

Motivation of Employees and Performances in Enterprise: The Case of the Gentlemen Enterprise in the City of Douala

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Abstract

Motivation at work has since some years ago become a very important element of competition in organizational environment which has become worldwide. In fact, enterprises today are in situation of hyper rivalry and the terms productivity and therefore of competence, profits and scale economies have become some major preoccupations and decisive advantages of an everlasting of enterprise. The motivation of men represents a capital factor for the success of enterprises. However, the frequent changes observed in working conditions, even the nature of work as well as the socio-economic and financial context make managers of human resources use financial and psychological tools at the same time to motivate their members of staff. Human resource services, in the management of men find itself at first sight due to their more and more strategic role in enterprises. In fact, they must reconcile satisfaction and profitability in enterprise. So they are true actors of the performance of the enterprise. For that, they have to motivate their employees not only to enroll in a logic of efficacy but also and above all in the economic efficiency of the enterprise. At the point where performance combines efficacy and efficiency, if motivation is not sufficient to ensure the success of the enterprise, a certain number of strategies fail because of a less or no motivated staff. As such, the results of this study shows that the performances of the enterprise are the results of the consideration of motivation factors, management style and social climate that prevails within the working environment.

Keywords: motivation; performances; performances of the enterprise.

I- CONTEXT AND PROBLEM

For some years, the industrialization and the development of enterprises occupy a place of choice in the daily activities of organization theorists. That which pushes them to pay attention on factors enabling them to increase the performance of the enterprise. They show that motivation at work has an effect not only on the quality of work but also and especially on the efficacy of employees and going from that of the enterprise.

The term « motivation » has been an object of numerous controversies between psychologists on the subject of the place which is suitable to reserve for him in the study of the explanation of behavior. Considered by some as a superfluous notion destined to disappear from the vocabulary of psychology, motivation appears to others as the main theme of psychology and even the key of understanding behavior. As such, according to Sekiou (1986), « motivation is the force which pushes an individual to sort to satisfy his needs, his desires and impulses and which determines a behavior targeting to reduce a state of tension and thus to establish (or to reestablish) a state of balance ».

Nowadays, the major challenge of managers is to find a better formula which enables the total engagement of collaborators. As such, to satisfy their competitive and development worries concerning their always increasing aspirations, these latter have a domineering necessity to take the different alterations into account which operate within enterprises. In the whole world in general and in developing countries like Cameroon in particular, modern management is an object of peculiar preoccupation and its appropriation enrolls in permanent dynamic. The problem statement of human resources management in vigor nowadays, although still slightly understood in its broader meaning by a good number of enterprises see some of its pillars (administration, communication and management) more and more win the minds of managers such that their practice need not be proven. The questions of motivation and performance enroll in this dynamic and participate in the implication of man in enterprise. To this effect it requires to create through a piloting of structures and behaviors of life in the organization with the aim of attending a certain level of performance. As such, for more competitiveness due to globalization, rivalry between enterprises technological development, social changes impose a necessity to impulse a true motivation policy which can have an incidence on performance. In fact, the observation that props in the Gentlemen enterprise is that of weak performances registered for five years the date of repurchase of this structure by a British consortium. The turnover reduces at an average rate of 2% per year. Employees experience more and more a disgust of work (accented lateness, notorious absenteeism, a lot of work accident due to imprudence, weak production, distrust, laziness, individualism, disengagement, resignation etc.). As such, due to international dynamic illustrated by globalization, it is important if not necessary to have a more englobing, integrative, evolutive and systemic perception of work.

Ceaseless reorganizations at the middle of work making the consideration of workers' aspirations a major risk for enterprises enrolling in an ever lastingness logic are equally necessary. Moreso, since the advent of globalization in the 90's, the extent of fusions makes it more and more felt. As such, from the moment that every

environment has its rules, principles, values and believes, the problem of adaptation occurs to employees of repurchased enterprises due to new policies and orientations imposed on them. At once, they completely lose their guide mark and at times have the feeling to be devalued and draggable at wish. That which brings along an increasing instability of the said employees and so the necessity to find new implication approaches to favour their longevity at the different duty posts. To this effect, it then becomes necessary if not indispensable for every manager to better understand the notion of motivation in all its aspects so as to let him give a genuine meaning to the engagement of man in his development process at work and that of the enterprise which employs him. As such, with regards to theoretical perspectives theories related to classical schools represented by Taylor and schools of human relations represented by Elton Mayo the fundamental question that one could ask here is: which is the place of motivations on the performances of employees in work environment? More specially,

- Is the non taking into consideration of motivation factors a source of poor performance of the enterprise?
- Does the management style to which some employees are confronted drag the performances of these latter and going from the enterprise?
- Does the social climate that reign in enterprise influence the performances of the enterprise?

The fundamental question thus asked, it requires to develop around it a set of hypotheses grounded on the questions (items), theoretical concepts as coherent and rigorous as possible. As such, in the frame of our study, the general hypothesis is: the motivations of employees would influence performances in enterprise.

Having formulated our general hypothesis, it will be sufficiently difficult to test it. Reason why we have thought to introduce three research hypotheses to render it more specific and figurable.

- The non-taking into consideration of motivation factors would be a source of poor performances of the enterprise.
- The management style to which employees are confronted would lead these ones performance and going from the enterprise.
- The social climate that prevails in enterprise would influence the performance of enterprise.

Given that motivation occupies a place of choice in the life of every individual and that they have a double source (intrinsic and extrinsic), the purpose of this study is to enable the Directorate of Gentlemen enterprise to know that a well-motivated employee necessarily contribute to the improvement of the performance of the enterprise which is guarantee for the perpetuation of the latter ones.

Motivation being conscious or unconscious, it is one of the engines of action, which in the theories of human relations appears like a lack meanwhile in cognitive models (Adams, Locke...), it is a process which is built within time and it renews itself without ceasing. To this effect, the main aim of this study consists of establishing a correlational link between the motivations of employees and the performances of enterprise. For that, it is required to show that:

- The non consideration of motivation factors is a source of poor performances in enterprise.
- The management style to which employees are confronted leads the performances of these latter ones going from the enterprise.
- The social climate which prevails in the enterprise influences its performances.

II- THEORETICAL FRAME WORK

Motivations as well as performance are complex notions to explain because they are frequently used and are used in numerous domains.

According to Levy-Leboyer (2001), motivation is neither a personality trait independent of the context, nor an almost-automatic consequence of a good management or of adequate organization. It refers to the result of economic, organizational, technological and cultural constraints, and their interactions with needs, values and aspirations of individuals.

The works of Muchielli (2003) show that the term motivation has been very big successful since its launching around 1930. One finds it henceforth in all the domains touching far or near the behavior of man: economy, pedagogy, politics, art,.. It definitely supplants the ancient terms of tendency, need, pulsion, desire... The interest of this theme according to this author reveals on one part the strong sensitization of our era to all that touches the influence of men on others, and elsewhere, the fear before certain powers of influence and before the appearance of some unpredictable and aggressive social behaviours. The term motivation had therefore been created by men of publicity art to design a group of unconscious factors acting on behaviours.

To Viau (1997), «Motivation is a dynamic concept which has its origins in the perception that an individual has of himself. And his environment and which incites him to choose an activity, to engage in it and to persevere in its accomplishment so as to attain a goal». This dimension integrates an individual as such, in the perception he has to control certain parameters which are proper to him.

As for Chandlat read by Morin (1996), motivation is used to explain the behavior of the employee faced with of change. Certain authors seek to define the cause of behavior by trying to identify the existence of needs,

values or other internal forces susceptible to explain the origin of behavior adopted to work. Others like Collette and al. (1997) explain motivation by its result. They consider that motivation at work can only be observed in its consequence on behavior. To them, it's in noticing modifications on output, absenteeism or other types of individual behaviours at work that one can infer the effect of motivation at work. They try to define the mechanism according to which the individual comes to adopt a given behavior at work. What mostly interests them, is to understand the process by which the individual channels his activity in a behavior or the other.

Herzberg and his colleagues cited by Sekiou and al. (1986) approach the problem of motivation at work from the satisfaction or the dissatisfaction that the individual derives from his work. From experiments carried out, they have drawn two interesting conclusions:

- Certain characteristics of a job, called «hygiene factors», are important to maintain an acceptable level of satisfaction to a worker, such as working conditions, work atmosphere etc. These factors do not so much motivate but they must be present to avoid the increase of dissatisfaction.

- Other characteristics, at the same time, appear to be as «motivation factors»: the consideration, the task itself, etc; if an individual is provided all these factors while giving him an opportunity to play a more active role in the organization, one will augment his satisfaction and productivity.

Levy-Leboyer (1998), author of numerous works on motivation of wage earners at work proposes the following definition to us: «Motivation can be broken down into three stages defined within the frame of actors targeting the pursuit of a given result that is of a performance:

- 1- The choice of the objective or more so the acceptance of an objective by an individual assigned to him,
- 2- The decision, often implicit which concerns the intensity of effort that this individual is going to consecrate to attain this objective,
- 3- The perseverance in effort time and again that it unfolds and in relation to feedback informations on the results as compared to the objective to attain».

In other words, to be motivated, is essentially to have an objective, decided to make an effort to attain it and persevere in this effort until the goal is attained.

Bergeron (2007), author of satisfaction, motivation and performance at work defines motivation as: «an internal force pushing an individual to act in the sense of organizational objectives as he perceives them».

It therefore means the optimization of effort towards a precise goal and not a simple waste of energy.

The hyper rivalry to which enterprises get entangled to nowadays gives the notion of performance and especially that of the enterprise all its meaning. To this effect, a performant enterprise is that which is at the same time effective and efficient. Effectivity represents the attainment of set objectives by the enterprise while efficiency adds the notion of means used. As such, a performant enterprise shall be that which uses the minimum means to obtain a result. Performance is not only measured with quantitative but also qualitative criteria. Amongst the numerous quantitative criteria, one usually finds the turnover, the result, the operational margin, the shares of the market... and amongst the qualitative criteria one finds quality and notoriety.

Performance somehow appears as «box-word, a blur and multidimensional concept». Which in the end only takes a meaning in the context in which it is used. To this effect, according to Salgado (2013), Marion and al. (2012) signal that the universe of enterprise, performance might be defined as: the result of an action (Bouquin, 2014), the success of action (Bourgignon, 1995), or from the mode of results obtention (Baird, 1986).

According to Maire and Dubost (2004) performance is defined as «the demand to arrive at his personal goals. Once the objective is fixed, it means to give the best of oneself to attain it. To be performant, is to realize a project in a manner that you go beyond the level where you are formerly situated. In every case, it means therefore to set valuable objective and do everything to attain it». As such, the performance of an enterprise shall directly be linked to the nature of objectives for wage earners. These objectives must be from this fact be realizable, clear and precise and make an object of a follow up and regular control. A fundamental equation of performance had even been proposed by Maire and Dubost to better figure out this notion: **Performance** = competence + motivation x determination of objectives.

Performance had long been according to Salgado (2013) a unidimensional concept, measured by the lone profit notably due to the weight of proprietors in the process of decision (Saulquin and al. 2007). In this perspective, the measure of performance essentially targets the creation of values for the shareholders. It is not surprising therefore the management of the enterprise be centered on this creation of value and the way to pilot it. Recent studies (Le cercle Les echos, 2013), show that today, 200 enterprises indexed by the Fortune review uses an indicator based on the value created for shareholders to evaluate performance. Despite this observation, this purely financial logic makes an object of strong criticisms in the existing literature (Dohou- Renaud, 2007; Bouquin, 2004; Lebas, 1995), for it does not integrate the different actors who participate in the development of the enterprise (managers, wage earners, customers, etc). As such, to better apprehend all the complexity and the richness of the concept of organizational performance, certain authors (Kalika, 1988; Kaplan et Norton, 1992, 1993; Morin and al., 1994) propose a wider vision of the notion of result, while proposing to integrate some

varied indicators such as the quality of good and service, the mobilization of employees, the atmosphere of work, productivity, satisfaction of customer, etc. in other words, performance far from being a unidimensional concept is instead a multidimensional concept which integrates different dimensions to define it and different measure indicators.

To better understand the problem statement that motivations bring up in relation to performances of the enterprise, our preoccupation is geared towards theories related to the classical school represented by Taylor and human relations school represented by Elton Mayo. In effect, Taylor is born in 1856 in the United States, worker in a steel factory, he climbed up positions progressively. In 1884, he became engineer in chief. As such, his experience of labourer made him to understand the reasons why it was difficult to let progress productivity in factories. After this observation, Taylor (1957) engaged himself in some innovative work, organization experiences, called scientifically organization of work (SOW). His idea consisted to rationalize work to its maximum. This rationalization shall be based on four principles:

1. The horizontal division of labour: it is the fragmentation of tasks between operators, to each operator is attributed an elementary task, the most simple as possible, so as to automate and accelerate the gesture.
2. The vertical division of labour: it is the separation between work of execution and intellectual of conception, insured by engineers of «methods office».
3. The system of salary for output: Taylor is all the same conscious of the exhausting and alienating character of work as proposed to worker. According to him, the only motivation of such a work can be nothing but money. For this reason, he thinks that salary for output imposes. As such to each task corresponds an execution time; the chronometer henceforth determines the remuneration of the worker.
4. The system of work control: In this system, every gesture of the worker executed is monitored, this method consists of putting in place in factories some contrary masters in charge of realizing the control activity. This work organization principle relies fundamentally on the idea that it's possible to apply to human activity a current reasoning in experimental science in as much as it requires to observe facts and analyses them and to draw laws having a genial impression on the worker.

Looking at this theoretical approach and in relationship with the problem statement raised in this study, one can understand the interest of managers of the Gentlemen enterprise stress on the financial capital and thus on money to stimulate their employees. It is obviously true that money constitutes an important source of motivation at work, but it will hardly be the lone factor of motivation. If not how can one understand that inspires of the fact that these employees are sufficiently well paid as compared to rivalry enterprises the discomfort remains in the enterprise to the point that even the turnover is been affected. It's therefore to say that beyond the pecuniary aspect, there are other factors which reinforces the motivation of man at work. In other terms, to motivate employees at work through money is a good thing but that should not undermine the other factors of motivation which would have been taken into consideration for it is true that motivation constitutes a group of conscious or unconscious dynamic factors which orientate and determine the behavior of man. In fact, it is what might explain the birth of this other approach «the movement of human relations» whose founding father is no other than Elton Mayo.

Elton Mayo cited by Kennedy (1993) is an Australian sociologist and psychologist who was at the origin of human relations movement. He is more to that considered as one of the founding fathers of sociology of work. Elton Mayo wanted to complete the Taylorian hypothesis which only considered the techniques and material conditions of work to improve productivity, at the expense of the isolation of the worker. He studied the impact of the addition of certain advantages to employees in the Taylorian cope (correct salaries, work atmosphere, hours, feeling of security at his job site, work security, etc.)

From his experiments, he deduced the importance of psychological atmosphere on the behavior and performance of workers. One of his most known experiences is no doubt the experiment carried out in 1930, in the factory of Hawthorne, made up many workshops occupying a mainly feminine workmanship workers, were assembling electric circuits destined to radio appliances. Elton Mayo decided to constitute a test group in a workshop apart, so as to verify in what the modifications of conditions of work could influence on the output of work of the workers. Another workshop in which the conditions of work were not modified served as witness group. Elton Mayo verified that the improvement of material conditions of work lighting in particular made the productivity to grow. But he also paradoxically perceived, that the suppression of these improvements (schedules extension, forbidden to talk during work, etc.) did not let productivity to drop. On the other hand, Elton Mayo and his team observed that the productivity of workers in the witness workshop, against all expectations, had the tendency to increase without that no amelioration of conditions was able to explain.

Consequently this study has enable us to show that workers work better when they are being taken care of. In effect during the experiment, employees of Western Electric, flattered to be the object of study, had sympathised with the researchers of Elton Mayo. They came to the conclusion that self-esteem, cohesion was more important for productivity than the material state of working environment. The context of poor working conditions in which employees are found, race against the watch to catch up a bit of money as well as time lost

in view to accumulate a few economics could explain behaviours such as absenteeism, poor interest at work noticed in the field. As such, through movements of human relations one could understand not only the necessity for leaders of the Gentlemen enterprises but also for all managers in general to take all the factors that go in line in with motivation of employees at work into consideration.

III- METHODOLOGY

3-1- Subject matter

The present study examines problems related to performances in enterprises. It aims to establish the link that exists between motivations and performances in the Gentlemen Enterprise in the city of Douala.

Despite the multiplicity of Gentlemen Enterprise services, we have extended our guide to the group of enrolments apart from some employees for reasons such illness leave. This then comfortably enable us to generalize results obtained to all the wage earners put together.

In effect, in a quest for comprehension of the management system and running of the society, we first carried out individual interviews with each of the officials.

Data collected helped us to better refine our interview guide administered to all the personnel whose enrolment by service are shown in the following tables:

Table 1: Repartition of interviewed personnel by service

Services	Number of wage earners
Workshop	35
Finance	2
Human resources	1
Logistic	4
Study and conception	2
Interview	3
Reception	1
Security	2
TOTAL	50

Source: HRD

In filigree, these interviews were carried out in a grouped manner so as to show on the base of opinions the perception of trends of the majority. Duration was varied according to services and depending on the number of individuals that they comprised of going from 20 – 45 minutes and on a daily base. As such a sample of 50 employees was used for these interviews.

3-2- Material

Here we have opted for a qualitative study. To this effect, to satisfy our expectations in information we have made an appeal to the interview guide as a major tool for data collection.

Qualitative methods in general have for stake to obtain the best opportunities to know new ideas and especially explore processes at times not yet known.

For more dynamism in our approach, we have proceeded to some semi-directive interviews in two stages on the field; a first stage with the officials (senior servants), that which has helped us to elaborate an interview guide administered to the rest of employees through exchanges grouped by services. The first step in effect has enabled a better comprehension of the enterprise and great orientations in terms of motivation and performance; this had been of a non-negligible importance.

IV- RESULTS

Results obtained come from a series of questions asked to questioned subjects and in relation with the hypotheses of research. As such, to the question of know according to you do the following factors constitute sources of motivations, we have obtained the following results:

Table 2: Summary of tendencies on the factors of motivation

Factors of motivation	Yes	No
Salary	90%	10%
Social advantages	85%	15%
Working conditions	70%	30%
Need for consideration	65%	35%
Accomplishment and realization	55%	45%

Source: Results of interviews.

Table N° 2 above shows that the salary, social advantages, working conditions, consideration, accomplishment and realization constitute all the factors of motivations. Only that it appears some of these

factors have more importance than others. It is what might justify the percentages obtained. The financial part notably salary (90%) take precedence over the other factors. Everything that corroborates to the system of remuneration put in place and which in a greater part ties to the financial part. In effect, the level of salary in Gentlemen enterprise is go beyond the salaries of other competing enterprises of the same activity sector as attested by a previous research carried on the remuneration system applied to these category of enterprises.

As for the question based on which of these factors are satisfied, we have obtained the following results:

Table N°3: Summary of tendencies on the factors of motivation which are satisfied

Factors of motivation	Yes	No
Salary	95%	05%
Social advantages	58%	42%
Conditions of work	20%	80%
Need for consideration	10%	90%
Accomplishment and realization	15%	85%

Source: Results of interviews

Results contained in table n°3 above show that for all the motivation factors enumerated above, the employees of this enterprise say that the salary alone (95%) and in a least measure the social advantages (58%) are satisfactory. The other factors are relegated to the second plan and thus very little taken into account by the leaders of this enterprise.

Interpretation of results:

Looking at the results obtained in tables n° 2 and 3 above, it shows that the factors of motivation at work are numerous and varied and that each of them plays a determining role in the stimulation of the employee at his dirty post. The main factor of motivation for leaders of Gentlemen Enterprise is pecuniary. They have put more stress on salary than on the other not the least. To them the more an employee is well paid, the better he does and better still the enterprise is performant.

In a general manner, the increase of productivity passes by the putting in place of motivation techniques. Even if it is clearly established that the existence of techniques of motivation are not always equivalent to performance, it does not remain less true that they have as finality to boost or stimulate employees not in punctual manner but preferably on the long term. For Taylor (1957) man is a rational being whose goal is to have a salary to satisfy his needs. To him it is essentially the pecuniary aspect which pushes the employee to work and consequently to remain in the midst of the same enterprise. As such, looking at the work we have done in relationship with our study, that itself is clearly verified. In fact, results of enquiries have shown that in this enterprise, the majority of employees is essentially motivated by money (95% of wage earners of this structure find their interest in it). This strong propensity of employees who stress on economic motivation has pushed leaders to build greater techniques of motivation on finances and social advantages, neglecting other aspects which found the long term vision of the employer. It is the case for example of conditions of life at work (20%) which finally are relegated to the second plan or are not even taken into account at all.

Elton Mayo (1933) to this effect, was criticizes the dehumanising nature of this economic vision of work. In fact to recruit and render faithful employees strive to become a more and more complex exercise to enterprises confronted at the same time to an evolution of expectations of salaries and to more and more important exigencies of the increase of productivity in other to be able to remain competitive on the market of rivalry. The directorate of human resources is found at the intersection between these two entities and endorse the role of the strap transmission. If to ensure increase in productivity then, the directorate of human resources appeals to the salarial high bid which resembles to be the battle horse for many Cameroonian enterprises, that which will occult the other factors of motivation which can have a detrimental effect on the performance of the said enterprises. This system is first of all efficient, it reveals herself costly and instability generator of long term within the teams in place. In fact, if the lone motivation at work remains an increase of salary, the wage earner will have the impression to not have been understood and to this little will permanently have one leg out of his enterprise and ready to leave it. Costly and generator of instability, both for salary equity as well as economic rationality reasons. An integrated wage earner thanks to a superior remuneration to that of his counterparts will engender a sentiment of injustice within the enterprise in salary treatments from the part of his other colleagues, what might cause tensions and risks of departure. Meanwhile, to attract talents solely by a salarial axis remains a much adulated orientation by managers to put it in a simple way. But, it happens that this strategy does not bring satisfactory answers to the expectations of the wage earners and consequently, it cannot be a guarantor of his faithfulness. For in effect, what a new employee searches for, just as a salary earner who is already at duty, are means to develop their employability, their competencies and to flourish that is to feel better at his work. As such, from all the preceding, one can say there exists a well and good direct link between the factors of motivation and performances of enterprise. Besides, as for social climate in this enterprise, we have retained the question to know which is the social climate that prevails in your enterprise? Answers obtained are contained in the table

below.

Table 4: Summary of tendencies on the social climate

Indicator of social climate	Elevated	Average	Weak
Level of collaboration	05%	10%	85%
Level of mutual help	15%	20%	65%
Level of absenteeism	30%	45%	25%
Level of turn over	75%	10%	15%
Level of claim	12%	73%	15%
Level of resignation	05%	50%	45%
Level of recruitment	30%	60%	10%

Source: Result of interviews.

Interpretation of results:

Looking at the results contained in table 4 above, it portrays that in general the social climate which constitutes one of the key elements of motivation at work and therefore the interest need not to be proven for employees, is not good at all for this Gentlemen enterprise. The fact that the leaders of this enterprise had shened more on production element which translates the weak collaboration level (85%) and mutual help (65%). The mechanization of work much proned by Taylor at the classical era constitutes the key of barrel vault of these leaders. No necessary time to exchange even a bit with his colleagues. Everyone is at the task of entry at the out! And of the enterprise obligations of results is such that employees cannot do another thing than work for the satisfaction of assigned objectives to their duty posts.

Generally, when one talks of an enterprise and describe it as having an important turnover as is the case of the Gentlemen enterprise, that signifies somehow that the rhythm of renovation of enrolment is very important and that it also knows and especially many departures which are followed by recruitments. As such, the increase rate of turnover in this enterprise (75%) immediately shows that it has some strain to render his employees faithful and that they are ready to abandon their post whenever they have the least opportunity. The least rate of claims (73%) and dimensions (50%) are characteristics of a highly commercial sector. Which can be translated by a seduction of better salaries and offer of better conditions of work. Thus the necessity for this enterprise to ensure a permanent rivalry watch as regards his methods of human resources. In a conclusive manner and in regards to the preceding, there really exists a link between the two variables put together. In other words the social climate has an effect on performances in enterprise.

Elsewhere, in response to the hypothesis on management style in this enterprise, we have asked the question to know which the leadership style is secreted in your enterprise? In effect, to elaborate the grid of answers we went from the theoretical perspective of BLake and Mouton (1964) who have elaborated a bidimensional grid destined to evaluate dominant factors of behavior of leaders. This grid as such permits to situate the behavior of leaders following two axes: interest for the task and production and interest for the human element. The results are as follows:

Table 5: summary of tendencies on leadership style

Leadership style	Yes	No
Style paternalistic	10%	90%
Autocratic style	95%	05%
Conciliator style	40%	60%
Let-go style	05%	95%
Democratic style	18%	82%

Source: Interpretation of results:

It comes out from table N° 5 above that leaders of this enterprise stand out by a purely autocratic management (95%). That is explained regarding results previously obtained (poor collaboration (85%) and mutual help (65%) and contained in table N° 4. These results in fact translate the rudity of working and living conditions of employees work of this enterprise. This autocratic management relapses us once more in the perspective of Taylor with its scientific organization of work and thus the mechanization of work.

In fact, the autocratic style secreted by leaders of this enterprise suppose that accent is essentially if not only put on the task. The employee is simply a production tool, his work is organized in a thorough way and controlled by norms and procedures of disciplinary measures.

Besides, results of this research shows us that the management style is a fundamental element of motivation. In fact, when the main motivation is essentially pecuniary in an enterprise, the management style that follows is no other than an autocratic style where black mailings, punishments, threats, constraints and suffocations of subordinates' initiatives. To this effect, Douglas Mc Gregor (1960) through his X and Y theories better inform us on this relationship between the motivation of employees and management style. As such, presenting individuals

who have a disgust of work on one side and who avoid it as much as possible (theory X) and on the other side individuals who find that it is also normal and natural to spend their physical and intellectual strengths in a work than spend time playing or resting, or even watching television (theory Y), Mc Gregor brings out as such the plural dimension of man. That supposes a purely autocratic management for the individuals of the X category and a purely democratic management for those of the Y category. In effect from this plural dimension of man, flows results known in table N° 5 where one finds employees who estimate that the management style secreted in the middle is either fatherly (10%), conciliator (40%), let-go (05%) or even democratic (18%).

Given that the person in charge (leader) can constitute a source of demotivation, it doesn't remain less true that his management style plays a very important role on the future of his collaborators in the enterprise and going from the enterprise herself through her productivity and thus her performance, which translates a link between the management style and the performances in enterprise.

DISCUSSION

Considering the motivation factors for a performant enterprise is necessary if not imperative in the midst of work. But, frequent changes in the conditions of work, the nature of work as well as the socio-economic context make that managers of human resources to arrive at stimulating workers, use at the same time financial and psychological tools to motivate personnel. What supposes that to motivate workers, one should not simply understand them in all their working environment, but in all their working environment, for man does not only live simply in his professional environment but in many environments at the same time.

Elsewhere, the social climate and the management style in an enterprise are catalyzer elements of personnel motivation and going from the performance of the enterprise. Only, one should not lose sight that the context also plays a fundamental role in the performance of an enterprise for it is true that if it is not taken into consideration employees can be treatable and taskable at will.

In effect, if social climate is the degree of satisfaction which reigns in an enterprise, it does not remain less true that his perimeter is vast (personal temperament, general atmosphere, atmosphere at service, ambiance with the hierarchy, etc.) given that it is about a complex notion for a huge number of persons. As such, in a context where charges and the salarial mass weighs more than ever on the competitiveness of enterprises, development of wage earners at work is a topic more often relegated to the second plan.

In other words, the plural dimension of a man warrants that to manage men, one needs to know them, and to know them, one has in front of him oneself. This supposes that the management style had to take man that one has in front of him into consideration. Tannenbaum and Schmidt (1958) don't they invite moreso to orientate towards an optimal adaptation approach to every particular situation? For in fact, an autocratic leadership style can be required in some given circumstances meanwhile a total equal participation can engender a certain efficacy.

CONCLUSION AND PERSPECTIVES

In all, the performance of an employee or an enterprise can be linked either to the nature of work itself to be accomplished or to the elements that accompany the said task notably remuneration and the conditions of work amongst others. As such, the financial difficulties to which enterprises can be confronted, the decrease of budgets and risks of sacking have a considerable effect on the performances of workers. To this effect, in a troubled and weakened socio economic context like ours, managers have the interest to develop potentialities enabling them to anticipate on a certain number of things; this might reassure and make faithful their personnel. If motivation enables to stimulate employees at work to pull the best from them, performance as for her corresponds to a group of better results deriving from their engagement. To recruit employees might be easy but to conserve them seem to be an equation to many unknown. In fact at the moment where the worker does not find his interest in his work, he can be tempted by new professional opportunities and change employment. Thus the necessity for employers to develop motivation techniques wherewith to lead not only to amelioration of employees performances but also the enterprise. Economic and managerial levers exist to retain wage-earners (remuneration and financial tools, social advantages, framework and working conditions, social climate, internal communication, training and possibility to evolution in the career etc). But, managers must have at heart that motivation techniques put in action must be adapted to the situation of every enterprise (activity sector, environment, financial possibilities, enrolment expectation of wage earners, etc.).

Looking at the less elaborated nature of motivation techniques to enable that the enterprise be performant, it is imperative to rethink the management of the enterprise. That necessarily passes through support brought to the employee for the construction of his career through the development and dialogue of a true enterprise culture. To this effect, a will policy and an implication of enterprise leaders in view to humanize the structure in depth and to recognize the contribution of everyone are necessary. That implies to consider collaborators no more as a production strength but more as creators of added value. As such, every enterprise which wants to be performant should put accent on the human dimension of the organization that is to say put man in the center of all

preoccupation.

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