrity of the organization (Benlahcene et al., 2022; Crime, 2013, pp. 76-80; Ethical Business Culture, 2024; OECD, 2017).

3.3. Monitoring and Evaluation Mechanisms

Monitoring and evaluation systems are essential for ensuring the effective implementation of administrative ethics in Algerian institutions. These systems should create reliable channels for identifying and reporting unethical behavior, as well as conducting thorough investigations into any breaches of ethical standards. By establishing clear policies that outline the procedures for monitoring conduct and assessing compliance, organizations can greatly enhance accountability.

A robust monitoring structure must include regular audits and evaluations performed by independent entities to ensure transparency in operations. For instance, Supreme Audit Institutions (SAIs) can play a vital role by conducting performance audits that evaluate the effectiveness of institutional frameworks in combating corruption. Such evaluations can identify weaknesses and provide recommendations for improvement, thereby fostering a culture of responsibility.

Furthermore, incorporating employee feedback mechanisms allows organizations to assess the ethical climate and address potential issues before they develop into more significant problems. Continuous ethics-focused training programs can be complemented with assessments to measure their effectiveness, promoting an environment of ongoing improvement. By transparently sharing information about these initiatives, institutions not only demonstrate their commitment to ethical practices but also build trust among stakeholders.

Engaging in external reviews helps align local practices with global best practices in ethics

Administrative while offering critical insights into areas that need reform. Ultimately, these monitoring and evaluation strategies contribute to establishing a strong ethical framework capable of preventing corruption within Algerian institutions (Apaza, 2010; OECD, 1998; Pompe et al., 2022; Thensg, 2024).

3.4 Role of the National Anti-Corruption Authority in Ethical Governance

The National Body for the Prevention and Fight against Corruption (ONPLC) in Algeria is a central operational service of the judicial police, established to strengthen mechanisms combating corruption and safeguarding public finances. Operating under the supervision of the Minister of Justice, the ONPLC is autonomous in its activities and management.

The ONPLC's primary responsibilities include (OCREC, 2021):

- Collecting, centralizing, and analyzing information to detect and prevent corruption.
- Conducting investigations and inquiries into suspected corruption cases, bringing perpetrators before competent jurisdictions.

- Coordinating and monitoring anti-corruption activities across various sectors, ensuring effective implementation of preventive measures.

- Developing cooperation with national and international entities involved in combating corruption.

In its efforts to promote ethical public life, the ONPLC emphasizes (OCREC 2021):

- Legal Framework Enhancement: Algeria has implemented comprehensive anti-corruption laws, including the Penal Code and Anti-Corruption Law, criminalizing various corrupt practices. However, enforcement has been inconsistent, necessitating ongoing efforts to strengthen legal mechanisms.

- Institutional Coordination: The ONPLC collaborates with other anti-corruption agencies, such as the Central Office for the Suppression of Corruption (OCRC), to ensure a unified approach in tackling corruption.

- Public Awareness and Education: By engaging with civil society and promoting transparency, the ONPLC aims to foster a culture of integrity and accountability within public institutions.

Despite these initiatives, challenges persist. Critics highlight the selective prosecution of corruption cases, often targeting specific individuals while overlooking systemic issues. Additionally, the effectiveness of anti-corruption agencies has been questioned, with some institutions becoming inactive over time.

To address these concerns, Algeria has developed a new national anti-corruption strategy, focusing on enhancing the efficiency of existing measures and ensuring the active participation of all stakeholders in the fight against corruption.

The ONPLC plays a crucial role in Algeria's efforts to combat corruption and promote ethical public life. While significant strides have been made in establishing a legal and institutional framework, continuous improvement and genuine commitment are essential to effectively address corruption and enhance public trust in governance.

4. Building a Culture of Honesty and Responsibility

4.1. Leadership Commitment to Ethical Practices

The commitment of leadership to uphold ethical practices is crucial for establishing a strong defense against corruption within organizations. When top Administrative consistently supports ethical principles, it effectively sets the "tone at the top," influencing the overall culture of the organization. This commitment should be visible through clear communication of a strict zero-tolerance policy on corruption and the integration of these values into everyday operations. Senior leaders are expected to actively participate in developing and implementing anti-corruption strategies, demonstrating their dedication to fostering an environment based on integrity and transparency.

To truly lead by example, managers should engage in open discussions with employees about the importance of ethics, recognizing those who maintain integrity, even if it comes at the expense of business opportunities. Such actions not only enhance trust within the organization but also encourage others to emulate these ethical standards in their own conduct. Furthermore, providing adequate resources for ethics initiatives emphasizes Administrative 's serious commitment to promoting integrity.

Investing in training that reinforces ethical principles is also essential; it equips employees with the tools needed to navigate complex situations with ethical clarity. Additionally, acknowledging and rewarding ethical decision-making helps to strengthen a culture where integrity is valued. Ultimately, when leadership prioritizes ethics, it cultivates an environment that promotes honesty and accountability, significantly reducing the risks of corruption within organizations (Crime, 2013, pp. 26-35; Velamuri et al., 2017).

4.2. Encouraging Open Communication and Reporting Mechanisms

Fostering a culture of open communication and efficient reporting mechanisms is essential for promoting an ethical workplace in Algerian institutions. Transparency in decision-making encourages employees to express concerns about ethical dilemmas without fear. Organizations must cultivate an environment where discussions on integrity are embraced, supported by both formal and informal systems that allow employees to seek guidance without negative repercussions.

Well-defined reporting procedures empower employees to report suspected violations confidently. Institutions should document these procedures clearly, ensuring accessibility and effective communication. Providing alternative reporting channels, such as anonymous hotlines or designated ethics officers, protects whistleblowers from retaliation, increasing the likelihood of unethical behavior being reported.

Leadership commitment is crucial in establishing these mechanisms. When leaders address ethical issues openly and take action against misconduct, they set a positive example for staff. Regular training sessions focusing on communication's role in ethical standards can empower employees to voice their concerns and contribute to integrity initiatives.

Organizations must also recognize barriers to open dialogue, such as cultural resistance or job security anxiety. Cultivating an environment that rewards ethical conduct and celebrating individuals who exemplify integrity reinforces a culture rooted in honesty and accountability. (Ethics and Compliance, 2024; OECD, 1998, 2017; Norton Rose Fulbright, 2024).

4.3. Recognizing and Rewarding Ethical Behavior

Acknowledging and incentivizing ethical behavior is crucial for fostering a culture of integrity within organizations. Recognizing ethical conduct highlights the importance of upholding established values and standards while motivating employees to align their actions with these principles. Organizations should implement both monetary and non-monetary reward systems that celebrate ethical decision-making and actions.

Monetary rewards may include bonuses tied directly to an employee's compliance record or their proactive support for ethical practices. On the other hand, non-monetary incentives are equally significant; these might encompass public recognition, such as awards or certificates for exemplary ethical behavior, access to exclusive training opportunities, or personal commendations from senior Administrative. Such forms of acknowledgment serve as powerful motivators, encouraging employees to place ethics above short-term gains.

It is vital for reward programs to be transparent and integrated within existing human resources policies. This alignment ensures that evaluations are based on objective criteria related to ethical conduct, such as participation in ethics training and adherence to the organization's code of conduct. Additionally, involving employees in designing these incentive programs can help ensure they resonate culturally and are positively received by the workforce.

By consistently recognizing and rewarding ethical behavior, organizations establish a strong foundation for an ethical culture that not only deters corruption but also promotes integrity among individuals at all levels of the organization. (Crime, 2013).

5. Case Studies: Successful Implementation of Administrative ethics Abroad

5.1. Examples from Other Countries

Numerous nations have made significant progress in integrating administrative ethics to combat corruption, showcasing success stories that can inspire other countries, including Algeria. In El Salvador, reforms in public administration aimed at establishing a classification system for municipalities based on their financial stability and institutional capabilities. Local governments benefited from the adoption of ethical codes and engaged in anti-corruption training programs, which greatly enhanced transparency and accountability at the community level.

Kazakhstan took an alternative approach by developing a network of trainers skilled in anti-corruption strategies, effectively embedding ethical standards within its public service framework. Likewise, Poland has emphasized transparent fiscal Administrative, empowering local authorities to take strong action against corrupt practices. Montenegro has also benefited from legislative guidance designed to facilitate decentralization and enhance transparency.

Another notable example is the International City/County Management Association (ICMA), which has established a comprehensive code of ethics that its members are required to follow. This initiative has garnered international attention and has been adopted by various local government associations worldwide, underscoring the importance of ethical behavior in governance.

Countries that participate in international agreements like the OECD Anti-Bribery Convention have implemented domestic laws that hold organizations accountable for corrupt actions. These conventions encourage businesses to adopt compliance programs that promote ethical conduct within their operations.

These examples illustrate how different nations successfully incorporate administrative ethics into their governance frameworks, thereby addressing corruption through systematic reforms and fostering an environment of accountability and integrity (House, 2024; ICMA, 2024).

5.2. Lessons Learned from Successful Practices

Successful practices from various countries provide invaluable insights into the battle against corruption through effective administrative ethics. A key approach is the establishment of robust ethical codes and standards, as demonstrated by the International City/County Management Association (ICMA), which has developed a comprehensive code of ethics emphasizing accountability and integrity. Adopting such codes encourages local governments to enhance transparency and foster ethical behavior among their personnel.

Training and development initiatives also play a crucial role; for example, programs launched in Kazakhstan have trained public officials in anti-corruption measures, cultivating a culture of awareness regarding their ethical responsibilities. Similarly, the experiences of Polish local governments highlight the importance of transparent financial administrative systems, which not only deter corrupt practices but also strengthen public trust.

Furthermore, effective anti-corruption frameworks often incorporate mechanisms for accountability. The OECD's emphasis on internal controls illustrates how regular audits and compliance assessments can serve as protections against misconduct. Additionally, the Asia-Pacific Economic Cooperation (APEC) Anti-Corruption Code of Conduct sets forth expectations for businesses to uphold integrity standards, underscoring the significance of private sector involvement in this effort.

Recognizing and rewarding ethical behavior is essential for nurturing a culture that values integrity.

Case studies from regions such as Hong Kong show that implementing a system of rewards alongside penalties can motivate public servants to adhere to ethical standards. By integrating these elements—clear ethical guidelines, thorough training programs, accountability structures, and recognition systems—Algerian institutions can greatly enhance their initiatives to combat corruption (Apaza, 2010; Crime, 2013; ICMA, 2024; OECD, 1998).

6. Challenges to Implementing Administrative ethics in Algeria

6.1. Cultural Barriers to Ethical Practices

Cultural barriers to ethical behavior in Algeria are deeply embedded in societal norms and values, which often prioritize personal connections and favors over established protocols. Frequently, the distinction between public and private roles becomes blurred, leading individuals to perceive corrupt activities as acceptable or even necessary within bureaucratic systems. This cultural outlook may foster a sense of entitlement among officials, where accepting bribes is justified as part of an unwritten social contract. The idea of reciprocity, prevalent in many cultures, often complicates ethical boundaries and contributes to the normalization of corrupt practices.

Additionally, Algeria's educational system fails to adequately prepare individuals for ethical leadership. A lack of ethics education reduces awareness of acceptable conduct and can sustain a cycle of unethical behaviors among current leaders. As a result, the insufficient emphasis on integrity from early education significantly exacerbates the persistent culture of corruption.

Organizational leaders often do not receive thorough training on ethical principles and standards, which heightens the challenges institutions encounter when aiming for effective administrative ethics. Without a solid foundation in ethics provided by both family influences and educational systems, future leaders may disregard the importance of upholding ethical conduct in their positions.

Furthermore, societal pressures can discourage whistleblowing or reporting unethical actions due to fears of retaliation or social ostracism. This reluctance to challenge entrenched customs only serves to reinforce unethical behaviors rather than promoting an environment grounded in transparency and integrity (Apaza, 2010; Benlahcene et al., 2022).

6.2. Resistance from Within Institutions

The integration of ethical Administrative in Algerian organizations faces significant challenges from internal sources. A major obstacle is the cultural perception of corruption, which often leads employees to view unethical behavior as a practical solution to bureaucratic obstacles. This mindset creates an environment where ethical breaches are tolerated. The lack of effective ethical training further exacerbates the issue, leaving staff unprepared to recognize and combat unethical practices.

In addition, existing power dynamics foster fear or apathy among employees. Ineffective whistleblowing mechanisms discourage reporting misconduct, as individuals worry about potential retaliation. This reluctance to challenge established norms undermines ethical accountability.

Resistance to ethical Administrative is also driven by insufficient leadership commitment to ethical standards. When leaders prioritize outcomes over integrity, it signals to employees that unethical behavior may be acceptable, leading them to prioritize success over ethics.

Finally, bureaucratic inefficiencies contribute to employee frustration, prompting some to resort to corrupt methods as coping strategies. The absence of clear processes and accountability perpetuates resistance to adopting ethical administrative practices, reinforcing a cycle of unethical behavior within organizations (Apaza, 2010; Bahoo et al., 2020; Benlahcene et al., 2022; Moore, 2008).

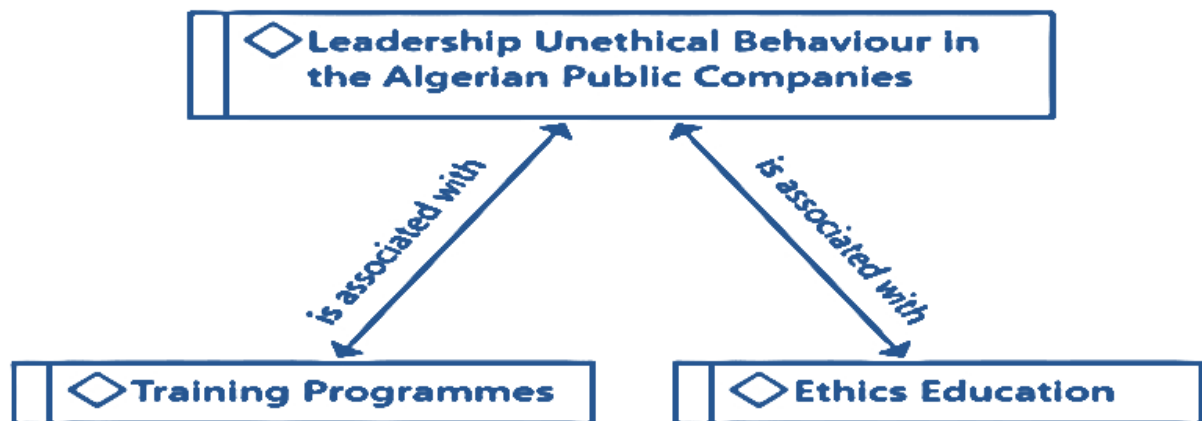


Figure 1: Open in a new tab Leadership unethical behavior in the Algerian public companies. (Source: (Benlahcene et al., 2022))

7. Recommendations for Strengthening Ethical Administrative Practices in Algeria

7.1. Policy Recommendations for Government Institutions

To strengthen ethical administrative practices in Algerian governmental bodies, a series of policy initiatives can be implemented. First, it is essential to develop comprehensive frameworks that promote ethical behavior by integrating explicit ethical guidelines into the governance and operational procedures of public institutions. This should include formalized policies that address conflicts of interest, procurement processes, and interactions with private entities to improve transparency and build trust.

Second, enhancing training programs focused on ethical conduct for all public officials is crucial. Regular workshops and seminars can foster an understanding of ethics in public service, emphasizing the consequences of unethical actions. This educational effort should also cover reporting systems designed to

protect whistleblowers from retaliation.

Third, establishing robust monitoring and evaluation mechanisms is vital to assess compliance with ethical standards. These systems should provide transparent channels for reporting unethical behaviors and ensure accountability for those who violate established protocols. Routine audits and assessments can help identify areas needing improvement.

Furthermore, fostering a culture of integrity requires visible engagement from leadership within government institutions. Leaders must model ethical behavior and actively cultivate an environment where ethical considerations are prioritized in decision-making.

Finally, creating procedures to recognize and reward exemplary ethical behavior among public servants serves as an effective tool to reinforce positive actions throughout the institution. (Combating Corruption, 2024; OECD, 1998; Recommendation of the Council on Public Integrity, 2017).

7.2. Strategies for Private Sector Involvement

To engage the private sector in combating corruption in Algeria, several strategies are essential. First, strong partnerships between government and businesses should be established through public-private collaborations that prioritize transparency and accountability. Involving private organizations in policymaking promotes ethical standards while leveraging shared resources.

Adopting comprehensive anti-corruption compliance initiatives is crucial. Companies should be encouraged to implement programs based on global best practices to identify corruption risks and streamline reporting procedures for unethical actions. Mandatory ethics and compliance training for all staff levels will help cultivate a culture of integrity.

Providing access to resources on anti-corruption measures empowers businesses to actively fight corruption. Organizations like Transparency International and the OECD offer valuable tools and insights to improve ethical practices.

Additionally, recognition programs for companies demonstrating exceptional ethical behavior can motivate others to enhance their standards. Awards or certifications highlighting an organization's commitment to integrity can strengthen its reputation locally and internationally.

Finally, safeguarding whistleblowers fosters an environment where employees feel safe reporting unethical conduct. Implementing confidential reporting mechanisms is vital for building trust among employees and ensuring organizational accountability. (Crime, 2013) and (Boone et al., 2000).

8. Conclusion: The Path Forward for Algerian Institutions

Addressing Administrative ethics and corruption in Algeria requires a comprehensive strategy focused on integrity and accountability within institutions. Leadership's commitment to ethical principles shapes organizational culture and influences employee behavior. This commitment should manifest through explicit

ethical guidelines integrated into operations.

Training programs are essential for enhancing ethical awareness among employees, encouraging them to understand the societal implications of their actions. Strong mechanisms for monitoring and assessing compliance are crucial to uphold these standards.

Creating pathways for open communication is vital to foster a culture of honesty and responsibility, allowing employees to voice concerns without fear of retribution. This transparency reduces opportunities for unethical conduct by ensuring issues are promptly addressed.

Learning from international best practices can guide effective anti-corruption strategies. Countries with robust frameworks demonstrate that integrating technology, promoting civic engagement, and fostering watchdog roles significantly improve governmental accountability.

Finally, dismantling cultural barriers to ethical behavior is necessary for sustainable change. Engaging diverse stakeholders—such as educational institutions, civil society, and private sectors—can build a collective commitment to advancing ethics Administrative in Algeria. (Benlahcene et al., 2022; Combating Corruption, 2024; OECD, 1998; Thensg, 2024; Velamuri et al., 2017).

9. Future Perspectives on Administrative ethics and Corruption in Algeria

Algeria's future in administrative ethics and combating corruption hinges on embracing integrity as a foundation for social change. Institutions must foster a culture that transcends mere regulatory compliance, requiring commitment from both government and society.

Utilizing advanced technology can enhance transparency and accountability in public services, enabling real-time oversight of operations and finances. Collaboration among government agencies, civil society, and private enterprises is essential to create an interconnected system that actively fights corruption.

Implementing tailored education and training to instill ethical values in emerging leaders is crucial. Integrating these principles into educational curricula will help cultivate a generation prepared to confront corrupt practices.

Furthermore, encouraging community involvement empowers citizens to hold institutions accountable, strengthening the social contract between government and the populace. This collective effort is vital for shifting attitudes towards corruption from passive acceptance to active resistance.

International support is also important; Algeria can benefit from global standards in ethical governance while sharing its experiences in international discussions. By forming alliances focused on fostering integrity, Algeria can enhance its comprehensive approach to tackling corruption amidst globalization and technological changes, ensuring adaptability and growth in administrative ethics. (Combating Corruption, 2024; Itineris, 2022; Koven & Perez, 2021; OECD, 2017; Velamuri et al., 2017).



Figure 2: Combating Corruption (source: (Combating Corruption, 2024))

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