

The impact of information on improving administrative leadership: A case study of Condor Corporation

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Abstract---The industrial sector plays an important and pivotal role thanks to its contribution to the economic life. In this context, the rapid developments in the industrial and economic environments oblige companies to adapt with them to make profits, increase competitiveness, and survive. This cannot be achieved unless with a good administration that provides quality information to help the leaders take the suitable decisions towards the target goals. Thus, this paper aims at knowing the effect of the information quality with its main dimensions that include the accuracy and clarity, timeliness, flexibility, and inclusion on the promotion of the administrative leadership in Condor Electronics Company in Bordj Bou Arridj, Algeria. Findings show a statistically significant relation between the information quality with its dimensions and the promotion of the administrative leadership. Besides, the study suggests holding training sessions for the directors and decision makers to raise their awareness about the administrative leadership.

Keywords---quality, information, information quality, administrative leadership, industry.

1. INTRODUCTION

International and local organizations, be them industrial or service providers, face many changes and challenges that brought about deep and fast economic, political, social, and technological developments and led to the emergence of the information society. In the light of the sharp international competition at the present time, information and computer science turned into the axis of power, as the power and advancement of any organization are measured with the information it possesses, stores, employs, and

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consumes in all the fields.

Therefore, new concepts in the organization management emerged in order to achieve the organizations' goals amid the competition through changing the traditional styles that do not suit the new challenges, and adopting modern administrative concepts such as the leadership that enables the organization to overcome and deal with the challenges thanks to its advantages. The investment in the information resources and working to provide them with the suitable quality may help create new chances to achieve the competitive advantage that helps the leaders establish the suitable working environment for the individuals, motivate them to use their creative energy, and direct and support anyone whose orientations lead the company towards excellence. Based on what has been said, we raise the following problematic: "to what extent does the information quality affect the administrative leadership?"

To answer this problematic, we hypothesize that:

- There is a statistically significant effect at significance level ($0.05 \geq \alpha$) for the information quality on the administrative leadership.
- There is variation in the orientations of the informants' answers regarding the effect of the information quality on the administrative leadership attributed to the personal variables.

Importance of the study:

The importance of this study lies within the fact that it insists on providing information with the suitable quality to contribute to the promotion of the administrative leadership within the company in the light of the continuous development and changes. Besides, the study reveals the level of the information quality and the reality of the leadership in the studied company. In addition, it shall enrich the theoretical literature about the information quality and the leadership in the Arab environment in general, and Algeria in particular.

Aims of the study:

This study aims at evaluating the effect of the information quality through its dimensions in the administrative leadership from the perspective of Condor Electronics Company workers in Bordj Bou Arriridj. Besides, it provides recommendations that shall help improve the information quality and the level of leadership in the company.

Determinants of the study:

Temporal limitations:

The study data were collected in the 1st term of 2017.

Spatial limitations:

The population of the study included the workers of Condor Electronics Company in Bordj Bou Arriridj. We first reviewed the literature related to the topic, and then made a theoretical reading on the information quality, its main dimensions, and the concept and types of the administrative leadership. After that, we examined the effect of the information quality on the administrative leadership in the studied company.

1. Literature review:

The study of Moayad Assadi& Salman AboudZabar¹ entitled "the information quality and its effect on the strategic decisions: field study on a sample of Iraqi banks" aimed at revealing the information

¹ Moayad Assadi& Salman AboudZabar, the information quality and its effect on the strategic decisions: field study on a sample of Iraqi banks, al Qadisia journal for the human studies, Vol. 15, No° 3, University of al Qadisia, Iraq, 2013.

quality based on a set of criteria (accuracy, benefit, efficiency, prediction, and competency) and its implications on the strategic decisions taken in the studied companies. The study was applied on a sample of 40 top and middle leaders. Furthermore, the study used the correlation and regression to analyze the relation between the study variables. Findings showed that the strategic decisions depend on the accuracy and efficiency of the information. In addition, the study recommended the banks to adopt the suitable criteria for the banking strategic orientations in getting information that suit the challenges that face the decision-making, and to focus on the prediction dimension, accuracy, and benefit.

Moreover, the study of Fadia Jebbari & Souad Jebbari was entitled “measuring the information quality of the sales’ position activities as a primary tool to achieve CRM in the Algerian service company: case study of the regional directorate of SAA Telemcen during 2014-2015”². It aimed at shedding light on the relation between the dimensions of the information quality that include the accuracy, clarity, timeliness, reliable inclusion, and suitability using the quality function deployment and customers relations management in the SAA Telemcen. The sample included 70 workers. Findings showed the excellence of the company and its focus on the secrecy of its sales’ information. On the other hand, the potential of taking advantage of information updates is weak, leading to the loss of many new customers. Therefore, it must continuously update and increase its focus on the databases.

In addition, the study of Raid Mohamed al Adaila & Marwa Khidr Abou Samha data was entitled “the information quality and its effect on the creative leadership from the perspective of the workers of the Jordanian Islamic Bank for Investment and Funding in the provinces of the South Territory”³. It aimed at knowing the level of the information quality and its effect on the creative leadership from the perspective of the workers in the Jordanian Islamic Bank for Investment and Funding in the provinces of the South Territory. The study used the analytical descriptive method with a questionnaire of 57 statements that covered all the study fields. The sample included 150 informants chosen on purpose. In this line, only 79 questionnaires were collected and then analyzed using the descriptive analysis and the multi and gradual regression analyses. Findings showed that the workers’ perceptions of the dimensions of the information quality got a high evaluation and that there is a statistically significant effect for the information quality, accuracy, inclusion, and timeliness on the creative leadership at significance level ($0.05 \geq \alpha$). Besides, the study recommended focusing on the information inclusion and availability in the suitable time with a high level of accuracy. In addition, it is necessary to push the workers for creativity and to adopt leadership policies that encourage the workers to make creative practices.

Furthermore, the study of Parmita Saha, Antanu K. Nath, & Esmail Salehi-Sangari was entitled “an information quality and system quality approach Transforming Government: People, Process and Policy”. It tackled the information and system quality to study the governmental websites in 97 organizations in 21 regions in Sweden. The study used various criteria mainly the information quality, timeliness, and sufficiency to the employees’ needs. Findings showed that these criteria are among the basic determinants of the information quality.

Moreover, the study of Khalaf al Khazaala entitled “the effect of the information quality on the decision-making: field study in the Jordanian Royal Airlines”⁴ aimed at knowing the effect of the information quality dimensions that include the validity, accuracy, safety, quantity, age, time lines, access,

² Fadia Jebbari & Souad Jebbari, measuring the quality of the information of the sales’ position activities as a primary tool to achieve CRM in the Algerian service company: case study of the regional directorate of SAA Telemcen during 2014-2015, MECAS notebooks, No° 13, University of Telemcen, 2016.

³ Raid Mohamed al Adaila & Marwa Khidr Abou Samha data, the information quality and its effect on the creative leadership from the perspective of the workers of the Jordanian Islamic Bank for Investment and Funding in the provinces of the South Territory, the Jordanian journal for business management, Vol. 10, No° 3, the Jordanian University, Jordan, 2014.

⁴ Khalaf al Khazaala, the effect of the information quality on the decision-making: field study in the Jordanian Royal Airlines, Unpublished Magister thesis, Faculty of Business Management, University of Al al Bait, Jordan, 2009.

correlation, presentation, source, and security on decision making in the Jordanian Royal Airlines. Besides, it tackled the main obstacles facing the decision makers in getting information and making solutions. Findings showed that the information quality variables lead to the improvement of the decision making process. In addition, it recommended increasing the interest of the companies and organizations' high administrations' in the adoption of the information quality characteristics and dimensions and the participation principle in decision-making.

Based on what has been said, these studies agree that it is necessary to apply the information quality dimensions in the companies to perform their tasks and achieve the goals. This agrees with our study in measuring the effect of using the information quality dimensions in the administrative leadership. Nevertheless, there is a disagreement with the other studies regarding the studied information quality because our study relied on the dimensions of accuracy, clarity, timeliness, information flexibility, and inclusion.

2. Theoretical reading in the information quality:

2.1 The concept of the information quality:

Many researchers tried to identify the information quality. Before investigating the concept of the information quality, we must tackle the concept of the quality. In this context, it has been defined as a feature or degree of competency in something. Moreover, it means the excellence degree in a product⁵. In addition, the quality is the loyalty to the markets' requirements regarding the design, good performance, and after-sales services⁶. On the other hand, the information is a set of data processed and collected in meaningful blocks of facts to be used by individuals in actions such as decision-making⁷. Furthermore, it is defined as the data organized to have a meaning and value for the recipient⁸.

In this line, we must distinguish between the terms that are close to information such as data, knowledge, and wisdom. The data are the raw material for the information; they are processed to be information. Thus, the information are the basic tool to construct human knowledge that qualifies the individuals and communities to face the continuous changes and developments. This knowledge can be employed to make judgments regarding various situations and facts. This can be illustrated by figure 01:

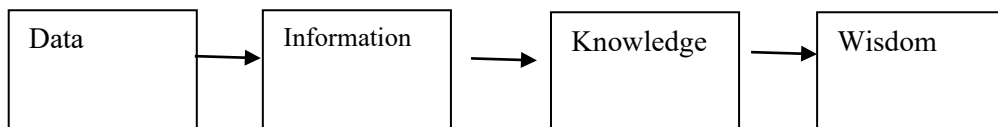


Figure 01: The difference between data, information, knowledge, and wisdom

Source: prepared by the authors relying on: Khalil Hosni Khalil, detailing the information systems use in decision-making with application on a chosen sample, unpublished PhD thesis, Department of Business Management, Faculty of Economics, University of Aleppo, Syria, 2007, p. 8.

After identifying the concepts of quality and information, we shall tackle the concept of the information quality. The latter is defined as the competency, validity, and suitability of the information use⁹. Besides, it is the degree to which valuable information are provided to the users and the

⁵ InaamAshahrili, styles of measuring the information value, Al Warraq house for publication and distribution, Oman, 2010, p. 47.

⁶ Toufik Mohamed Abdul Mohcin, the inclusive quality and six sigma, the Arab thought house, Egypt, 2006, p. 13.

⁷ IsmahanMajed al-Tahar&Maha Mahdi al Khafaq, an introduction to the administrative information systems, Wail house for publication and distribution, Oman, 2011, p. 42.

⁸ Pollard , C , Sipior , J , Leidner , D , Lai , L , Cheung , C , Cristobal, Information Technology for Management , John Wiley & Sons ,Asia ,2010,p473.

⁹ Eppler,M , Managing information Quality, Heidelberg publishing , Inc , Germany ,2006, p1.

organization in general¹⁰. Thus, the information cannot provide a value to the organization unless it has certain features and dimensions; which researchers disagreed about.

2.2 Information quality dimensions:

There is a disagreement among the researchers regarding the identification of the information quality. However, most agree on the dimensions we used in our study, as such¹¹:

- **Accuracy and clarity:** accuracy means the absence of mistakes and depends on the user needs while the clarity refers to the simplicity of information that must be coherent without vagueness or contradiction.
- **Timeliness:** It refers to providing information in due time for the decision maker. The information may be useful in the present time. However, it may lose its importance after a while. Hence, the decision maker must be able to get the information in the time the information is needed.
- **Flexibility:** It refers to the adaptability of information with more than one use and application. Hence, the information must be available in such a flexible way to be efficiently used in the various decisions.
- **Inclusion:** It refers to the ability of the information to give a complete image about the problem and the facts of the study topic. Besides, it provides alternatives for the various solutions so that the organization can perform its various tasks through estimating the amount of the needed details to avoid info-dump.

3. The conceptual frame of the administrative leadership:

3.1 The concept of the administrative leadership:

The leadership is an abstract concept that yields palpable results. It is considered as an art while others see it as a science. Nevertheless, it is both of them. In this regard, it is defined as the ability to influence a person or a group and direct them to get their cooperation and motivation to work to the maximum for the realization of the objectives¹². Besides, the verb "lead" means to guide, orient, and direct¹³. As for the administrative leadership, it is the leadership that exceeds providing incentives in return for the desired performance, to intellectually and creatively encouraging the workers and shifting their personal attention towards the high message of the organization¹⁴. Moreover, it is the role played by the individual in charge of managing the organization. He influences the workers and pushes them to achieve the target objectives of the organization through common efforts¹⁵. For the researcher, it is a set of the necessary skills of a leader in an organization that enable him to unite the efforts and orient the creative individual energies towards the achievement of the target goals through influencing the workers' interest and goals and linking them to the organization goals. To better understand the administrative leadership, we designed this figure:

¹⁰ Faiz al-Nadjar, the administrative information systems, Al Hamed house for publication and distribution, Oman, 2007, p. 34.

¹¹ ChikhiGhania, the complementary types of information and its effect on the rationalization of the decision taking -field study-, unpublished PhD thesis, Faculty of Economics and Commercial and Management Sciences, University of Boumerdes, Algeria, 2015, pp. 29-30.

¹² Likert, Rensis, New Patters of Management, New York: McGraw- Hill Book Co, 1961, p19.

¹³ Oxford University, " English – Arabic Readers' Dictionary, 2005, p385 .

¹⁴ Conger ,M : Leadership : Learning to share the Vision, Organizational dynamics :winter Vol 19 issue 3, 2002, p47.

¹⁵ SamerKamelHamed al-Dib, the extent of practicing the transformative leadership by the academic administrative leadership in the Palestinian universities and the difficulty and methods of its development, unpublished Magister thesis, Faculty of Education, University of al Azehar, Gaza, 2012, p. 42

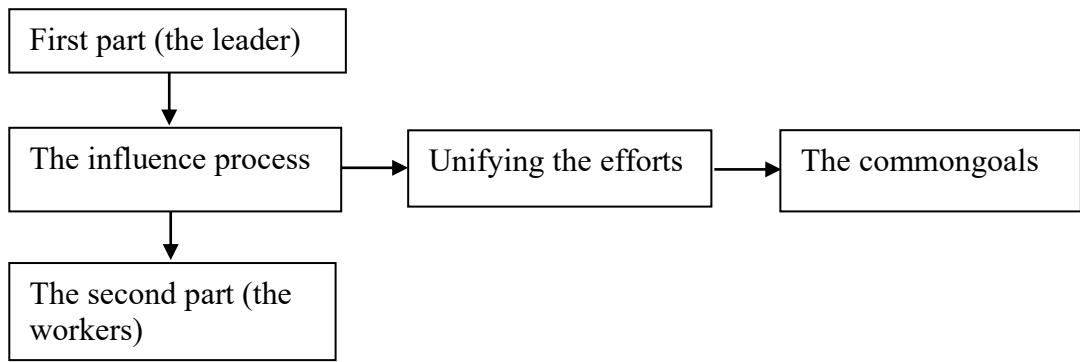


Figure 02: The process of the administrative leadership

Source: Hassan Jomaa, Chaker Nouri, the effect of the successful administrative leadership on the achievement of the administrative creativity: applied study on the views of the high leaderships in the University of Dyala, Journal of administration and economics, Vol. 34, No^o 90, Iraq, 2011, p. 306.

3.2 Characteristics of the administrative leadership:

The success of the administrative leadership in the company depends on certain characteristics in the top leader, as follows¹⁶:

- **The personal characteristics:** They include the intelligence, ambition, ability to coordinate the tasks, rapid understanding, exact analysis, and exact judgments.
- **Physical characteristics:** This includes manhood, sacrifice, courage, and self-confidence.
- **Social characteristics:** They include the objectivity when discussing issues, the ability to deal with others, the emotional stability, the sense of belonging to the nation and the family, the ability to cooperate and make relations, love, respect, sense of the community and its issues, humor, openness, and ability to motivate and influence the others.
- **Scientific characteristics:** They manifest in the cultural and scientific levels, the ability to follow and analyze the events, and the knowledge about the various life aspects.
- **General characteristics:** They include the good outfits, fitness, ethics, good reputation, human and spiritual values, social norms, steadiness, emotional maturity, strong will, the need to excel, and the need to exercise the authority.

3. Types of the administrative leadership:

Most researchers agreed on 03 behavioral types of the leadership, namely the autocratic, democratic, and non-interventionist leaderships as shown in table 01.

Table 01: comparison between the autocratic leadership, the democratic leadership, and the non-interventionist leadership

| Autocratic leadership | Democratic leadership | non-interventionist leadership |
|---|--|---|
| -strict control -giving orders -taking decisions alone -planning without consulting the group - exercises the behavior of | - less control - giving suggestions -consults the group when taking decisions -planning with the group - exercises the behavior of the | -full delegation of power - no directing -avoids decision making -no planning -exercises the behavior of non-intervention |

¹⁶Salah Dine Mohamed Abdul Baki, the effective behavior in the organizations, the new university house, Alexandria, 2002, p. 221.

| Autocratic leadership | Democratic leadership | non-interventionist leadership |
|--|--|--------------------------------|
| the director leader - reinforces dependency | participant leader -reinforces independence | -reinforces chaos. |

Sources: Tomey, A. M, Guide to Nursing Management and Leadership, Canada: Mosby Elsevier, 2009,p183.

4. The effect of the information quality on the promotion of the administrative leadership in Condor Electronics Company:

After the theoretical reading on the information quality and the administrative leadership, we must study their reality and measure the effect of the information quality on the administrative leadership in Condor Electronics Company according to perspectives of its workers. However, before this, we must discuss the methodology of the study:

4.1 Methodology of the study:

4.1.1 Method of the study: We relied on the direct interviews to get information that is more objective. The questionnaire targeted the workers of Condor Electronic Company in Bordj Bou Arriridj.

4.1.2 Population of the study: It includes the workers of Condor Electronics Company in Bordj Bou Arriridj.

4.1.3 Sample of the study: We distributed 100 questionnaires and collected 90 for analysis; i.e. 90% of the total questionnaires distributed.

4.1.4 Data collection style: We used the questionnaire for data collection. It was divided into two sections. The 1st is about the personal information (gender, age, educational level, and professional experience). The 2nd is divided into 02 sub-sections; the 1st with 17 statements and the 2nd with 13 statements. They were all presented with Lickert's 05 points scale ranging from strongly agree (5 points) to strongly disagree (1 point). These data were analyzed with SPSS20.

4.1.5 The personal characteristics of the study sample:

Table 02: The personal characteristics of the study sample:

| Personal characteristics | | Frequency | Rate % |
|--------------------------|----------------------|-----------|--------|
| Gender | Male | 50 | 55.6 |
| | Female | 40 | 44.4 |
| Age | 20-29 | 13 | 14.4 |
| | 30-39 | 40 | 44.4 |
| | 40-49 | 30 | 33.3 |
| | +50 | 7 | 7.8 |
| Educational level | Secondary | 7 | 7.8 |
| | Bachelor or engineer | 77 | 85.6 |
| | Higher studies | 6 | 6.7 |
| Experience | 1-5 | 21 | 23.3 |
| | 6-10 | 43 | 47.8 |
| | 11-15 | 17 | 18.9 |
| | +16 | 9 | 10 |

Source: prepared by the author based on the outputs of SPSS

The previous table shows that males (55.6%) exceed the females (44.4%). As for the age, the category of 30-39 represented 44.4%, followed by 40-49 (33.3%), 20-29 (14.4%) and finally +50 (7.8%). Regarding the educational level, the bachelor and engineer degrees holders represented (85.6%), the secondary education (7.8%) and finally the higher studies (6.7%). As for the variable of the experience,

the category of 6 to 10 years ranked first with (47.8%), followed by 1 to 5 years (23.3%), 11-15 (18.9%), and finally +16 (10%).

4.1.6 Validity and consistency of the study tool:

Cronbach's alpha is used to determine the consistency of the questionnaire. Its value is acceptable when it equals or exceeds 0.6.

Table 03: The value of the consistency coefficients of the study variables

| Statements | Variable | Consistency coefficient |
|------------|--------------------------------------|-------------------------|
| 17 | Dimension of the information quality | 0.947 |
| 13 | Administrative leadership | 0.674 |
| 30 | The whole questionnaire | 0.895 |

Source: prepared by the author based on the outputs of SPSS

The table shows that Cronbach's Alpha value was high with (0.947) and (0.674) for the questionnaire axes respectively. As for the value of Cronbach's Alpha of all the statements, it was (0.895) which is a high statistically significant value that shows the correlation between the statements of the questionnaire.

4.2 Description of the informants' answers about the information quality dimensions:

To answer the study questions, we calculated the arithmetic means and the standard deviations using the following gradation as criteria to interpret the answers:

1.00-2.33 low degree;

2.34-3.67 average degree;

3.68-5.00 high degree.

After analyzing the statistical data, we found out the following results:

Table 04: Description of the information quality dimensions

| Statement | Arithmetic mean | Standard deviation | Rank | degree |
|--|-----------------|--------------------|------|---------|
| The accuracy and clarity of the information | 3.90 | 0.879 | - | High |
| 1- The information I deal with are logically ordered, unrepeatd, and suit the nature of my tasks. | 3.89 | 0.917 | 3 | High |
| 2- The information provided by the system are correct, mistake-free, and are obtained from reliable sources. | 3.96 | 0.806 | 1 | High |
| 3- There are clear information in my company about the good execution of the work and the measures, laws, and rules. | 3.87 | 0.939 | 4 | High |
| 4- The method of getting the information in the company is clear and easy. | 3.96 | 0.97 | 2 | High |
| 5- The available information are highly detailed and suitable for work performance. | 3.87 | 0.962 | 5 | Average |
| The information timeliness | 3.89 | 0.872 | - | High |
| 1- Information can be directly obtained from the field without reference to the center. | 3.93 | 0.969 | 1 | High |
| 2- The time needed to get information is too | 3.93 | 0.99 | 2 | High |

| Statement | Arithmetic mean | Standard deviation | Rank | degree |
|---|-----------------|--------------------|------|--------|
| short. | | | | |
| 3- The available information allow a space for performing the daily tasks in the suitable timing. | 3.87 | 1.04 | 3 | High |
| 4- The required information are rapidly provided in the suitable time. | 3.84 | 0.923 | 4 | High |
| The information flexibility | 3.93 | 0.85 | - | High |
| 1- The method of getting the information is suitable and the information updates are continuous. | 3.94 | 0.961 | 3 | High |
| 2- There are cooperation and coordination between the various departments regarding information exchange to achieve the common goals. | 3.93 | 0.946 | 1 | High |
| 3- The information available in the company take into consideration my future needs in the work. | 3.96 | 1.005 | 2 | High |
| 4- The information available in the company are modern and suit any change inside or outside the company. | 3.89 | 0.988 | 4 | High |
| The information inclusion | 3.88 | 0.93 | - | High |
| 1- It is possible to get any information I need for my work. | 3.93 | 0.969 | 3 | High |
| 2- The available information are represented in graphics to help perform the work. | 3.87 | 1.01 | 2 | High |
| 3- The information available in the company are summarized and include all the work sides. | 3.81 | 1.05 | 4 | High |
| 4- The information available in the company meet the needs of the workers. | 3.92 | 1.09 | 1 | High |

Source: prepared by the authors based on the outputs of SPSS

- **Accuracy and clarity:** It is the first dimension of the information quality. The analysis of the table results shows that the values of the arithmetic mean and the standard deviation of the informants' answers to the 05 statements of the accuracy and clarity dimension achieved an arithmetic mean of 3.90 that is in the hypothetical range of 3.67-5.00. Thus, the value is high and the dimension is available in the information the workers get in the company. As for the standard deviation, it reached 0.897.
- **The timeliness:** It is the 2nd dimension of the information quality. It includes 4 statements. The answers reached an arithmetic mean of 3.89, which is in the high range and indicates that most of the informants admit getting the necessary information in the suitable timing to take decisions. Besides, the general standard deviation is 0.872, which proves the existence of an agreement in the answers about the availability of this dimension.
- **Flexibility:** It is the 3rd dimension. Results of the statistical analysis showed that the general arithmetic is 3.93, which is a high degree that shows that the workers are satisfied with the flexibility of the information according to their requirements. On the other hand, the standard deviation is 0.85, which proves the existence of an agreement in the answers about the availability of this dimension.
- **Inclusion:** It is the 4th dimension. The arithmetic mean reached 3.88 and reflects a high level of information inclusion and coverage of all the gaps and questions. As for the standard deviation, it is 0.93, which expresses the agreement of the informants regarding this dimension.

4.3 Description of the informants' answers to the statements of the administrative leadership:

Table 05: Description of the administrative leadership statements

| Statement | Arithmetic mean | Standard deviation | Rank | degree |
|---|-----------------|--------------------|------|---------|
| 1- The leader in the company asks us to follow the determined laws and systems. | 3.62 | 1.223 | 11 | Average |
| 2- The leader encourages us to make the work with material incentives and good words. | 3.89 | 0.953 | 9 | High |
| 3- The leader solves conflicts between the workers. | 3.94 | 1.03 | 8 | High |
| 4- The leader gives us the absolute freedom to perform the work. | 3.89 | 0.953 | 10 | High |
| 5- The leader forgives us when the work is a bit late. | 2.99 | 1.08 | 12 | Average |
| 6- The leader delegates some of his prerogatives to the other workers. | 4.02 | 1.07 | 7 | High |
| 7- The leader trusts the way we handle issues that face the work. | 4.06 | 0.94 | 6 | High |
| 8- The leader encourages us to use developed technology for learning. | 4.07 | 0.776 | 5 | High |
| 9- The leader pushes us to create ideas to make change | 4.24 | 0.76 | 3 | High |
| 10- The leader takes enough time to listen to our ideas. | 4.10 | 0.75 | 4 | High |
| 11- The leader does not care about the personal needs of the workers. | 2.22 | 0.945 | 13 | Low |
| 12- The leaders treats all the workers without discrimination. | 4.27 | 0.685 | 2 | High |
| 13- The leader has a good behavior that motivates us and makes us trust him. | 4.32 | 0.655 | 1 | High |
| Total | 3.905 | 0.826 | - | High |

Source: prepared by the authors based on the outputs of SPSS

Table 05 shows that the administrative leadership in Condor Company achieved a general arithmetic mean of 3.905 and a low standard deviation of 0.826. This reflects the company's focus on the position of the administrative leadership and the positive feedback of the workers who showed good impressions towards their administrative leadership that satisfies them.

4.5 Testing the study hypotheses:

We used the gradual and multiple regressions to test the hypotheses. Besides, we analyzed the data that represented the informants' answers to the statements in order to evaluate the information quality and its effect on the administrative leadership from the perspective of Condor Company workers. Results are as follows:

4.5.1 Testing the 1st hypothesis:

It states that "there is a statistically significant effect at significance level ($0.05 \geq \alpha$) for the information quality on the administrative leadership".

Table 06: The results of regression between the information quality and the administrative leadership

| Statement | Correlation R | Determination coefficient R2 | Regression B | Calculated T | Significance level Sig |
|------------------------------------|---------------|------------------------------|--------------|--------------|------------------------|
| Administrative leadership variable | 0.927 | 0.859 | 0.927 | 3.43 | 0.000 |

Source: prepared by the authors based on the outputs of SPSS

Table 06 shows the regression measurement of the information quality effect on the promotion of the administrative leadership. Statistical analysis showed that: there is a statistically significant effect at significance level ($0.05 \geq \alpha$) for the information quality on the administrative leadership. The value of the correlation between the information quality and the administrative leadership is 0.927. This confirms the strong relation between the two variables. Besides, the determination coefficient is 0.859; i.e. 0.859 of the changes in the administrative leadership results from the change in the information quality. As for the value of the regression analysis, it reached 0.927 and reflected that the increase with one degree in the information quality leads to an increase of 0.927 in the administrative leadership. Finally, calculated F is 3.43 and is significant at significance level 0.000. Based on this, we accept the hypothesis that says “there is a statistically significant effect at significance level ($0.05 \geq \alpha$) for the information quality on the administrative leadership”. After that, we shall measure the effect of each dimension on the promotion of the administrative leadership:

Table 07: Results of the multiple regression analysis between the information quality dimensions and the administrative leadership

| Dimensions of the independent variable | Regression value B | Determination coefficient R2 | Calculated T value | Significance level Sig. |
|--|--------------------|------------------------------|--------------------|-------------------------|
| Accuracy and clarity | 0.851 | 0.725 | 3.74 | 0.000 |
| Timeliness | 0.888 | 0.788 | 3.4 | 0.001 |
| Flexibility | 0.868 | 0.754 | 2.87 | 0.005 |
| Inclusion | 0.788 | 0.888 | 4.89 | 0.000 |

Source: prepared by the authors based on the outputs of SPSS

From table 07, we accept:

- The 1st sub-hypothesis that states that “there is a statistically significant effect at significance level $\alpha \leq 0.05$ for the accuracy and clarity as one of the information quality dimensions on the promotion of the administrative leadership”;
- The 2nd sub-hypothesis that states that “there is a statistically significant effect at significance level $\alpha \leq 0.05$ for the timeliness as one of the information quality dimensions on the promotion of the administrative leadership”;
- The 3rd sub-hypothesis that states that “there is a statistically significant effect at significance level $\alpha \leq 0.05$ for the information flexibility as one of the information quality dimensions on the promotion of the administrative leadership”;
- The 4th sub-hypothesis that states that “there is a statistically significant effect at significance level $\alpha \leq 0.05$ for the information inclusion as one of the information quality dimensions on the promotion of the administrative leadership”;

4.5.2 Testing the 2nd hypothesis:

It states that “there is variation in the orientations of the informants’ answers regarding the effect of the information quality on the administrative leadership attributed to the personal variables”.

To test this hypothesis, we used one-way-ANOVA test to check the existence of a statistically significant

variation in the orientations of the informants' answers about the effect of the information quality on the promotion of the administrative leadership attributed to the personal variables.

Table 08: Results of the variance according to the personal information of the sample

| Variable | Variation source | Total squares | Squares average | F value | Significance level Sig |
|-------------------|------------------|---------------|-----------------|---------|------------------------|
| Gender | Intergroup | 10.606 | 0.231 | 3.118 | 0.702 |
| | Intragroup | 11.617 | 0.270 | | |
| Age | Intergroup | 3.76 | 0,216 | 4.935 | 0.359 |
| | Intragroup | 3.19 | 1,0264 | | |
| Educational level | Intergroup | 5.022 | 0,271 | 2.412 | 0.960 |
| | Intragroup | 7.967 | 0,654 | | |
| Experience | Intergroup | 9.634 | 0,33 | 1.199 | (*)0.014 |
| | Intragroup | 1.320 | 0,275 | | |

* Statistically significant at Sig. $\alpha \leq 0.05$

Source: prepared by the authors based on the outputs of SPSS

From the results in table 08, we can analyze the variation of the informants' answers about the effect of the information quality on the promotion of the administrative leadership according to their personal characteristics, as follows:

- There is no statistically significant effect in the orientation of the informants' answers about the effect of the information quality on the promotion of the administrative leadership attributed to the gender because the significance level is 0.702. It is more than the standard significance level 0.05. The answers of the informants do not change with the change of the gender.
- There is no statistically significant effect in the orientation of the informants' answers about the effect of the information quality on the promotion of the administrative leadership attributed to the age because the significance level is 0.359. It is more than the standard significant level 0.05. The answers of the informants do not change with the change of the age category.
- There is a no statistically significant variance in the orientations of the informants' answers about the effect of the information quality on the promotion of the administrative leadership attributed to the educational level because the significance level is 0.690. It is more than the standard significant level 0.05. The answers of the informants do not change with the change of the educational level.
- There is a statistically significant variance in the orientations of the informants' answers about the effect of the information quality on the promotion of the administrative leadership attributed to the experience because the significance level is 0.014. It is more than the standard significant level 0.05. The answers of the informants change with the change of the educational level.

5. CONCLUSION

The study attempted to shed light on the main factors that determine the equality of the information and its effect on the administrative leadership in Condor Electronics Company. In this line, findings show 04 information characteristics (the accuracy and clarity, timeliness, inclusion, and flexibility) with a statistically significant effect on the administrative leadership. It is noteworthy saying that these characteristics are among the factors that determine the value of the information that come from different sources. Hence, we can say that the administrative leader needs valuable information to take various decisions. Based on what has been said, we suggest that:

- It is necessary to reinforce the information quality through focusing on the information inclusion, timeliness, clarity and accuracy, and flexibility because of their advantages.

- The leaderships must adopt policies that lead the workers to creativity and the extraction of the hidden creative energies.
- It is necessary to hold training sessions for the directors and decision makers to raise awareness about the administrative leadership and report these sessions to the workers.
- We used the case study in our work. Therefore, our findings are not necessarily generalizable. Hence, the study recommends making other studies to link the information quality in other fields such as empowerment, inclusive quality administration, and delegation that have a relation with the administrative leadership.

Notes:

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6. Appendices

Summary of the models

| Modèle | R | R-deux | R-deuxajusté | Erreur standard de l'estimation |
|--------|-------------------|--------|--------------|---------------------------------|
| 1 | ,927 ^a | ,859 | ,857 | ,31214 |

a. Predicted values : (constant), Y

ANOVA^a

| Modèle | | Somme des carrés | ddl | Moyenne des carrés | D | Sig. |
|--------|------------|------------------|-----|--------------------|---------|-------------------|
| 1 | Régression | 52,210 | 1 | 52,210 | 535,883 | ,000 ^b |
| | Résidu | 8,574 | 88 | ,097 | | |
| | Total | 60,784 | 89 | | | |

a. Dependent variable: Q

b. Predicted values : (constant), Y

Coefficients

| Modèle | | Coefficients non standardisés | | Coefficients standardisés | t | Sig. |
|--------|-------------|-------------------------------|-----------------|---------------------------|------|-------|
| | | A | Erreur standard | | | |
| 1 | (Constante) | ,153 | ,165 | | 3,43 | ,0357 |
| | Y | ,961 | ,042 | ,927 | | ,000 |

a. Dependent variable: Q

:(2)Variation test in the answers of the informants

ANOVA at 1 factor

| | | Somme des carrés | ddl | Moyenne des carrés | F | Signification |
|--------|---------------|------------------|-----|--------------------|-------|---------------|
| sex | Inter-groupes | 10,606 | 46 | ,231 | 3,118 | ,702 |
| | Intra-groupes | 11,617 | 43 | ,270 | | |
| | Total | 22,222 | 89 | | | |
| age | Inter-groupes | 3,76 | 46 | ,216 | 4,935 | ,359 |
| | Intra-groupes | 3,19 | 43 | 1,0264 | | |
| | Total | 6,95 | 89 | | | |
| niveau | Inter-groupes | 5,022 | 46 | ,271 | 2,412 | ,960 |
| | Intra-groupes | 7,967 | 43 | ,654 | | |
| | Total | 12,989 | 89 | | | |
| exper | Inter-groupes | 9,634 | 46 | ,33 | 1,199 | ,014 |
| | Intra-groupes | 1,320 | 43 | ,576 | | |
| | Total | 10,954 | 89 | | | |