

The Impact Of New Public Management principles on the Quality of higher Education Services in Algeria -An Analytical study-.

Ben mecellem zahra ^{1♦}, Slimani zenagui ²

¹ laboratory of markets, employment, legislation and simulation in the Maghreb countries, ain temouchent university (algeria), zahra.benmecellem@univ-temouchent.edu.dz

² laboratory of markets, employment, legislation and simulation in the Maghreb countries ,ain temouchent university (algeria), slimanizenagui2022@gmail.com

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Abstract

The emergence of new public management was a response to public financial crises, aiming to introduce principles inspired by the private sector into public administration. This approach played a major role in fundamentally transforming all sectors, including Algeria's higher education sector, which in turn faced significant challenges. This sector is now modeled on enhancing university institutional performance through efficiency, transparency, and accountability indicators, thereby driving educational institutions toward strategic planning, improving the quality of academic outputs, and more effectively meeting the needs of the labor market, the descriptive –analytical methode was adopted in this study. The objective of our study was to analyze and clarify the aspects related to the impact of new public management on improving the quality of higher education and developing the institutional performance of universities the study found that New Public Management positively influenced university performance, particularly by promoting transparency, accountability, and strategic planning.

Keywords: Higher Education, New Public Management, Quality of Higher Education.

Jel Classification: I23, H83, I21.

♦ Corresponding author

1. Introduction:

The higher education sector in Algeria has faced increasing challenges amid economic and social transformations that require developing management and administration methods. In this context, New Public Management has emerged as a modern approach seeking to improve public institutions' performance by adopting principles of efficiency, effectiveness, good governance, and accountability - principles inspired by the private sector. As Algeria advance its public administration reforms, it is essential to assess their impact on the quality of higher education , particularly in terms of strengthening university governance , increasing institutional autonomy , and en hancing both academic and administrative performance.

The higher education system in Algeria still faces many challenges ranging from academic and pedagogical problems on one hand, to administrative and organizational difficulties on the other, making the need for deep and effective reforms necessary in this context. Considering Algeria's orientation toward reforming its public administration, it has become necessary to study the extent to which New Public Management principles affect the quality of higher education and make university institutions more capable of adapting to economic and social variables.

1.1. Research Problem:

The Algerian higher education system faces significant challenges in both academic and administrative domains, requiring substantial reforms. While New Public Management principles have been proposed as a potential solution, there remains a critical knowledge gap regarding how effectively these principles can be implemented in Algeria's specific context and what impact they would have on higher education quality.

1.2. Research Question

1.2.1 Main Research Question

To what extent has the implementation of New Public Management principles influenced the quality of services provided by higher education institutions in Algeria?

1.2.2 Secondary Research Questions:

- How do current governance structures in Algeria higher education institutions align with or diverge from new public management principles?
- what specific administrative and organizational barriers exist that mightimped the implementation on NPM approaches in Algerian universities?

1.3. Research sub-question:

- How are New Public Management principles implemented in Algerian higher education institutions?
- How do performance measurement and accountability mechanisms affect the effectiveness of university services?
- what challenges do Algeria higher education institutions face when applying New Public Management.

1.4. Research Hypotheses:

- The application of New Public Management principles significantly impacts the quality of services provided by higher education institutions in Algeria.
- Managing by objectives contributes to the effectiveness of university services.

-Implementing NPM principles improves the efficiency of administrative and human resources in universities.

1.5. Research significance :

1.5.1. Theoretical significance :

-research contributes to bridging the Knowledge gap in NPM literature and its Relationship with higher education quality.

-provides an integrated theoretical Framework for understanding the Relationship between NPM principles and quality indicators in higher education.

-Develops an analytical model that Can Be used in future studies to evaluate the impact of administrative Reforms in the higher education sector.

1.5.2. Practical significance :

1/Assists decision-makers in designing and implementing higher education reform policies based on scientific evidence.

2/Provides practical measurement indicators to evaluate the success of NPM principles implementation.

1.6. Study Term :

-Woodrow Wilson defined public administration as : The systematic application of law. Its subject is the accomplishment of public work with the highest possible degree of efficiency and in accordance with individual desires and Needs. Through public administration, government provides for society Needs that individual activity alone cannot fulfill.¹

Définition of quality :

Philip B. Crosby defined quality as "**conformance to requirements.**" According to him, quality is not about excellence or luxury but about meeting specified standards and expectations. His approach emphasizes **preventing defects rather than detecting and fixing them later**, ensuring that processes and outputs consistently align with predefined Needs and requirements.²

Quality Assurance in higher Education is a systematic evaluation process that examines educational institutions and their academic programs **through four core elements** :

1-academic program assessment and alignment with objectives.

2-Resource allocation and implementation effectiveness.

3-Continuous institutional self-evaluation and improvementthis process ensures educational quality while promoting ongoing institutional development through regular assessment and strategic enhancement.³

- **Essam El-Din** defines higher education quality services as : 'The alignment of outcomes with national performance standards, and meeting the beneficiaries' Needs both quantitatively and qualitatively.'⁴

-**Higher education institutions** rely on their reputation to attract students and to establish credibility for their : certificates, programs, graduates, and research."⁵

Bartoli's approach defines public management as « The set of processes for goals-setting, organisation, leadership, and control of public organisations, aimed at Developing their overall performance and guiding their evolution while respecting their mission ».⁶

-New Public Management is a system of modern approaches and perspectives aimed at addressing the short coming in traditionnel public administration and Imroving the efficiency and performance of the public sector.⁷

-Driven from contemorary management théories for the private sector, the new public management(**NPM**) also known a Nouvelle Gestion Publique(**NGP**), is a « post-Bureaucratic »management approach, It has been gradually adopted since the **1980s** by **OECD** countries seeking to modernise their public administration.⁸

-Accordin to **P.Haynes(2010)**,the Term New Public Management(**NPM**) is used in the management realm to decrive the advancement of private sector ideas and méthodes into the public administration Domain.⁹

The research is divided into the following main points :

1/The first axict ; Concepts related to New Public Management.

2/The second axict : New Public Management its Relationship to the quality of higher education.

2. /The first axict ; Concepts related to New Public Management

2.1./Présentation Of New Public Management :

Befor delving deeper into the study of New Public Management(**NPM**) ,it is essential to first understand to broader concept of public management, Romain Laufer, in his article »where is Public Management ? « Highlights the difficulty in defining this notion. Some scholars perceive it as a Methode of administrative action, « while other view it as an « administrative langude ».Laufer even describes it as a « Puzzle to Be solved »...¹⁰

Manyother research also emphasize the complexities surrounding the concept of public management, consequently, studying **NPM** often regarded as a « New » form pf public management poses significant challenges.

In this study, we Will approche public management as amanagerial Framework for all public institutions. With this foundation we Can now shift Our focus to **NPM**, to do so, we Will first explore the context in which it emerged, the attempt to define this approach to public management, and finally, examine the measures implented to apply it practically with public administrations.

-New Public Management(**NMP**) involves the analysis and examination of economic and political systems across different countries, focusing on the policies implented to modernise and enhance the effeciency of the public sector.¹¹

-« It is considered of the most important scientific révolutions in the twentieth century regarding Sound gouvernance mechanisms followed in the public sector, as gouvernance started from public administration and then moved to public Policy ».¹²

2.2. Characteristic of New Public Management :

According to the OECD, a new model has emerged in public administration that is distinguished by several features and a transformative structure towards new public management, as follows :

-Focus on Outcomes : Emphasizing results in terms of quality, efficiency, and the provision of services.

-Decentralized Management Environment: Replacing targeted developmental mechanisms and rigid centralisation with management environments based on decentralization, so that decision-making becomes more effective in resource allocation and service delivery is closer to and of higher quality for the Customer.

-Enhanced Public Sector Performance: Increasing focus on the outcomes and services provided by the public sector, Along with Adopting goal-setting and Creating a competitive Environment within public sector institutions.

-Public management stands apart from business management, even though both share the same fundamental principles and aspects of management.¹³

2.3. Models of New Public Management :

Based on various studies, research and reform experiences related to the concepts of new public management(NPM), it has been recognized this approach encompasses multiple Models.

Bellow, we present the key classifications of NPM Models as outlined by various scholars and researchers in thisfiel. Significant différences have emerged, which are clearly evident depending on the experiences of different countries and the specific characteristic of their organisations, we have attempted to summarize the most important « NPM » Models in the following diagram : ¹⁴

-Table (01) : Models of New Public Management :

I.Bolgiani classification	J-Monk classification	Ferlie et al classification
Quality Model	Effeciency Model	Effeciency Model.
Market Model	Organisation Flexibility Model	Décentralisation and Downsizing Model.
Décentralisation Models	Quality mode	Excellence-Seeking Model.
	Participatory Model	Public Service Orientation Model.

- **Resource** : ben mecellem zahra, the New Public Managment as a model for the promotion of public administration in Alegria-an analytical study, Al-Afaq journal of Managment and economic volume8, Issue 01, p27.

2.4. Principles of New Public Management :

The New Public Managment(NPM) relies on a set of principles that guide it success in transforming the way public administration operate, among the key principles, the following are particulary significant :

-Focusing on the principles of effectciency, and service quality to achieve the best possible results.

-Moving away from large hierarchical structures and centralized services, aiming to replace traditionnel systems with decentralized government Framework.

-Adopting management systems that help improve the Relationship between cost and effectiveness by allowing freedom to propose alternatives that contributes to the management of public services.

This restructuring aims to make public administration more

Responsive, efficient, and oriented towards delivering high-quality services.¹⁵

1. Results Orientation:

Focus on outcomes rather than processes.

This principle emphasizes that public institutions should be measured by the results they deliver rather than solely by the procedures, they follow. The primary goal is to achieve tangible benefits for citizens, whether that is improved service quality, better public welfare, or enhanced efficiency by setting clear targets and evaluating performance against them.¹⁶

2. Decentralization:

Empowering local decision-making...

Decentralization involves transferring authority from central government to regional or local entities. This creates flexibility in addressing local needs, enhances responsiveness, and allows public services to be tailored more effectively to community-specific challenges, resulting in a more agile and adaptive public sector.

3. Customer/Client Focus

Treating citizens as valued customers.

In New Public Management, citizens are viewed as customers who expect high-quality, timely, and accessible services. This principle drives public agencies to improve service delivery by actively seeking feedback, ensuring responsiveness, and prioritizing user satisfaction—thus building trust and legitimacy in public administration.

4. Efficiency and Cost-effectiveness

Maximizing output with minimal input.

Public resources are finite, and this principle underlines the importance of managing them wisely. It involves streamlining operations, cutting unnecessary expenses, and continuously seeking ways to do more with less. The aim is to reduce waste and deliver services in a cost-effective manner while maintaining or improving quality.

5. Performance Measurement

Establishing clear metrics for accountability. Implementing robust performance measurement systems is key to understanding how well public agencies perform. By defining and monitoring key performance indicators (KPIs), institutions can assess their progress toward strategic goals, identify areas needing improvement, and ensure that public resources are being used effectively and transparently.¹⁷

6. Competition and Market Mechanisms

Introducing competitive dynamics to drive improvements.

This principle involves applying market-like forces within the public sector—such as competition among service providers or even internal competition among departments—to foster innovation and boost performance. Competition encourages efficiency, as agencies must continually improve to meet or exceed set standards and to remain relevant to their “customers.”

7. Innovation and Flexibility

Encouraging creative solutions and adaptive practices.

Public challenges evolve, and so must the methods to tackle them. Innovation calls for the adoption of new technologies, creative management strategies, and flexible policies that can quickly adapt to changing circumstances. This dynamic approach helps public institutions stay ahead of emerging issues and continually refine their service offerings.

8. Transparency and Accountability

Ensuring openness in governance and decision-making.

Transparency involves making policies, decisions, and outcomes openly accessible to the public. Combined with accountability—where public officials are help responsible for their actions—this principle builds trust, curbs corruption, and ensures that all stakeholders are informed about how public resources are managed and decisions are made.¹⁸

9. Empowerment and Decentralized Decision-making

Delegating authority to frontline employees.

Empowering those who are directly involved in service delivery enables quicker and more contextually appropriate decisions. By reducing rigid hierarchies, public institutions foster an environment where employees take initiative, are accountable for outcomes, and can innovate at the operational level to meet the needs of citizens more effectively.

10. Public-Private Partnerships (PPPs)

Leveraging private sector strengths for public benefit.

Collaborations between government and private entities can bring in expertise, innovation, and additional resources. PPPs allow public agencies to benefit from private-sector management practices, technology, and efficiency, often resulting in improved service delivery, cost savings, and accelerated project implementation.

11. Streamlined Regulations and Deregulation

Reducing bureaucratic red tape for smoother operations.

Excessive regulation can stifle innovation and delay service delivery. This principle advocates for a critical review and simplification of existing rules and procedures, thereby removing unnecessary obstacles. The goal is to create a more flexible and responsive regulatory framework that encourages efficiency and supports rapid decision-making.

12. Fiscal Discipline and Financial Management

Maintaining tight control over public finances.

Sound financial management is fundamental to public trust and effective service delivery. Fiscal discipline involves strict budgetary controls, prudent spending, and regular audits to ensure that every dollar is used effectively. This principle not only curbs wasteful expenditures but also reinforces accountability by aligning financial performance with organizational outcomes.

13. Quality Improvement and Continuous Learning

Commitment to ongoing development and excellence.

The final principle centers on the pursuit of excellence through continuous improvement. Public institutions are encouraged to regularly review and refine their processes, invest in employee training, and incorporate feedback from stakeholders. This culture of learning and quality enhancement ensures that services evolve to meet new challenges and maintain high standards over time.¹⁹

Based on various frameworks proposed by researchers across different literature on this subject, we notice that while these frameworks differ in number and organization, they share many common principles. This has been reflected in the various models proposed and adopted in the field of New Public Management. However, the actual implementation of these principles depends on each country's specific direction and reforms it wishes to pursue. This has led to varying applications of these principles, as most experiences in diverse government sectors have shown different implementations. Very few of the early experiences in the 15 countries that adopted New Public Management can be considered highly similar.

This perspective is supported by recent writings that evaluated implementations in various countries during the 1980s and 1990s. These evaluations showed that rather than converging, these experiences actually revealed many fundamental differences that became evident due to each country's unique characteristics.

3. The second axict : New Public Management its Relationship to the quality of higher education.

3.1. Brief Overview of Higher Education Institutions in Algeria:

Higher education is regarded as a fundamental pillar in the new operational framework. The output of the human intellect has become the primary means by which nations compete, emphasizing the acquisition of knowledge and its effective application in scientific research.

-The Origins of Higher Education in Algeria :

Contrary to popular belief, the Origins of higher education in Algeria do not Begin with the founding of the University of Alegria in 1909, not with the December 20, 1879 law that established three higher schools for Arabic education (namely, the schools of Lettres, Law, and Arabic Culture). Instead, they Can be traced back to August 4, 1857, when the higher school of medicine and pharmacy was established. This institution Evolved into a compréhensive higher education establishment on Novembre 1, 1889, and later expanded its academic offerings to include 16 scientific specializations.also Three new schools were established—the School of Arts, the School of Law, and the School of Sciences. Three years after the founding of the higher schools for Arabic education in Algeria, French authorities decided to convert these institutions into colleges Under the University of Alegria, pursuant to a decree issued on December 3, 1909.

In addition to the four main faculties, the University of Algiers saw the inauguration of several affiliated institutes offering diverse specializations. Beginning with the academic intake in 1958/1959, two university centers were established in regions including, Oran, and Constantine, each providing a range of specialized programs.²⁰ This expansion continued until 1970—a pivotal period in the evolution of Algeria's higher education system—which culminated in the establishment of the Ministry of Higher Education in 1971. This strategic renewal led to a significant intensification of specializations, resulting in a structure comprising 105 branches divided among four sector, the development of higher education in Algeria has witnessed significant expansion through increasing the number of universities and their geographical distribution throughout the country. Academic standards were also improved by launching scholarship programs abroad and developing Algerian teaching staff. In 1984, a University Map was established to plan university education through the year 2000, based on the needs of the national economy across various sectors, while achieving a balance between scientific and humanities specializations.

This led to the Higher Education Directive Law approved by the Government Council in September 1998, which included reorganizing universities into faculties, establishing 6 common core curricula for student placement, creating 13 new university centers, and converting 19 existing university centers into faculties."²¹

3.2. Objectives of Adopting New Public Management in higher Education Institutions :

-New Public Management in higher éducation represents a compréhensive administrative strategy aimed at transforming educational institutions from traditional Bureaucratic Models to more flexible and efficient systems focusing on performance²², transparency, and Continuous adaptation to societal and economic changes, ensuring

improved educational service quality and enhance competitive capabilities of university institutions these objectives encompass :

1/Investigating the transformative mechanisms :

- Analysing administrative restructuring strategies.
- Evaluating performance and efficiency metrics implementation.
- Assessing organisational governance Reforms.

2/Comprehensive quality assessment :

- Examining the correlation between administrative interventions and educational service quality.
- Exploring the cost-effectiveness of management innovations.
- Understanding systemic adaptations in higher education institutions.

3/Strategic analysis framework :

- Mapping institutional responses to new management paradigms.
- Decoding the Dynamics between administrative efficiency and academic excellence.
- Identifying potential development trajectories for educational governance.²³

Additionally, the quality assurance system provides the following benefits to educational institutions that adopt it :

- Ensuring that systematic, Continuous, and genuine quality improvements has been achieved through core processes and essential outcomes.
- Reassuring external institutions and stakeholders about issues related to performance quality.²⁴

Achieving growth of activities and ensuring their continuity.

Enhancing the reputation and prominence of the educational institution.

Enabling the institution to meet the Needs of students, staff, and funders.²⁵

3.3. Motivations for Adopting New Public Management in the Higher Education Sector"

-Despite all the achievements made by Alegria 's higher education and scientific research sector in terms of accessibility, free education, and nation wide distribution of higher education institutions, it still suffers from administrative dysfunctions that have negatively impacted the overall quality of education, which Can Be summarized in following table :²⁶

Table 02 : Motivations for Adopting New Public Management in the Higher Education Sector"

Domain	Issues and challenges
formation	-Imbalance in the university training Framework, with a lack of forward-looking planning in several universities. -weak Professional training programs, limiting student's readiness for the job market. -lack of coherence between médecine and biology. -Delays in doctoral thesis discussions, affecting research progression. -weak academic supervision, with excessive reliance on temporary lectures. -Disproportion between pedagogical and administrative in Some institutions, leading to inefficiencies in university management.

Scientific research	-focus Imbalance : university institutions focus heavily on educational (pedagogical) activities at the expense of research activities. -coordination gap : « lack of coordination and supervision between training éducation and scientific research in Some institutions. » -Research infrastructure disparity : « uneven distribution of structural research capabilities (laboratories) among institutions. Scientific production weaknesses : « low scientific production in « A »and «B » ranked journals, especially in social sciences, and poor economic exploitation of patents.
governance	-Lack of full mastery in developing institutional projects in Some universities. -Disruptions in the implementation of the intergrated information system. Weak internet connectivity affecting academic and administrative opérations. -university websites are often available in only one or two langages. -Variability in the use of institutional email across different universities.
Campus experience	-Inconsistent reporting and documentation regarding student living conditions and well-being. -Disparities in attention and investment in scientific cultural, and sports activities across institutions. -Deficiencies in campus infrastructure and facilities particulary in terms of cleanliness and maintenance.
Relationship with the social and economic environnement	-Failure to adresse community concerns in graduation projects. -Mismatch in the academic training Framework, with a lack of forward-looking planning in several universities, resulting in a disconnect between educational programs and the economic Needs of the région where the institution operates.

Resource : طالبى صلاح الدين، أبو بكر بوسالم، دور التسيير العمومي الجديد في إرساء إدارة المعرفة في قطاع التعليم العالي والبحث العلمي في الجزائر، مجلة دراسات وأبحاث، مجلد12، عدد4 اكتوبر2020، صص،251-252

4. The role of New Public Management in enhancing the quality of higher Education in Alegria :

-New Public Management(NPM) is a modern administrative Framework that aims to transforme public institutions by incorporating private-sector principles such as efficiency Accountability, transparency, and performance measurement when applied to the higher éducation sector, NPM offers promising avenues for reform by shifting away from traditional, Bureaucratic management practices towards more dynamic and results-oriented approaches.²⁷

4.1. Core principles of NPM in Higher Educations :

-decentralisation and Autonomy :

NPM promotes granting universities greater autonomy in décision-making, allowing therm to tailor administrative and academic processes to their specific Needs and challenges, this Can reduce the Delays often caused by centralized Bureaucratic control.

-performance Measurement an Accountability :

By introducing robust performance évaluation systems, institutions Can regularly assess both academic and administrative autcomes, this not only identifies areas for improvements but also fosters a culture of Accountability among staff and faculty.

-Transparency and compétitive Environment :

Emhaszing transparency in budgeting, hiring and operational procedures helps create a competitive atmosphere among institutions this competition drives universities to continuously en hance their service quality.

-Efficient Resource Managment :

NPM advocates for the optimal use of available resource wethen financial, human or technological, ensuring that investments directly contribute to the strategic goals of higher éducation institutions.

4.2. Application on NPM in higher Education Institutions :

Implementing NPM principles Can fundamentally transforme the structure and functioning of higher éducation institutions in Alegria :

-enhance university governance :

Modern governance structures that incorporate NPM principles Enables faster décision-making and better alignement with both local and global educational trends .this shift helps universities respond more effectively to emerging challenges and opportunités.

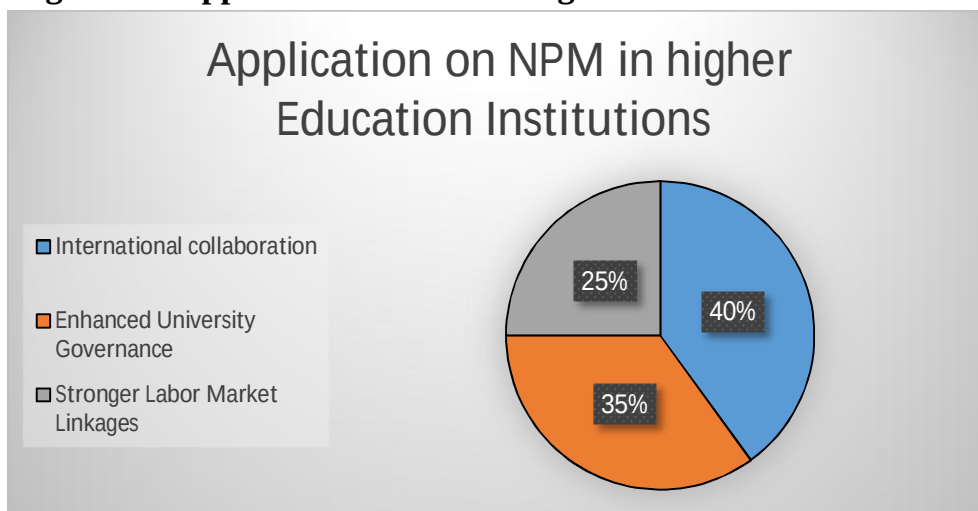
-Improved Academic Quality :

With clear performance indiacators in place, universities Can better monitor and enhance the quality of teaching research, and administrative services. This results in curricula tha are more research that messts international standards.

-Stronger Linkages with the Labor Market :

By aligning academic programs with the Needs of the Labor market, insitions Can ensure that graduates are well-prepared to meet the demandes of modern economies.This intergration also promotes greater coopération between academic an industrie.

Figure01 : Application on NPM in higher Education Institutions :



Resource : Prepared by the researchers.

This figure illustrates the distribution of three main areas for applying New Public Management (NPM) principles in higher education institutions. International collaboration

accounts for the largest share (40%), followed by enhanced university governance (35%), and Stronger Labor market linkages (25%). The emphases on international collaboration underscores the importance of expanding global academic and research partnerships, thereby opening broader horizons for Knowledge exchange and innovation. Meanwhile, enhanced university governance reflects the growing awareness of Sound governance and transparency as essential factors in Improving institutional performance and ensuring high-quality education. Lastly, the focus on Stronger Labor market linkages demonstrates a commitment to aligning educational outcomes with real-world market Needs, ultimately helping to better prepare graduates and boost their competitiveness both locally and internationally.

4.3. The Current Reality of Higher Education in Alegria

Algeria's higher éducation sector faces several challenges that NPM Can help adresse :

-centralized Bureaucracy :

A highly centralized and Bureaucratic management style often slow down décision-making processes, limits institutional autonomy, and stifles innovation within universities.

-Resource constraints :

Insufficient funding and outdated infrastructure Can hinder the adoption of modern technologies and practices essential for effective teaching and research.

-Mismatch with Labor Market Needs :

There is frequently a disconnect between academic outputs and the requirements of the job market, resulting in graduates who May not Be fully-equipped to contribute to economic development.²⁸

4.4. Potential of NPM to Enhance the Quality of Higher Education in Alegria

By addressing these challenges, NPM Can Play a pivotal rôle in elevating the quality of higher éducation in Alegria :

-Libération from Excessive Bureaucracy :

Empowering universities through décentralisation can enable quicker, more responsive décision –making, fostering an environnement where innovation and quality improvements thrive.²⁹

-Implementation of Modern Evaluation Systems :

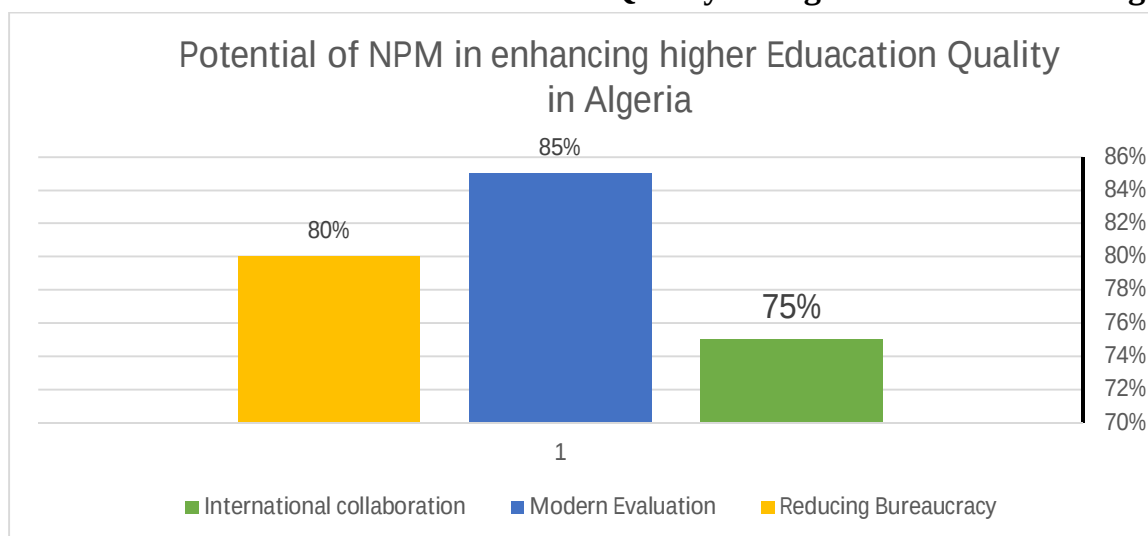
Adopting comprehensive performance assessment Framework Can help institutions identify weaknesses, build on strenghts, and développe long-terms strategic plans that are sustainable and outcome-oriented.

-Promotion of International Collaborations :³⁰

Embracing best practices, from around the world through international partnerships Can enhance research capabilities, éducationnel quality , and global competitiveness.

-Alignement with Economic Needs :

Revamping academic programs to reflect current Labor market trends ensures that graduates are better prepared for employment, thereby contributing directly to national economic development.

Figure 02 : Potential of NPM to Enhance the Quality of Higher Education in Alegria

Resource : Prepared by the researchers.

-This chart illustrates the impact of various aspects of New Public Management(NPM) on enhancing the quality of higher education in Alegria.

Reducing Bureaucracy (80%) : Enhances decision-making speed and administrative Flexibility.

Modern Evaluation (85%) : Helps measures performance and improve educational strategies.

International collaboration (75%) : strengthens research quality and exchange.

5. Conclusion:

In conclusion, of this research, it can be said that applying the principles of New Public Management in Algeria's higher education sector represents a strategic turning point toward achieving comprehensive quality in the university system. When this modern administrative approach is adopted while considering Algeria's unique characteristics, it contributes to creating fundamental changes at multiple levels.

The application of principles of transparency, accountability, performance measurement, and focus on results which New Public Management advocates for has enabled Algerian universities to overcome some of the traditional administrative obstacles that hindered the development of quality educational services. The increasing administrative and financial autonomy of universities, alongside the adoption of good governance mechanisms, has contributed to enhancing flexibility and rapid response to contemporary challenges and global variables.

However, this transformation faces numerous challenges related to financial and human resources and the prevailing organizational culture, which necessitates continued reform efforts with continuous adaptation of imported models to suit the reality of Algerian society and its developmental needs. The balance between adopting global best practices and preserving national identity forms a delicate equation in applying New Public Management.

Finally, it can be said that the future of higher education quality in Algeria is closely linked to the success in implementing an integrated vision of New Public Management, combining administrative efficiency, financial sustainability, and academic excellence, while responding to labor market requirements and national development needs, within the framework of striving to build a knowledge economy and achieve regional leadership in higher education.

6. Recommendations:

-Developing the Legislative Framework: The necessity of updating laws and regulations governing higher education to allow for more flexible application of New Public Management principles, while clarifying the powers and responsibilities of various administrative bodies in university institutions.

-Intensifying Qualification and Training Programs : Preparing specialized training programs for administrative and academic leaders on New Public Management méthodes and implementation mechanisms, with a focus on strategic management and performance management skills.

-Enhancing Incentive Systems : Developing an effective Incentive system that links performance levels with rewards, encouraging innovation and excellence in administrative and academic practices.

-Adopting Intergrated Evaluation Systems : Embracing comprehensive evaluation systems that combine quantitative and qualitative indicators to measures the performance of university institutions, while ensuring the active participation of all stakeholders in the evaluation process.

-Strengthening Financial Autonomy with Accountability : Granting university institutions more autonomy in managing their financial ressources, while developing effective monitoring and Accountability mechanisms to ensure spending efficiency and achievements of strategic objectives.

-Developing Partnerships with the Economic Sector : Establishing permanent institutional structures for coordination between universities and the economic sector, with the aim of developing educational programs according to Labor market Needs and enhancing funding and investment opportunities.

-Adopting an Adapted Management Model: the necessity of adapting New Public Management models to suit Algeria's cultural and social specificities, while benefiting from successful international experiences in this field.

-Developing Technological Infrastructure : Investing in modernizing the technological infrastructure of universities, allowing for the application of Advanced administrative systems based on digital technology in management.

-Promoting Total Quality Culture : Spreading the culture of total quality among all employees in university institutions, through Continuous awareness and training programs on quality concepts and méthodes.

-Developing an Intergrated Information System : Creating a comprehensive information system at the national level to collect and analyse data related to the performance of higher education institutions, allowing for strategic decisions based on accurate information.

-Establishing a National Quality Observatory : Creating an Independent national Observatory to monitor higher education quality indicators and the extent of implementing New Public Management principles, with periodic reports to evaluate performance.

-Encouraging Applied Research in Educational Administration : Supporting scientific research projects that adresse New Public Management applications in university institutions, to contribute to developing administrative Models suitable for the Algerian context.

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