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RESEARCH ARTICLE

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THE PUBLIC ORGANISATION IN THE TEST OF ORGANISATIONAL PERFORMANCE: PLURAL PARADOXES

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ABSTRACT

This paper attempts to show that not all attitudes and behaviours of public employees lead to performance in a public organisation. We have defined a model of performance via commitment, satisfaction, attitudes and behaviours of public servants. We attempt to answer the research question: "Do the attitudes and behaviours of public officials influence performance?" We have adopted a post-positivist posture, a hypothetical-deductive logic and a quantitative approach. The latter is broken down into phases, the factorial technique of principal component analysis (PCA) to extract the most significant characteristics of public servants concerning their attitudes, behaviour and performance, then multiple regression to model performance according to its determinants. A questionnaire was administered to 136 public servants, 72 of whom were interviewed at their place of work and 64 of whom were randomly interviewed in the street. The result of the research is a typology of four groups of agents, two of whom are high performers and two of whom are low performers, and an Attitudes-Behaviour-Performance model showing paradoxes.

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INTRODUCTION

The question of the performance of public organisations has been a pressing issue for the past twenty years. In sub-Saharan Africa, public structures have weaknesses in terms of human resources with a socio-cultural influence marked by family and ethnic alliances and magicreligiousbeliefs. Several studies on public performance have approached African administrative dynamics in a different way. This can be explained by the use of non contextualised inputs that constitute exclusive analysis hooks. The problem remains. It is a stopgap measure. This contextual observation leads us to consider - following on from work developed in anthropology, economics, sociology and management - an analysis of the particularities of action logics. If we equate performance solely with the individual's result, we run the risk of ignoring the contextual factors that help or hinder the individual in the performance of his or her work (Charles-Pauverset and al, 2007, p. 99). Long studied independently, the concepts of motivation, satisfaction and involvement, in order to explain work performance, are now developed in integrative models (Meyer and al, 2004) which aim to understand how they are interrelated with the behaviours expected by the organisation and how they contribute to performance (Charles-Pauverset and al, 2007, p. 102). We observe, on a daily basis, agents who display attitudes and behaviours that are out of step with the performance orthodoxy. This perspective leads us to try to answer the following research question:

How do attitudes and behaviours influence the performance of public officials?

In order to answer our questions, we will adopt a framework which will present (i) the conceptual approach: performance in the public sector, the link between motivation, commitment, satisfaction and attitudes, the link between attitudes, behaviours and performance; (ii) the methodology: the epistemological posture, the methodological approach and the processing techniques; (iii) the results of the research and their (iv) discussions leading to the managerial contributions and, we will end with the conclusion.

Conceptual Approach: We present performance in the public sector, the notion of the attitude of the public agent with its determinants and finally the link we can make between attitude and behaviour to explain the performance of the agent or the organisation.

Performance in the public sector: a review of the literature: In a work environment, several variables can affect individual or group performance, including individual motivations and the environment (Phillips, 1999, p.175). Many external factors are not directly under the control of the human resources department. Human performance and organisational performance are too complex to establish a single link or final measure of performance (Phillips, 1999, p.175). It is more reasonable to develop several measures that can be combined to produce an overall level measure (Phillips, 1999, p.175). In addition, Charles-Pauverset and al (2007, p.98) review the personality and

motivational determinants of individual work performance. They highlight the influence of personality traits, emotions at work, motivation, satisfaction and involvement or commitment to the world of work. We take this approach by first attempting to explore the link between a public servant's job satisfaction, job commitment and job motivation with his or her attitude at work. We then continue with the link between the work attitude and the work behaviour of the employee. Finally, the link between behaviour and performance.

Job satisfaction, motivation and commitment: attitude formation:

There is evidence that satisfaction can, among other things, be explained by brand attitudes in marketing (Suh and Yi, 2006; Smith, 2020, p.156). However the questions of how and when brand attitudes affect the customer satisfaction relationship remain unanswered (Suh and Yi, 2006, p.145; Smith, 2020, p.156). Human resource activities such as training and development can influence categories such as HR planning and management, employee participation, employee performance, and employee welfare and satisfaction (Phillips, 1999, p.14). Important sense of personal satisfaction comes from the perception of the results of one's work. Evaluation allows staff to judge their success in much the same way that production or sales employees look at their performance, not only increases staff satisfaction but can increase the influence and respect enjoyed by the human resource function. The importance of this function grows from positive contributions, its influence grows as the personal standing of employees (Phillips, 1999, pp.24-25). Marketing research shows that consumer satisfaction influences brand attitudes and positive purchase behaviour (Wong *et al.*, 2019). In the case of mobile phone users, Garga and *al.* (2019) argue that consumer satisfaction is directly related to consumer attitudes. The 3M model of motivation and personality provides a personality trait framework for consumer behaviours and driving actions (Mowen, 2000). We borrow it in this paper to justify the link between motivation and attitudes. This theory suggests that the higher the trait order, the more concrete it is, explaining among other things behaviours such as the tendency to satisfaction and attitude towards the brand (Smith, 2020, p.158). Among other things, this author makes a contribution to the unanswered question of Suh and Yi (2006, p.145) about the role of attitude-to-brand in the satisfaction-loyalty relationship. Ofori *et al.*, (2021, p.15) constructed the link between satisfaction and attitude using the Unified Theory of Technology Acceptance and Use model (Venkatesh *et al.*, 2003). We thus state the following hypotheses, H1: job satisfaction positively influences job attitude and H2: job motivation positively influences job attitude. The performance of public officials can be explained by affective organisational commitment and normative organisational commitment. According to Meyer and Allen (1991, p.67), organisational commitment is defined as 'a psychological state that characterises an employee's relationship with his or her organisation and that has an impact on the employee's decision to remain a member of the organisation'. The affective dimension refers to the individual's feelings of belonging and emotional attachment to the organisation. It is the identification and involvement of an employee with the organisation (Meyer and Allen, 1991, 1997). This reflects an attachment relationship, which is a source of 'intended' loyalty. An employee with a strong affective commitment keeps his or her job because he or she wants to (Vigan and *al.*, 2014). The calculated or reasoned dimension refers to an individual's predisposition to feel connected to the organisation because of the benefits it provides and the costs of remaining there (Meyer and Allen, 1991, 1997). Commitment results from the realisation that a set of personal investments would be lost if one left the organisation (Vigan *et al.*, 2014). We thus state the following hypothesis, H3: work commitment positively influences work attitude.

Attitudes, behaviours and performance: Theoretical background:

The link between attitudes and behaviour is not difficult to define. Persais (2007, p.89), speaking of CSR, notes that it results from a set of coherent individual behaviours that find their expression in a collective attitude of the company. Psychology sheds light on the influence of individual and contextual factors. The attitude is

linked to the behaviour of the individual. Kermarrec¹ (2018) argues that attitude is a predisposition to act. The author notes that it results from influences received from one's social environment, education, personal experience which predisposes one to adopt a behaviour. The attitude is acquired by the individual. It develops and evolves during socialisation (Kermarrec, 2018). It is more or less durable and can change according to experience. The attitude therefore establishes a relationship between an individual and an object that can be a value, an idea, a situation or a person (Kermarrec, 2018). This relationship can vary from a very favourable position to very unfavourable position with all the intermediate nuances (Kermarrec, 2018). Attitude is broken down into a cognitive component reflecting all of an individual's ideas, knowledge and beliefs; an affective component making it possible to determine appreciation, feelings towards the object; and a conative component showing a predisposition to undertake an action (Kermarrec, 2018). Behaviour consists of an individual's externally observable actions and reactions (Kermarrec, 2018). Behaviour is visible and provides information about attitude, which is invisible and internal. There is consonance when behaviour and attitude are in phase and there is dissonance when they are opposite (Kermarrec, 2018).

Ajzen's (1991) theory of planned behaviour makes an undeniable contribution to the explanation of attitudes and behaviour. We analyse this theory in order to justify the theoretical framework chosen. This theory is based on the model of reasoned action developed by Ajzen and Fishbein (1980). It gives the individual's intention the central place in the genesis of behaviour. It is based on a theory of behavioural prediction. We present there search hypotheses and an explanatory model attitudes-behaviour (Action)-performance. We present this model, which we test with public officials. Behavioural attitudes involve the individual's evaluation of the desired behaviour. They depend on the likely outcome of the behaviour and are manifested in actions to achieve it. These attitudes refer to Shapero and Sokol's (1982) concept of desirability. Ajzen (1991, pp.181-186) states that intention can only be realised if it is under the control of the individual's will. He incorporates the variable 'perceptions of behavioural control' into the model of reasoned action. These involve the degrees of knowledge and control that an individual has over his or her abilities and the resources needed to carry out the desired behaviour. These perceptions are similar to Shapero and Sokol's (1982) concept of feasibility. Hypothetico-deductive models using the theory of planned behaviour are successfully used in the study of behavioural intention (Krueger *et al.*, 2000, pp. 412-413). Knowing an individual's attitudes towards a person or an object allows one to predict behaviour (Gergen *et al.*, 1992, p.217). Attitude orients the individual towards the desired behaviour by guiding his or her action (Vallerand, 1994, p.332). Behaviour is best captured through specific attitudes. These are manifested by the existence of a *stimulus in* order to better formalise them, notably satisfaction. Studies have shown that an individual's attitude predicts his or her behaviour (Devries and Ajzen, 1971; Karimy and *al.*, 2019). We thus state the following hypothesis, H4: a favourable attitude towards work positively influences behaviour. Brunsson (1993, 2002) argues that a hypocritical attitude becomes for modern organisations away of reacting, supporting a value. But Brunsson (1985) and March (1991) argue that more rationality blocks action. These authors argue that people thus display a behaviour that proves that more rationality cannot generate action or add value. Mohamed and Réjean (1997, p.21) propose that the funding of public enterprises should be linked to their performance. The criteria used to finance these organisations can be the quality of their services and their productivity (Mohamed and Réjean, 1997, p.21). These displayed behaviours will facilitate financing. However, the authors note the difficulty of putting these criteria into practice because they require performance evaluation but they fear resistance. Nevertheless, the difficulties of application should not be an obstacle (Mohamed and Réjean, 1997, p.21). We adopt Campbell's (1990) multi-factor model, which gives eight behavioural dimensions of work performance, including job-specific

¹Kermarrec, P. (2018). <https://pascalkermarrec.com/2018/03/28/le-behaviour-of-an-individual-in-organisation/>

skills, the ability to multi-task or adapt, the ability to communicate clearly and effectively, the individual's commitment to effort and motivation to perform energetically, and the ability to avoid negative behaviour, the ability of an individual to support, assist colleagues and help build team unity, the ability to influence subordinates through face-to-face interactions, the ability to master the tasks of resource allocation, organisation, monitoring team effectiveness and developing a department (Charles-Pauvers *et al.*, 2007, p.100). We mobilise these factors because they are universal, generic and independent. They allow us to justify the link between behaviour and performance. We thus state the following hypothesis, H5: positive behaviour at work positively influences performance.

We summarise the assumptions we make in this paper.

H1: Job satisfaction positively influences attitude to work.

H2: Work motivation positively influences work attitude.

H3: Work engagement positively influences work attitude.

H4: Positive attitude to work positively influences behaviour.

H5: Positive behaviour at work positively influences performance.

These assumptions allow us to draw out a hypothetical model that will represent our analytical framework.

Framework for analysis: We borrow from two theories, Mowen's (2000) 3M model of motivation and personality and Ajzen's (1991, 2002) theory of planned behaviour, to define our framework of analysis which will show the influence of a public servant's job satisfaction, job commitment and job motivation on his or her attitude to work, then the influence of the attitude to work on the servant's behaviour at work, and finally the influence of the servant's behaviour on performance.

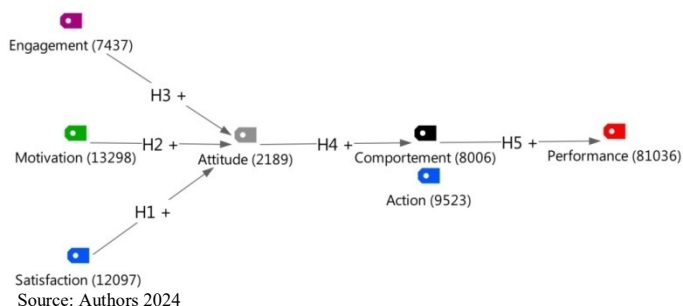


Figure 1. Attitude-Behaviour (Action)-Performance Model

METHODOLOGY

In what follows, we present our epistemological position, the logic of our approach and our methodological approach, and finally we specify the data processing techniques.

Epistemology, methodological approach and processing techniques:

In our post-positivist posture, we attempt to answer the question "Do public officials' attitudes and behaviours influence performance? We mobilise Ajzen's theory of planned behaviour (1991, p.182) to argue that attitudes leading to behaviours that elicit public officials' actions and the latter can have effects on organisational performance. We adopt a Hypothetico-deductive logic whose objective is the design of an explanatory model of the attitudes behaviours (actions)-performance complex. Regarding the methodological approach, we endorse and adopt the view of Kumar (2011, p. 391) who points out: «One of the significant differences between quantitative and qualitative research is in the availability of methods and procedures for measuring attitudes. In quantitative research there are a number of methods that can be used to measure attitudes but qualitative research lacks methodology in this aspect primarily because its aim is to explain rather than to measure and quantify [...] Attitudinal scales are used in quantitative research to measure attitudes.» We therefore adopt the quantitative methodological approach because we are trying

to measure the importance of attitudes and behaviours on the performance of public agents by firstly using a typology obtained by the statistical technique of factorial analysis, principal component analysis (PCA), which is a quantitative and exploratory technique. The modelling is then based on the statistical technique of multiple regression, which is also quantitative. The software used is Statistica.

Data used: We used a questionnaire consisting of 51 closed, multi-scale questions. These are:

- On the agent's perception of the organisation's performance, among other things: At what level do you judge the performance of your collaborators and colleagues overall? What is your level of contribution to the performance of your administration? Do you think that the performance of your administration is due to ? How would you rate your performance from (1 to 10)? Do you think that your hierarchy can give you a score? Are you satisfied with your job and your function? On the 10 main values that underpin a public service, give the level on a scale of 1: weak to 5: strong for each one in your department(s)?

- On the personality of the agent among other things: What type of worker are you? On a scale of 1: weak to 5: strong, what is your level (maximum 3 answers)? Which character traits in this list seem to best describe your personality? Give a level from 1: weak to 5: strong? 3 answers maximum?

The questionnaire was administered to a sample of 136 public officials, including 35 managers interviewed at their place of work (2 Directors General, 8 Deputy Directors General, 8 Directors, 6 Heads of Department and 11 Heads of Service); 37 line staff interviewed at their place of work and 64 other public officials interviewed in the street at random, including 14 managers (3 Directors and 11 Heads of Service) and 50 line staff. This sample was selected at random.

Variables used: Kumar (2011, pp. 377-379) argues that there are problems in developing an attitudinal scale. We can decide which aspects should be included in the measurement of attitudes towards an issue, how the answers given by a respondent should be combined to determine the overall attitude, and how we can ensure that the scale developed actually measures the attitude towards the said issue (Kumar, 2011). There are three major types of scales that measure attitude: the Likert, Thurstone and Guttman scales (Kumar, 2011, p. 380). The Likert scale is the most commonly used because it is the easiest to construct (Kumar, 2011, p.377). The main assumption of the scale is that each item is of equal importance.

FINDINGS AND DISCUSSION

The results we present have two components. The first part is a typology or categorisation of agents according to their attitudes, behaviour and performance at work, based on principal component analysis. The second part is a statistical regression modelling, which takes up the complex of the previous analysis framework to define the different links to study the effects between satisfaction, motivation and commitment on attitudes from proximate to proximate, the effects of attitudes on behaviour and finally the effects of behaviour on performance. We then discuss the results and outline the managerial contributions.

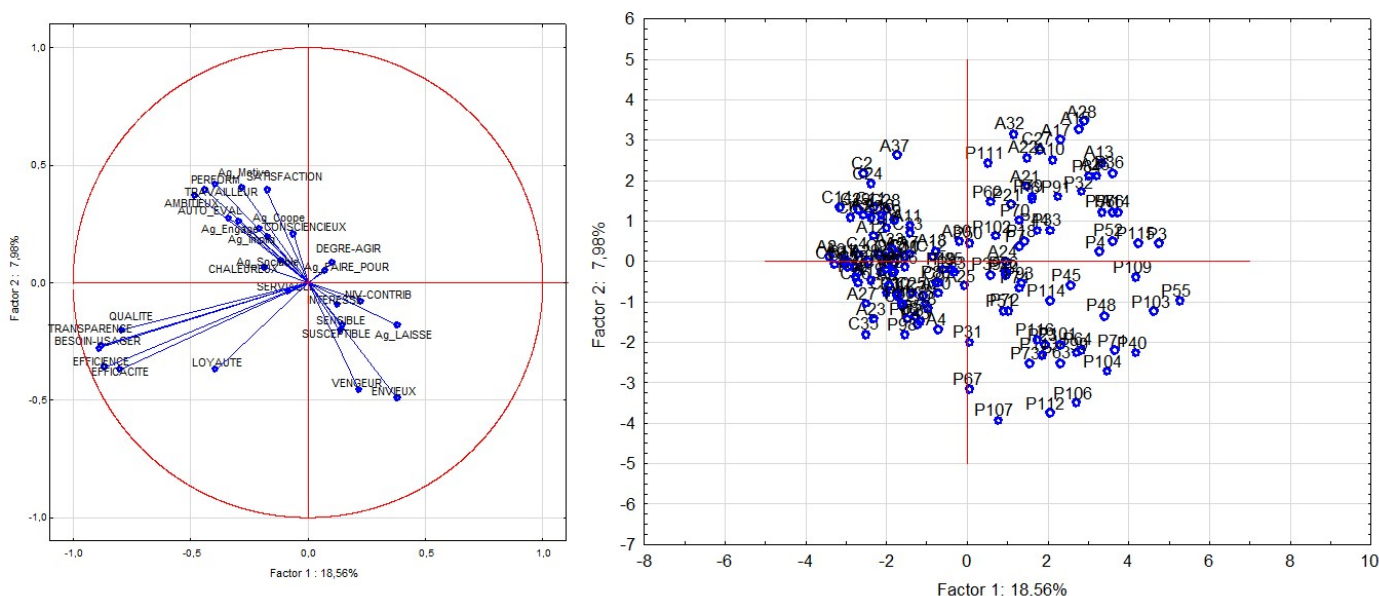
Treatment results by PCA and the typology of agents according to attitudes, behaviours and performance: Principal component analysis allows us to reduce the amount of information obtained to those most relevant to further explain the attitudes and behaviours of the public officials interviewed, and it also allows us to create a typology by categorising the different officials into groups with common characteristics. We present the correlation circle and the graph of individuals.

The typology presented is derived from the PCA and shows four groups of agents. Table 2 below summarises these results.

Table 1. Variables and their operationalisation

Variables	Explanations	Operationalisation
SATISFACTION	Indicates the job satisfaction of the public official. Satisfaction is the emotion or feeling of well-being experienced by an actor, which results from the accomplishment of what is considered desirable. Satisfaction is an emotional reaction. It is the pleasant state of mind that results from the realisation that a product, service or action leads to the realisation of personal values Westbrook and Reilly (1983, p.257)	5-level Likert scale
Ag_Motive	Indicates the motivation of the public official. The reason for acting, what motivates an act, a behaviour	5-level Likert scale
Ag_Engage	Indicates the commitment of the public official. Commitment is a psychological state that characterises an employee's relationship with his or her organisation and has an impact on the employee's decision to remain a member of the organisation (Meyer and Allen, 1991, p.67)	5-level Likert scale
CONSCIENCIEUX	Indicates the attitudes of the public official. Attitude is the view of a goal, idea, or action to approve or oppose something (Ajzen and Fishbein, 2000).	5-level Likert scale
DEGRE-AGIR	Indicates the behaviour of the public official.	5-level Likert scale
PERFORM	Indicates the agent's performance. The assessment of performance by three indicators, the agent rates his or her hierarchy, his or her participation in the performance of the organisation and he or she gives himself or herself a reflexive rating. Performance is the degree to which an individual assumes that the use of a system will help him or her in the advancement and completion of a job (Ofori <i>et al.</i> , 2021, p.4)	Evaluated its hierarchy out of 10
		Agent's contribution out of 100
		Self evaluation out of 10
		Quality 5-point Likert scale

Source: Authors 2024



Source: Authors 2024, graphs from Statistica software

Figure 2. Correlation circle and graph of individuals

Multiple regression modelling and interpretation: The regression modelling of the explained variable performance "PERFORM" as a function of the explanatory variables attitudes "CONSCIENCIEUX" and behaviours "DEGRE-AGIR" of the public agents is summarised in Table 2. The explained variable attitudes is explained by the explanatory variables job satisfaction "SATISFACTION", motivation "Ag_Motive" and commitment "Ag_Engage" of the public servant. The behaviour is explained by the explanatory variable attitude "CONSCIENCIEUX" and the explained variable performance "PERFORM". We observe that the attitudes and behaviours of agents are underperforming at 3.8% and 0.8% respectively. Overall, the modelling shows that the attitudes of public servants in our context are negatively influenced by job satisfaction at 4.6% and positively by their commitment at 17.7% and by their motivation at 17.2%. Overall, the resulting attitudes of public officials are relatively favourable. However, these attitudes negatively influence their behaviour at work at 3.8%. This represents a dissonance between the attitudes and behaviours of these public officials. This has an effect that neutralises performance, resulting in a negative influence of behaviour on performance of 0.8%. Overall, these public officials do not perform well. We note the weak link between behaviours and the performance of public officials. In addition, we note the non-significant results of the influence of the variables attitudes coded as "CONSCIENCIEUX", behaviours coded as "DEGRE-AGIR" and satisfaction coded as "SATISFACTION" because their p-factor is

greater than 0.05. We note this in the weaknesses of the research. The previous results allow us to invalidate the hypotheses H1: job satisfaction positively influences work attitude, H4: favourable work attitude positively influences behaviour, H5: positive work behaviour positively influences performance; and to confirm H2: work motivation positively influences work attitude and H3: work commitment positively influences work attitude.

DISCUSSIONS AND MANAGERIAL IMPLICATIONS

We discuss the results of the research based on the decisions on our hypotheses.

The assumptions confirmed: The commitment to work of the public servant positively influences his or her favourable attitude. This result is in line with the work of Meyer and Allen (1991, 1997), especially when the public servant's commitment is affective. In terms of the public official's work motivation positively influencing the favourable attitude. This result is in line with the findings of Smith (2020, p.158) and confirms Mowen's (2000) 3M model of motivation and personality. These two results are explained by group 1 of the typology in Table 2, i.e. they are the most successful public servants,

Table 2. Typology according to the performance, attitudes and behaviour of public officials

	Factor		Categorisation
	Factor 1	Factor 2	Groups of individuals
PERFORM	-0,387	0,414	<p>Groupe 1</p> <p>A2, A3, A5, A7, A9, A11, A12, A16, A18, A29, A30, A31, A33, A37, C1¹, C2, C3, C4, C6, C9, C10, C11, C12, C14, C17, C18, C23, C24, C28, C29, C31, C33. The individuals in this group are made up of 14 line agents and of 18 managers. They are the most successful in displaying a pro-work attitude as they are warm, satisfied at work, highly motivated and ambitious. They show a very positive behaviour because they are hardworking, sociable, committed, involved and cooperative. In self-assessment they have the highest scores.</p>
CONSCIENCIEUX	-0,059	0,199	
TRAVAILLEUR	-0,435	0,394	
CHALEUREUX	-0,185	0,067	
AUTO_EVAL	-0,332	0,272	
SATISFACTION	-0,176	0,393	
AMBITIEUX	-0,477	0,375	
Ag_Motive	-0,284	0,401	
Ag_Sociable	-0,118	0,096	
Ag_Engage	-0,289	0,255	
Ag_Cooper	-0,201	0,227	
Ag_Impliq	-0,166	0,192	
DEGRE-AGIR	0,104	0,085	
Ag_FAIRE_POUR	0,077	0,051	
NIV-CONTRIB	0,224	-0,077	<p>Groupe 3</p> <p>P22, P23, P26, P31, P39, P40, P45, P48, P51, P55, P63, P64, P67, P71, P72, P73, P74, P93, P99, P101, P103, P104, P106, P107, P109, P112, P113, P114, P116. The individuals in this group consist of 24 operatives and 5 managers. They are underperforming because of their unfavourable attitudes (envious, vengeful, sensitive, touchy and self-interested). They display negative behaviours (lax and wait-and-see at work), i.e. they let others do it for them. They contribute a lot to the "malfunctioning" of the organisation.</p>
Ag_LAISSE	0,386	-0,182	
SENSIBLE	0,151	-0,186	
SUSCEPTIBLE	0,131	-0,201	
INTERESSE	0,131	-0,098	
ENVIEUX	0,377	-0,489	
VENGEUR	0,218	-0,452	
SERVIALE	-0,083	-0,0423	<p>Groupe 4</p> <p>A1, A4, A6, A8, A19, A20, A23, A25, A27, A34, A35, A36, C5, C7, C8, C13, C15, C16, C19, C20, C21, C22, C25, C26, C30, C32, C34, C35, P2, P5, P19, P30, P43, P58, P66, P80, P83, P85, P86, P95, P98. The individuals in this group consist of 40 operatives and one manager. They do not perform well at all so they are « malfunctioning » paradoxically, they show a dissonance between their unfavourable attitudes at work because they are not warm, not satisfied at work, let alone motivated and their mixed behaviours (positive and negative) at work because they are helpful and they care about the needs of the users. They are efficient and effective, they promote transparency and deliver quality services. Paradoxically, they are not very hard-working, sociable, committed or involved, let alone cooperative. This group represents a counter-intuitive case.</p>
EFFICACITE	-0,803	-0,371	
EFFICIENCE	-0,866	-0,362	
TRANSPARENCE	-0,877	-0,267	
BESOIN-USAGER	-0,886	-0,276	
QUALITE	-0,795	-0,202	
LOYAUTE	-0,387	-0,366	

Source: Authors 2024, with results from Statistica software.

Table 3. Estimated coefficients for the regressions

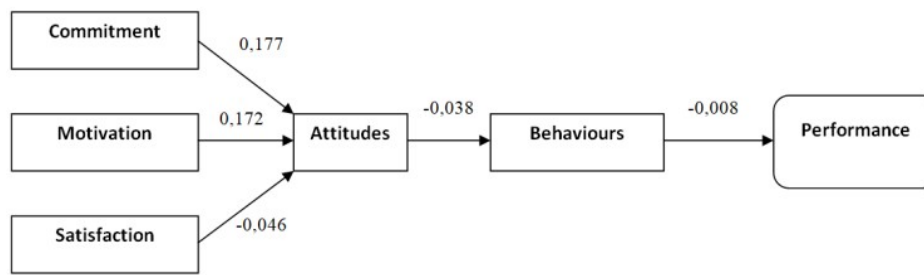
Effect	Parameter Estimates			
	CONSCIENCIEUX (Attitudes)			
	Param.	Std.Err	t	p-value
Intercept	0,8816	0,4567	1,930	0,055
SATISFACTION	-0,0460	0,1710	-0,269	0,789
Ag_Motive	0,1716	0,0866	1,982	0,049
Ag_Engage	0,1765	0,0843	2,094	0,038
Effect	Parameter Estimates			
	DEGRE-AGIR (Behaviours)			
	Param.	Std.Err	t	p-value
Intercept	1,1747	0,1721	6,826	0,000
CONSCIENCIEUX (Attitudes)	-0,0379	0,0682	-0,555	0,580
Effect	Parameter Estimates			
	PERFORM			
	Param.	Std.Err	t	p-value
Intercept	2,9942	0,1030	29,068	0,000
DEGRE-AGIR (Behaviours)	-0,0079	0,0528	-0,151	0,881

Source: Authors 2024 results from statistica software.

displaying a favourable attitude to work because they are warm, satisfied at work, highly motivated and ambitious. They show a very positive behaviour as they are hardworking, sociable, committed, involved and cooperative.

Hypotheses disproved: Our result on job satisfaction positively influencing work attitude, is in contradiction with the marketing literature which shows the opposite effect notably, Suh and Yi,

(2006); Smith, (2020, p.156), Phillips, (1999, p.14), Wong *et al.* (2019) Garga *et al.* (2019) and Ofori *et al.* (2021, p.15). The result on favourable attitude to work positively influencing behaviour, is in contradiction with Kermarrec (2018), d'Ajzen (1991), Gergen *et al.* (1992, p.217), Vallerand (1994, p.332), Devries and Ajzen (1971) and Karimy *et al.*, (2019). The result on positive work behaviour positively influencing performance is in line with Brunsson (1985) and March (1991) by referring to the rationality of the public agent,



Source: Authors 2024.

Figure 3. Attitude-Behaviour-Performance Empirical Model

but in contradiction with Mohamed and Réjean (1997, p.21) and Campbell's (1990) multifactor model. These three results can be explained by group 4 of our typology in Table 2. These are public servants who are not performing at all. They show a dissonance between their unfavourable attitudes at work (as they are not warm, nor satisfied at work, let alone motivated) and their mixed behaviours (positive and negative) at work as they are helpful, user-friendly, efficient and effective. They promote transparency and deliver quality services. Paradoxically, they are not very hard-working, sociable, committed, involved or cooperative. This group presents paradoxes. - The results obtained allow us to propose as managerial contributions that the attitudes and behaviours of public agents be increasingly analysed and taken into account by public managers in order to expect agent performance, or even organisational performance; Looking in more detail at our results, we propose that public managers look at the elements that bring job satisfaction to public servants, notably the improvement of working conditions and the working environment, the provision of adequate working tools, the improvement of hierarchy-agent relations to make them more horizontal and the establishment of a permanent dialogue in a context marked by many claims and social movements; The dissonance observed between the attitudes and behaviours of the agents, allow us to propose to public managers that efforts be made to bring agents to more action by providing them with the appropriate tools and means.

CONCLUSION

At the end of this research we return to the fact that we have tried to link the attitudes of public officials to their behaviours in order to see their effects on their performance and that of the organisation. To do this we tried to answer the question: how do attitudes and behaviours influence the performance of public officials? We mobilised the literature, Mowen's (2000) 3M model of motivation and personality to justify the links between motivation, satisfaction and attitudes, Ajzen's (1991, 2002) theory of planned behaviour to justify the link between attitudes and behaviours, and Campbell's (1990) multifactor model to justify the link between behaviours and performance. Five hypotheses were inferred from these rationales. To answer the research question, we adopted a post-positivist posture and a hypothetical-deductive logic. The methodological approach used is quantitative, with data collected through the administration of a questionnaire to a sample of 136 public officials, including 51 managers and 85 operational staff. Seventy-two public officials were interviewed at their place of work and 64 randomly in the street, all face-to-face. These data were processed using two techniques, principal component analysis to categorise public servants according to their attitudes, behaviours and performance, and multiple regression to model the empirical attitudes-behaviour-performance relationship. We obtained two types of results: the typology of agents into four groups and the empirical model (attitudes-behaviour-performance). The latter allowed us to confirm or refute the hypotheses adopted in this work. We have confirmed the hypotheses H2 and H3 and we have invalidated the hypotheses H1, H4 and H5. It is group 1 of the typology that explains the decisions on the hypotheses H2 and H3 and group 4 that explains the decisions on the hypotheses H1, H4 and H5.

We note that our results are rich and go beyond the empirical and contextual model obtained. We note that groups 2 and 3 of the typology do not correspond to our empirical model. This may constitute a research perspective. To the research question how do attitudes and behaviour influence the performance of public officials? We answer, in our context, that the attitudes and behaviours of public officials are in dissonance. The latter has a negative effect that inhibits the performance of public officials. We note a weakness in this work that concerns the modelling technique, which is multiple regression, where the *p-values* of some variables are higher than 0.05, making these variables insignificant for modelling. However, we have kept these results, which give an overall trend for these variables, for information purposes. As research perspectives, we retain that it would be judicious to propose the technique of structural equations to take the variables simultaneously, to bring out the negative and positive effects between the variables that the multiple regression does not take into account. In addition, a larger sample size would make it possible to increase the significance of some variables that were not significant. This could include groups 2 and 3 that were not used.

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