



GESTION ET MANAGEMENT PUBLIC

NPM SPIRIT AND PUBLIC ORGANIZATION MANAGEMENT

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¹ In France, debates on public management and public governance are fed by numerous, reports coming from administrations (reports of general inspections), institutions (Cour des Comptes, Sénat and Assemblée Nationale). and reflections from international benchmarking. These debates are behind profound changes affecting management of public organizations.

They have in common to enroll in thought the New Public Management which aims to introduce the entrepreneurial spirit in the public sector (cf. Osborne and T. Gaebler, 1996). Six major principles of public administration reforms are, in our opinion, the bodies of new public management:

- The separation between decision-making, which belongs to political power, and implementation which belongs to the administration. In France, there are also the numerous decentralization laws, which give strategic autonomy to public organizations. The perspectives of new governance modify

the way in which the strategies of public organizations are elaborated. These strategies are based on joint projects carried out by multiple public or private stakeholders who jointly participate in the development of public policy.

- The orientation of administrative activities according to the supply of products rather than rules to follow.

- The reduction of hierarchy and the questioning of certain bureaucratic principles, with decentralization of administrative tasks, the modification of civil servant's status with introduction of remuneration on performance inspired from the private sector.

- The introduction of market mechanisms in the regulation of supply of public services (including the creation of quasi markets). The broader focus on needs and expectations of users (now considered as clients) by involving them in the definition and evaluation of public services.

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- The development of accountability, a mix of transparency and accountability in the public management of civil service, with a search for transparency on quality and cost and the positioning of the manager as project manager who has management autonomy.

- The search for the efficient use of public resources (value for money) and the reporting to the citizen taxpayer of the activity carried out.

Do the executives of these organizations are entrepreneurs? Miller and Friesen (1982) gave a definition of entrepreneurial behavior. In some firms, product innovations are developed on a regular basis without any particular incentives from the market. They describe this firm behavior in which innovation is the central element of strategy. D. Miller (1983) proposes a scale of measurement of entrepreneurial behavior that includes innovation, proactivity, and propensity to take risks. Lumpkin and Dess (1996) add autonomy and aggressiveness to competition.

Sangmook Kim's article named "Job Characteristics, Public Service Motivation, and Work Performance" raises the question of the transferability of human resource management practices in the private to public sector. This article is the first in the category named "great authors in public management". It analyzes the effects of job characteristics on PSM in the context of Korean government organizations. It examines the influence of PSM on work performance. The results show that the core job characteristics- skill variety, task significance, and feedback-are positively associated with PSM and that PSM and economic compensation, except job security, are related to work performance in Korean government organizations.

The article proposed by Annie Bartoli and Aurélie Ewango-Chatelet entitled " How do Innovative Initiatives Spread In Complex Educational Organizations? " examines the entrepreneurial behavior in French universities. A study of six cases of pedagogical innovations in French speaking universities allows to analyze in depth four trajectories of innovative initiatives.

Aurélien Ragainé, in an article entitled "Managing staff in a situation of double command, between risks and opportunities in the context of Middle school", examines the functioning of authority in a case of double supervision . It raises the question of authority in the case of the development of decentralization and new governance. The article examines the management of college staff in a dual authority, both hierarchical (from the president of the departmental council) and functional (via the college management team) using a qualitative methodology (semi interviews - with college officials and their authorities).

Gilles Rouet and Thierry Côme, in an article entitled "How to evaluate academic staff? Efficacy and performance of the structures and schemes", analyze two evaluation systems of academics, French and Slovak. This article uses the theoretical framework of " organizational justice ", and examines in particular the effect of transparency proceeds on performance.

Émilie Jaccard, Emmanuel Bayle, Marc Langenbach in their article entitled " The governance of mountain resorts and their sport and tourism policies: a case study of Villars-sur-Ollon" highlight the challenges and difficulties to implement the new governance model. This article shows how the sustainability of a tourism activity can be achieved through the development of sporting activities (practices, events and sports

facilities) and analyzes the difficulties to promote new forms of governance which gather public, private and associative actors.

References

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