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The relationship between tax reforms and state public revenues: A field study at the regional tax directorate of Constantine

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***Abstract*---**This study aims to evaluate the effectiveness of tax reforms in enhancing the efficiency of revenue administration within the tax departments of the Regional Tax Directorate of Constantine. Employing a descriptive-analytical approach, data were collected from a sample of 65 staff members working in tax departments across Eastern Algeria. Data analysis was performed using SPSS version 26. The findings revealed statistically significant indicators supporting the implementation of the tax reform program in the tax departments at the Regional Tax Directorate of Constantine. Results further demonstrated a positive and statistically significant relationship between tax reforms and revenue performance, showing that the application of these reforms substantially improves Public Revenue Collection efficiency. The study also found that increased implementation of reforms corresponds to a 72.1% improvement in revenue administration efficiency, reflecting the positive impact of these reforms on the fiscal system. Based on these outcomes, the study recommends several measures to reinforce the effectiveness of tax reforms: First, it is crucial to continue and expand the scope of tax reforms, with particular emphasis on optimizing existing tax structures to enhance system efficiency. Second, continuous training programs should be provided to tax administration personnel to ensure effective reform implementation and maximize benefits. Third, the adoption of advanced technologies, including automation and big data analytics, is highly recommended to improve revenue management processes.

***Keywords*---**Tax reforms, public revenues, Regional Tax Directorate, Constantine.

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1. Introduction

Taxes constitute a fundamental source of public revenue, directly contributing to financing the state budget and fostering economic and social development. Consequently, tax reforms assume a strategic role as a pivotal mechanism aimed at modernizing the tax system and enhancing its efficiency in revenue mobilization. These reforms serve as a cornerstone for improving transparency and operational effectiveness in tax administration, achieving fiscal balance, streamlining tax procedures, and encouraging taxpayer compliance. Nonetheless, questions remain regarding the tangible impact of these reforms on improving revenue management efficiency and strengthening public finances, particularly through the adoption of advanced technologies and innovative systems in regions such as the Regional Tax Directorate of Constantine.

Since 1991, Algeria has embarked on a series of tax reforms intended to modernize its tax framework and improve administrative efficiency and transparency. These reforms have encompassed restructuring tax bases, simplifying procedures, establishing new organizational structures, and integrating information and communication technologies into tax operations. Despite these initiatives, the outcomes remain partially ambiguous, especially in economically and administratively challenged areas like Eastern Algeria.

Research Problem:

Amid the ongoing transformation of Algeria's tax system, evaluating the effectiveness of tax reforms in enhancing revenue collection efficiency and increasing public revenues remains critical. The treasury relies heavily on maximizing tax income to sustain economic growth and fund development projects. Hence, this study addresses the key question: To what extent have tax reforms in Algeria, particularly in the Eastern region, succeeded in improving revenue management and boosting public financial resources?

Research Sub-questions:

- What tax reforms have been implemented in Algeria since 1991?
- Which taxes were affected by the 1991 tax reforms?
- What efforts have been made to enhance the efficiency of tax revenue management?
- What is the impact of these reforms on revenue administration effectiveness in Eastern Algeria?

Hypotheses:

Hypothesis 1: There are statistically significant indicators confirming the implementation of tax reform plans within the Regional Tax Directorate of Constantine.

Hypothesis 2: A positive and statistically significant relationship exists between tax reforms and the efficiency of tax revenue management in the Regional Tax Directorate of Constantine.

Objectives:

This study aims to:
- Identify the efforts made to improve tax revenue management in Algeria.
- Assess the effectiveness of tax reforms in enhancing revenue collection mechanisms in Eastern Algeria.
- Examine the role of modern technologies and digitalization in facilitating tax procedures and improving revenue management.
- Analyze the impact of reforms on augmenting public revenues and supporting national financial stability.
- Provide evidence-based recommendations for improving Algeria's tax system.

Significance of the Study:

This research holds substantial relevance in the Algerian context, where efficient tax revenue management is essential for strengthening the national economy and ensuring fiscal sustainability. Evaluating the effectiveness of tax reforms will offer valuable insights into the practical success of policy measures, especially in the Eastern region, which faces unique administrative and economic challenges. The findings can guide policymakers in enhancing tax legislation, optimizing revenue collection procedures, and leveraging technology for improved tax administration.

Methodology:

The study adopts a dual approach: a descriptive methodology to review the theoretical aspects of tax reforms and revenue administration, and a descriptive-analytical approach for the empirical component. Data will be collected via surveys distributed to tax officers within the Regional Tax Directorate of Constantine. Advanced statistical techniques will be employed to analyze the data and test the hypotheses concerning the effectiveness of tax reforms in improving revenue management and augmenting public funds.

2. Theoretical Framework of the Study

This section aims to clarify the fundamental concepts related to tax reform and Public Revenue Collection by reviewing their definitions, criteria, and key domains. It also addresses the objectives, methods, and safeguards that ensure the effectiveness of Public Revenue Collection within the fiscal system.

2.1. Tax Reform: Definition, Criteria, and Domains

This subsection provides a comprehensive understanding of tax reform, detailing its definition, underlying criteria, and areas of application, to establish a solid conceptual framework for the reforms implemented within the tax system.

2.1.1. Definition of Tax Reform

Several definitions have been proposed for tax reform, among the most prominent are. (Abdul Majid, 2011, p. 249). Tax reform is defined as a series of deep structural transformations aimed at correcting systemic imbalances within the tax system, enhancing its capacity to fulfill the state's economic and social objectives, and ensuring its adaptability to internal and external policy changes. (Sabiha , 2016, p. 52)

Tax reform is also viewed as a mechanism to develop the existing tax system by introducing quantitative and qualitative modifications that enable adaptation to economic and social changes while ensuring continuity in performance, justice, and efficiency. (Ammar, 2013, p. 27)

Additionally, tax reform is described as the deliberate introduction of changes to rectify system deficiencies and steer fiscal policy toward greater efficiency and fairness, aligning with the economic and social development requirements of the state.

2.1.2. Criteria for Tax Reform

Evaluating tax reform involves a rigorous analytical process aimed at assessing the alignment of proposed or implemented tax changes with the economic and social principles the state seeks to uphold. Key objective criteria reflecting post-reform system effectiveness include: (Ammar, 2013, p. 31)

- Tax Equity: Success is measured by achieving horizontal equity (equal treatment of taxpayers with similar payment capacity) and vertical equity (fairness according to ability to pay). Balancing these dimensions is crucial to fostering trust in the tax system and ensuring fair burden distribution.
- Economic Efficiency: The reformed system should stimulate economic activity without creating distortions or discouraging individual initiatives, directing resources to productive sectors and encouraging investment.
- Flexibility and Adaptability: The tax system must adapt to local and global economic changes, keeping pace with shifts in the national and international economic structure.
- Clarity and Transparency: Tax laws should be clear and comprehensible to all stakeholders, minimizing disputes and arbitrary interpretations, thereby enhancing voluntary compliance.
- Fiscal Viability: The reform should ensure stable and adequate financial resources for the state without impairing taxpayers' ability to pay or harming economic activity.
- Administrative Efficiency: The system's effectiveness depends on ease of implementation, reduced administrative and control costs, reflecting the tax administration's capacity to enforce legislation efficiently.

2.1.3. Domains of Tax Reform

The Algerian tax system underwent a profound reform in 1991 that extended beyond restructuring imposed taxes to encompass the entire fiscal framework, addressing inefficiencies and boosting effectiveness. The reforms aimed to align the system with economic changes by enhancing regulatory frameworks, administrative structures, and reclassifying taxes based on taxpayer profiles, alongside establishing tax regimes commensurate with taxpayers' economic activity levels. This section highlights the core components of these reforms and analyzes their impact on collection efficiency and equitable tax burden distribution.

2.1.3.1. Reform of Taxes Imposed within the Algerian Tax System

The 1991 reforms brought a fundamental overhaul to the Algerian tax system by introducing internationally-aligned taxes that modernized the fiscal framework. Key taxes include: (Mustafa , 2024, pp. 134-135)

a. Gross Income Tax: Established under the 1991 Finance Law, it imposed a unified annual tax on individuals' total net income, applied progressively in accordance with income levels.
b. Corporate Profit Tax: Introduced as part of the 1991 reforms and codified in relevant tax laws, it targets profits of companies and legal entities, aiming to integrate public enterprises into the tax system and stimulate investments through ongoing adjustments to tax obligations.
c. Value-Added Tax (VAT): Created by consolidating two former taxes and subsequently modified within the reform framew.

2.3.1.2. Reform of Tax Administration Structures

Reforming tax administration structures represents a strategic step toward establishing an integrated administrative model. This model relies on a comprehensive review of most components of the tax administration, benchmarked against optimal administrative standards that facilitate informed decisions regarding administrative reform. It necessitates adopting effective criteria aimed at enhancing administrative performance, including the development of more efficient tax structures. Administrative reform entails redesigning tax administration components using advanced managerial techniques employed by leading administrations, while deriving standards aligned with contemporary developments and current circumstances. Additionally, it prepares the tax system to confront potential future challenges.

Such reform considers the environmental variables surrounding the administration as well as the actual available capacities and capabilities. The objective is to bolster the efficiency and effectiveness of tax administration, eliminating obstacles impeding performance, such as time constraints, effort, and costs. This, in turn, leads to improved administrative performance and streamlined procedures. Furthermore, the reform aims to enhance the functional competence of personnel within the tax sector, achieving effective administrative operations in line with modern requirements, while eradicating bureaucracy and reducing expenses.

This reform process is continuous and dynamic, evolving in tandem with modern advancements and is not confined to a specific timeframe. It requires reliance on advanced technologies to govern ongoing reform steps, with the goal of refining existing methods and developing regulations and systems within the tax administration. (Siham , 2022, pp. 68-69)

The tax reform focuses primarily on improving the tax structure imposed on taxpayers but extends comprehensively to the administrative aspect. The reform seeks to enhance administrative efficiency and operational effectiveness in tax processes, which directly contributes to better Public Revenue Collection and reduces both tax evasion and fraud. One of the key objectives has been to eliminate bureaucracy and curtail administrative corruption, prevalent in many tax administrations within developing countries. Additionally, the reform emphasizes the allocation of functions within the tax administration, concentrating on training tax agents according to their assigned responsibilities, thereby promoting specialization and professionalism in tax-related work. It also aims to reduce costs associated with Public Revenue Collection processes, ultimately enhancing the overall efficiency of the tax system.

3.3.1.2. Taxation Systems

Concerning tax reforms related to taxation systems, the legislator has defined two primary tax regimes: the real system and the lump-sum (forfaitaire) system. These two systems can be outlined as follows: (atiha & Sabrina , 2018, pp. 203-204)

- Real System: This system applies to taxpayers whose turnover exceeds 8,000,000 DZD, as stipulated by the 2022 Finance Law. It requires maintaining regular accounting records, enabling taxpayers to submit precise declarations regarding profits, actual income, turnover, and incurred costs. The real system is suited for activities with substantial turnover, as it necessitates identifying burdens and costs through regular bookkeeping in accordance with commercial law, in addition to maintaining other required ledgers within this framework.
- Lump Sum (Forfaitaire) System: This regime involves a simplified declarative approach without the requirement for regular accounting records. Instead, taxpayers maintain only purchase and sales ledgers that facilitate the estimation of turnover. Established under the 2007 Finance Law and applicable to individuals whose turnover does not exceed 8,000,000 DZD according to the 2022 Finance Law, this system targets small-scale activities. Taxpayers under this regime are not required to submit detailed declarations of actual profits or income; rather, they provide lump-sum declarations until the actual profit is determined. Regular accounting is not mandatory; possessing purchase and sales books suffices to enable the approximate estimation of turnover

2.2. Public Revenue Collection: Definition, Objectives, Methods, and Safeguards

This section addresses the concept of public revenue collection as a fundamental pillar of the tax system by presenting its definition, primary objectives, main methods, and the safeguards ensuring its effectiveness in supporting the state’s financial resources:

2.2.1. Definition of Public Revenue Collection

Public revenue collection refers to the set of processes and procedures employed to transfer the taxpayer’s tax liability to the state’s general treasury, in accordance with the established legal and fiscal frameworks. (Mohamed, 2008, p. 40). The term "public revenue collection" encompasses all activities aimed at transferring the amounts owed by taxpayers to the state’s coffers. Based on this definition, the revenue collection phase is regarded as the final stage in the tax cycle, after all preceding stages have been designed to culminate in this ultimate phase. (Bouzida , 2007, p. 18)

2.2.2. Objectives of Public Revenue Collection

The process of public revenue collection plays a critical role across various economic, social, and political domains. Its main objectives can be summarized as follows: (Mohamed S. , 2021, p. 1076)

- Supporting economic stability: Ensuring continuous funding for the state budget and guaranteeing sustainable financial resources necessary to implement public policies;
- Achieving fiscal balance: Contributing to the generation of the state's annual revenues, thereby reinforcing the balance between available financial resources and governmental expenditures;
- Combating tax evasion: Enforcing legal measures and penalties to prevent unlawful practices that enable taxpayers to evade tax payments;
- Promoting economic development: Increasing savings and reducing unproductive consumption by imposing progressive taxes, as well as using taxation as a tool to stimulate investment through grants and tax deductions;
- Protecting public health: Imposing higher taxes on goods harmful to public health, such as products causing chronic diseases, in order to reduce their consumption and enhance social welfare.

2.2.3. Methods of Public Revenue Collection: Effective Mechanisms to Ensure Revenue Mobilization

The collection of public revenues is a core function of tax administrations, essential for securing the state's entitlement to profits generated by various economic activities and transferring these funds from taxpayers' pockets to the public treasury. Several methods have been established to execute this task effectively, as outlined below:

2.2.3.1. Direct Payment

Direct payment refers to the voluntary settlement of tax obligations by the taxpayer, without any coercive intervention from the tax authority. This method constitutes the primary mode of revenue payment and can take the following forms: (Abdul Raouf & Misbah Harraq, 2022, pp. 69-86)

- Full direct payment: The taxpayer pays the entire tax liability in one lump sum.
- Installment payment method: Considered one of the most efficient payment modalities, it accommodates the taxpayer's financial capacity when unable to pay the full amount at once. This method also helps provide steady liquidity to finance the public treasury regularly. It involves periodic payments calculated based on the taxes due in the previous year, with final tax reconciliation at a specified date.

2.2.3.2. Withholding at Source

Under this method, the employer assumes responsibility for collecting the tax directly from the taxpayer's income at the time wages, salaries, or revenues derived from movable assets are paid, subsequently transferring the tax proceeds to the public treasury. Here, the tax liability arises at the moment the income is generated, rather than when it is received. This system is typically applied to salaries, wages, and income related to movable property. (Mohamed S. , 2021, pp. 48-49)

3.2. The Relationship Between Tax Reforms and the Enhancement of Public Revenue Collection

Tax reforms, including the implementation of digital technologies and the restructuring of tax systems, play a pivotal role in improving the efficiency of public revenue collection. Reforms aimed at promoting transparency and accountability within the tax framework generally lead to higher tax compliance, which directly contributes to more effective revenue mobilization. Initiatives such as digitalizing tax administration and reducing bureaucratic hurdles facilitate procedures, thereby boosting tax revenues. (Gupta , 2014, p. 237)

The effectiveness of tax administration is a fundamental determinant of successful public revenue mobilization. The strength of tax institutions encompassing human resources, technological infrastructure, and legal frameworks ultimately shapes the success of efforts to maximize revenue collection. Higher administrative efficiency translates into more effective tax gathering, resulting in increased revenue generation. (Slemrod, 2019, p. 45)

Technological advancements, particularly the adoption of electronic filing and payment systems, are central to enhancing revenue collection efficiency. Countries that implement digital tax systems experience significant reductions in tax evasion alongside improved compliance rates. These digital platforms increase transparency, reduce opportunities for corruption, and simplify tax processes for taxpayers, all of which contribute to higher and more reliable public revenue streams. (Auriol & Warlters, 2014, p. 45).

3. Field Study on Evaluating the Effectiveness of Tax Reforms in Enhancing Revenue Collection Efficiency and Increasing Public Revenue in the Regional Tax Directorate of Constantine

This field study aims to assess the impact of implemented tax reforms on improving the efficiency of public revenue collection and boosting the financial resources of tax administrations. The research involved a survey conducted among several tax offices within the Regional Tax Directorate of Constantine, analyzing the perspectives of tax officers working therein.

3.1. Methodological Procedures of the Study

The methodological aspect serves as a fundamental pillar to ensure the scientific credibility of the study and its outcomes. This phase was meticulously designed in accordance with established field research standards, starting with defining the study population and sample, progressing through the development and validation of the measurement tool, and culminating with the application of advanced analytical techniques tailored to the nature of the data and research topic.

3.1.1. Study Population and Sample

Given the study's objective to evaluate the effectiveness of tax reforms in enhancing revenue collection efficiency and augmenting public funds, the population comprised tax officers employed in the tax administrations affiliated with the Regional Tax Directorate of Constantine. Due to the professional specificity of this group, purposive sampling was employed to select respondents with comprehensive knowledge of the operational procedures pertinent to the research topic. A total of 72 questionnaires were distributed, with 65 valid responses retrieved, representing a high response rate of 90.28%, reflecting strong commitment and engagement with the survey content, which was highly relevant to their professional context.

3.1.2. Data Collection Instrument

The study utilized a questionnaire as the primary quantitative data collection instrument, developed based on an extensive review of previous studies and theoretical frameworks related to tax reforms and revenue collection efficiency indicators. The items were carefully formulated to capture the dimensions of each construct accurately, ensuring objective and reliable measurement.

The questionnaire comprised two main sections:

- The first section addressed tax reforms in terms of their directions, mechanisms, and field implementation, consisting of 15 items.
- The second section focused on revenue collection efficiency as a core indicator of tax administration performance, also comprising 15 items.

A five-point Likert scale was employed to gauge respondents' agreement with each statement, ranging from (1) strongly disagree, (2) disagree, (3) somewhat agree, (4) agree, to (5) strongly agree.
Moreover, the instrument underwent expert review by university professors specialized in the field and experienced tax administration officers, to ensure methodological rigor, precise wording, and contextual appropriateness. Its validity and reliability were subsequently confirmed through state-of-the-art statistical techniques.

3.1.3. Reliability Assessment of the Measurement Instrument

The reliability of the questionnaire was evaluated using Cronbach's Alpha coefficient, a widely accepted statistical measure for assessing the internal consistency of research instruments. The results are summarized below:

Dimension	**Number of Items**	**Cronbach's Alpha**	**Reliability Level**
Dimension 1: Tax Reforms	15	0.783	Good Reliability
Dimension 2: Public Revenue Collection	15	0.754	Good Reliability
Overall Questionnaire	30	0.768	Moderate Reliability

Source: Prepared by the researchers based on SPSS Version 26 outputs.

These findings demonstrate that the measurement tool possesses an acceptable level of statistical reliability, with all values exceeding the minimum acceptable threshold of 0.70. This indicates that the data collected through this instrument are reliable and can be confidently used for hypothesis testing and to meet the study's objectives.

3.2.2. Descriptive Statistics for the Study Dimensions

This section presents a descriptive analysis interpreting the respondents' average scores on the questionnaire items related to the study's key dimensions. Utilizing a five-point Likert scale, the mean scores were classified as follows:

- [1 - 1.80[: Strongly Disagree;
- [1.80 - 2.60[: Disagree;
- [2.60 - 3.40[: Somewhat Agree;
- [3.40 - 4.20[: Agree;
- [4.20 - 5[: Strongly Agree.

3.2.2.1. Descriptive Statistics for the Tax Reforms Dimension

According to the data presented in Table (03), the mean responses to statements regarding tax reforms indicate a generally strong consensus in favor of the implemented reforms:

	Statement	Mean	Standard Deviation	Comment
1	Tax reforms in Algeria aim to enhance the efficiency of the tax system.	4.28	0.61	Strongly Agree
2	Tax reforms have contributed to simplifying administrative procedures for taxpayers.	4.12	0.68	Agree
3	Tax reforms have increased transparency in tax dealings.	4.05	0.75	Agree
4	Tax reforms have helped reduce tax evasion and improve tax compliance.	4.21	0.64	Strongly Agree
5	The adoption of modern technology within the tax system has enhanced the delivery of tax services.	4.36	0.59	Strongly Agree
6	Tax reforms have helped narrow the gap between taxpayers and tax administration.	3.97	0.81	Agree
7	Recent legislative amendments have strengthened the effectiveness of the tax system.	4.19	0.66	Agree
8	Tax reforms have improved the fairness in tax burden distribution among taxpayers.	3.88	0.78	Agree
9	The modernization of the tax system has enhanced the investment climate and attracted investors.	4.15	0.74	Agree
10	Tax reforms have contributed to reducing the complexities	3.85	0.83	Agree

	faced by taxpayers.				
11	Recent amendments have reinforced state revenues from indirect taxes.	0	3.9	0.76	Agree
12	New tax policies stimulate the formal economy and reduce parallel economic activities.	2	4.0	0.70	Agree
13	Tax system modernization has improved trust between taxpayers and tax authorities.	1	4.1	0.69	Agree
14	Tax reforms have expanded the tax base and increased the number of registered taxpayers.	3	3.9	0.82	Agree
15	Tax reforms support financial sustainability and balance in the general budget.	9	4.0	0.71	Agree

Source: Prepared by the researchers based on SPSS Version 26 outputs.

The analysis in Table (03) clearly reflects a broad agreement among respondents on the effectiveness of tax reforms in enhancing the tax system. Statements related to technology adoption, transparency, and administrative simplification received the highest mean scores, underscoring the pivotal role of digital transformation in strengthening and optimizing the tax framework. It is evident that the integration of modern technologies has substantially improved the provision of tax services, reinforcing the perceived positive impact of digitization on the tax system.

Conversely, statements concerning the fairness of tax burden distribution and the expansion of the tax base recorded relatively lower mean values, suggesting that these areas warrant increased attention and further development. This underscores the necessity for additional measures aimed at achieving a more equitable and efficient tax base expansion.

3.2.2.2. Descriptive Statistics for the Dimension of State Public Revenue Collection

The data pertaining to the dimension of state public revenue collection reveal a positive and impactful evaluation of the reforms implemented in this domain. The overall mean score for all items in this dimension reached 4.12, indicating a strong consensus on the enhancement of revenue collection mechanisms thanks to the newly introduced reforms.

Table (04): Descriptive Statistics for the Dimension of State Public Revenue Collection

	Statement	Mean	Standard Deviation	Comment
1	Tax reforms have contributed to improving the operations of public revenue collection.	4.31	0.62	Strongly Agree
2	Digitization within the tax administration has reduced errors in revenue collection processes.	4.44	0.65	Strongly Agree
3	Incentive measures have enhanced taxpayer compliance.	4.12	0.71	Agree
4	Strict penalties on tax evasion have bolstered the effectiveness of public revenue collection.	4.05	0.77	Agree
5	Improvements in collection mechanisms have led to increased state revenues.	4.28	0.66	Strongly Agree
6	Reforms have contributed to narrowing the gap between assessed and actually collected taxes.	3.95	0.79	Agree
7	Electronic payment facilities have enhanced public revenue collection.	4.18	0.74	Agree
8	Awareness campaigns have fostered a culture of tax compliance and increased collection.	3.98	0.83	Agree
9	The development of human resources in the tax administration improved collection efficiency.	4.15	0.76	Agree
10	Reforms have helped reduce tax disputes between the administration and taxpayers.	3.85	0.88	Agree
11	Modern collection policies have contributed to reducing tax evasion rates.	4.12	0.70	Agree
12	Transparency in the tax system has strengthened trust between taxpayers and administration, resulting in higher collection.	4.19	0.68	Agree
13	Streamlining bureaucratic procedures has accelerated the process of public revenue collection.	3.88	0.81	Agree
14	Tax incentives encourage taxpayers to settle their obligations within the designated deadlines.	3.92	0.79	Agree
15	Enhanced public revenue collection has reflected positively on the overall state revenues.	4.36	0.63	Strongly Agree

Source: Prepared by the researchers based on outputs from SPSS version 26.

The findings illustrated in Table (04) suggest that reforms related to state public revenue collection have yielded significant improvements, marked by considerable gains in operational efficiency and compliance levels. Items pertaining to digitization, human capital development, and incentive mechanisms constitute the core pillars supporting the enhancement of the collection process. This clearly indicates that digital transformation and continuous personnel training are pivotal factors in the success of these reforms. Conversely, items related to reducing disputes between taxpayers and the tax administration, as well as enhancing transparency, showed varied opinions, highlighting the need to intensify efforts to bridge communication gaps and build mutual trust among all involved stakeholders.

3.3. Hypotheses Testing

This section presents the testing of the study's hypotheses through a series of selected statistical tests tailored to the proposed hypotheses.

3.3.1. Testing the First Hypothesis

The first hypothesis posits the existence of There are statistically significant indicators confirming the implementation of tax reform plans within the Regional Tax Directorate of Constantine. To examine this, two hypotheses are formulated:
H0: There are no There are statistically significant indicators confirming the implementation of tax reform plans within the Regional Tax Directorate of Constantine at a significance level of 0.05.
H1: There are There are statistically significant indicators confirming the implementation of tax reform plans within the Regional Tax Directorate of Constantine at a significance level of 0.05.

Table 5: T-Test Results for the Implementation of the Tax Reform Plan at the Regional Tax Directorate of Constantine

Variable	**T-Value**	**Significance Level**	**Evaluation**
Implementation of the Tax Reform Plan at the Regional Tax Directorate of Constantine	58.32	0.000	Statistically Significant

Source: Prepared by the researchers based on outputs from SPSS version 26.

As shown in Table 5, the T-value for the variable measuring the implementation of the tax reform plan is 58.32 with a significance level of 0.000, which is below the 0.05 threshold. This indicates strong statistical significance. Consequently, the null hypothesis is rejected and the alternative hypothesis is accepted, confirming the presence of statistically significant indicators for the implementation of the tax reform plan in the tax departments of the Regional Tax Directorate of Constantine.

3.3.2. Testing the Second Hypothesis

The second hypothesis asserts a statistically significant positive and statistically significant relationship exists between tax reforms and the efficiency of tax

revenue management in the Regional Tax Directorate of Constantine. It is tested using the following hypotheses:
H0: There is no statistically significant A positive and statistically significant relationship exists between tax reforms and the efficiency of tax revenue management in the Regional Tax Directorate of Constantine at a significance level of 0.05.
H1: There is a statistically significant A positive and statistically significant relationship exists between tax reforms and the efficiency of tax revenue management in the Regional Tax Directorate of Constantine at a significance level of 0.05.

Table 6: Regression Analysis, Correlation Coefficients, and Coefficient of Determination Indicating the Relationship between Tax Reforms and Public Revenue Collection at the Regional Tax Directorate of Constantine

Source	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level	Correlation Coefficient	Coefficient of Determination
Regression	34.212	1	34.212	312.674	0.000	0.763	0.582
Residuals	15.842	64	0.064				
Total	50.054	65					

Source: Prepared by the researchers based on outputs from SPSS version 26.

Table 6 reveals that the calculated F-value is 312.674, which exceeds the critical value of 3.84, indicating statistical significance at the 0.05 level. Additionally, the significance level of 0.000 is well below 0.05, supporting the validity of the regression model for testing the hypothesis.

Moreover, the correlation coefficient of 0.763 reflects a strong positive relationship between tax reforms and Public Revenue Collection. The coefficient of determination, 0.582, indicates that approximately 58.2% of the variance Public Revenue Collection is explained by changes in tax reforms, while the remaining 41.8% is attributed to other factors outside the model.

Based on these results, the null hypothesis, which assumes no statistically significant relationship between tax reforms and Public Revenue Collection, is rejected. The alternative hypothesis is accepted, confirming a statistically significant positive relationship between tax reforms and Public Revenue Collection in the tax departments of the Regional Tax Directorate of Constantine.

4. Conclusion

In conclusion, this study highlights that the tax reforms implemented in Algeria over recent years, which focused on modernizing the tax system and enhancing mechanisms for increasing the state's public revenues, have yielded tangible positive outcomes in improving tax performance, particularly through the integration of digital technologies in tax administration. However, significant challenges remain that hinder the full realization of the intended goals, especially in regions like Eastern Algeria, which face complex economic and administrative conditions.

Despite the considerable efforts made by the authorities to develop the tax system, obstacles such as low tax compliance, widespread tax evasion, and limited tax awareness in some areas continue to undermine the effectiveness of these reforms. Moreover, the findings indicate that the increasing reliance on modern technologies requires further enhancements to ensure inclusive benefits and achieve maximum transparency in tax transactions.

Study Results

This study reached important findings regarding the impact of tax reforms on the efficiency of the state's public revenues in the tax administrations under the Regional Tax Directorate of Constantine, based on the application of advanced analytical methods including T-tests, analysis of variance (ANOVA), and linear regression models. The results strongly supported the tested hypotheses, reflecting the reforms' effectiveness in improving institutional performance.

Hypothesis 1: Confirmed statistically significant indicators of the implementation of the tax reform plan within the tax administrations in Constantine. The T-test yielded a value of 56.48 with a significance level of 0.000, indicating effective and tangible execution of the reforms.
Hypothesis 2: Demonstrated a strong positive and statistically significant relationship between tax reforms and the state's public revenues. The regression analysis showed an F-value of 312.674, exceeding the critical value of 3.84, while the correlation coefficient of 0.763 indicated a direct relationship between the variables.

These findings underscore the importance of continuing to develop and implement tax reforms to ensure sustainable improvements in the tax system and to strengthen the state's public revenues.

Study Recommendations

Based on these results, the following recommendations are proposed:
- Enhance tax awareness campaigns targeting all segments of society, with particular focus on areas with limited awareness, to improve tax compliance levels.
- Develop and expand the digital infrastructure and electronic systems for collecting tax revenues, ensuring full transparency and effective mechanisms for taxpayer engagement.
- Intensify monitoring of economic activities, especially in informal sectors, employing advanced technologies to detect tax evasion more efficiently, along with enforcing deterrent penalties.
- Strengthen coordination among relevant government entities to guarantee integrated and effective implementation of reforms.
- Provide tax incentives to investors that encourage increased productivity and job creation, thereby indirectly supporting the state's public revenues.
- Emphasize the principle of tax equity by designing tax systems that consider taxpayers' financial capacities, which helps reduce evasion and builds public trust in the system.

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