

Impact of Career Management on the Motivation of Public Sector Employees in Benin: Cases of the Directorate of Research and Quality (DEQ)

KPANOU Yaovi Aldegonde Ulrich, Guo Bin

Abstract— A company is above all a social unit whose goal is to group people, coordinate activities and establish the necessary organizational relationships in order to steer all efforts in the same direction. Thus, in an organization, there are various resources that contribute to its optimal functioning. Of all the resources, the human factor is an important element in achieving the goals set by the organization. With this in mind, a HRM policy is being implemented that covers several aspects including payroll management, personnel administration, career management, recruitment, training, conflict management, social consultation [1]. The motivation of employees is a determining factor in increasing the productivity of staff, and when investing in an organization, the employee hopes to be able to make a career there. The career progression opportunities available to him can also be decisive. This article aims to show the impact of career management on worker motivation, based on the case of employees of the Directorate of Research and Quality (DEQ). The general assumption is that the motivation of workers is partly related to the way careers are managed in this organization. The methodological approach boils down to documentation and semi-directive individual interviews with DEQ employees, who are chosen accidentally. The results show that the needs faced by executives are to make the business productive, competitive, and to generate profits. Thus, career management appears to be an asset for the DEQ, as an essential factor in maximizing its profits. The career profile is more known and readable, the more motivated the worker is and invests in his work.

Keywords— Organization, Motivation, Career Management, HRM Policy.

I. INTRODUCTION

A nation's economic and socio-political development is based on the human resources at its disposal. They play a key role in a country's development, which is why developing countries must make motivating these resources a priority in their concerns. This requires a good policy of developing human resources. Today, companies, whether public or private, are increasingly involved in the efficient management of staff and thus in place management focused on the needs of workers. This practice of promoting human capital, still called Human Resources Management or HRM, differs from one company to another. In reality, employees' work performance is influenced by the style of promotion of human capital developed within the organization. This influence can be positive or negative. For example, in a context where the employee may feel a slowdown in the momentum of work in order to reduce production if the employer develops an autocratic management style. On the other hand, the democratic management style that focuses on staff aspirations is a source of better performance on the part

of the staff (Assouman, 2010). Various financial, material and human resources contribute to the optimal functioning of the company. But of all the resources, human resources present themselves as the real wealth for the company, an important element in achieving the goals set. Indeed, the organization is led by actors with individual needs, aspirations and leading a life outside the organization. Life outside the organization (also known as "out of work") influences the individual's performance in the workplace, hence the introduction of an HRM policy to better supervise the worker both inside and outside Organization (Assouman, 2013). This policy covers several aspects including payroll management, personnel administration, career management, recruitment, training, conflict management, social consultation to name a few. Human resources management is about constantly adjusting the business skills needs and the skills of workers. Moreover, the density of the worker's social solicitations may lead him to invest in parallel lucrative activities (Koffi, 2005). Thus, the fact that the organization takes steps to reduce the worker's burdens

removes certain concerns. In other words, health insurance for the medical care of the employee and his family members is a source of motivation. At the Directorate of Studies and Quality (DEQ), the company makes employee motivation a priority in the implementation of its human resources management policy. Thus, as we have seen in the field surveys, in order to have a motivated staff, this public company makes human resources management policy a pivot of its overall management, notably by: strengthening staff capacity through regular training sessions for employees, the establishment of a home loan system to enable the employee to have a house, the establishment of an annual school loan system, - the introduction of medical coverage for the employee and his entitled rights holders. In addition, the Department of Human Resources is led by actors who listen to their employees, regardless of their personal activities. As an illustration, the Initiative to talk daily with employees on a given topic by showing an open attitude and attentive listening. The purpose of this interview is to verify whether the employees' feelings correspond to the lived reality. The manager is therefore empathetic and understanding. Discussions generally focus on the difficulties of collaboration between one employee and another, the desire to transfer to another department or agency, conditions and the work environment, etc. But what exactly is the case with career management, which, let us remember, is an integral part of human resource management? In other words, what career management policy does DEQ adopt to create and maintain employee motivation? Is the motivation of DEQ employees necessarily linked to the management of their careers? In other words, what explains the motivation for DEQ officers to work? These are all questions to which this article strives to give an attempt to answer, with the aim of showing the influence of career management on the motivation of public sector employees in Benin, based on the case of employees of the Directorate of Studies quality. Our general assumption is that the motivation of DEQ workers is partly related to the way careers are managed in this company. The work is structured around methodology, results and analyses followed by discussion. The conclusion reviews the main results obtained and sheds light on the social and scientific scopes of the study.

II. METHODOLOGY

In this article, we focus on career management as a key motivator for human resources. In other words, we try to understand the motivation of employees as arising from the

human resources management style in general, but also and above all as a result of career management. This work, which is non-experimental research, is supported by a methodological approach that encompasses both documentary research, semi-directive interviews with DEQ agents and manual stripping of the information collected. Dialectic and content analysis serve as a reference method and technique respectively to explain worker's behavior in relation to career management. Documentary research was the first step in collecting data. The documentation used is derived from scientific articles and works, administrative documents, study reports. For this data collection phase, we went to the archives and documentation department of the Ministry of Public Service and Social Affairs of Benin, and to the Documentation Centre of the French Institute. We also used online documentation through persee.fr and revues.org sites. The documentation was supplemented by semi-directive one-on-one interviews with DEQ employees, who were chosen by accident (technical at all coming). The place of human resources in the organisational system of the DEQ; Motivating factors for employees at THE DEQ; human resource management and career management are the themes around which the interviews are focused. The study population includes all workers working within the DEQ. In other words, all individuals, regardless of gender and rank, who are employed as employees of that company are part of the study population. As a result of the procedures, only the Central Human Resources Service and a local agency based at Akpakpa were allowed to do so. These two structures total 32 and 18 officers respectively. We therefore found it irrelevant to be a sample, given that the population is small and the survey is essentially qualitative. Finally, the results of the study were generated by manual counting and interpreted from the content analysis and dialectic method. Finally, it should be noted that the choice of the DEQ is linked to two reasons: it is one of the oldest public companies (since 1966) and has better national coverage with 36 agencies or an average of 3 agencies in each department of Benin.

III. RESULTS

Before addressing this part, we propose to clarify the concepts of career and motivation for a better understanding.

Clarification of career and motivation concepts

In the professional world, career is defined as a suite of duties and activities related to a person's lifelong work that is associated with particular attitudes and reactions. The

concept of career has an individual component and an organizational component (Gutteridge, Leibowitz and Shore, 1993). For the first component, the term career can be defined from the perspective of an individual's work experiences. It is a question of observing the crucial steps that mark the career progression of a particular person (Gutteridge, Leibowitz and Shore, ditto). These steps are not necessarily precisely determined; they vary greatly depending on the occupational categories to which workers belong, the culture and organisational structure, the preferences of individuals and their aspirations, etc. Thus, obtaining a promotion is an example of a crucial step in a career. Career paths affect individuals and organizations. They affect people's performance at work, their satisfaction, health and well-being. In terms of the organizational component, career management is about planning for workforce movements to retain skilled employees and meet future organizational needs. It is therefore a system that reconciles the professional aspirations of employees with the needs of the organization [2]. The implementation of this system requires the company to analyze the information accumulated from formal or informal performance evaluations, so that it can then identify the best-performing employees and encourage them to access positions with greater responsibilities by providing conditions conducive to their development (Gutteridge, Leibowitz and Shore, 1993). In summary, the career encompasses the career path of the worker, from recruitment to retirement. That is to say, from his first service to his legal cessation of professional activities through transfers and promotions. This career path concerns both the worker and the employer who engage in a perpetual negotiation process with a view to achieving mutual satisfaction (Deshommes, 2008).

In general, motivation is what drives action, i.e. all the reasons that explain an act (Larousse, 2008). Psychology defines motivation as a set of dynamic factors that direct an individual's action toward a given goal and cause a given behaviour (Gacha, 2010). Motivation is the process that regulates the individual's commitment to a specific activity. It determines the trigger in a certain direction with the desired intensity and ensures its extension until the outcome or interruption. Motivation is equated with an "energy reserve": it refers to zeal, desire, aspiration to overcome one condition to reach another. According to Bory and al. (2005), motivation to work is a set of energy forces that come from both human beings and their environment to stimulate work-related behaviour, and to determine their form, direction,

identity and environment. Duration. The concept of motivation has often been used to explain behaviours such as absenteeism. Manon (2005) and Viviant (2005) examined the link between motivation and absenteeism. The first reveals that absenteeism and attendance are the result of pressure from the demands of the subjective work environment. The second states that job satisfaction is an indicator of motivation, but is by no means a cause, since the former is more of a feeling and the second is more of a process. Therefore, the less motivated the employee is, the more absent he or she is. Motivation at work is thus the strength that drives the individual to surpass himself, to make sacrifices to excel in his field and above all to enable his organization to achieve its goals. Ultimately, motivation can be understood as a mental and behavioural process that influences the individual's participation in any activity [3]. In our case, it is influenced by the career management policy practiced at the DEQ. The survey allowed us to identify some motivating factors on which the DEQ is stepping up its management and which are supposed to improve both the working environment and the standard of living of the employee. The first factor is remuneration: according to the information gathered, employees appreciate their basic salary and regularity, but are also aware that this salary can evolve at the same time as their career. Without giving any information on the base salary, employees feel that salary and also performance bonuses and benefits reflect the notoriety of the DEQ. Mr. E., a senior executive at the DEQ, confirms this thesis: "I cannot tell you my salary, but I can tell you that what I receive here is far greater than what friends of the same rank receive in the competing companies, whether they are public or private. Being an employee of the DEQ is like a privilege... ». The second factor is the legitimate desire for the employee to own a home: for this, a home loan system has been instituted to facilitate the acquisition of a house, in partnership with a local bank. The words of the material manager reinforce this idea: "With this home loan system, I have 4 years at most to live in my own house, the house I have always dreamed of having and it is thanks to the DEQ." The third factor is the employee's ability to make a successful start to school: a school loan system has also been set up to allow each employee to manage school fees and related accessories. The fourth factor is the employee's desire for training: Building the capacity of staff is one of the elements that enable the company to provide real skills. The fifth factor is the medical care that staff receive: getting treatment and caring for their families is a constant concern of the employee. Health insurance for the

medical care of the employee and family members is a source of motivation. The sixth factor is decorations and rewards. The DEQ has put in place a motivational mechanism that allows merit to be recognized among staff. These are factors that can motivate employees to excel. The seventh factor is the granting of a means of travel to all DEQ employees without distinction. These seven factors are the shield of the DEQ's human resources management policy. While all other aspects of HRM are taken into account in this undertaking, the factors mentioned above are the essential elements on which the company bases its staff ingestrategy [4].

Motivating aspects of DEQ's human resources management policy

Compensation and rewards. Speaking of remuneration, the base salary is set by inter-ministerial decree and it is the same for all salaries in the Benin public sector. The DEQ has aligned itself with this base salary to set that of its staff, but it evolves according to the occupational category of the employee. Depending on whether you are a design officer, a master's officer or an enforcement officer, the salary differs from one category to another. It is worth noting that switching from a given category to a higher category results in a subsequent increase in the employee's salary. However, the misallocation of wage increases can be frustrating and affect the enthusiasm for "aggrieved" employees at work. This is deplored by some employees: "Everyone's efforts must be rewarded in the same way and should not be based on the affinities between decision-makers and employees. Injustice in the allocation of certain benefits and bonuses sometimes frustrates and creates a bad social atmosphere." But, in general, DEQ employees say they are satisfied with their salary condition. They also believe that the company can do more: "The wages we receive are acceptable. It is good pay; you can still take care of yourself and feed the family. But, the company can make us a salary increase because of the high cost of living." The DEQ also focuses on rewards to reward employees who have put more effort into production. The company, based on the profits and dedication of the employees to the task, offers them a sum of money or distinctions to encourage them in their momentum. The DEQ has included in its policy of motivation the system of school and real estate loans. At the beginning of the academic year, the school loan system allows employees to have a financial envelope to cover back-to-school expenses such as the purchase of supplies. The home loan system

allows the employee to own a home. The acquisition of the land and land is managed by the Legal Affairs sector, which conducts investigations to ensure that the land is not the subject of litigation and that the employee is not at risk in the acquisition of a home of interest. This is facilitated by partnering with a local bank to make the funds available. For their medical coverage, employees receive medical care ranging from 60% to 90% and which extends to spouses and children. Regarding career management, some respondents revealed that this policy is not very transparent. They feel that the employee's evolution is not well followed and some find themselves disadvantaged when it comes to moving from one category to another. The appointment of an employee to a higher rank is a function of the affinities that bind certain employees to decision-makers. As a result, the merit or intrinsic value of the recipient is not often the basis of the appointment or promotion. The various interviews with employees revealed that the career management policy is still in the embryonic stage within the DEQ. According to one respondent, "the evolution of employees within the structure is not well developed, which makes the growth within the company a little opaque." It is easy to see that career management at the DEQ is focused on the diploma system, so that an employee with fewer years of experience, but who has a high degree, has rapid progress and has a position of responsibility in the at the expense of an employee who has several years of experience, but who has returned to the DEQ with a relatively lower degree. For the latter, progress is more slow. As for the training policy, it includes several stages: the mandatory stadium, the stadium on demand, and the stage of necessity. The mandatory stage is the training that all DEQ employees receive; The purpose of this training is to familiarize newcomers with the realities of the organization and its areas of action. On-demand training is done by employees themselves who at some point feel that they need training in a specific area to be even more effective and identify new realities that are relevant in their field. Necessity training occurs when the training service feels that a service needs an update of its working methods and that this is essential to make it more efficient. A travel tool is granted to all employees without distinction. Also, the establishment of a mechanism to recognize merit among staff is also a real means of their motivation to work according to another respondent. As a result, the mere knowledge that he or she can receive a decoration or reward is a factor that may motivate the salaried to give the best of himself to work. Communication is accentuated on the relationship between supervisors and subordinates, collaboration between

employees, conflict prevention and management, cleanliness of premises, etc. Seminars are organized to educate workers about the professional relationships they must have with each other, how to give orders, how to remonstrate to avoid frustration. All of the aspects discussed above are the main thrusts of the DEQ's human resources management policy. For the managers of this organization, the company's performance is determined by the willingness of employees to make it more efficient [5]. The employees interviewed pointed out that this way of thinking about the human aspect in business motivates them because their interests are taken into account. They also confirmed that there is a marked improvement in the company's performance when new arrangements are made by the company's executives for employees.

Impact of career management on worker motivation

- Career management practice

According to Guerin and Wils (1992), the process of career management in organizations consists of three stages: planning, implementation, and evaluation. Planning involves first informing employees of the career opportunities that exist in the organization and then developing a career plan. The implementation of the career management process involves identifying specific or specific problems that are impeding the career and, on the other hand, implementing organizational practices that aim to help employees orient their careers (training programs, mentoring, job rotation, etc.). Evaluation is about establishing the relevance and effectiveness of the career management process. Determining performance criteria allows us to assess whether the system is able to both meet individual needs and provide the company with a competent, available, mobilized and ready-to-take over workforce.

Career planning at DEQ

Career planning consists of activities that allow the individual to set career goals that are commensurate with their abilities and interests. The DEQ provides assistance to the employee, although the process related to this step belongs to the employee. The organization helps them discover their career preferences by offering career-choice training workshops, documentation, software and videos so that they can make a thoughtful and realistic choice. Once this step is completed, a second step is taken: to formalize the career plan between the employee and the employer. The

career interview follows a performance evaluation and is used to formalize the career plan.

Implementation of the career plan at the DEQ

The implementation of the career plan is divided into two stages. First, the DEQ identifies career planning practices that will achieve career goals. Second, it offers ways and tools to solve the potential problems of career progression. The implementation of the career plan is to identify practices that will enable employees to achieve the career plan established in the first phase. Career development requires accessible and relevant training programs. Assisting in solving individual career-related problems is a crucial step in the implementation phase of career management, as it helps employees overcome their difficulties. This aspect is not too thorough at the DEQ, which can prove to be a handicap in career management. The employee's progress can also be facilitated by sponsorship, professional assistance, assignments to challenging tasks. A series of support activities such as role-playing, counselling and friendship are designed to help the beginner worker shape his or her own identity (Benabbou, 2007).

- The importance of career management

As the workforce becomes more and more trained, its expectations increase, particularly with regard to the opportunities a company can offer to progress both individually and professionally. Businesses are facing an increasingly difficult situation: on the one hand, they recognize the need to meet the needs of qualified employees by creating the conditions for them to achieve their professional goals and remain in the company; on the other hand, they are aware that opportunities for promotion are increasingly limited due to the new structures put in place and sometimes the limited opportunities for advancement that may arise within organization. Nevertheless, career management is at the heart of human resource management. As noted, many authors agree that career management is a process that balances the needs of individuals with those of the organization. However, despite its many advantages, career management must take into account several considerations: it should not be lost in the view that DEQ employees have aspirations that differ according to individual characteristics such as personality, educational attainment, age and gender, and not all of them necessarily approach their careers in the same way.

IV. CONCLUSION

To motivate an employee, several tools are available to the manager. It must be able to add value to the problem, explain its consequences and build a detailed plan of measures to be implemented to combat the problem. Thus to motivate, the manager must meet the different needs of employees, such as: the need to belong, versatility, need for accomplishment, and need for recognition.

The issue of HRM has been extensively studied and the results generally show that the motivation of the human factor is a prerequisite for increasing organizational performance. The levers of HRM are generally put to the credit of the positive results obtained by the organizations, without any distinction between these levers being made [6]. It is this inadequacy that our study attempted to address by emphasizing the impact that career management can specifically have on workers' motivation. Compensation based on acquired skills and not on the position held must accompany the efforts of those who have acquired new knowledge. By doing so, staff motivation will always be enhanced, productivity increased and organization performs well, in an increasingly competitive environment. The worker has needs that characterize his goals or determine his choices. In these circumstances, his involvement in the life of the organization and his motivation to the task are determined by the satisfaction of his personal needs. When his needs are not taken into account, the employee suggests a lack of motivation that has the effect of slowing down the work. Although it is a public organization, the aim of the DEQ is to keep staff always motivated to avoid bankruptcy as much as possible. In this context, we have also seen that the needs faced by executives are to make the business productive, competitive, and to generate profits. In the end, the management of careers, which should be remembered, is an included component of human resources management policy, appears to be an asset for the DEQ, as an essential factor in maximizing the company's profits. Finally, it must be said that this work is inspired by previous work on the organizational factors of worker motivation. It places particular emphasis on the impact that career management, as an organizational practice, can have on workers' performance, or at least on their motivation to produce more for the organization. However, some aspects could not be elucidated, such as the level of effective contribution of career management to motivation. Measurement and assessment scales would have filled this gap. Further studies could therefore examine the issue in order to determine the actual

level of the impact of organizational practices on the motivation of salaries, its influence on the corporate culture.

REFERENCES

- [1] Alderfer, P.C. (1969). An Empirical test of a new theory of human needs, *organizational Behavior and Human Performance*, Vol. 4, n° 2, p. 142-175.
- [2] Amabile, T.M. (1993). Motivational synergy: toward new conceptualizations of intrinsic And extrinsic motivation in the workplace, *Human Resource Management Review*, vol. 3, n°3, P. 185- 201.
- [3] Assouman, A. M. E. (2010) Impact de la Gestion des Ressources Humaines sur la motivation des employés: cas de la Société Ivoirienne de Banque. Mémoire de maîtrise en sociologie, non publié, Université Félix Houphouët Boigny d'Abidjan-Cocody, Abidjan.
- [4] Assouman, A. M. E. (2013) Les facteurs organisationnels de la motivation au travail chez des employés du secteur privé: une étude de cas de la gestion des carrières des employés de la Société Ivoirienne de Banque. Mémoire de DEA en sociologie, non publié, Université Félix Houphouët Boigny d'Abidjan-Cocody, Abidjan.
- [5] Atkinson, J.W. and Birch, D. (1978). An introduction to motivation, New York, VanNostrand.
- [6] Benabou, C. (2007). Mentors et protégés dans l'entreprise : vers une gestion de la relation, *Revue internationale de gestion*, vol. 20, no 4, p. 18-24.
- [7] Blanchet, A. & Gotman, A. (2000) L'enquête et ses méthodes: l'entretien. Paris. Nathan. 2e édition.
- [8] Bory, E. Condret, V. Raynaud, A. & Teyssier, M. (2005). Motivation dans le contexte du travail chez les Thaïlandais et les Français. Mis en ligne le 12 septembre 2005, consulté le 12 Janvier 2020. URL : www.psy.univ-pclermont.fr
- [9] Campbell, J.P., dunnette, M.D., Lawler, E.E. and Weick, K.E. (1970). Managerial behavior, performance, and effectiveness, New York, McGraw-Hill.
- [10] Deci, E.L. and Ryan, R.M. (1991). A motivational approach to self: integration in personality.
- [11] Deshommes, O. (2008) La motivation, élément fondamental à la réussite financière de l'entreprise: cas de la firme d'assurance sans frontière basée en Haïti. Mémoire de maîtrise, Centre Universitaire Maurice Laroche.
- [12] Dictionnaire alphabétique et analogique de la langue française, (1994). Montréal Dicorobert.
- [13] Dictionnaire Le Petit Larousse, (1997). Paris Bordas.
- [14] Dienstbier, R.A. (1990), Perspectives on motivation: Nebraska Symposium on Motivation, Vol. 38, Lincoln, University of Nebraska Press, p. 237-284.
- [15] Dzidula D. M. (2006). Les pratiques ressources humaines et la performance des PME au Togo, Mémoire de DEA, Université de Lomé.

- [16] Emmanuel K. (1781). Does the effort result in a performance, Volume 21, Dunod edition, 1781, page 185-196
- [17] Forret M. L. and Dougherty T.W. (2001). Correlate of networking behavior for managerial and professional employees, Group and Organization Management, Vol. 26 n ° 3, p.283-311
- [18] Gacha, F-G. (2006). Réformes administratives, Gestion des Ressources Humaines et quête de performance dans l'administration publique ivoirienne: cas de la DOREBD (MFPERA), Mémoire de DEA en sociologie, non publié, Université de Cocody, Abidjan.
- [19] Gacha, F-G. (2010). Motivation et assiduité au travail chez des fonctionnaires du Trésor public. Mémoire de fin de cycle en psychologie appliquée, non publié, CIERPA, Université de Cocody, Abidjan.
- [20] Gnakpa, V. (2005). La gestion des ressources humaines: comprendre les principes essentiels. Abidjan, CEDA.
- [21] Greenberg, J. (1990). Organizational Justice: Yesterday, today and tomorrow, Journal of Management, Vol. 16, n ° 2, p. 399-432.
- [22] Guérin, G. & Wils, T. (1992). La gestion des carrières : une typologie des pratiques, Gestion, vol. 17, no 3, p. 48-63.
- [23] Guérin, G. et Wils, T. (1993). La carrière, point de rencontre des besoins individuels et organisationnels, Revue de gestion des ressources humaines, nos 5-6, p. 13-30.
- [24] Gutteridge, T. G., Leibowitz Z. B. et Shore J. E. (1993). Organizational Career Development: Benchmark for Building a World Class Workforce, San Francisco.
- [25] Hackman, J.R. and Oldham, G.R. (1976). Motivation through the design of work: test of a Theory, organizational Behavior and Human Performance, vol. 16, pp. 250-279
- [26] Huberman, M. and Miles, M. B. (1991). Qualitative data analysis: collection of new method. Brussels: from the University of Oxford.
- [27] Jeremy Bentham, (1776). Articles of capitalism, PUF, and al. philosophy, P. 127
- [28] Jossey-Bass. Jamoussi, D. (2008). GRH et performance, Mémoire de maitrise, institut des hautes études, Carthages.
- [29] Katzell, R.A. and Thompson, D.E. (1990). An integrative Theory of work motivation, manuscript unpublished, followed by the article: An integrative Model of work attitudes, motivation and performance, Human performance, vol. 3, p. 63-85.
- [30] Klein, H.J. (1989). An Integrated Control Theory Model of work motivation, Academy of Management Review, Vol. 14, n ° 2, p. 150-172.
- [31] Koffi, A. P. (2005). Agents de l'État et activités lucratives parallèles en Côte d'Ivoire. Projet de thèse en sociologie, non publié, Université de Cocody, Abidjan.
- [32] Lukunga, M. (2006). L'influence de la participation des employés sur la productivité des entreprises publiques: cas de la SNCC/KINDU. Mémoire de maitrise. Kindu, Université de Kindu.
- [33] Manon, A. (2005). Absentéisme au travail: l'absence comme moyen de rétablir l'équité au travail lors d'iniquités perçues. Mémoire de maîtrise en gestion des organisations. Chicoutimi : Université du Québec, [en ligne], mis en ligne le 11 février 2005, consulté le 26 Janvier 2020. URL : <http://theses.ugac.ca>
- [34] Mapenzi, M. (2008). L'impact de l'amélioration des conditions de travail sur le développement humain dans une entreprise. Mémoire de maitrise, Kinshasa, Université de Kinshasa.
- [35] Mendras, H. (1997). Eléments de sociologie, Paris, Armand Colin.
- [36] Ouattara, K. H. (2000). La politique sociale dans l'entreprise et son impact sur la motivation des travailleurs: le cas de la Société Ivoirienne de Raffinage (SIR). Mémoire de maîtrise en sociologie non publié. Abidjan, Université de Cocody.
- [37] Taylor F. (1911). The principle of Scientific Management, Economica, New York.
- [38] Thill, E.E. (1993). Les théories de l'expectation et de la valeur, in Vallerand, J. et Thill,
- [39] E.E. (Eds), Introduction à la psychologie de la motivation, Laval (Québec), Editions études vivantes - Vigot, p.361-399.
- [40] Thévenet L. (1990). Réseau technico-économique et irréversibilité, Figures de l'irréversibilité en économie, Paris, éd de l'EHESS.
- [41] Vallerand, R.J. et Thill, E.E. (1993). Introduction au concept de motivation, in Vallerand,
- [42] J. et Thill, E.E. (Eds), Introduction à la psychologie de la motivation, Laval (Québec), Editions études vivantes - Vigot, p.3-39.
- [43] Viviant, C. (2005). Comment donner du sens au travail et motiver les salariés ? Mémoire de master ressources humaines. Grenoble: Ecole Supérieure de Commerce, [en ligne], mis en ligne le 24 juin 2005, consulté le 26 janvier 2020. URL: http://librapport.org/celine_VIVIAN_435_auteur.html
- [44] Vroom, V.H. (1964). Work and motivation, New York, Wiley.
- [45] Winfred A. David J. Adebawale A. Mark H. Human resource management in West Africa: Practices and perception, The International Journal of Human Resource Management, 1995, N°6: 2; Rutledge.