

Impact of public entrepreneurial innovation in improving the performance within Moroccan University: Case of IBN TOFAIL University

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Abstract

Nowadays, more and more innovative practices are feeding into the field of governance, progressively integrating innovation and entrepreneurship into the managerial and digital evolution adopted by public administrations recently. The literature review presents a conceptual analysis of public entrepreneurship and entrepreneurial innovation, key concepts that are defined on both theoretical and empirical level. Through a methodology based on qualitative analysis based on the processing of interviews by experts in the field, this article draws an exclusive portrait of the integration of entrepreneurial innovation within public organizations, the case of Moroccan universities, more precisely the University IBN TOFAIL of Kenitra, through a series of semi-structured interviews with civil servants, managers and professors-researchers with more than 10 years of professional experience. The results analyzed demonstrate a typology of organizational innovation perceived by the interviewees and which plays a dual role in improving the working conditions of the public administration and its business ecosystem in question.

Keywords: public administrations, public entrepreneurship; innovation; good governance; business ecosystem;

JEL classification: L26; P27; M21

Paper type: Empirical Research

Résumé

Dans un contexte étroitement lié à l'innovation et la bonne gouvernance, Les pratiques innovantes sont de plus en plus présentes pour une meilleure gouvernance, intégrant l'entrepreneuriat dans le secteur public à travers les stratégies managériales et digitales adoptées par les administrations publiques récemment. La revue de littérature présente une analyse conceptuelle de l'innovation entrepreneuriale au sein du secteur public, ses concepts phares sont fondés aussi bien sur le plan théorique qu'empirique. Démontré par une méthodologie basée sur une analyse qualitative, cet article dresse un portrait exclusif de l'intégration de l'innovation entrepreneuriale au sein des administrations publiques par le biais d'une série d'entretiens personnalisés adressés à des fonctionnaires dont l'expérience de fonctionariat dépasse 10 ans d'expérience professionnelle. Les résultats analysés affirment une certaine nouvelle typologie d'innovation organisationnelle perçue par les fonctionnaires et qui joue un double rôle pour l'amélioration des conditions de travail de l'administration publique d'une part et d'autre part, et l'embellissement de son écosystème d'affaires. La bonne gouvernance est l'un des facteurs explicatifs des différences de développement économique dans tous les pays. Elle permet d'établir la confiance et la sécurité chez les citoyens aux administrations publiques, ce qui stimule à la fois le développement économique et social. « Une Bonne gouvernance » est devenue un symbole de modernité dans les modes d'actions publiques utilisés en se basant sur l'innovation managériale pour un meilleur aménagement du territoire.

Mots-clés: entrepreneuriat public, administrations publiques, innovation; gouvernance; écosystème d'affaires; secteur public.

Classification JEL: L26; P27; M21

Type de l'article: Article empirique.

1. Introduction

Entrepreneurship and innovation have fueled a considerable literature, dating back to Schumpeter's early work published in German in 1912 and translated into English in 1934, which brought about a wind of change, a dose of novelty, and different and more efficient work processes.

Entrepreneurial innovation determines the competitive advantage of organizations according to (Baumol, 2002). Therefore, entrepreneurship reveals the competitive strength of cities, regions and, more globally, of nations. On the other hand, innovation and entrepreneurship have not always been partners in scientific analysis, and even less so in managerial studies. The two notions have often been treated independently, even used interchangeably, but they remain linked to the context in which their use is vital (D'Aveni, 1995) and essential for better governance. A Good governance must be adapted to innovation (Teece, 1996). According to the top-down or bottom-up approach, entrepreneurial innovation evolves in a business ecosystem composed of customers, suppliers and, of course, the entrepreneur as a natural or legal person. The latter extends to public organizations, regulators and social associations. Governance from a top-down perspective, where hierarchy and relationships within organizations are based on bureaucracy, power and authority (Weber, 1947); or from a bottom-up approach, which is based on initiative-taking regardless of the hierarchical level. The latter is of particular interest to us because it integrates a community of external individuals (Dahlander & Wallin, 2006; Jeppesen & Frederiksen, 2006; West & Lakhani, 2008). This diagnosis of governance will give us a clearer picture of the empirical situation of governance in Morocco in coalition with entrepreneurial innovation in the public sector. Entrepreneurial innovation is present in the public sector (Windrum & Koch, 2008) in a relentless technological acceleration, innovation aims to raise this issue, improving the performance of government institutions (Albury, 2011). The Access to innovation in the public sector suffers from a lack of incentives (Landeau, 1993) to make it continuous and not accidental (Eggers & Singh, 2009). This has led some countries, such as Canada and the United States, to offer prizes and rewards for innovation to encourage public organizations to improve their practices (Borins, 2008).

The Moroccan context occupies a prominent place in this topic, insofar as, concerned with its governance, it integrates entrepreneurship in higher education classes, granting them crucial legitimacy, both through incentive teaching and a committed business ecosystem. This portrait of entrepreneurship fuels the economic race through new innovations, incremental business creation and an improved economic fabric.

In this perspective, this article addresses the following problematic:

"How can innovation and entrepreneurship be a lever for better governance of public administrations in Morocco?"

To answer this question, we have adopted a methodological structure based on two main axes; In the first place, we will focus on the theoretical aspect of entrepreneurship and innovation, namely the context of its development, its definition, its actors, its mode of operation and its forms. Then and in a second step, we will try to show the impact of these two elements through a qualitative study based on interviews.

2. Literature Review

The study of entrepreneurship in the public sector requires a review of a number of definitions, including those of the key concepts, "public entrepreneurship" and "innovation.

2.1 Creative Public Entrepreneurship

The field of entrepreneurship has largely aligned itself with a very optimistic perspective. As a powerful means of meeting urgent local development demands, entrepreneurship has been strongly promoted (Sutter, et al., 2019). It contributes to local economies not only through job creation, but

also through spillover effects, whereby tacit knowledge generated by private and public enterprises is transferred to local entrepreneurs, further stimulating entrepreneurial activities. However, these attempts to promote the development of a local ecosystem focused on entrepreneurship have generated results that are discouraging in terms of their implications for poverty reduction (Sutter, et al., 2019) and the fine-tuning of collaborations between actors. Entrepreneurship in its creative sense has been the subject of very recent management research, considered a special variant of entrepreneurship when combined with culture, innovation and creativity (Ben Massou, 2020).

Despite this mixed finding, entrepreneurship is increasingly coveted by a significant number of stakeholders, not only within the corporate sphere (Fayolle, 2005; Welter & Lash, 2008), but also within public institutions unfamiliar with the concept. In this respect, entrepreneurship has long been combined with different forms of innovation. Whether social, economic or political, this innovation is linked to a Schumpeterian perspective where, on the one hand, innovation is the bearer of change, whether it is creative or destructive, and on the other hand, the entrepreneur is situated in a risky and uncertain environment.

Public entrepreneurship is strongly inspired by the organizational practices of private companies. Despite the fact that the context of the public environment presents a particular disparity from private enterprise. It would therefore be relevant to highlight these differences, which can be summarized in seven key points:

- Public organizations often respond to social and political purposes, and not necessarily profitable. They are complex and difficult to measure.

These public institutions take a step back from their relationship with the market and are less concerned with cost-cutting. Their resources are granted, according to pre-established public conventions.

- The funding that these organizations receive comes from a citizen who is forced to pay taxes, as opposed to a rather satisfied client.

- Client identification is often mixed because these organizations serve myriad of heterogeneous groups.

- The services they produce are broader in scope than the explicitly occasioned product and are required to respond to the implicit consequences of the latter.

- The civil society occupies a focal point in the control of decisions, subject to a cardinal transparency.

- Public organizations are characterized by a risk-profit asset that transcends their status of certainty and dogma.

If entrepreneurship responds to polymorphous jobs, three main conceptual approaches try to corroborate entrepreneurship in the broad sense (Fayolle & Verstraete, 2005). First, entrepreneurship is defined as a process that facilitates the creation of future products and services that are discovered, evaluated and exploited (Shane & Venkataraman, 2000).

This opportunity is explained by the presence of resources that are considered undervalued and that, combined with opportunistic behavior, result in products or services that are sold at a much higher price (Casson, 1982).

2.2 Entrepreneurial innovation

Innovation has largely been subject to controversy as to how to define it (Osborne & Brown, 2011). However, a number of authors agree on defining innovation as a process involving the generation, adoption, and diffusion of new ideas that would produce a qualitative change in the particular context of a given organization (Sorensen & Torfing, 2011). An important typology of innovation distinguishes between exploratory and exploitative innovations (March, 1991). While exploratory innovations generate new knowledge and develop new products for emerging customers, exploitative innovations build on existing knowledge to extend current products to existing customers (Levinthal & March, 1993). A large literature further emphasizes that firms must not only

succeed in global innovation, but also serenely ensure a share of exploratory innovations so that exploitation does not crowd out exploration (Heavey & Simsek, 2017; Tushman & O'Reilly, 1996; Uotila, et al., 2009).

The literature also emphasizes that firms need to succeed in overall innovation, but more specifically exploratory innovation so that exploitation does not crowd out exploration (Heavey & Simsek, 2017; Tushman & O'Reilly, 1996; Uotila, et al., 2009). The literature also emphasizes that firms need to succeed in overall innovation, but more specifically exploratory innovation so that exploitation does not crowd out exploration (Heavey & Simsek, 2017; Tushman & O'Reilly, 1996; Uotila, et al., 2009).

The business environment is necessary, but it all depends on the commitment of the entrepreneur, in our case the commitment of the public administration, to innovation, its creativity, its value creation and its encouragement of entrepreneurship - these factors can absolutely create an innovation-friendly environment.

The context of innovation in the public sector. Indeed, since the 1980s, a financial crisis has overwhelmed many countries with onerous public deficits, resulting in expensive debt. It was then that the public administration, concerned about this episode of debts and rising expectations on the part of citizens, had to restructure its operations and rethink its missions in an environment undergoing a radical transformation. A transformation that calls into question public management, criticised as much for its bureaucracy as for its rigidity, lack of effectiveness and efficiency. This was therefore a godsend and allowed the emergence of a new model, the "New Public Management (NPM)".

3. The future of innovation in public administrations in Morocco:

Innovation is a process emerging a novelty of ideas and procedures to bring about change in a specific context (Sorensen & Torfing, 2011), which has become more crucial than ever for the competitiveness and survival of public and private organisations (Kahn, 2018), but it remains an uncertain endeavour. To create change, innovation requires both the thorough development of original ideas and the realisation of such ideas within constraints; both original and convergent thinking (Miron-Spektor & Erez, 2017); both flexibility and discipline (Andriopoulos & Lewis, 2009) and both knowledge generation and integration (Gebert, et al., 2010).

Civil servants see innovation as a possible change that can challenge the management methods of the public administration, calling it a 'positive breath of fresh air'. The change mainly concerns its bearer (the civil servant in our case), as well as the environment of applicability, i.e. the public organisation (West & Anderson, 1996). In order to be an initiator of change, the innovation must be individual, emanating from the civil servant before it emanates from the administration. It is individual when a civil servant generates and implements new ideas that are useful at work (Perry-Smith & Mannucci, 2017). Other officials test new ideas individually for some tasks and collaborate to innovate as a team for others.

3.1 Public entrepreneurship process

The context studied responds to the hazards encountered, such as technological change, the insertion of digital technology into administrative procedures and the rising expectations of the informed citizen (Damanpour, 1996). The public sector could not do without a tool of this magnitude. Entrepreneurship follows a systemic functioning in the public sector, including a set of stakeholders, often not visible to external analysis. It includes not only citizens and civil servants, but also all the communication relationships within public organizations that are relevant to the exchange of ideas between collaborating actors. This description is thus similar to the functioning of private enterprise (Salge & Vera, 2012), which was the first to be interested in the contributions of the concept and its evolution (Stenvensen, et al., 1989).

However, the Moroccan public administration does not involve public stakeholders. Public entrepreneurship therefore remains a process that is not yet familiar to the actors interviewed. Thus, the managerial benefit of this work has enabled the actors of the public organization to express themselves on the importance of internal actors that are conducive to improving public performance through the adoption of organizational innovation, and to determine whether they are able or need to redouble their efforts to build and develop them. This process requires a substantial database and a myriad of cognitive skills which our interviewees sought to acquire through continuous training. Public entrepreneurship is therefore an organizational process that aims to reorganize working conditions as presented, without denying the value-creating consequences of this very organization (Filion, 1997).

3.2 Typology of entrepreneurial innovation in the public sector

The analysis highlights two main types of entrepreneurial innovation: process innovation and organizational innovation.

Indeed, the theoretical concepts are put into practice in the public sector, using organizational innovation to improve work procedures. It does not necessarily include technological input, but focuses on internal needs to change working conditions, bringing more flexibility and efficiency to organizational procedures (Abernathy & Utterback, 1978). Unlike product or service innovation that focuses on customer demand, organizational innovation focuses on internal needs and aims to improve the efficiency and effectiveness of organizational processes. The interviewees opted to sponsor an organizational innovation that is vital to the changes needed in the Moroccan public administration. Innovation thus involves managerial practices, organizational strategies and structures that respond to the pressing need for change in the life of the civil servant, the first step towards possible future innovations (Damanpour & Aravind, 2012).

4. Empirical analysis

Within the framework of the empirical analysis, we will proceed with a presentation of the methodology followed by a qualitative analysis in a first plan. In a second section, we will justify the method adopted for data collection. Finally, in a third and last section, we will shed light on the data processing process.

4.1 Methodology

The methodology adopted focuses around a qualitative study as it is particularly useful for bringing new phenomena to light (Ariño, et al., 2016). In management sciences, qualitative methods represent a discursive approach to reformulate, explain or theorise an account of an experience or phenomenon.

The Qualitative analysis begins with a literature review that sets out the theoretical foundations, which in turn are conjectured around a clear research question, and then focused on the collection of data that is the subject of our research. The sampling must demonstrate a wide diversity, which is a source of richness and relevance of the information collected.

To answer our research question, we chose the technique of the holistic single case study (Yin, 2003), as single case studies are particularly useful for developing an in-depth understanding of unexplored or complex and ambiguous phenomena (Gagnon, 2012) and also encourage researchers to use a diversity of approaches for data collection. It is a strategy that is highly recommended in management science (Stake, 2005) and has great legitimacy (Eisenhardt, 1989; Yin, 2003). The case study method investigates contemporary phenomena in their empirical context. It raises distortions between the phenomenon and its environment that need to be rigorously addressed for the validity of the research product. This choice is argued especially for unexplored research topics. Our case study concerns the IBN TOFAIL University as an innovative public administration, the objective being to study the associations between public entrepreneurship and entrepreneurial

innovation, embryonic phenomena in Morocco. Therefore, we chose a sampling based on data collected in a first interview guide. The multi-dimensionality of the method and the interpretation of the discourses provided by the interviewees are a strong feature of our study (Denzin & Lincoln, 2005).

The exploratory investigation and the literature review led us to develop an interview guide around the concepts under study for the prospective interviewees. Firstly, these individuals shared with us the definitions they related to public entrepreneurship and public sector innovation. Second, they told us about the incentives for public entrepreneurship they perceived in their work space. Thirdly, these officials described the introduction of innovation in the public service, which came from their own collaborations. Latest, these same officials explain the consequences of these concepts on public performance and consequently on the business ecosystem in which they work.

4.2 Data collection

Data collection is a very important phase as it allows for the continuous discovery of unexpected elements within the administration in question via interview guides. We stopped the semi-structured interviews at seventeen interviewees as soon as the new interviews only produced data that had already been discovered. Indeed, when no new information was found, the interviews should be stopped (Guest et al., 2006).

The interviews were conducted with civil servants working at UNIVERSIT2 IBN TOFAIL in the city of Kenitra. We were able to interview eight administrators, an accountant, two technical assistants, and two secretarial technicians, a head of the communication and information department and three administrative assistants. The interviews were conducted face-to-face and by telephone.

The table below shows the characteristics of each interview:

Table 1: Description of the interviews

Interviewees	Employee status	Time
I1	Technical assistant	40 min
I2	Director of the communication department and student life center	50 min
I3	Technician	30 min
I4	Engineer in IT department	40 min
I5	Administrator in HR DEPARTMENT	40 min
I6	Administrator	42 min
I7	Administrator	43 min
I8	Technician in Career development center	50 min
I9	Administrator	35 min
I10	Administrator	46 min
I11	Administrator	43 min
I12	Administrator	45 min
F13	Finance Director	50 min
F14	Technician in Financial department	55 min
F15	Administrative assistant	50 min
F16	Administrator in educational department	55 min
F17	Administrator in Student life center	54 min

Source: Authors

4.3 Data Processor:

The interviews were analyzed using a special content treatment (Bardin, 1977; Bauer, et al., 2012; Robert & Bouillaguet, 2007; Schreier, 2014), and in three stages: the pre-analysis, which allows us to involve a segmentation of ideas; the choice of coding (paragraph, sentence and word) (Thiéart, 2007); and the final stage, which serves to process, interpret and manually infer the results obtained (Wanlin, 2007). Additionally, the final stage allows for data analysis and familiarization, manual coding takes place by fragmentation and then categorization into key themes through a thorough reading of the transcripts (Miles & Huberman, 1994). A cartography emerges highlighting the registers used, the concepts deduced and the links sought.

This analysis process consists of converting the oral into the written word in order to decipher the interviewees' discourse and interpret it with maximum objectivity (Bardin, 1977). Finally, an analysis grid must be established, grouping the comments collected by category and giving rise to conceptual definitions as demonstrated in the literature review.

The decoding of the results obtained through the interviews with the officials of the IBN TOFAIL University allows us to understand the empirical demonstrations of the concepts presented in the theoretical part. The objective of the study is to provide an exclusive insight into public innovation and entrepreneurship in the Moroccan public administration.

Table 2: Thematic areas of the qualitative study

Topics	Description of the main areas of qualitative analysis
Public service	Length of service in the civil service, reasons for choosing the civil service, advantages of the civil service, areas for improvement
Functioning of public entrepreneurship	Definition of public entrepreneurship, possible contributions, support measures within the public sector, avenues for development and integration of actors
Entrepreneurial innovation	Defining entrepreneurial innovation, benefits and barriers in public organizations, consequences for the business climate and public performance
Relations entre les acteurs	Communication between actors, hierarchy of innovation proposals, engagement of actors in the entrepreneurial innovation process
Processus d'innovation entrepreneuriale	Public Parties prenantes du processus, incidence du processus, périmètre de réalisation du processus
Results of public entrepreneurial innovation	Contributions of entrepreneurial innovation, consequences for the public sector, ways of improving public service through innovation

Source: Authors

4.4 Analysis of the results

We start our analysis with an understanding of the public service by civil servants. We proceed with an analysis of the functioning of entrepreneurship in the public sector, possible entrepreneurial innovation and its development in public organizations. We deal with the communication relationship between administrative agents, a crucial step to study the public innovation process and its results on the business ecosystem. The last axis focuses on a grouping of the strengths and recommended improvements as well as proposals for the evolution of the innovation process by the interviewees. Exploring the relationships between the actors in the public administration is essential, as it allows us to draw up a picture of the communication that exists and that is decisive for the implementation of any entrepreneurial innovation process. In this respect, communication

is done digitally, a procedure that provides more fluidity through the intranet, but lacks flexibility. Indeed, I2, I3, I5, I8, I11, I13 and I17 explain: "we have an intranet communication where we exchange reports and meeting notes", "but we lack flexibility as we are always in a top-down logic, a rigid hierarchy" according to I5, I14 and I15.

The hierarchy of relationships is therefore responsible for innovation proposals, from the leader to the subordinate. I13 specifies: "any proposal is judged according to the criteria of usefulness and feasibility. Exceptionally, in special cases, the official may try to propose an idea, then the University Council studies it and applies it, but this is very rare.

According to I5, I8, I10, I11, I12, I13 and I14 "the system is still outdated, but more flexible than the classical system. An improvement is therefore highly recommended.

Our field study is mainly in the administrative service, with the data collection channel being physical or electronic, giving rise to a final result that highlights the value of the service.

All of the interviewees have a significant seniority within the public service and work in synergy with each other within the different departments of IBN TOFAIL University. All of them have chosen a civil servant status for the job security and salary stability at the same time.

What distinguishes the civil service according to our interviewees, namely career stability, as respondents I1, I2, I3, I4, I6, I7, I11, I12 and I16 put it: "the civil service gives me job stability, flexible hours and a progressive career. It is an unstoppable job security", "even if the salary doesn't really suit me" adds I3. The suggestions for improvement that were presented to us were unanimous and agreed to address the issue of improving working conditions, which were considered necessary for productivity on the part of administrative staff. The speeches are similar: "we are looking for a reform that demonstrates the government's commitment and the responsible involvement of civil servants in order to deal with the bad practices of absenteeism, procrastination and slowness in processing files", as I2 details. In addition to these proposals, there is a majority demand for continuous training to ensure effective support during the digital transitions that the public administration is experiencing. The mismatch between the profile and the position becomes more and more apparent with time, which has a negative impact on the quality of the services provided. The seventeen civil servants agree that this is the case because of their seniority and also because their experience is not optimally invested.

• **Functioning of public entrepreneurship**

Public entrepreneurship, a foreign concept in Moroccan practice within the public sector, is increasingly absent, apart from national competitions such as Idarathon, where its occasional presence remains muted. The definition of entrepreneurship as "a way to prove one's abilities" according to I1, "to transform an idea, a dream into a concrete reality by assuming the related risk", is in line with (Corrin&Slesin, 1989; Moris& Sexton, 1996). I4, I5, I6, I7, I8 and I9 state: "We believe that public sector entrepreneurship is a future, a boon for growing business". If public entrepreneurship has a business-enhancing advantage, its coexistence with the public service is more than welcomed. This adherence to a synergy of public service with entrepreneurship is argued by the desire to improve public service and the general interest, provided that one is trained for it. Training is a new variable that is strongly implanted in the discussions on entrepreneurship, as any act of entrepreneurship requires the mobilisation of a range of skills intrinsic to the entrepreneurial project, yet it is a service that determines the progress of civil society. The integration of entrepreneurship has therefore identified several potential contributions, including profitability, organization and good management.

"Entrepreneurship can overcome all the shortcomings of the public sector, starting with a reorganization of work procedures, coordination of work processes and taking the initiative. But the problem is that public administrations are generally inspired by digital solutions that come from private companies that do not have the same objectives or operating methods. I2, I3, I4, I6, I7, I10,

I11 and I12 state: "with entrepreneurship, we have the possibility of finding solutions that meet our expectations, our needs for transparency in public service".

Incentives for this are non-existent, a common observation shared by all civil servants who had never been familiar with this conjunction of public entrepreneurship. However, all respondents agree that all public officials should be included in this process. They added: "We believe that everyone should be involved, as everyone has a necessary participatory value.

According to his interviewees I2, I3, I4, I5, I7, I8, I10, I2, I5 and I6, it is necessary to inculcate in this process all the material and immaterial resources, namely; software, knowledge, know-how..., for continuous evolution within public administrations, "A continuity of staff training is a crucial point of change and progression.

- **Entrepreneurial innovation**

All the interviewees agree in describing innovation as a "change", a fundamental driver for economic development. I5, I7, I8, I10, I11 and I13 define it as 'an adequate solution to any organizational problem'. This definition is in line with the one proposed by Boukamel (2017) and Damanpour and Aravind (2011), who attribute it to a complex, multidimensional construct. Innovation is 'a perspective of public administration reform', adds I14. In this respect, interviewees told us of the undeniable part innovation plays in facilitating work.

Innovation is therefore seen as relevant when it involves the civil servant, who is closer to the service, the expectations of the citizen and the needs of the public administration in question. This involvement of the senior civil servant is conditioned by adequate experience and specific competences.

The role of innovation in the public sector remains weak, with almost no respondent able to confirm this contribution in their sector of activity. I5 said: "There is no concrete entrepreneurial innovation in the public service". Entrepreneurial innovation has many advantages, it boosts performance, reduces the risk of failure and modernizes public administration. I6 adds: "that innovation in the public sector is a recognition of the experience and contribution of the civil servant over many years of work". A common concern is shared by the seventeen civil servants. They state: "in the absence of real innovation in the public sector, no civil servant is motivated".

Reading the results allows us to question the possible consequences that innovation could have. We can categorize them into three parts: the first concerns the civil servant; according to I2, I4, I6, I7, I10 and I11 "innovation represents a perspective that would allow the civil servant to excel. We will be able to develop human relations within departments and exploit collective intelligence". The second aspect concerns the public organization. According to I1, I8, I12 and I13 "innovation would serve the public sector by improving the performance of public bodies, simplifying red tape and speeding up transactions". The third and final component concerns the business ecosystem, where a brief reference was made by I5, I9 and I14: "we could have a healthy business climate. This notion would bring us closer to the way private companies are managed, where this process is already successful.

- **Public innovation process**

The concept of entrepreneurial innovation has shown a clear appreciation among civil servants for the concept. On the other hand, the concept remains theoretical and lacks visibility in the field. The administration of the interview guide at this stage appeals to a creative and innovative aspect, since practice is not provided in any of the fields of study. The description of the process of entrepreneurial innovation is equated with 'training' in the first instance, then, according to I5, 'an internal reorganization to determine who does what and afterwards a general evaluation of the process will be fruitful.

This process is considered evolving and continuous by I3, I4, I5, I7, I9, I10, I11, I12, I13 and I14 according to their answers: "innovation should be continuous to respond to a constantly changing

environment". As well as according to I3, I4, I5 and I14: "Each region should have the process that suits it according to its specificities and problems".

Entrepreneurial innovation is a two-way process that originates, not at the level of an instance, but at the level of an individual and his or her perception of possible solutions for a given situation. The reality of the Moroccan context draws a blank canvas for the participation of the civil servant who remains fixed in a receptive status of directives and executive of ideas. No productive exchange is operational so far and this is reflected in the comments of the interviewees. This process is not described as aberrant, on the contrary, our respondents wonder why this introduction of innovation has not yet taken place.

4.5 Discussion of the results:

The results of entrepreneurial innovation crystallize a possible reality drawn up by those closest to the public service and which demonstrate a mobilization to complete this process. On the other hand, all agree to add a positive note to the innovation process, "a simplification of tasks is on the agenda. Good results can be achieved. This is what the citizens also want, a citizen administration that manages their problems in an innovative way.

The simplification of administrative procedures would facilitate the transition to organizational innovation, which would, according to I13, allow "greater efficiency, better quality of service and transparency". "The public sector is in great need of change, which can only come about through an innovative revolution. But this is only possible with the active participation of the civil servant. "It is the civil servants who raise the problems and thus propose solutions in the form of ideas", says I11. "But we also need continuous training to keep up with digital developments and innovations.

The empirical study conducted on public entrepreneurship and entrepreneurial innovation in the public sector allowed us to better assimilate the embodiment of both concepts at the level of the Moroccan public administration. We essentially emerge with aspects of public entrepreneurial innovation as a channel for change in the sense of Sorensen and Torfing (2011) in the first place. In a second place, we find the process of public entrepreneurship and the set of stakeholders in the public sector (Stenvenson, et al., 1989). Third, we present a theoretical typology of entrepreneurial innovation that justifies its usefulness in the public sector in the sense of the Organization for Economic Co-operation and Development (OECD).

5. Conclusion

Entrepreneurial innovation, a sibylline concept, shows a paucity in the public sector. This marked by the absence of the innovation-entrepreneurship dyad in the discourse of civil servants in Moroccan public administrations.

Our exploratory study has opened a new window towards the integration of innovation in the public sector, apprehending the subject in the first place from the point of view of the administrative agent who is always receptive and not productive of ideas. The delay in entrepreneurial innovation is indicative of several dichotomies that mainly affect working conditions, which are considered obsolete and emblematic of a classical era. The aim of our study was to analyze the presence of public innovation, incentives and entrepreneurial forms in the field, and we found that, apart from recent occasional competitions such as Idarathon, no action has been taken at the level of public bodies. The hierarchical organization that has been part of the staggered administrative culture for decades makes entrepreneurial participation unknown in a public service context. The forms of process and organisational innovation implicitly emphasised by the respondents express an imperative need recognised by the administrative agents. A typology in the sense of the OECD which starts from the main strategic lines of work organisation to the resources made available to emerge a new form of organisation (Gartner, 1988, 1993).

This study highlights a myriad of future research avenues that could not only enrich the theoretical and empirical corpus, but would also help the ascendancy of public innovation in the context of public service in Morocco. In the same vein, the study helps to link a new variable that materializes in innovation training and entrepreneurship.

The limitations of our research mainly concerned the difficulty of establishing an open discourse with civil servants which, as the exchanges progressed, proved to be more revealing of a participatory facet of the civil servant, hitherto unexplored. There is a lack of research on innovation in the public sector, particularly in the Moroccan context.

This is a key point that makes the concept unfamiliar to managers and other stakeholders in the business ecosystem studied. Furthermore, qualitative research is still limited to understanding the research topic, providing observations of practice and becoming familiar with new concepts. However, there is still a need to develop the results obtained by more representative quantitative studies. In speaking of innovation as a recognition of the experience of the civil servant and the relevance of collective intelligence, the researcher is also faced with a plethora of obstacles hindering the existence of innovation in the public sector in Morocco. On the other hand, this study provides exclusive insights into public innovation in the Moroccan context. Managerial implications result in three key points: First, it is about understanding the needs of civil servants in the innovation typology of public administration. Second, it is about promoting better local and national governance of the resulting public services. Third, and finally, public innovation can provide a new and more focused vision of the participatory role of civil servants in the innovation process, from which they have been marginalized.

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