

# The exemplar in management: Learning the culture of good behavior

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## ABSTRACT

Faced with the requirements of environmental turbulence, companies confront a major challenge: that is *to behave differently*. The quality of behavior is strongly linked to management and to the exemplary managers. Thus, the organizations success clearly lies in the culture of good behavior of its actors. However, learning this new culture is neither an easy task nor an obvious method, it is rather the outcome of a considerable collective effort.

The objective of this work is to determine how to ensure learning the culture of good behavior. More specifically, by what means can we ensure better transmission of good practices? And which learning process can build, propagate and disseminate the exemplary managers within the managerial space?

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## Introduction

Faced with the requirements of the environmental turbulence with what it offers as technological processes and imposes as methods in information processing, the managerial practice is continuously structured and restructured so as to create new organizational and behavioral strategies.

From this very perspective stems the role of the manager in preparing the company to face the competitive techniques under the control of a competent, enterprising, comprehensive, contemporary manager who is ready to flexibly respond to the multidimensional environment requirements. Thus the organization becomes *"a reflection of its leading team whose characteristics and behaviors have a great explanatory power on the results of the company as well as its strategic choices and positions (ZENOU Emmanuel, 2002)"*.

Nowadays, the company's intangible capital and professional intelligence are as important as its financial and monetary assets in facing an unstable and dynamic environment. As a matter of fact, *it is no longer money which makes the difference it is rather the brains where reason and intelligence mark their touches*. This inspires a profound questioning of the operational and strategic management in the organization in order to renew the concept of the "human factor". The latter increasingly influences the organizational management. GERVAIS Thierry (2005) affirmed that *"In practice, the "human factor" refers to the behavior and convictions adopted by people in real work situations."*

The human capital is thus the core of any organizational structure that aims to be qualified in measuring the financial issues it concerns. This intangible factor represents a permanent competitive advantage that is central to the sustainable development of the managerial space. In this respect, HENRY Ford affirmed that *"the two most important things that do not appear in the balance sheet of a company are its reputation and its men."* Certainly, the ability of any manager is then defined through the continuous search for boundaries limiting the right of freedom so as to adapt to the evolutions within and between enterprises.

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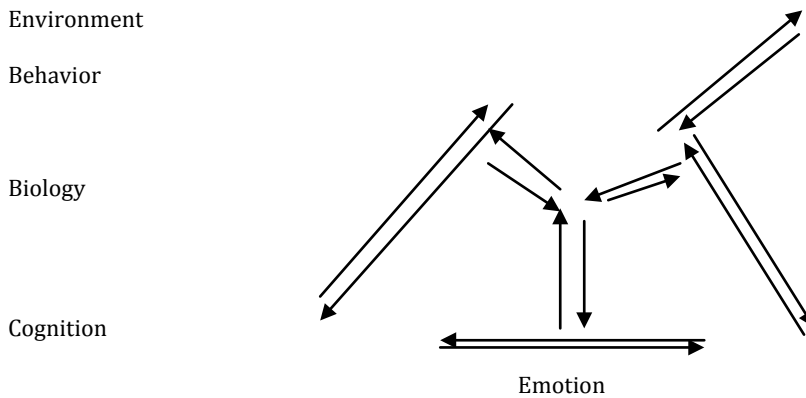
**Part 1: The culture of good behavior notion**

**1-The Human Behavior and Management**

**1.1-The "behavior" concept**

'Behavior' is a concept that incorporates a multitude of meanings and significances. Indeed, the human 'behavior' has been the subject of several studies but no research can claim to be exclusive. Thus this topic remained openly problematic. In the same respect, behavior is defined as to be naturally linked to the way we act and behave when facing a given situation. It is preliminarily the attitude adopted to confront a particular surrounding condition. With reference to encyclopedic explanation, behavior is closely linked to the way of being, thinking, feeling, acting and reacting. It also reflects the wishes and preferences, beliefs and emotions. In addition, behavior can be innate or acquired, conscious or unconscious, voluntary or involuntary.

COTTRAUX (2004) defined this concept as a "sequence of ordered actions to adapt the individual to a situation that he/she perceives and interprets." He subsequently provided an interactional model specifying the interaction between emotions, behavior and thoughts as well as their relationship with the environment and the biological factors. This model is represented as follows:



**The interactional model (COTTRAUX, 2004)**

It goes without saying that the conceptual approaches that have been dealing with the "behavior" topic stimulated advantages for researchers in psychology, sociology and management. Given the complexity to provide explanations, interpretations or even criticism of the behavior of individuals, the behavior concept, in the present paper, is referred to as the contribution of certain factors that interfere and interact to give an observable result.

These factors may stem from:

1. The genetic heritage, nervous system, heredity, etc.
2. Thoughts, knowledge, intelligence, personality, motivations, perceptions, adaptation, experiences, learning, etc.
3. Relations with the group, culture, norms, values, customs and habits, etc.

**1.2- The Organizational Behavior**

Within an organizational environment, the individual forms values and beliefs and develops attitudes which, in turn, influence his/her subsequent behavior. In general, an attitude synthesizes the emotional reflexes, the assessments (positive or negative) and the reactive tendencies towards an object, an idea...etc. in fact, the organizational behavior is a relatively new scientific discipline that has experienced impressive growth in recent decades and required the use of several disciplines: Psychology, Sociology, the organization Science, Anthropology, Political Science ... Relying on scientific bases, this discipline aims to study the impact of the individuals, the groups and the organization on the behavior of individuals and to implicitly analyze the behavior , emotions and cognitive processes derived.

This will allow the company to become more and more competitive and thus ensure sustainability and continuity of its activity in a global environment that is full of uncertainties and risks. Indeed, HELLRIEGEL & al. (1992), argued that, "The study of organizational behavior provides a systematic method that helps to

understand how individuals behave in companies, in a way that is formal (apparent) and behavioral (secret)."

## 2- The Culture of Good Behavior:

The organizational "good behavior" has its own weight in the managerial system. It also emphasizes the fundamental role of the well-being and the know-how culture within the financial structure in question. Accordingly, a crucial aspect in the managerial process emerges namely "*the culture of good behavior.*"

Even though providing a definitive description of the "quality behavior" seems to be difficult, we can afford a fair, consistent and adequate aspect in relation to the evaluated situations which are subject of this behavioral typology. Indeed, good citizenship, trust and comfort with clients establish a highly valued behavior. Obviously the atmosphere of real trust is the direct behavior which is the outcome of respect, consideration and honesty.

This range of values makes the majority of researches fairly vague when describing the good behavior of managers, that is to say, to implement and customize the behavior to be adopted in business situations. Yet, a number of popular features were cited such as:

- Loyalty, honesty, trust and reliability.
- The dynamism, creativity, responsiveness and innovativeness.
- The openness, generosity, common sense and fair evaluation.
- The ability to love and be loved.
- The ability to see the long term (visionary).
- The sense of fairness, responsibility and respect for commitments.
- Professional competent, knowledgeable, loyal and courageous.
- The rapid onset and good capacity for synthesis.
- Creates the economic, institutional and social value.
- Power sharing and delegation of authority.
- A good quality of communication and message transmission.

## Part 2: The exemplar: Learning the Culture of Good Behavior

### 1- The Exemplar in Management

The quality of behavior is strongly linked to management (structures and strategies) and the exemplary managers. In this respect, BALLETT&BRY (2001) and MELKONIAN (2007) argued that "today, the exemplary becomes one of the concepts of management [HELLRIEGEL & al.; 1992]." It is based on the idea of common standards and the concept of common sense. The exemplar in the organization generally revokes the practical knowledge of managers that is informally shared between the different collaborators. Indeed, the job of a manager is, in a way, a mediation of meaning and interpretive significances. Moreover, his behavior is a line of transmitted codes, interpretations and good understanding from the part of both his/ her professional surroundings and customers. For this reason, the behavior of the manager must be exemplary. VERKERK& al. (2001) claimed that "*if ethics concern every member of the organization, namely employees and managers, it is the task of the managers to show the model and create the conditions in which employees can exercise their ethical responsibility.*" The manager then influences the ethical behavior of the subordinates. The latter seem to consider the former as a specimen. Indeed, it is through this exemplar that the consistency between words and deeds and between professed and embodied values is born.

The questions that may arise at this point are by what means can we ensure the best transmission of these practices? What are the determinants of the transfer of know-how in the organization? And what is the learning process through which the managerial exemplar can be established, propagated and disseminated within the managerial space?

#### 1.1- Concepts and Conceptualizations

"*The manager seeks to achieve goals through other people*" (ROBBINS & JUDGE, 2006). From this very perspective, the responsibility of a manager consists not only in speaking and acting but also in thinking and feeling.

The personal image, the charismatic trait as well as the convivial and harmonious personality of the manager are considered as key issues for the collaborators to be heavily involved in the pursuit of the company's success and to create the best conditions of the team work.

The manager who has such features is necessarily a perfect match for a builder who is deeply concerned with the *architectural* arrangement of his/her team. This strong architecture is based on a state of mind that is articulated through good relations and constructive aptitudes. Therefore, a good behavior results in a better mutual recognition and more particularly a communicative efficiency and perceptiveness. For this reason, the Managerial space is more than a manager's task; it is rather a permanent fact made of requirements, commitments and founding values to share with a team.

The influence of managers has been repeatedly proclaimed in the management literature, their acts influence the behavior of the members of the company. *"The exemplar of leaders or" the incarnated ethics" lie at the heart of the ethical approach (DHERSE and MINGUET, 1998).* Managers should then be the first to adopt a *fair behavior* i.e. they should set the example.

*"Defined by LITTRÉ (1966), in particular, as a " model to follow ", an exemplary person has three main features: an " ideal type", which will function as an example, an " attitude" to show the example and an " influence mode" which consists in giving evidence or confirming the example."*

### **1.2- Learning the Culture of Good Behavior**

In a company, the process of learning the exemplary practices represents a credible solution to deepen and refine the concept of self-efficacy. Indeed, it facilitates the implementation of the good behavior of the manager. This reflects the fact that the exemplary behavior can be transmitted through trainings. The latter proved to be a powerful way to diffuse and spread the values of the exemplary manager. Trainings guarantee not only the learning of good practices, but also ensure the progress in this initiation.

Therefore, it becomes necessary to learn to be a good exemplary manager. The latter is supposed to be honest and able to manage his team in the best way (creating a culture of cooperation and mutual support between workers): This quest for the exemplar dictates the professional conduct that a manager must keep.

## **2- The Behavioral Management or the Relational Management: A Way to Learn the Appropriate Conducts**

The management field incorporates wide meanings and a real stratification of operational concepts. This is due to its interrelational frame that is updated according to the most recent data. In reflection of this continuous updating, the 'behavioral management' also depends on this form of partial *metamorphosis* which does not fit in a creationist and final definition, but opens onto the broad field of interdisciplinarity. This partial transformation of managerial behavior is not a radical transfiguration in form or content, but a significant reform in the adapted relational frames. As a picture of the existential incompleteness of every single thing, the *'behavioral management'* is likely to be permanent. It is for this reason that the terminology relating to the expression of *'behavioral management'* remains changeable and revolves back to different techniques and also to many inconsistent designations. Moreover, managers reveal their preference of summative expressions as *'relational management'* or *'relationship management'* and *'human management'*.

### **2.1- Management as a Lever of Good Behavior**

We can firstly revisit the general acceptance of DESMARAIS (2001) which evokes the broadness of the *management* concept:

*"Most of the time, the term management covers very broad and vague meanings. It refers to a range of knowledge and practices implemented by business leaders or public services to accomplish their mission: ensuring the profitability results in the long term (...) Management is the art of getting the expected results from employees. "*

With reference to this quotation, the metaphorical preludes of an art called *managerial* are traced. An art which may be born outside the traditionalist and conservative clichés and goes beyond the limited boundaries to investigate new standards and new significant means which highlight its innovative feature. Indeed, managerial creativity is perfectly innovative. An artist harmonizes the effects of his composition, so does the manager with his enterprise i.e. he harmonizes the composition of the available resources and refines the practical knowledge being at his disposal so as to ensure long term profitability.

Whatever the figurative meaning is, we can decipher the aspects involved in the design and the conceptualization of behavioral management:

- The behavioral management relies on the accurate reading of attitudes, on the observation and the analytical skills to better articulate the teamwork according to a well aware relational structure.
- The behavioral management is also based on an evaluation, self-assessment and co-assessment of skills and attitudes in the course of professional work process.
- The behavioral management involves the manager in an improvement of interpersonal practice. This control whose object is behavioral management is attributed to the maturity in the interrelational experience.
- The quest for a harmonious and cooperative system is of great importance to relational management.

HITZ Marc and Philippe MERLIER (2002) stated that *"the art for a manager is to be able to directly use his personal and interpersonal skills with others or in the human system of the company, as well as being aware of his own behavior and learn the self-observation so as to reach the effect he, his superiors and his company desire to see on the behavior of others."*

Should we still address the issue of behavioral management as a momentum of human and interpersonal skills relying on large values such as mutual respect, fairness and translucence? These values stimulate perpetual evolution of the degree of involvement and motivation of employees. Nevertheless, one cannot come up with a form of an efficient relational management performance without necessarily using a good qualifying communication. In other words, the personal and emotional dimension remains an issue of concern. As a matter of fact, in a relational behavior there exists a degree of adaptation and integration into a strategic framework whose objective is to structure the professional and personal situations of employees. At this point, it is worthy to note that the behavior of the manager frames the relational spinning thus creating a foundational human interaction.

## **2.2- Training in Behavioral Management:**

In order to perfectly control the organizational management, the manager should demonstrate a perfect knowledge of the positive and quality behavior. From this perspective, training about *'behavioral management'* proves to be an urgent need which leads to:

- Ensuring the managerial principles: self-confidence and assertiveness, controlling behavior, charisma and leadership, valorization and recognition, management techniques in difficult situations, assessment interviews, stress management, conflict management, public speaking and messages transmission, and customer loyalty ...
- Recognizing his own behavioral profile as well as his employees'.
- Being aware of the strengths, constraints and motives related to the profiles of the employees who belong to his team.
- Achieving greater efficiency and effectiveness in his organizational management.
- Incorporating a systematic, strategic and conceptual overview of the enterprise and its environment.
- Holding a more operational attitude through the acquisition of a professional qualification targeting the mastery of the know-how and applied techniques.
- Developing a creative and founding spirit: personal commitment propensity, refined critical thinking, implementation rigor, innovative capacity and flexibility to adapt to changes.

### **Research proposal: *How to Ensure Learning the Culture of Good Behavior?***

In the past, management was linked to science and the mastery of appropriate techniques. Nowadays, the human aspect is the central problematic issue of managerial behavior. Therefore, the evolution of the international environment in recent years has raised many questions about adjusting the behaviors of managers in this new landscape. Indeed, the technological, competitive and sociological changes the companies confront today push these managers to face a major challenge that is to behave otherwise.

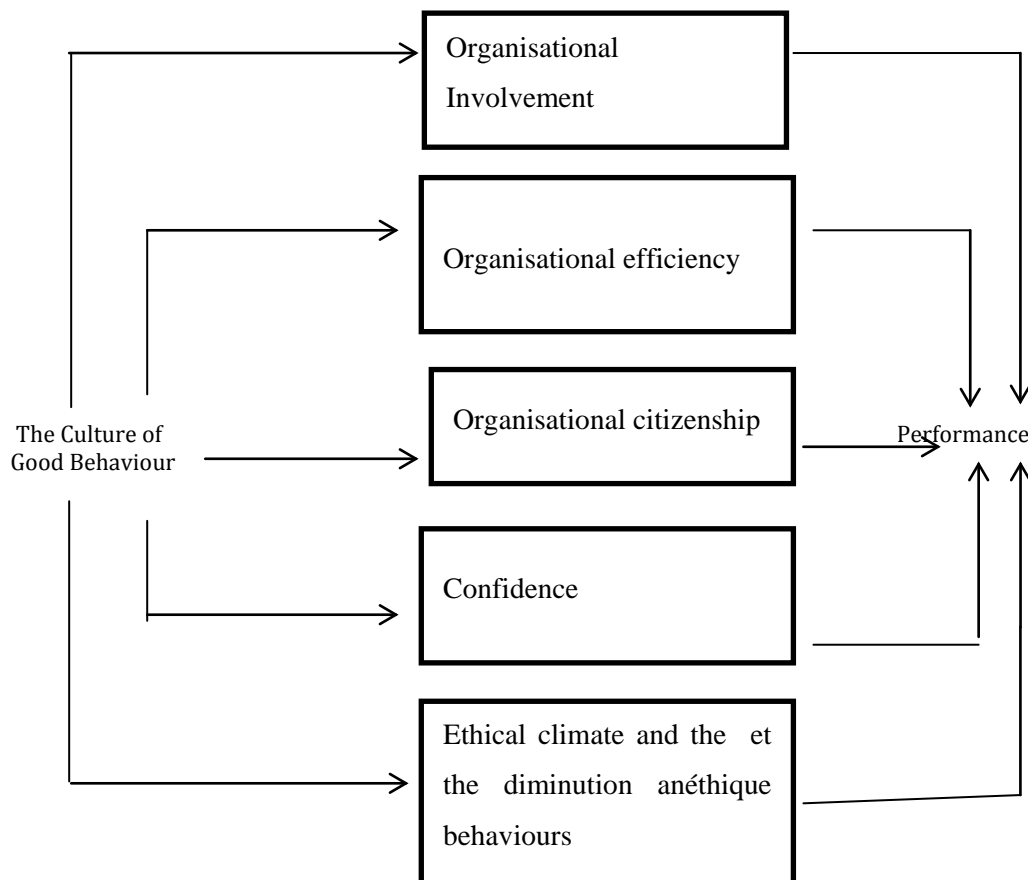
ROOSEVELET Theodore explained that *"the best manager is the one who knows how to exploit talents to reach objectives."* In this vein, he emphasized the role of the manager who knows how to stimulate and cultivate talented minds so as to push them to take the initiative in the best possible ways.

In addition, the key performance of today's businesses is reflected through a multitude of individual behaviors that generate an activity. Within this framework, we further recognize the role of the social in arranging an efficient and quality work. Moreover, a motivating organizational atmosphere that is

conducive to work may positively affect the participants who, in turn, will do their best to fulfill their mission in good conditions.

In the present paper, we tried to focus on the behavior of the manager who should give the example of a real lever on whom depends the development of the company. The aim is to better demystify and identify the attitudes and behaviors of the individuals and the groups of people in companies. We will try to provide an instructive approach that facilitates the introduction of the culture of good behavior to the different actors in the company.

The following diagram presents the culture of good behavior bases which generate an efficient behavior that will fit the company's commitments. In what follows we will attempt to reveal the qualifications of good conduct in order to facilitate the enjoyment of a new mode of relational and behavioral management which starts to be a founding factor in the new managerial context.



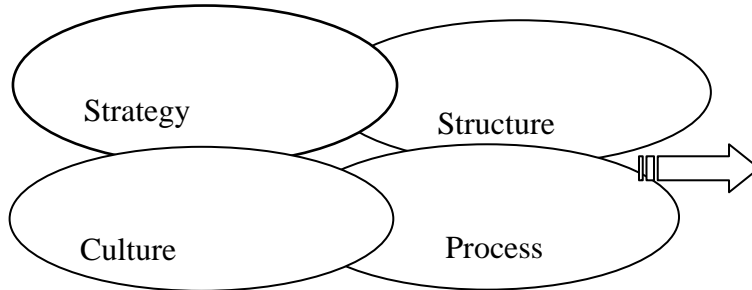
• **Organizational Efficiency:**

In one of the possible schematic readings of organizational effectiveness, DION(2003) commented on the interference between the elements of effectiveness stating that *"The diagram below is primarily to illustrate the interrelationship between the four major components of the organizational effectiveness."*

**Organisational efficiency**

With reference to the diagram above, we can deduce that the change in one of the four linked components risks having an influence on the other efficiency standards. Thus, the manager must continuously ensure the consistency and adequacy of the elements that make up each of these components.

Naturally, any person in charge, within his space / organization boundaries, conducts strategic issues, seeks to strengthen the extent of his power and to assert the efficiency and the insight of his own responsibility in the organizational process.



Between individual and organizational effectiveness there exists an interactive osmosis which can be invoked in the definition suggested by BANDURA, *"Self-efficiency is related to the individual's belief in his own ability to organize and execute a behavior aiming to reach a desired result."* Certainly, there is a causal relationship between individual and organizational effectiveness. Currently, this continuity is disproportionate and is not necessarily applied in a quantitative manner. That is why DION (2003) explained that *"Organizational effectiveness is not the result of the sum of individual efficiencies. In fact, organizational effectiveness may be lower or higher than the sum of individual efficiencies."*

● **Involvement and Organizational Commitment:**

The involvement of an employee is generally measured by the degree of his commitment in performing the task he is in charge of. This commitment, however, reflects his intention to satisfy his own needs while doing his job. As a matter of fact, LERNOUD Benjamin(2002) insisted that *"most authors do now agree to define involvement as a non-observable state of motivations, excitements or interest that is created by an object or a specific situation and translated into behaviors."*

An employee who is committed to his work will adjust his goals to those of his organization because he feels responsible and engaged with the company he belongs to. RONDEAU and LEMELIN (1990) stated that *"the following four levers of mobilization have an effect on involvement: information, identification, ownership and profit sharing."* Along similar lines, we can define "emotional involvement" as a psychological state determined by a strong belief in and a good harmony with the goals and values of the organization. Thus, we can say that the level of autonomy prevailing within the organization (type of supervision, delegation, participative management, accountability, contract objectives, etc.) and the managers' readiness to take risks and innovative initiatives are key determinants of job commitment. PERRETTI(2006) argued that *"the efficiency and performance of an employee depend on his commitment to the organization."*

● **The organizational Citizenship Behaviors "the good soldier syndrome"**

This is a relatively new concept that refers to the equal rights of all members of the organization, commitment and mutual support in order to accomplish the work to be performed. ROUX &DUSSAULT (2007) explained that *"The theory of organizational citizenship developed by ORGAN (1988) is one of the most commonly known (...) These organizational citizenship behaviors are defined as voluntary behaviors (...) that directly or indirectly contribute to the functional efficiency of the organization."*

● **The Ethical Climate and the Reduction in Anti-Productive Behaviors**

Obviously, the unethical or anti-ethical behaviors result in successive failures and many obstacles at the financial, social or marketing level. For this very reason, managers must react effectively and undertake serious measures to put an end to these behaviors, which seem to be very costly (hidden costs) for businesses, and to reestablish the rules of the game.

BELET and YANAT(2006) asserted that *"In addition to the negative impact at the financial level, the managerial failures represent a huge waste of talent, energy and skills of people working within the company or organization about which only few leaders know."* Thus, there exists a real challenge for the organization which claims a modern vision guaranteeing an effective and efficient management of

individuals and resources. Managers, on the other hand, should constantly seek to build a specific image for their business in a context of ongoing research for performance, competitiveness and quality.

Moreover, the ethical approach should not be seen as a binding instruction but as a moral interpretation of attitudes and behaviors. BOYS and JONES ( 1997) asserted that *"employers were likely to reduce the anti-productive behaviors of employees by creating a working environment in which the latter are treated with respect and dignity , where they are paid and treated fairly , where honesty and integrity are valued , etc. [AKTOUF &CHRETIEN (1987)]"*. Certainly, the ethical behavior of leaders contributes to reduce the deviant behaviors (such as theft of the organization property, sabotage, delays, excessive absenteeism, lower yields, non-involvement at work, etc.). In this context, it is claimed that the *"organizational cultures are created only through a long process that is mainly based on openness, mutual trust and a common vision of sharing (BOYS & JONES, 1997)."*

**●Trust: A Means to Reduce the Anti-Ethical Behavior**

In this respect, one can foreground the importance and the necessity to value the individual's good attitudes towards work, such as conscience, loyalty, trust, fairness, payroll, courtesy, respect, honesty, sincerity, organizational commitment, involvement, motivation, organizational citizenship ...etc. Among these attitudes, trust seems to play a reconciliatory role particularly in the struggle against the anti-productive behaviors. Today, *"the manager should inspire confidence and trust. It is in his interpersonal relationships and his closeness his legitimacy lies (HENRIET, 2003) "*.

Given the importance and the richness of the trust concept in organizational management, several authors have attempted to circumvent it by offering disparate definitions and methods to measure it. FUKUYAMA (1995), for example, defined trust as *"all the expectations of a community that a person will show a regular honest and cooperative behavior built on commonly shared standards."*Based on this definition, many studies have brought about many measuring instruments particular to each author. In order to measure trust, these authors included such determinants as the satisfaction index, skills, consistency, keeping promises, honesty, helpfulness, kindness ...etc

In fact, trust seems to be a psychological state that emerges as a positive expectation, a belief or a feeling towards the others. It refers to a behavioral intention or a feeling that reflects a certain degree of satisfaction and generates a patent meaning at the relational level. Trust is simply *"the result of a" right ", " true ", and "fair" behavior that protects the rights and interests of others in the society(HOSMER, 1995)."*Trust becomes a key requirement for a highly qualified behavior of a citizen.

Confidence in the world of business is simply *"a relational phenomenon that is built through coordination and cooperation activities. These relationships are based on shared values, the definition of community issues and homogenization of modes of action (COTE, 2007)."*

Practically speaking and to address the issue of good behavior, we visited 40 bank branches whose managers were met and asked to choose from the various proposals what seems to better define the "good behavior":



1 - Not important at all, 2 - little important, 3 - Somewhat important 4 - Important 5 - Very important.

	Mark
1-The behaviour of respect	
2-The behaviour of consideration	
3- The honesty behaviour	
4- Conscience and self- control	
5-Integration of organizational values	
6-Authority, independence and autonomy	
7-Creativity, imagination, innovation	
8-Equal transactions	
9-Motivation	
10-Empathy	
11-Diplomacy	
12-Social skills	
13-Conformity	
14-Confidentiality	
15-Competence	
16-Continuity	
17-Cooperation	
18-Consideration	
19-Harmony	
20-Loyalty	
21-Exemplary	
22-quality of work	
23-Relations wth others	
24-The ability to work with a team	
25-Individual Effectiveness	
26-involvement and the degree of commitment to the work	
27-Good Citizenship	
28- Trust	
29-Civility and usability	
30-Ethics and reduced unethical behavior	

The questionnaire survey provides an immense group of variables that one should reduce the information into a smaller number of factors. The technique of principal components analysis (PCA) was therefore used to summarize the information in the continuous matrix of initial data into a smaller number of synthetic dimensions. Indeed, «*Factor analysis is meant to summarize the continuous information into a table of individual/ variable figures, thus replacing the initial variables by a smaller number of composite variables or factors*» (EVRARD, 2000). Thus a data matrix of 40 lines and 30 columns were obtained. The implementation of the procedure for principal component analysis on the variables concerning the definition of good behavior was performed using the SPSS.17 software in several successive steps.

As the technique of PCA "*corresponds to an empirical summary approach in which the factors are expressed as accurate linear combinations of variables* ", several PCAs were performed on all the 40 variables to reduce the information to a limited number of components. The latest iteration provided a Bartlett significance 0000 and a measure of Sampling Adequacy proposed by Kaiser-Meyer-Olkin (KMO) of 0.610 > 0.5. The significance test of sphericity Bartlett allowed us to reject the null hypothesis of identity indicating no significant correlation between our variables.

The quality of representation allows to identify in which measure variables are taken into account by the variables extracted? In this respect, the quality of representation of confidentiality is 80.9%, competence 85.3%, exemplary 82.5% and trust 95.9%.

According to the table of the proper values, we come up with two axes to summarize 86.12% of the total information that is the definition of the concept of good behavior. "*The most common rule (rule of Kaiser) is to retain the factors corresponding to proper values that are higher than the unit*[EVRARDAY, 2000]."

The rotation algorithm VARIMAX (based on maximizing the correlation coefficients of the most correlated variables [EVRARDAY, 2000]) performs the matrix of components and allows us to define the dimensions extracted. Thus dimension 1 can be defined by Confidentiality, Competence and Exemplar and dimension 2 by Trust.

## Conclusion

Nowadays, the success of any company clearly lies in the culture of good behavior of the actors that are best referred to by their Confidentiality, Competence, Confidence and Exemplar. Indeed, ensuring the learning of this new culture is neither easy nor obvious; it is rather the result of a considerable collective effort to keep up with the universal stream of the economy of knowledge where only the contemplated organizations as learners can survive. Still to remember that membership in the professional pan of the managerial landscape is a guarantee of innovative training and individual and collective development because the survival of any organization is absolutely and irremediably linked to innovation and the investment in people. In order to develop "(...) we have to innovate by investing in man (PLASSE)".

In order to meet the future challenges, thus guaranteeing lasting effectiveness, and establishing effective management, managers must consider the strategy as a continuous process that will answer the needs of the organization. The right strategy can therefore generate performance and create value.

The behavior of managers who create an atmosphere of trust, confidence, predictability and cooperation influences the ethical conduct of employees thus reducing deviant and anti-productive behaviors. Establishing a "quality of life within the company" becomes essential to achieve fruitful and successful results. Thus, the manager must create a culture of well-being to overcome tension and stress at work. The company guarantees an environment full of vigorous actions where the individual shows interest to perform an activity and demonstrate his talents and skills to create value and achieve his objectives. Moreover, it is in this respect that the work can positively or negatively influence the physical and psychological health of the individual. MORIN Estelle & FOREST Jacques (2007) insisted that "The conditions in which the individual performs his tasks and the purpose she would like to achieve have great influence on the significance of his work and, ultimately, on his health."

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