

Public Governance Mechanisms and Organizational Performance Case Study: Cameroon Military Engineering



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ABSTRACT: Reflecting on governance mechanisms and organizational performance of the Cameroon Military Engineering raised some questions on the role of the Army in society in general, developing countries in particular and in the same vein, the efficiency thereof. The questions arising from this thinking are: How can governance mechanisms influence the organizational performance of Military Engineering? A tentative answer to this question is one based on an institutional approach and stakeholder theory to enable the analysis of Military Engineering's (ME) exposure to several factors and actors. Through qualitative research method, key data was collected from ME documents and interview protocols from 10 executives of the said military organization, including 5 representatives of civilian bodies engaged directly in the projects covered by this research. Data analysis was done using N'VIVO, thematic content analysis software. Results indicated varied and complementary governance mechanisms. These results first cut across every aspect of national defence mission, display trends on gender-based specificities and civil-military relations and provide information on the role played by Civil Society Organizations (CSOs). By so doing, they contribute in improving the organizational performance of Cameroon Military Engineering.

KEYWORDS: mechanisms, governance, organizational performance, military engineering, stakeholders.

INTRODUCTION

Over the past 20 years on the international scene, several reports, research, guidelines and practices to come up with various internal and external mechanisms to enhance governance and organizational performance were released. Moreover, several studies over the last two decades have produced extensive scientific literature on the correlation between public governance and public organizations performance (Chadelat, 2010).

Thus, what led to military governance is the same as what led to corporate governance. Actually, research on public governance and public organization performance has shed light on a specific sector, which is the military. Research on governance mechanisms and organizational performance as applied to Defence has contributed to the body of knowledge on the role of the Army in societies in general (Diamond and Plattner, 2002), and in developing countries in particular and by the same, on the efficiency of this role. First and foremost, missions assigned by politicians to the army are those pertaining firstly to sovereignty, such as the preservation of territorial integrity and security of persons and their goods (Augé and Famegni, 2021). Then, as an important organ of the State, the army was ordered by the latter to actively help mitigate the effects of the 1986 - 1994 and 2008 economic crisis.

The burning issue around governance in the security sector has motivated the need to carry out this research titled: Public Governance Mechanisms and Organizational Performance Case Study: Cameroon Military Engineering. Governance mechanisms seem to constitute an important aspect in the appreciation of the correlation with organizational performance in our background. However, most of the research carried out in Cameroon were based on governance mechanisms in large-, small- and medium-sized enterprises and their correlation with organizational performance (Bekolo, 2003; Ngok Evina and Kombou, 2006; Feudjo, 2006; Ndongwa, et al. 2007; Ngok Evina, 2010). Examining the correlation between governance mechanisms and Military Engineering performance, makes this research innovative in our background as it adds to already existing research from across the world. Thus, the main objective of this research is to analyse how governance mechanisms can influence the performance of Military Engineering. The research question to this objective is: How do governance mechanisms positively influence Military Engineering performance?

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In order to provide a realistic view of the phenomenon investigated, this research resorted to constructivism based on an inductive approach and a less developed conceptual framework which prioritizes verifiable experiences of actors in the defence sector. This research study has been divided into three major articulations. The first one investigates Cameroon Military Engineering as a pluralistic governance dynamic, using the stakeholder theoretical framework to analyse performance challenges this organization is battling with; the second one presents the methodology of this research study, data collection; followed an interpretation thereof and discussion of results.

1. CONCEPTUAL AND THEORETICAL FRAMEWORK

Following the different financial scandals which weakened financial markets leading to investors' heavy losses, corporate governance started gaining more attention in accounting and finance literature. Actually, governance seems to be an important tool to examine the performance of an organization. However, before doing that, this research will start by shedding light on the object of this research which is Military Engineering (ME).

1.1. Military Engineering: pluralistic governance

Contemporary military governance emanates from the New Public Management (NPM). This is the reason why examining military governance should begin by showing how NPM applies to purely military field and how Military Engineering is a public organization. In order to gain further insight on governance as pertaining to military engineering, literature review on this topic is based on theoretical analysis of authors who have extensively studied military governance.

1.2. From corporate governance mechanisms to the peculiarities of Military Engineering in Cameroon

Corporate governance as stated by Pérez (2020) is "the management of management" or "the meta-management", defined by Charreaux (1999, P.84) as "the set of mechanisms which balance powers and influence leaders' decision-making, in other words, these are mechanisms which act as a guideline to their conduct and limits their discretionary power".

For a better understanding of this assertion by Charreaux (1999), this paper highlights the vision, peculiarity and dynamics of governance in the organisation of Military Engineering.

1.2.1. Views on governance in organizations

Governance forms an integral part of a company's functioning. Mimoun and Nisrine (2020), assert that corporate governance goes beyond striking a balance between the interests of executives and those of shareholders, but is mainly concerned with the need to create value. Some authors in the literature expounded on governance mechanisms. Jensen (1993) for instance, stated that a classification criterion can be applied using internal and external elements of these mechanisms.

Charreaux (2008), summarized this view through a classification system. According to this classification, external mechanisms include the provision of goods and services, financial market, banking financial transactions, labour market, legal instruments, policy and regulations..., and that internal mechanisms include power exerted by shareholders, mutual control of executives, formal and informal control systems put in place by subordinate employees and the board of directors. In comparison with founding theories, this internal/external distinction seems paradoxical.

Fama (1980), in his study, asserts that there are informal and spontaneous mechanisms, the latter being networks based on trust, internal reputation of executives, corporate culture or mutual monitoring of management. Charreaux, (2008) even goes further to include competition among executives in acquiring physical, human, financial or information-related resources under the informal mechanisms. His research indicates that, because specific intentional mechanisms are put in place, that spontaneous and informal mechanisms such as networks based on trust appear, owed to the 'organizational game' orchestrated by these mechanisms. Thus these mechanisms are the two sides of the same coin.

1.2.2. Peculiarities of the new military governance

The notion of governance is pluralistic. It does not have a universally acceptable definition. Examining its correlation with Military Engineering performance, this research begins by using a usual definition of the term according to which governance of an institution, be it a private company, a public corporation, a ministry, an army, is a modus operandi of all the organs and decision-making, information, and monitoring rules enabling beneficiaries and partners of the institution to make sure their interests are safe and voices count for their proper functioning.

One of the limitations of studies on governance is failure to consider the legal status of each stakeholder in a governance protocol or scheme. Governance is also opening to stakeholders. Actually, given that governance is first considered to be informal or based on opportunities, it is therefore granted, claimed, given or ceased by force. However, there is a useful effect of decisions arising from this governance scheme or protocol as a whole, that is, in the chain of government processes. There is also governance as applied to a specific management field as the Cameroon Military Engineering.

1.2.3. Contemporary dynamics of the neo-military governance

As stated above, literature on this topic offers a frame of reference known as “New Public Management”. This conceptual framework is in line with the wave of reforms embarked on by various countries in the area of Defence since 1990 (Augé, 2006). Its main intervention areas are numerous such as: redefining State functions and consistence of public sector, institutional transformation required for more democracy and efficiency, making State employees more accountable, a stringent monitoring of public policies’ costs, accrued deconcentration and decentralisation, as well as getting citizens more involved in the management of public bodies (Ngnitedem, 2013, p.486).

Private sector governance is the bedrock of the New Public Management (NPM) model. The main idea being that, public sector organized according to the Weberian bureaucratic model is inefficient, stiff, costly, dormant, and centred on self-development with power centred on hierarchy (Van Haeperen, 2012). It is therefore suitable to apply private sector managerial methods in the public sector. NPM model is based on a cross-disciplinary conceptual approach combining strategy, finance and human resources to marketing. It enables the optimization and modernization of public policies, often found to be counter-productive, by making use of some managerial aspects (Van Haeperen, op. cit.).

It could contribute to the governance of armies as State organs in various ways such as in the acquisition of state of the art professional know-how and management of skills (Piroux, 2012) in: defence management planning as far as strategy is concerned, reducing deficits and distributing financial resources, professionalizing human resources, narrowing the civil-military gap and external communication through marketing.

In the same vein, it should be noted, that it is Augé (2006), who, in a background marked by security crises, raised the issue of Governance of the Security Sector (GSS) in Cameroon.

For Bucur-Marcu et al. (2013), resource mobilization problems in the army required management solutions. In concrete terms, standard management practices such as planning, organization, management and control of armed forces’ activities are to be applied to defence.

The almost complete transformation of the defence sector management into that of any organization is based on the fact that modern management hails from the administration (public sector) and business (private sector) alike. They should therefore stand as a reference when the need to adapt management practices and principles to other public, private or personal domains arises (Richez-Battesti et Oswald, 2010).

By not fully including defence management into the traditional management field, the assertions put forward by the previous author can be understood, although it does not also intend to make it special. This stance may be ambiguous, especially when the importance of security stakes a country may face are involved. Dempsey et al. (2005) opine likewise and are interested in civil-military relations. They consider that applying conceptual approaches from rapidly evolving disciplines such as management to the defence sector often end-up failing. Bucur-Marcu et al. (2013) also acknowledge that some theoretical approaches such as Planning, Programming and Budgeting, Performance Management System, or Complete Quality Management systems have recorded a large number of failures when applied to defence.

From these assertions, it would be appropriate to consider defence sector management as needing special management attention. Should this be the case, migration to a specific defence management conceptual framework is appropriate. Searching for what differentiates defence sector from other institutional sectors, three cases emerged (Richez-Battesti and Oswald, 2010):

- **the first case** considered defence as completely different: this pinpoints its exceptional characteristics with respect to several aspects of community life such as legal status, human rights, regulations and laws, resources allocation process, transparency, responsibility.
- **the second case** presented defence as different only in some respects: that is, defence should be differentiated from other institution exclusively in some extra-ordinary situations;
- **the third case** highlights the civic aspect of defence: in this case, every State institution, including defence, are placed on the same pedestal. This is often the privilege of liberal democratic systems where civil control of security and defence institutions are quite effective.

The ongoing debate does not allow to identify a dominant defence management model. Apart from studies which propose various classical and contemporary conceptual frameworks (Dempsey et al., 2013), more recent initiatives, specifically designed for the Sub-Saharan region of Africa, have raised questions as to the institutionalization of security governance through an array of reforms (Kimba, 2008). In any case, a theoretical limitation remains. It lies in the difficulty to conceptualize defence management practices.

This theoretical limitation is so glaring in examining studies on the Cameroonian army and Military Engineering in particular, considering the impressiveness of its responsibilities: defence wing in charge of participating in national economic development actions, executing more development projects - creating a bond between the army and the nation by getting the

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army closer to populations, and managing more resources. A factual observation indicates that to this day, there has not been any formal policy governing the mobilization and resource management of Cameroon ME.

Considering the above, it has become necessary to design a theoretical framework which will easily grasp governance in the Cameroon Military Engineering. This will enable the articulation of governance into two major aspects: presentation of governance firstly as a management mechanism at the Military Engineering; then as a stakeholders' responsibility and security tool.

1.3. Theoretical approaches to governance mechanisms

So far, conceptual approach to governance mechanisms in organizations in general and to governance in public organizations like Military Engineering in particular have been put forward. Two main approaches were then picked based on their ability to adequately bring out governance applied to Military Engineering and its mechanisms.

1.3.1. Institutional approaches to military governance

The institutional model is based on the assumption that an institution is bound by its social, political, economic, legal, and technological environment to which it complies to ensure its legitimacy and sustainability. The environment or background is therefore key to institutionalization of practices by stakeholders who choose to adhere, to more or less passively comply with standards, and to abide by rules without questioning them. This theory seems adequate to study the internal and external influences impacting on organizations committed to change initiatives. The institutional model seems to provide an adequate conceptual framework to study organizational changes. It is claimed by some that this 30-year old theory, with precursors such as Powell and DiMaggio (1981) and Scott (1995), has led to the "renaissance" of the study of institutions by social sciences. (Pigneur, 2011).

Within the framework of this study, it enlightened our understanding of Cameroon-specific institutional factors (defence policy, security system, ministerial supervision, impetus from the Presidency of the Republic, etc.) which influence the course of military governance at the Cameroon Military Engineering, as will be seen in the section dedicated to data analysis. Sharing this point of view, Dupl a (2011, p. 356) in using the institutional model asserted that "it may tend to analyse external factors when faced with non observable elements such as interactions done through instant messaging or by e-mail within a given organization over a given period of time". However, the institutional model does not allow to account for the transactions conducted by military governance actors; wherefore the introduction of the stakeholder model to bridge this gap. This theory enables a balanced analysis.

1.3.2. Stakeholder theory applied to military governance

Designed in the 80's in response to the supremacy of proponents of shareholders' interests model like Jensen and Meckling (1976), Stakeholders' theory (ST) gained its importance from corporate social responsibility, especially in the environmental sector.

According to Charreaux (2008), the limitations of the shareholder model in accounting for the complexity of governance formal processes also prompted the development of the stakeholder theory. The stakeholder model lies on different assumptions such as the partnership value, intrinsic to all the parties whose interests are equal.

By rejecting an approach centred on the interest of shareholders, acting as sole residual claimants, ST questions the exclusiveness of interest and not its taking into consideration. It is actually due to the predominance of the theory advocated by Jensen and Meckling (1976), which centred on the interest of shareholders, that Freeman (1984) proposed the Stakeholder Theory, which advocates for the interests of stakeholders to be taken into consideration as much as their investments. This theory adequately applies to military governance whose aim is to put the army at the centre of social welfare since it is a model advocating general interest as earlier indicated and presented.

Mordelet (2006) asserts that when using the Shareholder model which suggests the maximization of profits, it becomes clear that applying it to military organization will neither be easy nor recommended, because of the predominance of financial aspects used as efficiency criterion. To some extent, the identification of shareholder is not an easy task given that Military Engineering projects are subject to an open management system making them multi public and private partners' projects.

This approach presents a large number of advantages especially as pertaining to the design of relationship with agencies and the understanding of power issues in a military organization. Given that the Stakeholder model, takes into consideration every stakeholder, it can also be applied to address military problems related to difficulty in harmonizing the activities of all the professional corps of the organization. The trustworthy relationship which sets in among stakeholders under the "Stakeholder" model is equally similar to the one which has been existing between the military and civilians.

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In a nutshell, it will enable the accountability of civil personnel and foreign donors' participation to the attainment of development objectives assigned to the Cameroon Military Engineering, which is to provide citizens with satisfactory defence and development services.

2. RESEARCH METHODOLOGY

A qualitative approach was used for this research. It was applied on Executives at the Military Engineering in order to best highlight their behaviours and local specificities in terms of governance mechanisms. This methodology enabled the collection of non-quantifiable, text-based data unlike the quantitative method which guarantees a quantifiable and number-based data processing. It also enables the research problem to be refined. This methodology was chosen based on the epistemological importance of defining a coherent empirical research study. Having chosen the interpretivist epistemology paradigm, qualitative approach was preferred for data collection (Perret and Seville, 2007).

This approach is most suitable to show how governance mechanisms can scale the performance of Military Engineering starting by an examination of interactions and negotiations among stakeholders; wherefore the need to examine how these social actors and Military Engineering partners contribute in designing these mechanisms and mobilizing them in a way that defines their incidence on organizational performance. Furthermore, qualitative approach provides useful insights into the thoughts, rational, logic and strategies of these actors in complex environments.

Data collection strategy was based on secondary source through desk research and primary source through face-to-face interviews. Using the desk research approach, data was collected from the large amount of documents on the organization, functioning and missions, as well as activities' reports of Military Engineering's key actors.

The sampled population comprised essentially Military Engineering Officers and other stakeholders working on their major projects, especially civilians. Thus, the qualitative research methodology was applied by designing an interview protocol which enabled the collection of key data from 10 Executives of the said military organization directly involved in projects under study, as well as from 5 civilian representatives. They were selected using random sampling technique which allowed to move from one sample to another based on recommendations obtained from the field.

Textual and discourse data collection techniques made it possible to use the qualitative approach to conduct an analysis (Gagnon, 2012). It highlights a systematic, quantitative and objective description of the whole content. The need of an automated solution is determined by the amount of data. Data analysis was conducted using N'VIVO, thematic content analysis software.

3. RESULTS OF MILITARY ENGINEERING GOVERNANCE MECHANISMS

Data analysis was conducted in two stages: the first stage is more analytical as it expounds on the quest for performance using governance mechanisms. The second stage gives an account of Military Engineering governance through which various aspects of governance are upheld, how it is presented in general, in defence and Military Engineering in particular, the collaborative environment where it is formed and the value system it helps to develop. The varied points of view on the notion of performance justifies the identification of a set of indicators which notwithstanding, focus on missions' success and efficiency. It also gave room for a critical analysis of Military Engineering method of achievement.

3.1. Cameroon Military Engineering performance analysis

It should be noted that the notion of performance perceived by soldiers of the Military Engineering is not new to them as far as Military Engineering is concerned. Zineb (2017) going back to the research of Lorino (1997), Boyer (1999) and Bourguignon (1998), observed that it could be summarized into organizational achievement or success, or the attainment of goals. This opines achievement and success are similar to efficiency, which sounds simplistic given that performance also takes efficiency into account, that is, "the level of achievements as compared to input efforts and consumed resources" (Zineb Issor, 2017, p. 96). Hence, Military Engineering performance can be analysed at two levels:

At the first level (defence performance), 50% of the corpus sources assert that performance is "ideal for defence in general" (respondent No. 6). Respondents No. 3 and No. 5 liken performance to two important and more or less universal defence terms, which are:

- preserving "the security of the State";
- preserving "the territorial integrity of the Republic" or "the integrity of national territory.

These two levels of performance work together with the following expressions that are as essential as complementary. The one concerning requirement imposed by space and time ("anytime anywhere") and the one concerning the "optimal use of resources".

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Military Engineering performance analysis provides enough insight, that is:

- performance, in State systems is a bit complex to define due to the absence of competition.
- it entails the capacity to guarantee the security of the State and the integrity of the territory of the Republic through an optimal use of resources. Meanwhile in the field of defence, it corresponds to the ability to fulfil Military Engineering support missions and execute works entrusted, by making optimal use of resources. This is referred to as operational performance.
- it is an ideal for defence in general and in Military Engineering governance it is a permanent challenge, as it stands for the ability to fulfil its mission effectively.
- in Military Engineering governance, it is characterized by the search for efficacy, because Military Engineering embarks on missions entrusted by hierarchy and must produce results; and
- it is the achievement of objectives with efficiency and efficacy. The higher its efficiency the higher its performance.

3.2. Question on Cameroon Military Engineering governance

The management process within the Military Engineering takes into consideration three levels of intervention, all marked by specific actions centred on performance, be it strategic, operational or legal.

Strategic performance of Military Engineering governance witnessed a large contribution of respondents, that is, 70%. Thus, the framework for Military Engineering interventions has been described in various ways. Consequently, Military Engineering strategic governance comprises a set of strategies, mechanisms, measures and business management modes to several ends, such as:

- to “optimize Military Engineering performance in fulfilling its missions” (respondent No. 1).
- to transform “strategic or operational orders into executed orders from a technical perspective” (respondent No. 5).
- to “adequately fulfil its security and development missions” (respondent No. 7).
- to accomplish its missions in an effective and efficient manner” (respondent No. 9).

Unlike the strategic dimension, data provided by the sample on the operational level of defence governance is shallow. However, this point has some similarities with the design of governance as a process, for it comprises the last two stages, that is: practice implementation stage and control stage.

As for the legal dimension, defence concerns also bestow legal dimension on governance which is raised by a small percentage of respondents, that is, 20%. Terms legitimising this design liken governance to “legislative and regulatory instruments” or to an “institutional, legal and regulatory framework”. This was actually raised by a respondent at the Military Engineering Financial Service according to whom “every important decision is made by hierarchy. Here, we simply execute them”¹. Even though the percentage of respondents who raised this aspect was low, it should be noted that it is almost omnipresent in every daily issue pertaining to defence and security. The presence and actions of an armed force are legitimated by a legal framework governing the mobilization of defence forces. Koungou (2020), provides a series of documents (laws, decrees, ordinances, etc.) on the general organization of defence.

Military Engineering governance also had a large impact on the relationship with other stakeholders. Considering their proximity, collaboration with stakeholders should be structured. Consequently, its scope is meant to be wide enough to take into consideration its parent Ministry and all its partners. With its parent ministry, it is considered as subordinate. However, a consensus on Military Engineering parent ministry still has to be arrived at. Where some recognize just a single parent ministry, others are open to the idea of having multiple parent ministries. For the first case, respondents speak of parent ministry using the (Respondent No. 9) its (Respondent No. 4) and solely (Respondent No. 2).

A partnership agreement defines its relationship with its partners. In concrete terms, it is a relationship from one project manager to another:

- ruled by “a prior agreement...a covenant, a contract or a collaboration framework” (Respondent No. 4);
- within which “each party’s missions and responsibility are clearly stated” (Respondent No. 9);
- defined “always with the authorisation of parent ministry” (Respondent No. 4).

Words used to describe this relationship are quite varied, but altogether highlight the principle of collaboration based on tasks entrusted to Military Engineering. Some of them included: Cooperation, assistance, monitoring, outsourcing, trust, collective effort, exchange of expertise, very conducive environment, very good relations, good relationship, and collaboration.

Furthermore, Military Engineering governance is characterized by some values which ease the application of best management practices. Not only are these values so varied and acting as important vectors of best management practices, they constitute a source of dynamism and humanity, especially when gender-based specificities and civil-military interactions are concerned.

¹ Interview conducted on 12 December 2022 at the Department of Military Engineering in Yaounde with Respondent no. 5.

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Thus, Military Engineering assuredly distinguishes itself through the importance of its core values “Values...play a key role within the Military Engineering” (Respondent No. 6). Respect is therefore attached to several aspects of the daily functioning of Military Engineering. The contiguous statements with the previous bunch of words point out hierarchy (previously referred to as parent ministry), deadlines, commitments, legal procedures and counterparty in partnership agreement.

Consequently, governance mechanisms comprising the opening of decision-making processes to stakeholders, collaboration with Military Engineering governance levels and core values altogether worked to improve on the performance of this organization, as highlighted by this research and as presented in the following (Table 1).

Table 1. The call for performance within the armed forces

| Respondents | Defence performance | Military Engineering performance |
|-------------|---|---|
| R2. | Performance, in State systems, is a bit complex to define due to the absence of competition | |
| R3. | Here, it entails the capacity to guarantee the security of the State and the integrity of the territory of the Republic through an optimal use of resources. | Here, it entails the ability to fulfil Military Engineering support missions and execute works entrusted by making optimal use of resources. This is with respect to operational performance...given that Military Engineering support and works they are entrusted with are missions |
| R5. | The fact that the integrity of national territory is guaranteed anytime anywhere...against any form of aggression and threats | It is the execution of these missions within deadlines |
| R6. | Performance...is an ideal for defence in general | Performance...in Military Engineering governance...is a permanent challenge...when considered as the ability to fulfil its mission efficiently |
| R8. | Performance in governance...is characterized by | the search for efficiency |
| R9. | | Military Engineering embarks on missions ...entrusted by hierarchy and which must produce results... results are presented to hierarchy It is the achievement of objectives with efficiency and efficacy The higher its efficiency the higher its performance |

Source: by us

Thus, performance is hereby upheld as a form of responsibility to preserve these ideals, anywhere anytime while making good use of State resources. It is undoubtedly this idealist representation of performance that makes it difficult to grasp. Respondent No. 2 does not fail to outline the complexity of the notion of performance when applied to a sovereign State, that is, where the State acts kingly, tantamount to the absence of competition. According to him, “it is a bit complex to define due to the absence of competition”². This description is in line with the observations made by Bucur-Marcu et al. (2013, p. 223). They assert that in terms of defence, it is often difficult and complicated to determine performance figures and data. Nonetheless, defence performance remains a permanent quest, “characterized by the search for efficiency” (Respondent No. 8). Its application to Military Engineering is therefore more practical.

The second case (Military Engineering performance) also indicates that 50% of respondents support realistic aspect of performance. Respondent No. 3 even likens it to an operational performance”, due to its “Military Engineering assistance” to armed forces and execution of “works entrusted to them”. Several kinds of performance indicators were identified:

Security indicators represent 20% of the sample. This type of indicator covers the deployment of armed force on “field of operations” (Respondents No. 1 and R6), that is, in conflict areas.

Infrastructural indicators are raised by the whole sampled population.

Actually, in addition to these dominant indicators, other less recurrent ones also served as indicator of Military Engineering performance: Projects maturation and delivery, satisfied beneficiary populations, increased turnover and projects, multiplication of partners.

² Interview conducted on 13 December 2022 at the Military Engineering Department in Yaounde.

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A third category of indicators also deserves some special attention. Named transversal indicators, they intervene at the level of the dialogue Army/Service, because they represent military security achievements as much as defence infrastructural development achievements. 80% of the sample are of the opinion that these indicators globally concern achieved results or objectives, efficiency, reactivity, hierarchy or partners' satisfaction, cost effectiveness, logistics and personnel.

CONCLUSION

This study on the contribution of public organizations' governance mechanisms to the performance of Cameroon Military Engineering has provided an understanding of how performance issue was raised in armies. It is this need of further insight which prompted this paper to examine the correlation between organizational performance of Military Engineering and governance; wherefore the following research question: How do governance mechanisms positively influence Military Engineering performance?

In order to provide a realistic view of the phenomenon investigated, this research resorted to constructivism based on an inductive approach and a less developed conceptual framework which prioritizes verifiable experiences of actors in the defence sector.

Results analysis led to an examination of the performance of Military Engineering governance actions and several lessons were drawn. The polysemous attribute of the term performance appeared in the discourse of interviewed respondents. Performance also emanates from a management process abounding with several governance mechanisms which led to the proposal of a performance model suitable for Military Engineering. Thus, several terms were found to have some synonymy with the term performance, among which the execution of missions, success and efficiency, and varying indicators were identified. The management process within the Military Engineering takes into consideration three levels of intervention, all marked by specific actions centred around performance: strategic, operational or legal. Cutting across every public or private organization of relatively significant sizes, this approach applies to Military Engineering only through each of these actions. The efficiency of governance mechanisms in improving intervention was raised. Governance mechanisms put in place at the Military Engineering tend to provide it with "a scope of intervention". These mechanisms, based on their natural attributes have been separated into two transversal and defence mission mechanisms.

A number of implications or stakes have been highlighted by this study. Firstly, from a managerial point of view, it should be reminded that Military Engineering is a component of the Army, and as such carries out its actions on the ground. From a theoretical point of view, it enabled the understanding of stakes in applying agency relations to the military field. However, it would be appropriate to acknowledge that this study, far from being perfect, also raised many limitations which should be summarized. As far as methodology is concerned. All the models were tailored to suit the size of the sample. A more significant sample would have provided research with additional information which helped generalize results obtained more easily. The sample comprising only men and Executives of the army cannot be truly considered as representative of all the population and stakeholders of Cameroon Military Engineering (ME). Moreover, part of the information collected was exclusively from the investigated services, thereby neglecting civilians engaged in infrastructural development operations led by ME. Only a limited number of administrative executives were involved in the study particularly, foreign donors and other financial partners engaged in the development projects led by the ME. Interviews at the Ministry of Defence and at the Presidency of the Republic would have allowed the measurement of some phenomena such as the perception of military performance. This approach could stand as a basis for further research which would undoubtedly add to our results.

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