

Research paper

The impact of new public management performance of Tunisian universities

Nizar Raissi^a, Sofiene Trabelsi^b, Hafedh Ibrahim^c

^a*Faculty of Islamic Economics and Finance, Umm al Qura University, Mecca, Saudi Arabia.*

^b*Higher Institute of Management of Tunis (ISG), Tunis University, Tunisia.*

^c*College of Business Administration, Northern Border University, Arar, Saudi Arabia.*

* Corresponding authors: E-mail addresses: naraissi@uqu.edu.sa (Nizar Raissi); sof.trabelsi@laposte.net (Sofiene Trabelsi); hafedh.ibrahim@yahoo.fr (Hafedh Ibrahim).

Article history:

Received 12 July 2014; Accepted 15 August 2014; Available online 16 August 2014.

Abstract

In this paper, we intend to examine the influence of changes that are instilled by the “managerial turn” of these recent years upon the organizational and individual performance through the feeling of public officials in the university sector. Moreover, we have to design the research methodology to provide an answer to our inquiry. In fact, our work is divided into two major parts: The first part is devoted to the review of theoretical studies that studies the link between the NPM and the universities performance. The second part is about presenting the results of the empirical study which involves 150 academic institutions. In a comparison between the theoretical and empirical results, it appears that there is a consistency about the contingent NPM and its impact upon the performance of Tunisian Universities.

Keywords: New Public Management, university, performance.

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1. Introduction

The successful adoption of technologies in companies is much depending on technology characteristics, project and organizational characteristics, user and social characteristics, and task characteristics (Petter et al., 2013). However in reality these factors are much neglected by organizations especially among small companies.

In the 80's the world has known the emergence and the development of the Strategy concepts; the Strategic Management, and the new Management practices within the public sector. Questioning the legitimacy of the place and the role of the State and the phenomenon of increasing privatization, has shown that the public organizations were like the private ones, facing a risk of loss in case of inadequacy towards the demands and the development of their environment.

The challenge for survival and development, the restriction of financial private resources and the client's quality of demands has many constraints and pressures

that necessarily made the legitimacy of introducing the strategic initiatives in the public sector. The main focus of this research paper is about one fundamental principle which states that in the sake of satisfying the common interest, the public sector is not exempted from the constraints of efficacy and performance. Thus, public organizations are confronted with the necessity to make choices and set priorities within the sense and the purpose of their actions and their operating mode.

There is therefore a starting point –a deemed administration in crises-, a finalized objective-performance – and a path to be followed – a managerial reform. The difference between this idealized objective and a presentation of a contemporary depreciated administration (Laufer, 1985, Rosanvallon, 1981, 1990) is filled with the new public management and its features which are supposed to lead the administration to the desired performance. This is what has been suggested by Pollitt and Bouckaert (2004) who qualified the managerial reforms of « trajectory » instead of « movement » to emphasize the intentional nature (Guenoun, 2009).

The strategic management or the “performance management”, which has been considered like the corner stone of the NMP, concerns firstly have been made upon the budgetary component through programs budgeting and the translation of the strategic objectives of the governments. He was the catalyst of a more rational and strategic financial framework going beyond the simple financial framework and on all levels of administration: Preparing missions and activities, setting the objectives, making the prioritization, the identification of resources and involved processes, and the implementation of the monitoring tools, measurement and control.

Firstly, it is important to clarify that we have to delimit the scope of our research to public administrative institutions and not the market and thus deviating the public corporations. Therefore, in this field the main focus is made particularly upon the study of Public universities. The research issue that we aim to control is about the opportunity to establish the tools and principles of the new public management system and to verify to which extent they can ensure the individual and the team performance of the Tunisian academic institutions? More specifically, we intend to examine the influence of changes that are instilled by the “Managerial turn” of these recent years upon the organizational and individual performance through the feeling of public officials in the university sector.

Once the problematic is fixed, we have to design the research methodology to provide an answer to our inquiry. In fact, our work is divided into two major parts: The first part is devoted to the review of theoretical studies that studies the link between the NMP and the universities performance. The second part is about presenting the results of the empirical study which involves 150 academic institutions. In a comparison between the theoretical and empirical results, it appears that there is a consistency about the contingent NMP and its impact upon the performance of Tunisian Universities.

2. Theoretical Background: The general Process of the NPM's instruments and implantations

2.1 The General process of implantation

Literature presents various methods of presenting the NMP principles in the organizations. Generally there are two major models used:

Firstly, there is the *Descending Centralizing Model* which focuses on the effective power between the politics and the central agencies that entrusts the local authorities with specific and framed mandates by norms and standardized resources. Often, this approach causes many disappointments since the commands that are derived from the top of organizational pyramids are translated into unsatisfying results; Costs and timelines overrun. In short, the whole social dimensions; political and emotional are interfering with Rationality.

Then, there is the *Ascending Centralizing Model* that presents a dynamic of change where the reforms come out of the local level (Monk, 1998). These changes are much less spectacular and they theoretically produce fewer savings, but on the other side, they carry the sustainability of the germs of a rooted system.

2.2 Instruments of the NPM

To generate more flexibility and rapidly respond to the sudden and changing demands of the environment and citizens/consumers, the government particularly decentralizes the authority in public agencies (Pollitt, 1993) and relies on the principles of participative management (Osborne and Gaebler, 1992). In fact, the hierarchies are becoming more and more horizontal and the teams are becoming self-managed (Pollitt, 1993). The responsibilities are also assigned to new quasi-governmental agencies and it is noticeable that the government is using more and more contracts and quasi-contracts.

On the Labour side, the NMP are also placing emphasis upon the necessity to the increased delegation. It is important to decentralize and distract the skills and responsibilities in order to improve the performance of public organizations or we can say briefly that it is about the empowerment of public services agents.

Several management tools were developed and applied to translate the principles into operational reforms in the NMP rhetoric. The table 1 gives a selective drawing of Taylorism and current Neo-liberal system.

Table 1: The various actions within the NMP field

Strategic Functions	<ul style="list-style-type: none"> • Management by results. • Establishment of a strategic planning. • Privatization of public enterprises, outsourcing (faire-faire). • Establishment of public/private partnership. • Policy separation (conception) Administrative separation (implementation). • Distraction and/or decentralization. • Use of new information technologies and internal communications (Intranet allows to open up services). • Generalization of the evaluation (culture performance). • Simplification of administrative formalities.
Financial Functions	<ul style="list-style-type: none"> • Reducing the deficits. • Budgeting program. • Greater transparency of accounts (i.e. by the implementation of costs accounting to compare expected results).
Marketing Functions	<ul style="list-style-type: none"> • Development of public marketing (consultations, surveys, observatories, etc...). • Use of new information technologies and external communication (for better communication).
Human Resources Functions	<ul style="list-style-type: none"> • Downsizing. • Accountability and motivation of civil servants (Individualization of remunerations, performance bonuses, etc...) • Participation Development.

2.3 Conceptual model

Our model includes 15 variables, divided themselves into items. The variables themselves help to identify the nature of the link between new public management indicators and performance dimension. There are two categories of variables in our case, the first kind is independent variables and they are 10

factors represented a NPM. The other factors represent the performance axis and they are 5 dependent variables. It should be noted that theoretical model will be approved or rejected in the part of results analysis and findings (see Fig. 1).

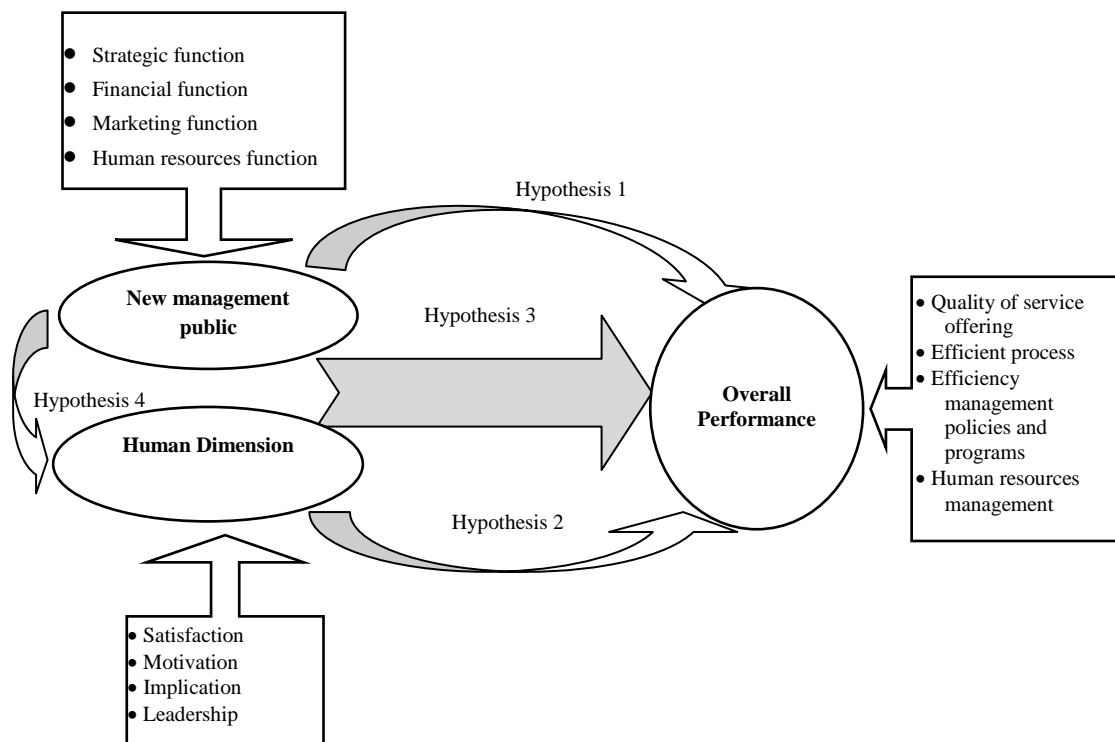


Fig. 1: Conceptual model

According to what has been developed, we can advance the main assumptions of our research and present the theoretical model to be followed throughout this work:

Hypothesis 1: If public employees integrate the tools and principles of new public management tasks in their work, more their performance will be important.

Pollitt and Bouckaert (2000), argue that process improvement practices such as new public management may be more productive in stable environments where process of set up of fashion waves is more prevalent. This leads to our second hypothesis.

Hypothesis 2: If the degree of motivation and satisfaction of public employees is greatest, the level of performance will be higher.

Pollitt et al. (2004), based on their research concluded that: “process management reform was positively associated with performance in public sector which used NPM technics”. Many researchers argue that NPM stifles innovation. Others claim that NPM provides significant organisation benefits in process of public management. They approve that influence of process management techniques on integrating and coordinating process can drive rapid exploitation and efficiency. This leads to our third hypothesis.

Hypothesis 3: If public officials receive adequate management tools, the degree of motivation and job satisfaction will be important.

Perry and Wise (1990), proved that the adoption of an idea or behaviour, whether a system, policy, product or service, that is new to the adopting organisation. Various approaches have been used by managers for speeding up the process of management reform. This leads to our fourth hypothesis.

Hypothesis 4: If public employees integrate the tools and principles of public management tasks in their work, the level of motivation will be higher.

Mercier (2002) and Mönks (1998), argues that motivation are positive where employees see themselves as internal customers and suppliers would tend to facilitate process of NPM integration. There for, we predict that the adoption of NPM would have a significant and positive effect on the effective application of fashion waves.

3. Methodology

3.1 Presentation of the sample

Our sample is divided between the Tunisian Universities and the central government (The Ministry of Higher Education), and the general direction of Higher Institutes of Technological Studies.

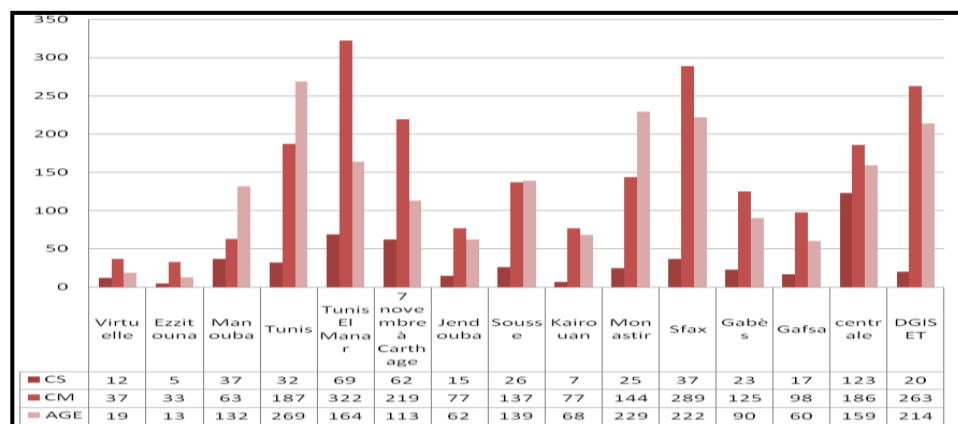


Fig. 2: Sample Distribution by University and Grade

As part of our empirical work, we conducted our survey by a questionnaire. It contains two parts; the first part focuses on the identification and the main characteristics of the University, such as the date of its creation, its legal forms, its activities, etc. The second part is devoted to test the strength and the

direction of possible links that exists between the different critical practices and identify the New Public Management (NMP) in our conceptual model of the human dimension and global performance.

Table 2: The model's list of criteria

NMP	Human Dimensions	Global Performance criteria
Strategic Function	Implication.	Quality of supply services.
Financial Function	Factors of intrinsic satisfaction.	Process efficiency.
Quality Function	Factors of extrinsic satisfaction.	Effective management policies and programs.
Marketing Function	Factors of intrinsic satisfaction.	Resources economy.
Human Resources Function	Factors of extrinsic motivation.	Human Resources Management.

Thus, in order to provide a measure to all the criteria of the developed model, we opted to use the Likert scale of measurement. According to Evrard and al (2003), this choice could be justified by the fact that this scale is probably one of the most popular opinion polls. It is supposed to be a good indicator to measure the leader's attitude. They brought the interviewee to stand on a continuum relative to a series of views on the same subject and for which it must express more or less a general agreement (or disagreement) by choosing an answer among five possibilities.

In a second step, we have made a classification to the questionnaire so that it could be treated on data analysis software. After this classification, we conducted the dispoession method to enter data in different tables of the SPSS software. This allowed us to use the means of data analysis.

3.2 Data analysis

The choice of Analytical methods depends largely on the research objective that is pursued. As part of our research, two major methods can be used: the first one is the method of Factor Analysis (PCA) which is used to transform the variables that are involved in its components (or factors) that makes its best summary. The second is the method of Structural

Equation that aims at estimating and representing the causal relationships between the variables (Granger's causality test).

Representations are commonly used in the form of a set of linear equations. These are known as simultaneous equations (in economics) or network analysis or pathways (in sociology).

Our empirical study was conducted with 9 universities, central administration (MES) and the general managing staff of high institutions of technological studies (DGISET) with officials of different classes (seniors, managers and executive agents). With over 500 surveys distributed, only 150 were treated. This survey produced detailed information that should be decrypted. In what follows we will present the results of the empirical research and then a critical study about it.

The one-dimensional data analysis aims at making a graphic and/or numeric description of the variable. It consists also of comparing the observations of this variable's results or the theoretical results of a previous baseline study (statistical inference) the statistical techniques used in this analysis depend on the measurement scale of the variable that has been studied.

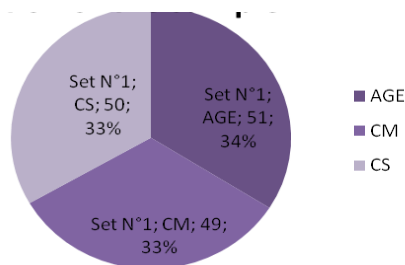


Fig. 3: Sample's distribution by grade

34% of the surveys are executive agents with a level equal or less than the Baccalaureate, 32.7% are

managers with a master's degree, senior technician, engineer, analyst and those belonging to categories

A2 and A3 of the Joint Public Officers. 33.3% of the people interviewed are official executives. These statistics show that our sample is equally divided between the different categories.

3.2.1 Analysis of reforms in Tunisian universities

The importance and the usefulness of the reforms in the Tunisian academic institutions are presented in figure and table 3.

Table 3: Reforms in Tunisian universities

According to you: reforms in the public sector (universities) are:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Essential and urgent	83	55.3	55.3	55.3
	Necessary but in time	64	42.7	42.7	98
	Unnecessary	3	2	2	100
	Total	150	100	100	

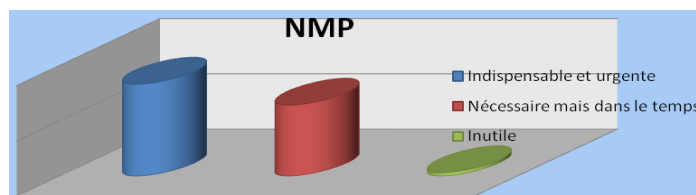


Fig. 4: Reforms in Tunisian universities

55.3% of the surveys resulted that the undertaken reforms in the Tunisian universities are indispensable, whereas, approximately 42.7% believe that these reforms are necessary but in the future.

It appears that without the high qualified universities, it is merely impossible for any country to make progress, since these last are contributing more in terms of innovation, progress and wealth creation.

The reconciliation between Tunisia and the European Union and the opening to the global economy requires an acceleration of reforms foundation in order to be aligned with the international standards. Several years ago, the Tunisian Ministry of Higher Education faced a phase in which the changes has become faster and more radical. Indeed, this sector has become a central pillar of the development strategy (MHESRT, 2006) and the engine of growth of its development. Nowadays, Tunisia is paying serious attention to the challenges that are confronting the increasing number of Tunisian students (500,000 in 2012).

Despite all the efforts, Tunisia makes part of the International Classification of one hundred best universities in Africa with only two universities against 15 Egyptian universities, 12 Moroccan and 10 Algerian institutions.

3.2.2 Level of NTIC equipment (NTIC access frequency)

According to the analytical description of the surveys we found that 94.7% of the population questioned is having access to a computer whereas 74.7% are having a personal computer. 84.7% are having access to internet and 83.3% are having an email account.

These results show that the Tunisian universities are pioneers in the adoption of High technology and communication (NTIC). In fact, mastering these technologies is a way to make the Tunisian institution respond to the new challenges and to improve the quality of teaching and to open the door towards new opportunities for more developed researches.

3.2.3 Reliability Test

In order to have this mission achieved, we will use the Cronbach's alpha to assess the internal consistency of a scale constructed from a set of items. The principle is to reduce the number of items contained in the original scale depending on the value of the coefficient alpha to increase its measurement reliability.

The value varies between 0 and 1. The more alpha is nearly equal to 1, the more its reliability is improved. In general, the values that are superior or equal to 0.7 are accepted.

- Test of reliability of the New Public Management: Table 4 summarizes the different

variables that determine the NMP and the number of sub criteria associated with it. And Table 5 summarizes the different variables determining the human dimension and the number of items associated to it.

Table 4: Reliability reliability analysis under the NMP

Code	Average criteria	Number of Sub-criteria	Cronbach's Alpha
Foncstr	Strategic function	10	0.891
Fontfin	Financial function	3	0.818
Fonmktg	Marketing function	2	0.433
Fonrh	Human Resources function	5	0.933
FonctQual	Quality function	3	0.618

Table 5: Reliability analysis of the DH

Code	Average criteria	Number of sub-criteria	Cronbach's Alpha
Facsatintr	Intrinsic satisfaction	15	0.856
Facsatext	Extrinsic satisfaction	5	0.785
Motfsi	Intrinsic motivation	11	0.865
Motfsex	Extrinsic motivation	4	0.862
Imp	Implications	5	0.715

- Test of reliability of the performance dimensions: The table 6 summarizes the results of

different variables and the number of sub-criteria associated with it.

Table 6: Number of sub-criteria classified by performance axis

Code	Average criteria	Number of sub-criteria	Cronbach's Alpha
QOS	Quality of the offer's services	3	0.853
Effproc	Process efficiency	6	0.892
Effgpp	Effective management of policies and programs	5	0.867
Ecoress	Resources Economy	4	0.891
HRM	Human Resource Management	6	0.936

3.2.4 Reliability Test

The previous analysis allowed us to eliminate several performance items. Having these results, we can suggest an empirical test of validity of the measuring instrument based on the study variables. To have this done, we will proceed by the test of validity and unidimensionality that makes up our model (Ibrahim, 2014).

But, before proceeding to the analysis of the construct's validity, we suggest to carry out a multi normal test. The results are shown in the table called "Test of normality".

Kline (1998) states that if Skewness and Kurtosis indications are under the acceptable limit $[-3,+3]$, then

the normality is checked. The results of the "Testing normality". We can now test the unidimensionality and validity of the scale measurement that makes up our instrument. To test the unidimensionality, we will principally make a component analysis for each latent variable that has been subject to an oblique rotation (Varimax) thanks to the SPSS 17.0 for Windows since this rotation is used to test the convergence of the observed dimensions to the factors (facilitating the factors' interpretation) and eliminating items that are poorly correlated to purify the measure. However, these results confirm the unidimensionality of the scale in measuring the different practices of NPM and its performance with the marketing function exception (Kurtosis (concentration) = 9129).

3.2.5 Factorial analysis

The scoring technique is a technique that quantifies the variables categorically; this method aims at determining a representative factor of each dimension in order to be used in advanced analysis of quantitative variables. Once the calculation of

Cronbach's alpha coefficient is achieved, we suggest performing a principal component analysis (PCA) for each variable. With this method, the factors will be presented as linear combinations of correct variables. Reciprocally, the variables can be expressed as linear combinations of exact factors.

Table 7: KMO and the Bartlett's Test

	KMO	Chi-square	Df	Sig.
NMP	0.852	414.913	10	.000
PER	0.810	344.122	10	.000
Motivation	0.581	161.544	10	.000

- Principal Component Analysis (PCA) of the NPM Axis:

According to the previous table we can notice the KMO index is superior than 0.5 and the significance of Bartlett is equal to zero and under a risk of 5%, then the CPA is adopted in this case.

According to the Kaiser test, the number of component is equal to the number the proper value that is superior than 1. The number of components retained in this case is a single component which explains a percentage of 69.34%.

- Principal Component Analysis of the PER Axis:

The significance of Bartlett's test is equal to zero and the KMO index is equal to 0.810 which is close to 1, and then in this case the implementation of the CPA is adopted. The number of selected components explains 64.3% of the total variance.

- Principal Component Analysis of the Motivation Axis:

According to Bartlett test the application of the CPA should be adopted. The Kaiser criterion shows the existence of two components explained by a total of 69.54%.

Table 8: Components matrix after rotation^a

	Components	
	1	2
facsatintr	0.850	
facsatext	0.855	
MOTFSI		0.666
MOTFSEX		0.823
IMP		-0.652
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

→Axis 1 is presented by the following two criteria: facsatintr & facsatext. Therefore, we can say that it is the axis of Satisfaction.

→Axis 2 is presented by the following three criteria: MOTFSI, MOTFSEX & IMP. Therefore we can say that it is the Motivation axis.

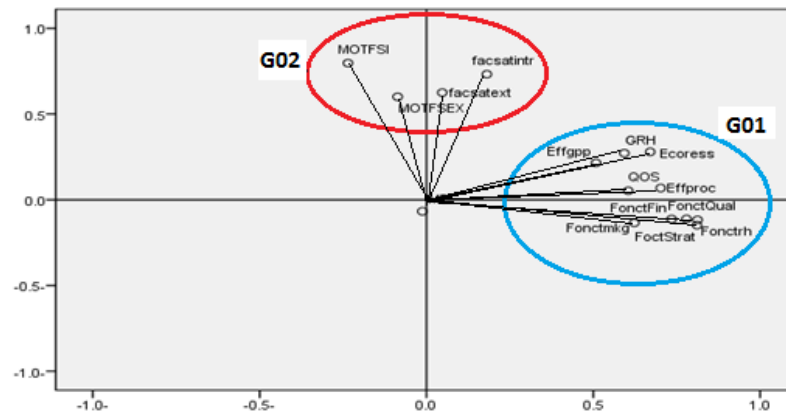


Fig. 5: Components Diagram

The components diagram is a graphic representation of the matrix components. The factor loadings become coordinates in a two-dimensional created space. All requested information is available so that the SPSS constructs the components diagrams.

We can notice that the existence of the following two groups. If we primarily focus on the experienced actors in performance, we can see a first set of correlations extremely revealing.

It is possible to note that some of the "NMP" aspects are closely related to a positive perception of performance. That is why, the more the interlocutors consider the undertaken reforms in the Tunisian universities essential and necessary, the more the subscriptions within the NMP will be important and there will be an estimation that contribution to the offer and to the realization of the public service will be of a high quality that permits to realize the planned objectives with the most economic means.

We can notice that the practice of NMP depends on the global performance, but without determining the exact meaning. However, a first study analysis shows that in terms of performance, the new management practices or the new tools of management are playing quite an important role in our survey.

There is another important factor that affects the actors' human dimensions in terms of both motivation

and satisfaction. The motivation induced by the potential of these new management tools, offers the employees the opportunity to carry out effectively a variety of tasks. This is particularly important especially in the use of NTIC, software, administrative and financial managements and new budget management programs.

To determine the direction of the relationship between these variables we can choose Granger's test of causality direction.

These analyses show that the model will consist of 15 latent variables and 73 items. We suggest a test of causal relationships to the performed and the retained NMP practices in order to confirm or refute the initial hypotheses. This will be achieved by using the Granger causality test (Eviews 5.0).

3.2.6 Linear regression between the factors

We will study the existence of significant relationships between the factors. The table of Estimation shows that the NMP variable is statistically significant with a probability equal to zero and inferior the threshold of a 5% risk. This estimation shows that the NMP has a positive effect on the performance of universities according to the officials interviewed. As Fisher's probability is null, then the model is globally significant.

Table 9: Estimation

Variable	Coefficient	t-student	Sig.
C	-0.455579	-1.566321	0.1197
MOTIVATION	0.081534	1.007277	0.3156
NMP	0.366449	4.624769	0.0000
IMPL	-0.065452	-0.819242	0.4141
TIC	0.026765	1.553486	0.1227
R ² = 0.17		p-Fisher= 0.000	

3.2.7 Granger's Causality Test

The causality test shows that:

The NMP has a significant effect on the motivation ($p= 0.03 \leq 0.05$).

The NMP has a significant effect on the performance ($p=0.10=10\%$).

The NTIC has a significant effect on the motivation ($p= 0.01 \leq 0.05$).

The NTIC has a significant effect on the involvement ($p= 0.10=10\%$).

The NTIC has a significant effect on the performance ($p= 0.01 \leq 0.05$).

The IMPL has a significant effect on the NTIC ($p= 0.05 \leq 0.05$).

Table 10: Direct Effect between the different Latent Variables

Dependent variable	Independent variable	Direct effect
NMP	Performance	YES
NMP	Motivation	YES
NTIC	Motivation	YES
NTIC	Implication	YES
NTIC	Performance	YES
IMPL	NTIC	YES

To elaborate this study, it is useful to test the relationships existing in direct and indirect practices among the NMP on the one hand and the performance on the other hand. The results obtained in the previous tables, can accept or reject the hypotheses that have

been set in the fourth chapter. The hypotheses that we will be testing are the fruit of a specialized literal review that deals with the strategic and human dimensions and with the global performance.

Table 11: Hypotheses' test

H1	<i>If the employees of the public sector include the tools and the principles of new public management in their work, then their performance will be improved.</i>	Accepted
H2	<i>The higher is the degree of motivation and satisfaction of public employees, the more important will be the level of performance.</i>	Rejected
H3	<i>If public officials receive adequate management tools of a high degree of motivation and get the job satisfaction then their level of performance will be increasingly important.</i>	Rejected
H4	<i>If the employees of public sector include the tools and principles of the new public management tasks in their work, then their level of motivation will be important.</i>	Accepted

In fact, the causality test analysis gave us the opportunity to test several direct/indirect relationships between some critical NMP practices and the global performance that is by the actors which involves several managerial contributions.

4. Discussion

This study empirically determines the relationship between the organizational performance, and both the extrinsic and intrinsic factors that are successively related to the human dimensions and to the NMP. A research model was suggested with a specific field of investigation chosen as we must consider the profound changes that were undertaken by universities and colleges.

4.1 The relationship between the integration tools and principles of the new public management by public sector employees and their performance

The results of our empirical work show the existence of a positive influence of a unique direction between the practices of the NMP and the global performance by employees. This brings us to confirm the hypothesis H1 that proves that the more public employees integrate the tools and principles of new public management in their spots, the more important will be their level of performance.

The results converge towards the theoretical research of Hood (1994) and Osborne & Gaebler (1992). It supports the conceptual theoretical model presented. Similarly, these researchers make closely the link between the tools and the practices of the NMP and the individual organizational performance. According to the theoretical model, the NMP integrates financial strategies and marketing and human resources which significantly increase the level of performance if it will be implemented at the operational level in a consistent way.

The results of the regression between the performance and the other factors, the study demonstrates the existence of a positive and highly significant relationship with the NMP which has probability equal to zero and therefore a significant level of 1%.

The results of the study shows that there is a good evidences proving that the success of the reforms is instilled by the NMP and therefore, the global performance depends on many aspects related to the use of new management tools that are having direct impact.

The principles and tools of the new public management, seems to be acting positively in terms of individual and collective performance: New information technologies and communication, which typically makes part of the NMP.

4.2 The relationship between the integration of the tools and the principles of the new public management by the public sector employees: The

human dimensions and the degree of motivation and satisfaction.

The fourth hypothesis predicts a positive relationship between the NMP practices and the interlocutors' motivation. We introduced models in page 8, a theoretical research of Amblard et al (1987), Perry and Wise (1990) and Roussel (2000); these models prove that the more we find the equitable tools and instruments of labor-performance that are inspired by the commercial sphere, the higher the level of motivation for public service will be important.

According to Granger, the causality test analysis points to the existence of a direct and positive relationship between the NMP and the applicable motivation, the fourth hypothesis then clearly confirms that the greater would be the degree of motivation, satisfaction and involvement of public employees, the more important will be the measure of performance.

This study confirms the approach of motivation towards the public service proposed by Perry and Wise (1990), it distinguished in this case three types of patterns in order to explain their relational, normative, and emotional bases.

4.3 The relationship between the degree of motivation, satisfaction and involvement with the public employees and the individual & collective performance

The second hypothesis predicts that the positive relationship between the human dimensions (motivation, satisfaction and involvement), and the global performance. It is important to reveal by this research that the human act by its own does no longer make a positive influence and a direct the assessment upon the performance. Therefore the hypothesis H2 which states that the greater would be the degree of motivation, satisfaction and involvement of public employees, the greater the performance will be important.

It is clear therefore, that the human dimensions are not considered as performance drivers. Our research indicates that human dimensions do not have any central and decisive influence upon the individual and collective performance and then it could not be considered in our research as a performance engine. This may be a result of the changes imposed abruptly and which were not subject to the effective social dialogue with public officials.

Another explanation can be introduced and it is about the NMP. The NMP could be itself an answer. In fact, Mercier (2002) argues that "in its most humanistic dimension, The NMP calls for the accountability, versatility, innovative capacity or in one word, the empowerment of the staff to the public service".

4.4 The level of consistency and complementarities between the new management practices relative to the

new public management and operational consideration of the human dimension and the performance.

Finally, this study shows that the level of consistency and complementarities between the new management practices (relative to the new public management and operational consideration of the human dimension) is having more influence upon the distinctive performance of our interlocutors. This leads to reject the hypothesis H3 which states that the higher the level of consistency between the new management practices for the new public management and operational consideration of the human dimension would be, the bigger the organizational performance will be.

Moreover, if we follow our investigation's logic, we will be forced to admit that the factors of success and performance would be primarily in a direct contact with the new practices rather than with the NMP human dimension of organization (involvement, motivation, social climate...).

In addition to that, the results showed that all practices have theoretically developed marked their presence in the universities which were questioned; that is to say that there is no practice eliminated from the study during the step of purification through the factor analysis. Indeed, it is desirable to remember that this investigation has touched all Tunisian universities.

The strong presence of the NMP practices could be explained by the fact that almost all universities were engaged in the reform program launched in the last recent years and which is accentuated by the implementation of the new orientation law of higher education ministry in 2008.

5. Conclusion

Our research aimed at studying the real impact of the new management practices implemented in the Tunisian universities upon the global performance by the employees of the public sector, and particularly those of the university sector.

The progress of our work and the interviews made concluded that measuring the individual and the organizational performance is difficult, even if it seems possible (Savall and Zardet, 2003). Indeed the officials may be more sensitive to the intrinsic aspects of human resource management (motivation, satisfaction, level of involvement...).

This research aims at showing that the two aspects of organizational life are overlapped and that the global performance depends on many factors related to the intrinsic and extrinsic human dimensions that are inspired by the reformist movements like the NMP. A literary study in the sciences of management and other disciplines related to the public organizations has enabled us to update the implications of the management tools diffusion upon the academic institutions transfer.

Several reasons of technical and organizational nature and stakeholder support are promoting more and more the growth of the public universities to move towards logic of results and performance. These logics are questioning the current practices in these establishments such as the practices of the government accounting, budgeting, control, quality, autonomy, communication and control & management (HRM, change management ...).

A survey was conducted within the Tunisian academic institutions, to raise the global architecture of our research model presented on page 8. We will present the principle drifts of research as well as the limits and the future research paths. These drifts are divided at both the conceptual and the methodological levels.

The first drift of our work is about the establishment of a literary review that analyzes the managerial reforms of the Tunisian academic work taking into account the European and the Anglo-Saxon public management. We highlighted the diversity of the current public and managerial practices.

The results of our research states that the introduction of these new management practices in the Tunisian universities are having a direct influence upon the behaviour of public employees since their motivation is increasing in accordance with the public service on the one hand and the other hand it is promoting the performance of the academic institutions.

Therefore, if we follow the logic of this track, we will be bound to admitting that the factors of success and good performance of the Tunisian universities which are primarily in direct contact with the practices of the NMP and which reforms the public administration by suggesting the effective management tools and therefore prepare for an ambitious atmosphere, that encourages productivity without neglecting the results revealed in the empirical part.

The second drift is about the orientation of reforms within the Tunisian universities and the institutions of higher education, which generally follow the same trend: a particular focus about the results by implementing the contracts policy, introducing the new accounting policies (CDMT, program of management and budget), the reconciliation of the quality of services offered by international standards (by launching the program of quality support), thanks to the adoption of methods that are similar to those existing in the private sector.

Finally, it is important to point out that this empirical research focuses upon a particular organizational context. Therefore, it is always difficult to generalize the results, in order to a fixed "Truth" about the Tunisian academic sector. Our ambitions turn around the "modest Sample" and aims at reflecting on the local and contextual conditions

that allow the development of “logic of performance” at the Tunisian universities.

Acknowledgements

The authors thank the two anonymous reviewers for their helpful comments on earlier drafts of the manuscript.

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