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THE INFLUENCE OF TAX GOVERNANCE ON TAX MORALE IN ALGERIA: A FIELD STUDY

Nadia ABDERRAHIM[1]*
Ismail BOUGHAZI[2]
Ismail MORAD[3]

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Abstract

This study explores the extent to which tax governance in Algeria contributes to strengthening tax morale, it aims to assess how various dimensions of tax governance influence taxpayers' willingness to comply, through a quantitative research design, data were collected through a structured questionnaire distributed among a sample of taxpayers. The results reveal that technical governance dimensions, particularly efficiency, readability, and stability, have the strongest positive impact on taxpayers' morale. Based on these findings, the study recommends improving administrative effectiveness, fostering greater citizen engagement, and integrating tax values into educational curricula to support sustained tax compliance.

Keywords: Tax governance, Tax morale, Tax Compliance.

1. Introduction

The importance of tax awareness emerges as a necessary element to ensure the effectiveness of tax systems, especially those based on the declaratory system, which assumes the good faith of taxpayers, by increasing the rate of compliance with their tax obligations voluntarily, allowing to achieve planned revenues with minimal effort, lower costs, and higher efficiency.

It's reasonable to believe that raising tax awareness can be more effective in reducing tax evasion and fraud than simply tightening tax controls, particularly in countries where tax administrations face staff, funding, and technical capacity limitations.

[1] *University of Ain Temouchent, Ain Temouchent, Algeria, nadia.abderrahim@univ-temouchent.edu.dz*
** Corresponding author*
[2] *University of Ain Temouchent, Ain Temouchent, Algeria, ismail.boughazi@univ-temouchent.edu.dz*
[3] *University of Ain Temouchent, Ain Temouchent, Algeria, morad.ismail@univ-temouchent.edu.dz*

Building such a culture requires a multidimensional approach that addresses the key components of tax governance: transparent and equitable tax legislation, efficient and accountable tax administration, and an informed and engaged taxpaying community.

When a taxpayer possesses a sense of civic responsibility and understands the importance of their tax contributions to sustainable societal development—while interacting with a tax administration that is free from administrative and financial corruption, characterized by efficiency and effectiveness, and operating within a tax system founded on justice, transparency, simplicity, and moderate tax burdens—this should naturally lead to a higher level of tax awareness and a stronger willingness to comply voluntarily. As a result, tax collection rates are likely to increase, not as a consequence of enforcement at the final stage of tax control, but as an outcome of effective efforts made during the initial stages of the taxation process.

Within this context, the present study seeks to evaluate the role of tax governance in promoting tax morale in Algeria. Specifically, it aims to answer the following research question:

- **To what extent does tax governance in Algeria contribute to strengthening tax morale?**

We propose the following hypothesis:

- **There is a statistically significant relationship between the quality of tax governance and the level of tax morale among Algerian taxpayers.**

2. Literature review

This section outlines the key concepts required to establish the theoretical framework of the study's variables and their corresponding dimensions.

2.1. *Tax governance*

In its report on corporate governance(*VITARA Reference Guide*, 2024, p. 03), the Organization for Economic Cooperation and Development (OECD) provides a framework for understanding corporate governance in tax administration, dividing it into two types: Internal related to the effective management of the tax administration and must be characterized by transparency in internal systems, structures and processes, and external related to laws and legislation that must allow for accountability through oversight, and thus when these elements work together they produce a transparent and accountable tax administration, as illustrated in the following figure:

Tax governance aims to strike a balance between the various actors in the tax system, including tax legislation, tax administration, and the tax community, to ensure fairness, efficiency, and sustainability of the tax system. Its objectives extend across economic, social, and political dimensions, making it an essential pillar for achieving sustainable development and a balanced tax system.

The theoretical framework of tax governance is based on a set of principles and practical rules, including consultation, visibility, legibility, legibility, security, stability, performance, and communication, which guide the operation of the tax system and help translate core principles into concrete actions. (Fangour, 2017, p. 297)

2.2. *Tax Morale: Concept and dimensions*

According to the OECD, tax morale is a direct result of building trust between the tax administration and taxpayers and requires a transparent, fair, and efficient tax system. The OECD defines it as the intrinsic motivation to pay taxes and a vital aspect of a tax system that relies heavily on voluntary compliance by taxpayers to generate most of its revenue.(OECD, 2019)

The report also noted that socioeconomic factors such as age, religion, gender, employment status, educational attainment and trust in the government significantly affect taxpayers' levels of trust in the government.

Tax morale is practically defined as the voluntary fulfillment of the taxpayer's tax obligations, namely, declaratory obligations and payment obligations.(Bouchoucha, 2021, p. 121)

It is a social phenomenon that is difficult to explain. Questions about tax compliance are as old as taxation itself, and will remain an area of discovery as long as taxation exists. (Torgler, 2007, p. 64) Researchers have addressed the factors affecting tax morale, which are divided into personal factors, factors related to tax administration, and other factors related to the tax community.

The six studies reviewed by (Bouchoucha, 2020, p. 125) highlighted the importance of trust in the political system—whether in government or parliament—as a key factor positively influencing tax compliance. Democratic engagement and political participation, particularly in direct democracy models such as that of Switzerland, are associated with higher levels of tax morale. Furthermore, studies have demonstrated that cultural variables and attitudes toward the political system play a pivotal role in shaping taxpayer behaviour, especially in multicultural societies.

In addition to these political and cultural factors, individual characteristics also influence tax compliance. It tends to increase with age and is generally higher among women, while it may decline among certain upper or lower social groups depending on the context. Furthermore, satisfaction with one's financial situation enhances tax morale, whereas administrative corruption erodes trust in the system and leads to reduced compliance.

On the other hand, the study of Horodnic & Williams (2019) focused on categorizing the determinants of tax morale, based on previous studies, into formal institutions and vertical trust, including the deterrent effect, centralization, corruption, quality of government, tax rate, and democratic systems, and informal institutions and horizontal trust, which includes culture, religious values, national pride, civic engagement, and political debates.

The study showed that the most important factors affecting tax morale are trust in public authorities and government transparency, which support tax compliance, followed by religious values and cultural differences, then direct democracy, legal rights, and national pride. In contrast, a high tax rate negatively affects tax morale unless the policies are perceived as fair. Civic participation increases tax awareness and helps reduce administrative corruption and centralized standards. In addition, community size plays a role as morale tends to be lower in rural areas. Other influencing factors include deterrent measures, political debates, sense of belonging, and social stigma.

The World Bank(*VITARA Reference Guide*, 2024) highlighted the importance of policy support for tax reforms in building trust between the government and taxpayers, simplifying procedures, strengthening enforcement capacity, and enhancing tax governance through transparency and accountability, empowering taxpayers leads to the establishment of a "tax contract", which enhances both voluntary and semi-voluntary tax compliance, thereby reinvigorating the cycle and enhancing the sustainability of the tax system.

2.3. Previous studies

Early research, such as (Khaled Senator, 2019), (Bareche Aissa, 2019), focused on structural and organizational challenges in tax administration in Algeria, highlighting instability and inefficiencies such as ill-conceived reforms and legislative incompatibilities, proposals such as the segmentation of taxpayers (Khaled Senator, 2019) were introduced but faced significant implementation challenges.

Broader structural modernization has been linked to the need for strong political will and alignment with Algeria's socio-economic context. (Bareche Aissa, 2019)

By 2020, the focus shifted toward digitization initiatives((Benchohra & Gamane, 2020), (Hammouche Ramzi, 2024)) which aimed at improving efficiency and reducing costs, where digitization was framed as a key enabler for revenue growth (Hammouche Ramzi, 2024) , reporting an increase in revenue of up to 70%, alongside notable cost savings..

Recent studies have begun to link these reforms to wider systemic structures, such as banking and legal frameworks (Benchohra & Gamane, 2020), (Bareche Aissa, 2019)

Research outside Algeria, such as by (V. Boogaard et al., 2020), (G. Mascagni & Fabrizio Santoro, 2018), (O. Fjeldstad & K. Heggstad, 2012) emphasizes the importance of taxpayer education and awareness, transparency, and citizen engagement as key factors for better compliance.

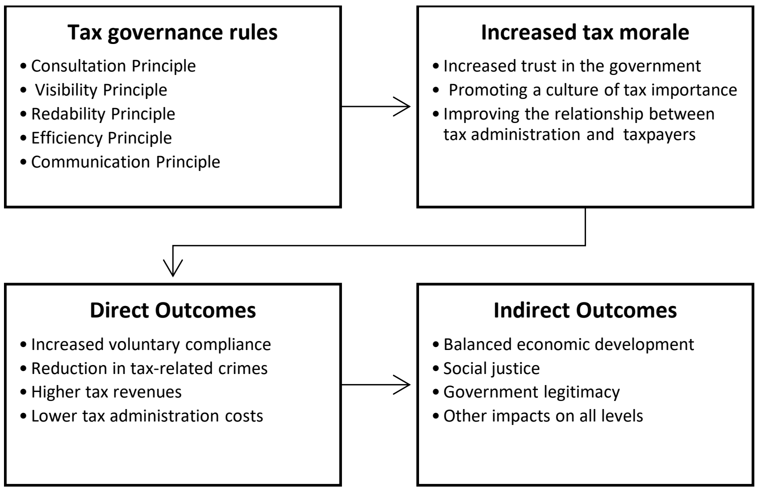
Cross-country examples from Ghana (V. Boogaard et al., 2020)) or Mozambique (O. Fjeldstad & K. Heggstad, 2012) and Denmark (Louise Blichfeldt Fjord & Peter Koerver Schmidt, 2023) illustrate holistic governance models that combine digital infrastructure with trust-building mechanisms. These models are increasingly used as benchmarks to evaluate Algeria's tax administration shortcomings (Boukalaa & Mesbah Harrag, 2021), (Benchohra & Gamane, 2020)

Global empirical studies (Anne Brockmeyer et al., 2019)(A. Khan et al., 2014) have introduced innovative approaches such as performance-based pay for tax collectors or behavioral interventions (e.g., enforcement emails) to incentivize compliance. These advanced approaches are largely absent in research on Algeria, but may be useful for future policy adjustments.

3. Methodology

Based on previous studies, in particular (Horodnic & Williams, 2019), (Fangour, 2017), (OECD, 2019), the relationship between tax governance principles, tax morale and its positive effects can be illustrated as follows:

Figure 1: Relationship between governance and tax morale and its effects



Source: Authors' elaboration based on previous studies.

Based on this conceptualization, a questionnaire was developed for data collection. The first section focused on the respondent's demographic information, while the second comprised 39 statements distributed across two main axes. The first axis assessed the extent to which tax governance principles are applied, and the second measured the level of tax awareness among the participants.

A five-point Likert scale was employed to capture the respondents' perceptions, and the data were analysed using the SPSS statistical software.

The questionnaire was distributed to a random sample of Algerian taxpayers through various channels, including in-person delivery, email, and social media platforms (notably Facebook). A total of 246 questionnaires were collected, of which 223 (90.65%) were deemed valid for analysis, while 23 (9.35%) were excluded.

This study adopts a cross-sectional design, which allows for measuring the association between tax governance and tax morale at a single point in time. While this design reveals important correlations, it does not permit definitive causal conclusions.

4. Results

4.1. *Reliability and Validity of the Study Instrument:*

The reliability and validity of the questionnaire were evaluated using Cronbach's alpha coefficient, while Spearman's correlation coefficient was used to estimate the strength and direction of the relationship between the score of each statement and the total score of its corresponding axis.

Table 1. Stability and validity coefficient

Axis	N	Cronbach's alpha	Spearman
Axis 1	20	0.898	From 0.314** to 0.611**
Axis 2	19	0.802	From 0.139* to 0.319**
All axis	39	0.917	

Source: Authors' compilation based on SPSS (version 25) outputs.

The Spearman correlation coefficients for the first axis, "Tax Governance Principles," ranged from 0.314** to 0.611**, all significant at the 0.01 level, demonstrating strong internal consistency and validity. For the second axis, "Tax Morale," the correlation coefficients ranged from 0.139* to 0.319**, significant at both the 0.01 and 0.05 levels, indicating acceptable internal consistency and construct validity for this dimension.

The Cronbach's alpha values for the first and second axes were 0.898 and 0.802, respectively. these values exceed the commonly accepted threshold of 0.60, confirming that the questionnaire items are reliable and suitable for use in this study.

4.2. *Statistical Analysis of the Questionnaire Data:*

Table 2: Personal data of the sample

Variables	Categories	N	%
Gender	Male	120	53.8
	Female	103	46.2
Age	Less than 31 years old	44	19.7
	20 to 39 years old	74	33.2
	40 to 59 years old	65	29.1
	More than 60 years	40	17.9

Academic Qualification	Primary Education or Less	45	20.2
	Secondary Education or Equivalent	52	23.3
	University Education or Equivalent	61	27.4
	Postgraduate Studies	65	29.1
Professional Status	Student	35	15.7
	Government Employee	50	22.4
	Private Sector Employee	27	12.1
	Self-employed	33	14.8
	Retired	21	9.4
	Unemployed	27	12.1
	Other	30	13.5
Professional experience	Less than 5 years	60	26.9
	From 5 to 10 years	54	24.2
	From 11 to 15 years	50	22.4
	More than 15 years	59	26.5

Source: Authors' compilation based on SPSS (version 25) outputs.

The sample is relatively balanced in terms of gender, with 53.8% male and 46.2% female respondents, and most participants are young, with 33.2% aged between 20 and 39, and 19.7% under 20, indicating a strong youth presence.

Educationally, the sample is well-qualified: 29.1% hold postgraduate degrees and 27.4% have university-level qualifications, while the rest possess secondary or elementary education.

In terms of employment, government employees represent the largest group (22.4%), followed by students (15.7%) and self-employed individuals (14.8%).

Regarding work experience, the sample is diverse: 26.9% have less than 5 years of experience, 24.2% have 5–10 years, and 26.5% have over 15 years, this mix contributes to the depth and credibility of the responses.

4.3. *Statistical Analysis of the Questionnaire Statements*

In this section, we analyse the responses and attitudes of the study sample regarding the two main axes of the research.

4.3.1. Descriptive Analysis of Tax Governance Principles Axis

The following tables present the study participants' responses toward the dimensions of the Tax Governance Principles axis, including: Consultation, Vision, Readability, Security and Guarantees, Stability, Efficiency, and Communication Principles. The table below summarizes the results of the analysis of these statements:

Table 3 : Responses of the Sample Regarding the Tax Governance Principles Axis

Statement	M	Std
The government consults stakeholders (business owners, individuals, experts) before enacting tax laws.	3.42	1.046
Changes in tax laws are announced in advance.	3.13	1.203
I trust that the parliament represents me properly.	3.22	1.259
I believe that involving citizens in tax policy discussions enhances their trust in the tax system.	3.55	1.172
I believe there are sufficient channels for citizens to participate in tax decisions.	3.5	1.181
Consultation Principle	**3.364**	**1.1722**
Tax policy in Algeria is based on a clear long-term plan.	3.33	0.963
The objectives that taxes aim to achieve at the national level are clear.	3.19	1.104
I observe consistency in the government’s tax approach without sudden unjustified changes.	3.36	1.192
Vision Principle	**3.29**	**1.0863**
Tax laws and regulations are written in clear and easy-to-understand language for the average citizen.	3.32	1.132
I can understand my tax obligations without needing a tax advisor or accountant.	3.48	1.154
Simplified explanations of tax decisions are provided through official channels such as government websites.	3.54	0.92

Readability Principle	**3.45**	**1.07**
I feel that my rights as a taxpayer are guaranteed and protected against any unfair actions.	3.53	1.098
There are clear mechanisms for appealing tax decisions in a fair and transparent manner.	3.49	1.142
Security and Guarantees Principle (Mean)	**3.51**	**1.12**
I feel that the tax system is stable and predictable in the long term.	3.43	1.132
Tax laws are not changed except after adequate consultation and prior announcement.	3.34	1.128
Stability Principle	**3.385**	**1.13**
I believe the tax system achieves its goals in funding public services and promoting development.	3.44	1.076
I observe that the tax administration works effectively without wasting resources.	3.25	1.142
There are monitoring mechanisms to prevent tax evasion and to penalize violators fairly and transparently.	3.31	1.135
Efficiency Principle	**3.51**	**1.12**
I can easily access tax information through the website or tax offices.	3.52	1.106
Tax information is presented in a simplified manner suitable for all segments of society.	3.41	1.043
Communication Principle	**3.465**	**1.0745**
Overall Tax Governance Principles	**3.39**	**1.12**

Source: Authors' compilation based on SPSS (version 25) outputs.

The Consultation Principle scored relatively high (M = 3.36), reflecting awareness of the value of relevant actors' involvement. The Vision Principle showed a moderate level (M = 3.29), suggesting a fair degree of confidence in the stability of tax policy.

High scores in the Readability (M = 3.45) and Security Principles (M = 3.51) indicate that respondents find tax information accessible and feel protected by fair appeal mechanisms. Stability (M = 3.39) was also rated highly, reinforcing a sense of predictability.

Similarly, the Effectiveness Principle (M = 3.51) suggests confidence in the system's ability to fulfil its purpose. The Communication Principle scored the highest (M = 3.465), highlighting the clarity and accessibility of tax-related information for all.

4.3.2. Descriptive Analysis of Tax Morale Axis

The following table briefly presents the results of the analysis of the statements related to the overall axis of the dependent variable (Tax morale):

Table 4: Responses of the Sample Regarding the Tax morale Axis

Statement	M	Std
I understand the importance of taxes in financing public services such as health, education, and infrastructure.	3.53	**1.237**
I have sufficient knowledge of tax laws and procedures in Algeria.	3.30	**1.213**
I make sure to follow any changes or amendments to the tax system.	3.93	**0.963**
I believe that paying taxes is a national duty that contributes to the development of society.	3.53	**1.165**
Tax Awareness	3.5725	**1.1445**
I make sure to pay due taxes without evasion.	3.64	**0.948**
I prefer paying taxes regularly rather than facing legal penalties.	3.75	**0.909**
I do not seek illegal ways to evade or reduce taxes.	3.67	**0.929**
Voluntary Tax Compliance	3.69	**0.930**
I believe the government uses tax revenues fairly and effectively for the benefit of the society.	3.50	**1.119**
I trust that the tax system is applied fairly to everyone without discrimination.	3.40	**1.146**
Trust in the Tax System	3.45	**1.1325**
I notice that most people around me comply with paying taxes.	3.21	**1.042**
I believe that respecting tax laws is linked to the prevalence of a culture of compliance in society.	3.26	**1.142**
If I knew that most people don't pay taxes, I might also consider not paying them.	3.17	**1.169**

Effect of Social Environment on Tax Compliance	3.23	**1.120**
I find that tax payment procedures are clear and easy to follow.	3.64	**0.890**
I believe the taxes imposed on me are proportional to my income level.	3.28	**1.192**
I think the tax system needs improvement to become fairer and more efficient.	3.76	**1.063**
Taxpayer Satisfaction with the Tax System	3.56	**1.050**
I believe that refraining from paying taxes without legal justification is unethical behaviour.	2.89	**1.544**
I believe my tax compliance contributes to improving the quality of public life.	2.87	**1.395**
I feel satisfied paying taxes because I contribute to building a better future.	3.57	**1.285**
If I had the chance to legally avoid taxes, I wouldn't take it because I believe in their importance.	3.19	**1.323**
Moral and National Motivation for Tax Compliance	3.13	**1.350**
Tax Culture	3.43	**1.410**

Source: Authors' compilation based on SPSS (version 25) outputs.

The results indicate a high level of tax awareness among respondents (M = 3.57), reflecting a solid understanding of the importance of taxes in financing public services, with relatively consistent views among participants. The voluntary tax compliance dimension recorded the highest mean (3.69), showing a strong agreement among participants. In contrast, trust in the tax system was moderate (M = 3.45), with notable variation, particularly in perceptions of fairness.

The influence of the social environment was limited (M= 3.23), indicating a weak collective tax culture. Satisfaction with the tax system was relatively high (M = 3.56), accompanied by awareness of areas for improvement. Ethical and national motivations were the least influential (M = 3.13), showing significant divergence in views. Finally, while the overall tax culture was relatively high (M = 3.43), variability in responses suggests the need for tailored awareness efforts.

4.4. *Inferential Analysis Using T-Test and ANOVA: The Effect of Personal Characteristics on Tax Morale*

To complement analysis of the main hypothesis, additional tests were conducted using T-test and ANOVA to examine whether personal characteristics influence respondents' perceptions of tax morale.

The results showed no statistically significant differences based on gender (Sig = 0.742), education level (Sig = 0.257), employment status (Sig = 0.828), or work experience (Sig = 0.054). However, age showed a significant difference (Sig = 0.049), with respondents over 60 demonstrating higher compliance than those under 20.

Table 5 : Impact of Personal Variables on Perceptions of Tax Compliance: Summary of ANOVA and T-Test Result

Personal Variable	Sig	Significant Differences?	Result
Gender	0.742	No	No statistically significant differences
Age	0.049	Yes	Over 60s are more tax compliant than those under 20
Educational Level	0.257	No	No statistically significant differences
Employment Status	0.828	No	No statistically significant differences
Work Experience	0.054	No	Did not reach the required significance level

Source: Authors' compilation based on SPSS (version 25) outputs.

4.5. *Hypothesis Testing Using Regression and Correlation Analysis*

Main Hypothesis :

H_0: There is no statistically significant effect (at $\alpha \leq 0.05$) between tax governance and tax Morale.

4.5.1. Simple Linear Regression Results of the relationship between tax governance and tax morale.

The regression analysis results demonstrate a statistically significant relationship between tax governance and tax morale, as presented in the following tables:

Table 6: Regression Analysis Results for Testing the Relationship between Tax Governance and Tax Morale

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (β)	t-value	Significance Level	R-squared (Coefficient of Determination)	Adjusted R-squared	Correlation Coefficient (R)	Significance Level

Constant	1.904	/	8.541	0.00	0.173	0.169	0.416	**0.00**
Tax Governance	0.449	0.416	6.799	0.00				

Source: Authors' compilation based on SPSS (version 25) outputs.

Table 7: Analysis of Variance (ANOVA) Results for the Relationship between Tax Governance and Tax Morale

Source	**Sum of Squares**	**Degrees of Freedom (df)**	**Mean Square**	**F-value**	**Significance Level**
Regression	20.68	1	20.688	46.221	**0.00**
Residual	98.915	221	0.448		
Total	119.603	222			

Source: Authors' compilation based on SPSS (version 25) outputs.

The standardized coefficient of tax governance is 0.449, indicating a significant positive effect on tax morale ($p = 0.00$). Tax governance explains 17.3% of the variance in tax morale ($R^2 = 0.173$), with the adjusted R^2 (0.169) confirming the result. The model is statistically significant ($F = 46.221$, $p = 0.00$), and the correlation coefficient ($R = 0.416$) supports a positive relationship. Thus, the null hypothesis is rejected in favour of a significant impact of tax governance on tax compliance.

Regression equation: $Y = 0.449X + 1.904$

4.5.2. Correlation Analysis: Pearson Correlation Matrix

Table 8: (Pearson Correlation Matrix)

	y (Tax morale)	**s1**	**s2**	**s3**	**s4**	**s5**	**s6**	**s7**
Pearson Correlation	1.000	0.136	0.192	0.375	0.099	0.335	0.413	0.309
Sig. (1-tailed)	—	0.022	0.002	0.000	0.071	0.000	0.000	0.000
N	222	222	222	222	222	222	222	222

Source: Authors' compilation based on SPSS (version 25) outputs.

This analysis investigates the combined impact of the dimensions of tax governance, namely consultation, vision, readability, security and guarantees, stability, efficiency, and communication, on tax morale (y).

The Pearson correlation results show that most governance dimensions are positively and significantly correlated with tax morale; in particular, the dimensions of vision, efficiency, and communication exhibit relatively strong and statistically significant relationships. However, the security and guarantees dimension was not statistically significant ($p = 0.071 > 0.05$).

4.5.3. *Regression Analysis: Model Summary, ANOVA, and Multiple Linear Regression*

Table 9: Model Summary

Model	R	R^2	Adjusted R^2	df2	Sig. (F Change)
1	0.515	0.265	0.241	214	0.000

Source: Authors' compilation based on SPSS (version 25) outputs.

The regression model yielded a correlation coefficient (R) of 0.515, indicating a moderate positive relationship between the overall tax governance structure and tax morale. The coefficient of determination ($R^2 = 0.265$) suggests that about 26.5% of the variance in tax civility can be attributed to these governance dimensions. The adjusted R^2 value of 0.241 confirms that this proportion remains meaningful even after accounting for the number of predictors.

Table 10: ANOVA Table

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	31.400	7	4.486	11.014	0.000
Residual	87.158	214	0.407		
Total	118.558	221			

Source: Authors' compilation based on SPSS (version 25) outputs.

The ANOVA results ($F = 11.014$, $p = 0.000$) indicate that the model is statistically significant, meaning the set of governance dimensions contributes significantly to explaining the variation in tax morale. These findings support the conclusion that enhancing the quality of tax governance, especially through clarity of vision, operational efficiency, and transparent communication, can positively influence citizens' tax behaviour and strengthen tax civility in society.

Table 11: Results of the Multiple Linear Regression Analysis of the Impact of Tax Governance Dimensions on Tax morale.

Mo del	Unstandardized Coefficients		Std. Coef.	T	Sig.	Collinearity Statistics	
		Beta	14Std, Error			Tolerance	VIF

1	(Constant)	1.465	0.273	5.362	0.000		
	Consultation (s1)	0.058	0.053	1.088	0.278	0.950	1.053
	Vision (s2)	0.032	0.050	0.628	0.531	0.822	1.217
	Readability (s3)	0.158	0.059	2.671	0.008	0.692	1.445
	Security & Guarantees (s4)	-0.015	0.044	-0.347	0.729	0.905	1.105
	Stability (s5)	0.088	0.044	1.989	0.048	0.780	1.282
	Efficiency (s6)	0.202	0.055	3.686	0.000	0.733	1.364
	Communication (s7)	0.070	0.046	1.513	0.132	0.772	1.296

Dependent Variable: Tax morale (y)
Source: Authors' compilation based on SPSS (version 25) outputs.

The results of the multiple regression analysis indicate that the model partially explains the influence of the independent variables on the dependent variable. Among the studied variables, Readability, Stability, and Efficiency showed statistically significant effects at significance levels below 0.05, with Sig. values of 0.008, 0.048, and 0.000, respectively. The Efficiency variable had the strongest effect ($\beta = 0.202$), followed by Readability ($\beta = 0.158$), and then Stability ($\beta = 0.088$).

In contrast, the other variables (Consultation, Vision, Security & Guarantees, and Communication) were not statistically significant. Moreover, the VIF values show that all variables fall within acceptable limits (less than 10), indicating no serious multicollinearity issue.

Regression equation:

$$Y = 0.058 \cdot X1 + 0.032 \cdot X2 + 0.158 \cdot X3 - 0.015 \cdot X4 + 0.088 \cdot X5 + 0.202 \cdot X6 + 0.070 \cdot X7 + 1.465$$

5. Discussion, and Conclusions

The current study revealed that the governance dimensions most strongly influencing tax compliance among the sampled respondents were efficiency, readability, and stability. These factors had a clear and measurable impact on taxpayers' morale. In contrast, vision, consultation, communication, security, and guarantees were found to have limited influence.

Furthermore, moral and national motivations showed a weak impact on taxpayers' behaviour. As for personal characteristics, age was the only factor significantly associated with higher tax awareness, while gender, education level, and occupation did not show statistically significant differences.

These findings suggest that taxpayers are particularly responsive to governance dimensions that shape their daily interactions with the tax system, with the prominence of technical aspects, such as efficiency and readability, highlighting the critical role of tax administration performance. In this context, enhancing staff training and establishing fair and motivating incentive structures could significantly improve the quality of service delivery and, consequently, foster greater compliance.

On the other hand, the limited impact of participatory and communicative dimensions, such as vision and consultation, suggests that taxpayers often do not perceive themselves as active contributors to the tax policymaking process. This lack of engagement underscores the need for a more forward-looking and inclusive approach that prioritizes transparency, encourages meaningful citizen participation, and fosters open, two-way dialogue. In this regard, reinforcing the role of civil society and establishing clear, accessible communication channels between tax authorities and the public become essential steps toward building a more participatory tax culture.

Moreover, the weak influence of ethical and national values raises deeper concerns, pointing to a potential disconnection between tax obligations and the level of public trust. Addressing this gap requires more than administrative improvements; it demands long-term moral and cultural investment. Integrating tax values into formal education, starting from the early stages, and supporting these efforts with well-designed awareness campaigns can contribute to nurturing a stronger sense of civic responsibility. Ultimately, when taxpayers believe that their contributions are managed fairly and used effectively, their willingness to comply is likely to increase.

Finally, the finding that tax awareness increases with age underlines the role of life experience in shaping attitudes toward tax. This observation points to an urgent need to engage younger generations more actively and consistently, through early civic education initiatives and communication strategies tailored to different age groups, in order to foster informed and responsible future taxpayers.

Based on the findings and reflections above, the study recommends the following:

- Adopt tax policies based on the principles of good governance, with a focus on efficiency, transparency, and accountability in public spending.

- Simplify tax legislation and procedures to make them clearer, more accessible, and easier to comply with.

- Ensure relative stability in tax policies, reducing the frequency of abrupt legal changes that may confuse or discourage taxpayers.

- Foster trust and communication between the tax administration and taxpayers by ensuring fairness, transparency, and responsiveness.

- Integrate tax values into educational systems from early stages, promoting long-term civic awareness and responsible citizenship.

Acknowledgement

The authors acknowledge two important considerations that may have influenced the present study.

First, the relatively small sample size compared to the broader target population may limit the generalizability of the findings; therefore, future studies involving larger and more diverse samples are recommended to confirm and extend these results.

Second, artificial intelligence tools were utilized to improve the readability of the manuscript and to minimize linguistic and typographical errors.

While these tools supported the refinement of the text, all content, analyses, and interpretations remain entirely the responsibility of the authors.

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