

Synthesis of Some Previous Studies on Forward Jobs and Skills Management Practice

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Abstract: The scope of this paper is to understand the relationship between Human Resource Management (HRM) practices and the organizational performance through exploring both theory and previous research findings of other authors. Special field of our interest is to synthesize the results obtained by some previous studies dealing with the issue of Forward Jobs and Skills Management (FJSM). Therefore, we have selected studies developed in various territorial contexts. Using the NVIVO software, our synthesis allowed us to note five research topics approached by the literature consulted. Also, we have found that the methodologies adopted in the treatment of each subject differ according to the types of data collected.

Key Words: Forward Jobs and Skills Management – Human Resource Management practices - New Management public – Literature review.

JEL Classification: M12; D73; H83; L32

1. Introduction

During 21st century managers are witness of strong economic challenges. Globalization, the great progress of science and technology, changed the characteristics of the business environment. In this context, there is a strong need for adaptability of organizations. Given that adaptability of organizations depend on the skills and creativity of employees. Human Resource Management (HRM) in the contemporary situation is a key factor for the success of public sector provisioning.

In the public sector, Human Resource function is becoming more monitored from the public. On the one hand, citizens are expecting better quality and are requiring efficient public servants, on the other hand, governments are under pressure to improve the quality of service by reducing the costs at the same time.

In the last decades, empirical work has paid particular attention to the link between the practice of HRM and organizational performance. The scope of the study is to understand the relationship between Forward Jobs and Skills Management (FJSM) practice and the organizational performance through exploring both theory and previous research findings of other authors. Thus, a synthesis of 23 studies conducted in various contexts will be used to consult the results obtained. The objective is to propose a theoretical basis and methodological support for any research that aims to analyze the FJSM practice.

In the next sections, we explain our methodology. Then, we provide a detailed discussion of the synthesized findings of the reviewed studies.

2. Methodology

This section provides a description of the methodology used in our review of previous related studies on FJSM practice. Indeed, the review attempted to identify the topics addressed and the research methods adopted by 23 previous studies on FJSM. To achieve this, the current review followed five phases: identification of keywords/themes, searching relevant sources, determination for inclusion, synthesizing and interpreting the finding.

The first phase was concerned with identifying these keywords: NMP; HRM practices; FJSM practice. The second phase was exhaustive searching relevant sources. These sources include searching online databases such as Searching Google Scholar. Furthermore, the works we have selected do not include “grey literature” in order to preserve the quality of the results obtained. So, we targeted these journals: *Gestion et management public*; *Health Policy*; *Revue Internationale des Sciences Administratives*; *Revue Internationale des Sciences Administratives*; *Procedia - Social and Behavioral Sciences*; *Gestion et management public*; *Gestion*; *@GRH*; *Recherches économiques managériales*; *Moroccan Journal of Entrepreneurship, Innovation and Management*; *Management & Avenir*; *Annales des Mines - Gérer et comprendre*; *Revue française de gestion*; *Gestion 2000*.

The phase of determination for inclusion included only studies meeting the following criteria: Being published in refereed journal review; Had to be focusing on NMP or FJSM practice. In other words, we have limited our literature review to studies which provides information on the NMP or HRM practices, specifically FJSM practice. Based on this, only 18 studies could meet the above criteria, and therefore, they were used for

the analysis in the current review. Moreover, we conducted a reading of some works having been realized in various countries in order to position the problematic of the FJSM in an adequate theoretical framework

3. Results

Some studies evaluate Forward Jobs and Skills Management (FJSM) in the public sector, while others look at (FJSM) in other sectors. Several studies analyze long-term databases drawn from large-scale surveys of managers, while others focus closely on how managers perceive the FJSM.

Identification of the Topics Addressed

This sub-section discusses the topics approached by the literature consulted. In general, the studies fall into four broad categories:

1/ Human Resource Management in the Public and Private Sectors

Of the 23 studies reviewed, 4 studies identified and reported several differences between human resource management in the public and private sectors. In France, IENTILE- VALENIOS, J. and al. (2016) have managed to make a big difference in terms of the concepts used in public and private organizations. For example, in the public sector, it is customary to speak of “agents”, “civil servants” or “officers” in the army, while in the private sector the term “collaborator” is used to evoke the person being evaluated. Also, the “line manager” in the small and medium-sized businesses (SMBs) becomes “authority” or “hierarchical superior” in the public sector. In the public service, the focus is on “procedure” with regulatory terms such as “decree”, “article”, or “notification”. Private companies emphasize “performance”, “goals”, “success”, “skill”, or “personal development”. It is therefore a question of moving from “control / formalization” to “development / performance”. According to this study, we can see that language of staff evaluation is not common in the organizations analyzed by these authors.

ALONSOA, JM, and al. (2015) also attempted to compare effectiveness scores in traditionally managed hospitals and in those operating with new management formulas. At the end of their studies, they found no difference in technical efficiency between traditionally managed hospitals and those adopting new management approaches. In short, they found that new models of hospital management do not seem to be better or worse - in terms of technical efficiency - than traditional management models. The results of this study suggest that there is no clear evidence that the public sector is inherently less efficient than the private sector.

For Reina R., Scarozza D. (2021) and Boselie and al. (2021), HR Management plays an important role in contributing to democracy, transparency, meritocracy, and performance in Public Administration. However, a number of characteristics make the Public Sector particularly distinctive, more complex, and interesting in terms of HRM.

From these studies, one overarching conclusion has emerged: Taken as a whole, these studies found that, there is a big difference between the private and the public sectors, especially in the terms used in each organization. Their management of personnel is also different, but there is no evidence to conclude that private sector management practices are more effective than those adopted in the public sector.

Table 1: HRM in the Public and Private Sectors (4)

Summary of results	Authors
The language used for staff evaluation is not common in public and private sector organizations.	Ientile-Valenios, J. et al. (2016)
No difference in effectiveness between traditionally managed hospitals and those adopting new management approaches.	Alonsoa, J-M., Cliftona, J., & Díaz-Fuentes, D. (2015)
The increased popularity of human resource management in public management and public administration research	Boselie and al. (2021)
Number of characteristics make the Public Sector particularly distinctive, more complex, and interesting in terms of HRM	Reina R., Scarozza D. (2021),

2/ New public management reforms

Out of the 23 studies, the second group of studies (N = 5) as summarized in Table 2 were conducted on new management public (NMP) reforms. SAMARATUNGE, R., and al. (2018) studied new public management (NPM) reforms by comparing several countries in South and Southeast Asia. Their purpose was to examine the influence of different contextual factors on the nature of NPM initiatives in these countries. It turns out from their comparative analysis that political history, partisan politics, macroeconomic aspects, and tradition are

essential factors in the outcome of the reforms. Roughly speaking, this study concluded that contextual factors play a key role in the prosperity of Singapore and Malaysia compared to Bangladesh and Sri Lanka. In the same line of ideas, COLON, M., & GUÉRINSCHNEIDER, L., (2015) have worked on two public water entities: The National Water and Sewerage Corporation (NWSC) in Uganda, and the Phnom Penh Water Supply Authority (PPWSA) in Cambodia. The authors note that NPM reforms are not sufficient. In both cases, the political context contributes to give a role to public managers, who determine the priorities of their action. But, the choice of their strategy is constrained. In addition, the authors note that donor support was essential for the start of the reforms, through the financing of vocational training and the construction of an institutional framework authorizing public action. In Sweden and Romania, MATEI, L., & MIRCEA CHESARU, O., (2014) conducted empirical research on the concept of public management and the parameters of public sector restructuring. Their purpose was to quote the most important decisions taken by the Swedish and Romanian authorities since 1990. As a result, they found that both states felt the need to make public companies more efficient by using private leadership. Finally, the authors conclude that the new public management stands out from the traditional theory of public management, incorporating cultural elements specific to private sector entities. In short, for these authors, the public sector is moving from a rigid and bureaucratic structure to a flexible and results-oriented sector.

For Munzhedzi (2021), the application of the NPM principles is confronted by some challenges including lack of political will, corruption as well as lack of skills and capacities. And for El Mouissia & Benabdelhadi (2021), the public reforms in Morocco still present many insufficiencies both on the conception level of the process of their adoption and their content. New public Management has indeed been found to be lacking of universality, meaning that NMP cannot be used by any country; there is need for a particular context for it to succeed.

From these studies, one overarching conclusion emerged: NPM reforms differ depending on conjunctural factors related to each country. The introduction of the reforms dictated by the NMP required financial support from donors. Finally, with the NMP, the public sector will not remain a rigid and bureaucratic structure, but will become more flexible and a result-oriented sector (SAMARATUNGE, R., and al. 2018; COLON, M., & GUÉRIN- SCHNEIDER, L., 2015; MATEI, L., & MIRCEA CHESARU, O., 2014).

Table 2: New public management reforms (5)

Summary of results	Authors
Political history, partisan politics, macro economic aspects, and traditions are essential factors in the outcome of the NPM reforms..	SAMARATUNGE, R., and al. (2018)
NPM reforms are not sufficient; The importance of donor support for launching NPM reforms..	COLON, M., & GUÉRINSCHNEIDER, L., (2015)
The NMP stands out from the traditional theory of public management, incorporating cultural elements specific to private sector entities; The public sector is moving from a rigid and bureaucratic structure to a flexible and results oriented sector..	MATEI, L., & MIRCEA CHESARU, O., (2014)
The application of the NPM principles is confronted by some challenges (corruption, lack of skills)	Munzhedzi(2021)
NMP cannot be used by any country	El Mouissia & Benabdelhadi Abdelhay (2021) :

3/ FJSM practice in the public sector

This group of studies (N=6) in Table 3 have focused on the prism of FJSM practice in the public sector. For example, BRILLET, F., & SAUVIAT, I., (2013) addressed the issue of FJSM in French universities. They found that actors adopt rules that are identical to the private sector, while reinforcing certain public values. Then, the authors pointed out that the adoption of FJSM may reveal a risk related to the pursuit of general interest and neutrality. In the same context, PIGNOLY, A., (2015) found that the FJSM in France is at the crossroads of an ever-present status and a “modern” HRM, from the private sector, more focused on the competence dimension. In fact, the idea is to copy private practices, to develop a new form of public management to improve and modernize public action

Regarding the study conducted by BARET, C., & OIRY, E. (2014), it proposed to managers’ solutions to manage skills in the public service. The authors found that the skills framework is overloaded with a multitude of objectives. It is too complex for the users. The authors therefore recommend designing a tool for each objective. In addition, the authors note that the skills frameworks help managers to manage better, but they cannot compensate for the lack of management skills. Training in management techniques is essential. On his

part, BELLINI, S, (2014) aimed through his study to help representatives of health sector institutions to build a FJSM. Indeed, several institutions seek to facilitate the sharing of meaning of the FJSM (information of employees). However, some difficulties persist such as forecasting the evolution of external data and weak internal resources. Thus, the author explores a new explanation of the abandonment of the FJSM by the actors which are manifested in the perceived deficit of meaning of the FJSM: ambiguous definition of the role attributed to the parties, lack of clarity of the objectives.

Focusing on FJSM in public hospitals (in Algeria), GHRISSI, L, (2013) considered as hypotheses that the FJSM will serve to develop skills. As results, the author found that the annual HRM plan cannot claim to be a plan (a basic support); it is difficult then to speak of a Forward Jobs and Skills Management in the public sector. Moreover, OBADA, M. (2017) was interested in understanding the contribution of the FJSM to HR management in the context of public administration in Morocco. Thus, the author found that all the Moroccan ministries have a FJSM department. 80% of them have implemented FJSM tools against 20% who fear change. Also, the author found that 80% of the respondents say that the FJSM is very important and 20% think that it is relatively important. In fact, the author found that the FJSM would ensure the efficiency of the recruitment process and allow less resource to train recruits, however, this practice take place within a heavy statutory framework with the presence of the constitution, laws, regulations, decrees, circulars, and ministerial directives. In conclusion, the author confirms that the success of HR planning depends on the strong management commitment, and that civil service status, bureaucracy and cumbersome procedures limit the positive impact of FJSM on the modernization of HRM.

From these studies, one overarching conclusion emerged: It appears that two studies confirm the need to modernize HRM in the public sector and to adopt practices related to the private sector, but on the other hand, the need to maintain public values is imperative. Also, two studies agree that the frameworks designed are complex for the users, and that the lack of clarity of objectives lead to the abandonment of the FJSM mechanism. Finally, two studies conducted in the Maghreb confirm the difficulty of establishing a real structure of the FJSM in the public sector (BRILLET, F., & SAUVIAT, I., 2013; PIGNOLY, 2015; BARET, C., & OIRY, E. 2014; BELLINI, S, 2014; GHRISSI, L, 2013; OBADA, M. 2017)

Table 3: FJSM practice in the public sector (6)

Summary of results	Authors
It is necessary to adopt the mechanism of the FJSM, and modernize the HRM in the public sector, but while reinforcing the public values (general interest and neutrality).	BRILLET, F., & SAUVIAT, I., (2013)
The status of the public service has been always present; with the implementation of a modern HRM from the private sector.	PIGNOLY (2015)
The skills frame works are complex for users, and are not sufficient to compensate for the lack of skills: it is necessary to design simple and short frame works + skills need to be improved through training..	BARET, C., & OIRY, E. (2014),
The reasons for abandoning the FJSM: ambiguous definition of the role attributed to the parties, lack of clarity of the objectives.	BELLINI. S. (2014)
It is difficult to speak of a Forward Jobs and Skills Management in the public sector.	GHRISSI, L, (2013)
Factors that limit the positive impact of FJSM on the modernization of HRM in the public sector: Presence of the constitution, laws, regulations, decrees, circulars + civil service status + bureaucracy and cumber some procedures.	OBADA, M. (2017)

4/ FJSM practice in other sectors

Of the 23 studies reviewed, 6 studies have focused on the prism of FJSM practice in the other sector. In France, ALPHONSE-TILOU, I., DUBROEUQ, A-f., (2013) took an interest in the process of setting up a FJSM in a context not adapted to the integration of this management system. They conducted various readings of the FJSM. According to a rationalist reading, the authors found that the FJSM approach is a failure because the 18 structures did not set up FJSM. On the other hand, the approach is a success for the other structures since it allows them to better formalize their associative project. According to a political reading of the FJSM approach, the failure or success of a change varies according to actors with different interests. As for the contingent reading of the FJSM approach. An organization can only be effective if the strategy, the structure, the needs of the members, and the environment are compatible. Whereas for the incremental reading of the FJSM approach, it is clear that decisions make sense with their implementation. Finally, interpretative reading of the FJSM approach states that the environment is created by members of the organization who share common perceptions,

interpretations, and meanings through social interactions. So, roughly speaking, the authors conclude that the contextual model captures the complexity of situations.

For their part, BARUEL BENCHERQUI, D., and al. (2011) wondered what the effects of the FJSM might be on the employability of agents. First, they noted that FJSM promotes agent employability, which is considered a priority objective in 16 FJSM agreements (16/ 23). Also, they found three tools that are used to promote the employability of agents through the FJSM: the Validation of acquired experience (VAE); The Skills Assessment; and the assessment of the training. As a conclusion, the authors argue that employability is an integral part of the FJSM. As a result, the FJSM is a win-win approach. For the employee, it allows him to develop a career path in order to secure his career. And for the employer, it allows him to be competitive thanks to updated skills.

While the study cited below looked at the effects of FJSM on the employability of employees, the one led by OIRY, E., et al. (2013) in France is interested in the effects of the agreements signed under the BORLOO law on HRM practices of companies. The authors found that the skills frameworks remain the most emblematic tools of the FJSM, and that the FJSM practices are closely linked to the HR policies. In general, the authors noted the recurrent diversity of FJSM practices, and confirmed that none has any real intention.

THAMAIN, J-L, (2009) tried to draw up an inventory of practices in banks. The author found that strategies are not always explicitly formalized. He also found that FJSM offers SMEs the opportunity to assess their chances of survival. In another similar study, ADLA, L. and GALLEGO-ROQUELAURE, V. (2016) removed many HRM practices from the SMEs studied (MANUFACPRIM; BUROTECK; PERSONTOP; MAINDUSTRI). They emphasized the role of the leader in the choice of HRM practices. Also, practices that foster innovation can be summarized in: recruitment, communication, involvement, training, and accountability of employees. On their part, BOOTZ, J-P., and al. (2017) aimed at identifying the key success factors for the implementation of a FJSM approach in SMEs. The authors found that the company has built its competitive advantage over its ability to mobilize scarce skills. Finally, their analysis showed that the formalization of processes is the basis of strategic skills management.

From these studies, one overarching conclusion emerged: The importance of the contextual model since it captures the complexity of situations and allows a better understanding of the approach of the FJSM. Also, the practices of the FJSM of the companies differ according to the policy adopted by each and the choices of the leaders. However, the implementation of this approach is generally useful, since it helps to develop the professional career of employees, improve their skills and consequently, improve the competitiveness of companies (ALPHONSE-TILOY, I., DUBROEUQ, A-f., 2013; BARUEL BENCHERQUI, D., et al. 2011; OIRY, E., et al. 2013; THAMAIN, J-L, 2009; ADLA, L. and GALLEGO- ROQUELAURE, V. 2016; BOOTZ, J-P., et al. 2017)

Table 4: FJSM practice in other sectors (6)

Summary of results	Authors
The contextual model captures the complexity of situations + the combination of several approaches provides a more holistic view of the FJSM.	ALPHONSE-TILOY, I., DUBROEUQ, A-f., (2013)
The FJSM is a win-win approach. For the employee, it allows him to develop a career path in order to secure his career. And for the employer, it allows him to be competitive thanks to updated skills	BARUEL BENCHERQUI, D., et al. (2011)
The skills frameworks remain the most emblematic tools of the FJSM + the FJSM practices are closely linked to the HR policies + the recurrent diversity of FJSM practices	OIRY, E., et al. (2013)
FJSM offers SMEs the opportunity to assess their chances of survival and to plan for the future	THAMAIN, J-L, (2009)
The important of the manager's role in the choice of HRM practices + practices that foster innovation: recruitment, communication, involvement, training, and accountability of employees.	ADLA, L. and GALLEGO-ROQUELAURE, V. (2016)
The formalization of processes is the basis of strategic skills management.	BOOTZ, J-P., et al. (2017)

5. Territorial FJSM (FJSM-T)

Several researchers have been interested in territorial FJSM. For their part, BORIESAZEAU, I., & LOUBES, A. (2013) have tried to deepen the question of the evaluation of FJSM-T devices. The authors found that the logic of FJSM-T's devices is based on quantitative indicators and the exchange of good practices. Therefore, the authors found that FJSM-T is renewing the traditional FJSM. In another study, DUBRION, B (2011), tried to identify in France several standard models of FJSM-T. Thus, four ideal models of FJSM-T were

identified by the author: the FJSM-T/ low-economic territory; the FJSM-T/ innovative territory; the FJSM-T/ needs of companies operating in a difficult economic context; and the FJSM-T/ needs of developing companies. His analysis notes that the FJSM-T tends to mobilize a wide variety of actors, but the designers of the frameworks carry out general descriptions, which prevents focusing on the peculiarities of each company. Another tension was noted at the end of this study, which is linked to the company's incentives to respect its commitments.

From these studies, one overarching conclusion emerged: It seems from these studies that the FJSM-T allows the exchange of good practices and is evaluated using quantitative indicators. Also, several models of FJSM-T can be adopted. This practice is also characterized by the involvement of several actors, but the references in this case are general and cannot capture the particularity of each company (BORIES-AZEAU, I., & LOUBES, A. 2013; DUBRION, B. 2011)

Table 5: Territorial FJSM (FJSM-T) (2)

Summary of results	Authors
The FJSM-T allows the exchange of good practices and allows the renewal of the traditional FJSM..	BORIES-AZEAU, I., & LOUBES, A. (2013)
Four ideal models of FJSM-T were identified: the FJSM-T / low-economic territory; the FJSM-T / innovative territory; the FJSM-T / needs of companies operating in a difficult economic context; and the FJSM-T / needs of developing companies.	DUBRION, B (2011),

Identification of Research Methods Adopted

For the research method, we have noted the diversity of the methodologies adopted in the treatment of each problem, according to the types of data collected and according to the approach pursued.

Table 6: Research methods adopted

Methods and techniques	Recurrences	Authors
Semi-Structured Interviews	9	Colon, M., & Guérin-Schneider, L. (2015) ; Brillet, F., & Sauviat, I., (2013) ; Obada, M. (2017); Baret, C., & Oiry, E. (2014) ; Alphonse-Tiloy, & I, Dubroeuq, A-F., (2013) ; Oiry, E., and Al. (2013) ; Jean Louis Thmain (2009) ; Adla, L., Gallego Roquelaure, V. (2016) ; Bories-Azeau, I., & Loubes, A. (2013)
Thematic Analysis	7	Colon, M., & Guérin-Schneider, L., (2015) ; Brillet, F., & Sauviat, I., (2013) ; Obada, M. (2017) ; Baruel Bencherqui, D., and Al. (2011) ; Jean Louis Thmain (2009) ; Adla, L., Gallego Roquelaure, V. (2016) ; Bories-Azeau, I., & Loubes, A. 2013; ientile-Valenios, J. Et Al. (2016)
Exploratory qualitative study	6	ientile-Valenios, J. Et Al. (2016) ; Colon, M., & Guérin-Schneider, L., (2015) ; Brillet, F., & Sauviat, I., (2013) ; Obada, M. (2017) ; Baruel Bencherqui, D., Et Al. (2011) ; Bories Azeau, I., & Loubes, A. (2013)
Literature review	6	Colon, M., & Guérin-Schneider, L., (2015) ; Brillet, F., & Sauviat, I., (2013) ; Baret, C., & Oiry, E. (2014) ; Alphonse Tiloy, I. Dubroeuq, A-F., (2013) ; Adla, L., Gallego-Roquelaure, V. (2016) ; Bories-Azeau, I., & Loubes, A. (2013)
Unique case study	5	Colon, M., & Guérin-Schneider, L., (2015) ; Alonsoa, J-M., Cliftona, J., & Diaz-Fuentes, D. (2015)) ; Brillet, F., & Sauviat, I., (2013) ; Bellini. S. (2014) ; Alphonse-Tiloy, I, Dubroeuq, AF., (2013).
Multiple case study	4	Baret, C., & Oiry, E. (2014) ; Oiry, E., Et Al. (2013) ; Adla, L., Gallego-Roquelaure, V. (2016) ; Bories-Azeau, I., & Loubes, A. (2013)
Comparative analysis	2	Samaratunge, R., And Al. (2018) ; Matei, L., & Mircea Chesaru, O., (2014)

Survey & Investigation	3	Obada, M. (2017) ; Jean Louis Thomain (2009) ; Alonsoa, JM., Cliftona, J., & Diaz-Fuentes, D. (2015)
Analytical approach	1	Dubrion, B (2011),
Descriptive Analysis	1	Bootz, J-P., Et Al. (2017)
Group meetings	1	Bootz, J-P., Et Al. (2017)
Stories of life	1	Adla, L., Gallego-Roquelaure, V. (2016)
Snowball Method	1	Adla, L., Gallego-Roquelaure, V. (2016)
Correspondence factor analysis	1	Iientile-Valenios, J. And Al. 2016

All the studies consulted have worked on methods that are part of the qualitative approach. Thus, the authors who mobilized this method emphasized the collection of mainly verbal data (data that is more difficult to quantify) rather than data that can be measured. Their objective is to provide a complete and detailed description of the experiences of the managers, their point of view, suggestions as well as their perception of the studied phenomenon. For this, they mobilized several instruments of collection of the data (SemiStructured Interviews, and Group Meetings).

The studies have also used various methods to answer their problems. We noted the abundance of case study methods (single and multiple). Thus, many studies have looked into a particular case: the case of the public water service (Colon, M., & GUÉRIN-Schneider, L., 2015); the case of French universities (BRILLET, F., & SAUVIAT, I., 2013), the case of establishments providing health (Bellini, S. 2014), the case of associations (AlphonseTILOY, & I., DUBROEUQ, AF, 2013), and the case of Spanish hospitals (ALONSOA, JM., and al. 2015). These studies have focused on the in-depth study of a specified case, whether it is a department, a group of institutions, or a specific subject. Other authors have used multiple cases and obtained very large results: four public hospitals (BARET, C., & OIRY, E. 2014); five sectors (OIRY, E., et al., 2013); four innovative SMEs (ADLA, L., & GALLEGOROQUELAURE, V. 2016); Inter-firm network, (BORIES-AZEAU, I., & LOUBES, A. 2013).

Moreover, the authors were inspired by several models and theoretical approaches. Some have adopted the mixed top-down, bottom-up approach (BOOTZ, J-P., and al. 2017). Others have adopted the Upper echelon theory (ADLA, L., & GALLEGOROQUELAURE, V. 2016). Other studies have been based on Mark Moore's Strategic Triangle (COLON, M., & GUÉRIN-SCHNEIDER, L., 2015), on the Anderson Model (OBADA, M. 2017), and on the GRIMAND Analysis Grid (Bellini, S. 2014), and on Social representation theory (Jean Louis THAMAIN, 2009). However, we found that several studies have mobilized the Pettigrew's contextualist framework (Baret, C., & Oiry, E. 2014, Alphonse-TILOY, I, DUBROEUQ, A-f., 2013, Oiry, E., et al. 2013). In terms of data analysis, several statistical methods were also deployed, such as correspondence factor analysis that detects associations and oppositions existing between subjects and objects, measuring their contribution to the total inertia for each factor (IIENTILE-VALENIOS, J. and al.2016).

4. Summary and Conclusion

Following our synthesis, we note that these studies are distinguished by the topic studied and the chosen methodological approach. First, our synthesis allowed us to note five research topics approached by the literature consulted: HRM in the Public and Private Sectors; NPM reforms; FJSM practice in the public sector; FJSM practice in other sectors; and Territorial FJSM. Secondly, a lot of these studies are based on qualitative data and propose appropriate methodologies. These studies rather consult the perceptions of several actors (Human Resources Directors, Managers, Employees, etc.) on the HRM practices.

Indeed, the findings of the present review have several implications for future research on HRM management, including FJSM practice. Thus, as indicated by the findings of the review, there seems to be a big difference between the private and public sectors. The personnel management policy differs according to the sector. Some studies have not found that practices used in the private sector are more effective than those used in the public sector. While others have found that there is a need to modernize the function of HRM in the public sphere and to adopt private sector practices. In any case, the findings of most previous studies reviewed in this paper showed that it is difficult to talk about FJSM in the public sector. Finally, future research should extend the effective implementation of the FJSM in the public sector.

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