

Stages of Development of the Algerian Institution: A Reading of the Transformations of the Power Structure

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Abstract:

Within this research paper, we are trying to shed light mainly on organizational authority and its transformations, especially within the stages that the Algerian institution has known. Finally, we review within the conclusion of our research the differences, features, and characteristics that distinguished the subject of authority for each of the stages.

Keywords: The Algerian Entrepreneurship; Structure; Authority.

INTRODUCTION

The Algerian institution passed through different stages within its historical process, and the methods of its management varied according to the ideology of the Algerian state, through various national charters, starting with the Tripoli Charter of 1962 and the Algeria Charter of 1964, and after it the National Charter of 1976, these charters on the basis of which national development plans were drawn up.

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We present our research within a plan that outlines its basic features as follows:

- 1- Self-governing institution: 1962-1965
- 2- The National Company: 1965- 1971
- 3- The Socialist Institution and Management: 1971-1980
- 4- The Corporation and its restructuring: 1980-1988
- 5- The independence of the institution: 1988- 1995
- 6- Corporation and privatization: 1995 - 2003

*Conclusion

1- Self-governing institution: 1962-1965:

The self-management movement took place in industry, as happened in agriculture, to confront the departure of foreign officials from their units and their abandonment of their establishments, to which the workers responded by organizing into self-managing cooperatives to follow up the activity in each of these units (**Abdul Latif Ben Achenho, p. 27**).

About this experience, Mahmoud Abdel Fadil says, “Algeria’s experience in self-management was a special and distinct experience. The Algerian reality after independence dictated that experience, as it represented the only solution to the problems of managing vacant projects left by the colonizers the day after independence.” (**Mahmoud Abdel Fadil p. 101**)

“This method was applied in Yugoslavia (formerly), and some other socialist countries, and was officially adopted in Algeria since the decrees of March 1963 and became one of the basic principles of socialist construction” (**Ahmed Mahio, p. 470**).

Muhammad Al-Suwaidi defines self-management in Algeria as: “the democratic workers’ management of the establishment and

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investments that were abandoned by the Europeans” (Mohamad Al-Suwaidi, p. 189), and the Algerian authorities issued legal texts specifying the organizational formula for self-managed farms and institutions.

They are represented in the following:

- Resolution 11/23/1962 regarding the formation of self-management committees within industrial, mining, and craft institutions.
- Decision 03/18/1963 regarding the protection of loose property from plunder.
- Resolution 03/28/1963 stipulates the establishment of the following bodies: the Workers’ Council, the General Workers’ Assembly, the Management Committee, and the Director.

What concerns us here is how the structure of power is formed and distributed within the structure of the self-governing institution. Resolution 03/28/1963 adopted the formation of governing bodies, which have the authority to manage the institution, and determine the powers of each of them. They are: (Ahmed Mahio, pp. 475-478)

* **Workers Council:**

He is elected by the General Assembly. He is found only in establishments that include more than 51 workers. If the number is less, the General Assembly replaces him. The Council can consist of 1 to 45 members, provided that two-thirds of its members are production workers, to take special charge of The following specializations:

- Election and monitoring of the management committee.
- Taking decisions resulting from the directives of the General Assembly.
- Procedures related to the workers’ system, equipping and developing the institution, and implementing the internal

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system.

* **General Assembly:**

It includes permanent workers and those who have Algerian nationality. It is considered the highest body in the institution, and is particularly responsible for the following specialties:

- Election of the Workers Council and the Chairman of the Management Committee.
- Monitoring other self-management bodies, and approving the accounts at the end of the financial year.
- Approving the organization's development plan, i.e. determining its general policy and annual production program.
- Organizing work and distributing jobs and responsibilities.

***Management Committee:**

It is the most famous body to the point that popular opinion associates self-management with a management committee. The committee includes from 0 to 21 members, and two-thirds of its members are required to be production workers. They are elected by the Workers' Council from among its members for a period of three years, with one-third of them renewing each year (except for the president). The powers of the management committee are:

- Preparing an investment development plan.
- Making decisions necessary for the organization's activity.
- Decision on loans, method of purchasing necessary products, method of marketing the self-managed unit and preparing accounts at the end of the financial year.
- Distribution of tasks and responsibilities.
- Considering the problems raised at the production level.

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- Chairman of the Management Committee:

He is elected by the General Assembly for a period of three years. He legally represents the institution and acts in its name. He chairs and leads the meetings of the three aforementioned bodies, ensures the implementation of decisions, and leads the unit.

- **Director:**

He represents the authority of the state within the institution. He “ensures equality between the various economic and financial operations, ensures the integration of the institution’s internal plan with the national plan, performs the function of daily management and implements the decisions of the management committee and the works council that are consistent with the established laws. The director is appointed by the minister in charge after approval.” Annual Council for Activating Self-Management” (**Youssef Saadoun, p. 25**)

The authority in the self-managed institution was formed from the management committee along with the director appointed by the ministry, and thus there is a duality of authority, which gives the impression to everyone who observes the management structure of the institution that there is an overlap of powers and a lack of distribution of authority in a way that separates each authority from the other and defines its powers, and this situation was expressed Abdul Latif Bin Ashenhou, saying, “This is due to the existence of a state of duality consisting of an appointed director and an elected body, and the fact that the director is the one who controls the elected body, as he is granted broad powers that make him emerge as another authority with the elected body” (**Abdul Latif Ben Ashenhou, p. 25**)

This overlap in powers and granting the ministerially appointed director great powers resulted in the establishment of centralization, bureaucratic complications, and the lack of workers’ participation in management and decision-making. The result of this was the emergence of many labor conflicts over the process of managing and

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organizing the institution, and the intention behind this was the presence of a group of managers and people with specializations that dominated. With some material and administrative advantages, turning it into a bureaucratic class that monopolizes powers and decision-making (Mohamad Al-Suwaidi, p. 185)

Observing the general authority structure for self-management concludes that this management style gave great priority to the worker, as the worker is involved in decision-making, monitoring, and planning, through workers' committees that are formed. Despite this authoritarian structure that self-management witnessed, and despite the efforts made to make it successful by the state and workers, this system faltered due to the administrative problems that it carried within it, which were the reason for changing the management system.

2- The National Company: 1965- 1971

The goal at this stage was to achieve economic independence, limit the influence of foreign capital, and build a strong national economy. To achieve this, the authorities began, starting in 1966, to carry out rapid and intensive nationalization of mines, banks, insurance, and many other industries. To manage these nationalized goods, the state worked. It led to the establishment of many national companies, which led to the emergence of various companies, including: the National Company for Mines "Sonarium" in 1966—, the National Company for Building Materials in 1967, and the National Company for Vehicles and Buses "SONACOM" in 1967... and others (L'Ali Bokmish, p. 93).

As for the management of these companies, the matter is represented by the presence of a general manager who is appointed by a ministerial decision. He is in charge of managing the company under the authority of the guardian ministry and enjoys broad powers, and alongside him there is an advisory body that helps him in managing the company's affairs, consisting of representatives of some ministries and the party (Laala Bokmiche, p. 95).

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The process of managing these companies has resulted in several problems and contradictions, which we list in the following points:

- Multiple decision centers: The reasons that led to dualism in management and the pluralism of decision and leadership centers are mainly due to the following:

* The worker's ignorance of the foundations and fields of management, his lack of culture, and his lack of technical and political training.

* The emergence of a removal of the antagonistic relationship between managers and workers' representatives.

* Managing officials are influenced by imported management models and seek to implement them without taking into account the facts and peculiarities of the national economy and the nature of the prevailing environment.

- Multiple tasks and functions: Multiple secondary tasks and scattered efforts have an impact on the organization's productive work flow and its financial resources.

- The large size of the institution: The multiplicity of many secondary tasks resulted in inflation in its administrative apparatus, structures, and means, which resulted in wasted efforts, duplication of work, entanglement of responsibilities, and excessive complexity in its units and functions, which led to the difficulty of controlling its management.

- Lack of supervision of competencies and marginalization of frameworks: lack of guidance, lack of absorption of skills, failure to control the flow of production work in the required manner, and deliberate marginalization of national frameworks by multinational companies implementing development projects in that period.

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The intervention of the guardian authorities in every small and large matter within the institution, which led administrative supervisors to rely on a policy of evasion and concealment of facts when preparing reports. (Ibn Antar Abd al-Rahman, pp. 111-112).

3- The Socialist Institution and Management: 1971-1980

Socialism is centered on the socialist production system based on cooperation among all producers, and on collective ownership of the means of production... The socialist system is characterized by the centralization of comprehensive planning and decision-making... The actual application of the socialist system appeared in Algeria on November 1, 1971, according to the issuance of an official document To run public institutions collectively according to the socialist approach (**laala Bokmiche, p. 97**)

The socialist management of enterprises is neither self-management, nor participation in the management, nor joint management. It is an experiment that attempts to highlight the economic power of the workers within the enterprise, which are considered in themselves as production entities, where development work is determined by the government. This conception of socialist management makes it A point of articulation for the interests of society represented by the state, through the executives it appoints (**Yassif Hasiba, pp. 240-241**).

As for the governing bodies of the institution, it is characterized by its diversity and is as follows:

*** Workers Council:**

It is considered the basic body in the socialist organization method for enterprises, as it is the framework that regulates workers' participation in the process of managing the enterprise's affairs. This body is formed through elections at the level of the unit or enterprise, and holds two regular sessions per year. It can also hold exceptional

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sessions, and enjoys freedom of action in all other matters. The authorities monitor the institution's progress and program implementation. He also expresses his opinion on plans aimed at developing institutions within the framework of comprehensive national plans. (laala Bokmich, p. 99)

According to Article 49 of the Charter for the Socialist Management of Institutions, the Council's contribution to management is mainly reflected in the activities of the various permanent committees emanating from it or the joint committees between it and the Directorate Council. These committees are represented in:

- Economic and Financial Affairs Committee.
- Social and Cultural Affairs Committee.
- Employee Affairs and Training Committee.
- Health and Security Committee (mixed committee)
- Disciplinary Committee (mixed committee).

The Council's powers are as follows:

- He has powers that entitle him to participate with the Directorate Council in some competencies, especially in the field of employment and training, setting internal regulations, and managing social and cultural services.
 - Providing opinions and recommendations regarding the annual report, monitoring the implementation of the plan, the progress of accounting, and amending the organization's structures.
- These powers are of an advisory nature (Yassif Hasiba, p. 240)

The role of the Workers Council in management remains limited and formal due to considerations that can be attributed to the weak training and cultural level of the workers and the broad powers granted to the Directorate Council, while the basic role of the Council

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is to monitor (Yassif Hasiba, p. 240).

* **Directorate Council:**

It consists of a certain number of direct deputies to this director and one or two representatives elected by the Workers' Council. The number of its members ranges between a maximum and a minimum of (9-11) members. This council works to maintain the management of the institution, and discusses issues related to the marketing, supply, and production programs and the expansion of the institution's activities. ...and the employee law, the wage scale, and the appointment of representatives of the directorate in the permanent committees of the institution, in addition to settling disputes (**laala Bokmich, pp. 99-100**)

It holds meetings during which deliberations take place that end with decisions being taken, in which the Director-General has the final say in the event of a dispute within the Directorate Council. The Director represents the decision-making center and the actual authority by virtue of his appointment by presidential decree based on the proposal of the guardian authorities, while the rest of the members are appointed by ministerial decisions, and in the event of A dispute within the Directorate Council resolves that dispute, and he is responsible for management based on the powers delegated to him. As for his relationship with the Workers Council at the enterprise level, the Council participates through its representatives with a mandatory participation and in an advisory role (**Yassif Hasiba, p. 240**).

4- The Corporation and its restructuring: 1980-1988

The public institution lacked the minimum management conditions as a result of bureaucracy and the politicization of its strategic decisions, and its objectives for which it was established, which were production and meeting consumer desires of a social nature, prevailed. The Algerian authority at that time, in response to the requirements of the situation that the public institution was going through on the one

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hand, and the situation of the national economy as a whole on the other hand, adopted restructuring (**Yassif Hassiba, p. 240**).

At the end of the seventies, the Algerian institution became unable to maintain the successful management system, as management became purely bureaucratic, through which it was necessary to search for solutions to these economic and social contradictions, so the state sought to implement a new management policy, and this economic situation led to a The extraordinary conference of the National Liberation Front Party in 1970 AD to evaluate the results of the development policy followed during the seventies, and it came out with several recommendations, the most important of which were: restructuring major public institutions (Sonacom, Sonatrach), and the independence of institutions (**Hicham Boukfos, p. 115**).

The restructuring process went through two stages. The first stage was the organic restructuring of institutions by dismantling the number of national institutions from 85 institutions to 145 institutions, and reducing the number of regional and local institutions from 526 institutions to 120 institutions. The purpose of this was to transform the public sector into Smaller, more specialized and efficient institutions. The second stage was financial restructuring, which is considered a geographical redistribution of decision-making centers and the culmination of organic restructuring. Its purpose was to restructure the institution's debts by reorganizing the records of interest and capital entitlements and liquidating receivables between institutions (**Salwachi Hisham Sufyan, p. 168**).

Among the administrative and management reforms brought about by the restructuring are the following:

- Independence in management, with responsibility for the production process being placed on directorates and local groups.
- Transferring general directors from the capital to refocus them in geographical areas close to production units, in order to strengthen

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decentralization.

Reducing directorate employees and identifying them for field coordination of units (**Al-Tayeb Daoudi, p. 137**)

The process of **structuring** economic institutions has moved towards improving management and greater control over the activities of institutions and achieving the goals that were previously set (**Rashid Wadh, p. 168**)

Until 1988, the reform aimed to achieve the goal of organic restructuring, but the results achieved were not very satisfactory. This was due to several reasons, such as the rapid and sudden dissolution of the functions of the institution, the unevenness of the program process at the regional level, and the deletion of the subsidiary logic of the institutions. And a decrease in the amount of external shooting capabilities. These reasons led to the need to rehabilitate the financial management of institutions. Since the advent of these reforms, the main desired goal for change has become related to achieving production and productivity, and achieving “efficiency,” “effectiveness,” and performance. The necessity of improving administration and management and relying on the experience and efficiency of workers in order to strengthen structures has become a sensitive point in institutions through which the set goals can be reached. (**Salwachi Hicham Sefyan, p. 168**).

5- Independence of the institution: 1988-1995

The independence of the institutions was officially announced at the general session of the National Liberation Front party on December 21/22, 1988, and the necessary procedures for legal support were established in January 1988 with the approval of the National People’s Assembly. The name of the socialist public institution was changed to the economic public institution (**Farfar Samia, without p.**).

Independence is linked to various aspects, including tasks, strategy,

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management and administration activities, freedom to find procedures that suit market conditions, developing direct investment and finally the initiative in improving the organization of the institution so that it suits market conditions, developing direct investment and finally the initiative in improving the organization of the institution so that it suits it. With its commercial dynamism (**Al-Saeed Okil, p. 20**)

Within the framework of the process of managing the economic institution in light of independence, the National People's Assembly approved several measures, which are:

1 - The institution is managed by a council consisting of 7 to 12 members.

-2 Establishment of contribution funds that manage and monitor state funds in independent institutions.

3 - Decentralization of planning by preparing annual plans for institutions in coordination with the plans of the sector and the national economy as a whole.

-4 Distribution of hard currency through the Chamber of Commerce.

5- Establishing a system of contracts between institutions. (**Yassif Hasiba, p. 240**)

* The governing body of the independent public economic institution:

- **General Assembly**

It is formed from the total shareholders in the institution's capital, and exercises the powers granted to it by law. In limited liability companies, workers are included in the general assembly through their representatives despite their non-contribution to the institution's capital, with the aim of establishing non-commodity labor relations, as one of the tasks of the independent institution is to deepen the nature of Democratic management and administration.

- Management device

In public economic institutions organized in the form of joint-stock companies, they are managed by an administrative council consisting of (7 to 12) members, including two members representing workers. The remaining members are appointed within the framework of the General Assembly. As for institutions organized in the form of limited liability companies, they are managed by a supervisory board. It consists of a maximum of five members, including one member representing the workers, and the rest of the members are appointed by the General Assembly.

- Managing Director

As for institutions organized in the form of joint stock companies, they are subject to the supervision of the general director who is elected by the Board of Directors. As for institutions organized in the form of limited liability companies, the Supervisory Board is responsible for proposing and appointing the management of the institution. **(laala Bokmich, p. 108).**

– Corporation and privatization: 1995 - 2003

What is meant by privatization is to increase the role of the private sector in the process of economic development and reduce the role of the state. It is therefore a gradual shift towards the private sector and is an expression of the transfer of public ownership to private ownership. Therefore, it is a means of increasing production, improving quality, reducing the cost of the productive unit and curbing Growth in public spending, as well as securing the necessary liquidity to pay off government debts **(Mohamad Al-Saleh Al-Hinnawi,p 19)**

The motives behind privatization differ from one country to another. For example, in (formerly) socialist countries, resorting to privatization was Primarily an expression of the desire to get rid of one of the most important foundations of socialist construction (public

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ownership of the means of production), and to move from complete state control over the economic process to an economy that depends on market mechanisms and competition. This meant dismantling the public sector for the sake of a private sector that was absent in the past. The shadow of the socialist system (**Mohamed Diab, p. 32**).

As for the concept of privatization according to the Algerian legislator, it can be approached from two angles. The first relates to the definition stipulated in Order 22/95 relating to the privatization of public institutions, considering it the first law according to which the first privatization operations were carried out. As for the second angle, it presents the concept carried by the new legislation in force that replaces the legislation. The former, which is included in Order No. 04/01 relating to the organization, management and privatization of public economic institutions. According to Order 22/95, the Algerian legislator gave it two meanings:

* The first meaning: Privatization is every commercial transaction that leads to the transfer of ownership of all material or moral assets in a public institution, whether part or all of its capital, to the benefit of natural or legal persons subject to private law.

* The second meaning: Privatization is every transaction that leads to transferring the management of a public institution to natural or legal persons subject to private law (**Muhammad Zarqoun, p. 155**).

6-1 Methods of privacy

In general, two policies were implemented to implement the privatization project according to Article 1 of Order 95-22, which can be summarized in the following points:

- 1 Relinquishing ownership of the public sector for the benefit of the private sector, whether it is a total or partial waiver, which is also known as transfer of ownership.

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- 2 Giving up the provision of services while retaining ownership, which is known as privatization of management.

The process of selling or transferring ownership must fulfill a set of steps that can be summarized in the following points:

* Identifying public institutions that are subject to privatization according to a chronological order of priority. According to Algerian legislation, Article No. 21 of the text of Order 01-04 authorizes the Minister of Contributions, in consultation with the relevant ministers, to propose a privatization program as well as measures and methods of transfer in order to be approved by the State Contributions Council.

* Study the feasibility of privatizing each institution individually from all aspects (economic, financial, social, etc.), and this task is entrusted to the Minister of Contributions according to the text of Order 01-04. **(Bin Hammou Asmat ,p 86).**

6-2- Objectives of privatization in Algeria

Among the most important main characteristics of the economic situation in the Arab countries, and specifically Algeria, is the control of the public sector over a high percentage of economic activities, and its penetration into all aspects of economic life directly. “This dominance came through the state’s ownership of the elements of production, through nationalization and the establishment of General economic projects, and thus most economic activities became in the hands of the state (industry, banking, internal and external trade, contracting, public utilities, transport and communications, etc.) and the role of the private sector declined, or even almost disappeared during certain periods, and central planning replaced the system The market, as an effective force in allocating resources **(Shaima Mubarak, p. 438)**

The following is an attempt to identify the most important goals of privatization: **(Shaima Mubarak, p. 439)**

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- Developing the effectiveness of the organization's economy:

This is done by encouraging the institution's national and international effectiveness and competitiveness, introducing new technologies, promoting creativity, improving the performance of work methods, in addition to increasing productivity, including the rate of use of industrial machines, introducing new methods and management groups, and allowing the institution to make the necessary national and international alliances to carry out its activity.

The most important budgetary and financial objectives for the effectiveness of privatization are:

- Maximizing the net revenues of privatization in order to mobilize the necessary resources to finance public expenses and reduce

Fiscal pressure, financing important investments that public finances are no longer able to finance, finding new sources

for tax revenues.

- Objectives related to distribution and redistribution of income:

This is done through openness to the new owners of institutions, and this is through stimulation by creating a middle class within the country, encouraging economic development for different groups of members of society, and making workers owners of their institutions, out of a desire to expand the ownership base for members of the people. If any country announces this goal, it will gain Supporting individuals and encouraging small investors to buy shares that are offered for sale and restore the right to recover properties that were previously confiscated by previous regimes.

- Political objectives:

This is through building democracy, as one of the basic goals that can be achieved through privatization is that an economy

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based on private ownership helps build democracy and political institutions with popular sovereignty, and also helps respect and guarantee individual freedoms. This does not mean that all capitalist economies protect It defends individual freedom, as political and individual freedom embody true democracy in various economic and social fields.

Therefore, privatization in its true sense means democracy in the field of production, democracy in the field of distribution and consumption, and finally democracy in the right to ownership. Political goals can also be achieved through redefining the field of production.

By tracing the stages that the Algerian economic institution went through, we noticed the influence of the ideological aspect that Algeria adopted after independence by adopting a socialist model. We also tried to highlight an important aspect in building the institution as a whole, which is the structure and structure of power, which is the backbone of any institution and the most important aspect. In achieving its goals and objectives, we will present in the following readings about the formation of authority, its structure, methods of exercising it, and how it is distributed within the institution, and this throughout every period of time that it passed through.

Many researchers have emphasized that the self-management system has resulted in several psychological and social problems that have a direct impact on work. These problems clearly contributed to the failure of this model, the most prominent of which are:

- 1- The workers feel aggrieved as a result of their conditions not improving as they had expected and hoped for a long time.
- 2- Poor organizational communication between workers and administrators as a result of the formation of psychological barriers (negative tendencies) and the monopoly of power and information by

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bureaucrats.

3- Loss of confidence in the principles of self-management.

4-Low morale and poor performance (**Mustafa Achoui, p. 230**)

This management system gave the manager absolute authority over the rest of the workers' councils, which were supposed to have greater authority within the organization, but what happened was the opposite.

The inclusion of workers in production units was not intended to involve them in the management of those units. Historical facts during this stage revealed that the worker remained subject to the control of a bureaucratic leadership based on a bourgeois ideology that did not have sufficient experience in managing and running work groups, as these groups remained far from participating in decision-making due to the lack of communication channels between management and workers (**Yousef Saadoun, p. 09**).

We find that socialist management, in its theoretical framework, is based on three principles: (decentralization, democracy, and distribution of responsibility), and thus aims to create conditions for effectiveness among the workers within the organization. The idea of workers' participation in management is an essential factor in consolidating the idea of democratic management, with workers' participation in decision-making, including the call for decentralization within institutions. Socialist management of institutions is considered "a revolutionary technique for redistributing political and economic power within the institution"(**Yousef Saadoun, p. 13**).

We notice from what was drawn during the restructuring phase that the declared goals are to introduce a kind of decentralization in decision-making, thus giving workers another opportunity to participate in the management process, given that the size of the

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organization has become easier to communicate and reduces the levels of decision-making. Given that the decision is made at the level of the institution itself, thus exploiting the best human resources and making them serve the institutions. This model makes the human resource the lifeblood of the organization and the orbit of the operations that take place within it, thus overcoming the organizational problems that occurred in the previous stages. However, the reality of the field denies this in its entirety, and even perpetuates the control of a certain group over the management process, thus the failure of this model and its inability to achieve its goals.

After the failure of all the previous management stages and making the sharing of power and its actual exercise inapplicable realistically, the Algerian state began thinking about a more flexible model than the previous models, especially in terms of giving more participation to the workers in the management of the institution, and after the institution was subject to centralization, it became, in the model of independence, more open to its resources. humanity and granted them the right to participate in decision-making, and this is demonstrated through two levels. The first is “actual participation in decision-making and actual supervision of the economic, financial and organizational management of the institution through worker representatives on the board of directors.” As for the second level, it is represented by the advisory or informational participation exercised by workers. Through the Participation Committee.” (Ahmed Seliman, p. 234)

However, as was the case in previous models, giving workers participation in management does not amount to actual participation. The percentage of workers’ representation hardly appears, especially in terms of practical practice, in addition to the basic and strategic powers in the institution held by the General Assembly, in which workers represent only one-fifth or A quarter of the number of seats, and therefore, even if the voting method is applied, the workers’ vote

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always remains one vote for five or four votes” (Ahmed Seliman, p. 237)

* Conclusion

In the end, we say that Algeria, after the failure of all those previous models, perhaps privatization was a solution to years of useless reforms. After the institutions were public property of the state, they have now become a new system imposed by global and national circumstances, so the option of privatization was a necessary option to avoid bankruptcy. But on the other hand, if these institutions turn into private ownership or part of them, will those practices that prevailed in our public institutions for a period of time remain? What should officials take into consideration? Production or human resource? Who was given a narrow scope in his exercise of authority in the previous stages, knowing that the regulatory texts gave him the right to participate in management and even made him the backbone of the institution.

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