

## Public Management in Search of Trust, Balance and Performance

This last issue of GMP review addresses the organizational and human issues that are at the center of the management of our French public and para-public services. Two research focuses on hospital organizations, with the issue of work-family life conflict and fulfilment studied by Dème, Dumas and Hikkerova, and the question of interpersonal trust, and its proximity dimensions (geographic, cognitive, institutional, organizational, social) analyzed by Meriade, Rochette and Talbot. In both cases, this work helps managers in better staff management, in a context of stress related to a reduction of resources. But this notion of trust, mobilized in the hospital sector, is also taken up in a different context by Leroux-Sostenes and Abdourazakou, in their analysis of the crowdfunding analysis initiated by the organizing committee of the Paris Olympics in 2024. Here, it is not the inter-individual trust that is analyzed, but it is the excess of trust that is identified as the main factor in the failure of the fundraising. Finally, the work of Luangsay-Catelin and Roybier deals with the case of the IUT of a university, with the attempt to measure the effects of the use of new information technologies on performance.

On a methodological level, we note a great diversity, with in the case of the Paris 2024 Olympics a qualitative analysis on secondary sources of press articles, and with a quantitative in the case of the hospital sector on work-family life conflict and in the case of the introduction of ICT technology of information and communication in an University Institute of Technology. Finally, the analysis of interpersonal trust is carried out again as part of a hospital case, but this time on the basis of semi-directive interviews.

Access to the field as part of this research is therefore very variable. The bias of analyzing the content of press articles to analyze the crowdfunding project for Paris Olympics 2024 is justified by the very nature of the project. The analysis made after the fact, on the lessons of a failure is an interesting contribution which is based on a great distance with the object of the research. It will certainly also be an opportunity for future discussions to test to what extent excess of confidence could actually be the real explanatory factor. It will undoubtedly nourish broader quantitative studies. In the case of the UIT, the researchers worked on their own organization. It is an interesting approach, which deserves to be more often

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developed, in order to generate input to the analysis of public administration management by the reflections of its own participants, teachers-researchers. Finally, it should be noted that the other two research concern hospital organizations, which have agreed to open their doors to the researchers. There is no doubt that the results of the research will help to develop the research in the hospitals by providing useful answers to the leaders of the organizations. The capacity of practitioners to integrate the results of academic research is, however, not fully acquired.

On theoretical and managerial perspectives, article references and uses appear with varying intensity. The crowdfunding analysis aimed at exploring a new field is based on a mainly inductive and empirical approach. Authors focusing their analysis on the impact of the use of information technologies on the performance of the UIT mobilized the theory of stakeholders and theory of resources to explore the management reality of public organizations. Theoretical references on labor-family conflict and enrichment are rich and numerous, whether it is the theory of scarcity and the theory of resource conservation or more broadly the theory of the enrichment associated with the current of positive psychology. Finally, as part of the research on interpersonal trust, the authors solicit well-known theories of agency and transaction costs, but also the regulation theory and more broadly organizational theory. They integrate their work in the school of thought known as organizational and institutional proximity.

All of this research shows that human actions, whether based on financial, educational or human logic, are called upon to rely on concepts and theoretical frameworks. The epistemological question, however, is that of the possible gap between the academic reading of the facts and the reading made by the actors of their management situation: are the theories used to analyze the cases integrated and mobilized by the actors?

The present research shows that the work to be done remains immense. The question of consolidating research and making it more accessible to public decision makers remains a building block for the future. The review GMP tries to contribute to its accessibility. For example, the article on the effect of the adoption of information and communication technologies raises the issue of value creation for an IUT. Surprisingly, this concept is little discussed in

practice, even though it is almost certain that universities have very little information to appreciate their creation of societal value, including environmental value. We hope that such a question will become a more collective and systematic reflection.

This issue reflects the spirit of the moment, a public management looking for trust, balance and performance that other research in the future will explore again.

In their article entitled “**Sources of work-family life conflict and fulfilment among healthcare professionals in the hospital sector**” Samba DÉME, Marc DUMAS and Lubica HIKKEROVA address the question of reconciliation between private and professional life. The quantitative study aims to assess the impact of certain organizational factors such as decision latitude, work demands, time and schedules in the occurrence of work-family conflict and the development of work-family enrichment.

The following article is entitled, “**Interpersonal trust in a hospital context: a proposed analysis of the effects of proximities**”. Laurent MÉRIADE, Corinne ROCHETTE and Damien TALBOT show how the proximities between the actors of a hospital establishment participate in the construction of interpersonal trust in its cognitive and emotional dimensions.

The following article, entitled “**Crowdfunding Paris bid for the 2024 Olympics, overconfidence?**” is proposed by Marie-Josèphe LEROUX-SOSTENES and Yann ABDOURAZAKOU. They analyze the causes of the failure of crowdfunding the project of organizing the Olympic Games in Paris for 2024.

Finally, Carine LUANGSAY-CATELIN and Rajaa ROYBIER-MTANIOS proposed an article entitled “**What’s about performance to University? Role and influence of Information Technology**”. They seek to understand through stakeholder theory and resource-based theory how information technology can influence the performance of a public organization.