

PROGRAM

Ripco Research Day 2021

JUNE 15, 2021

Online via Zoom

Positive

Organizational Scholarship

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11h00-11h20	Opening session
11h20-11h30	Pause / Login
11h30-13h00	Parallel sessions I
13h00-14h00	Lunch break
14h00-15h30	Parallel session II
15h30-15h45	Pause / Login
15h45-17h30	Plenary and closing session

Detailed program and links

All sessions will take place via Zoom. You can download the tool for free at this address:

<https://zoom.us/fr-fr/zoomrooms/software.html>

You can also connect directly from your browser. Each time you log in, you will be asked for a secret code, which is the same for all the sessions of the day: **RIPCO**. During this day we will be available at: 03 54 50 25 09

11h00-11h20 **Opening session**

SILVESTER IVANAJ

Editor-in-chief of RIPCO

SERGE KEBABTCHIEFF

Director of the ESKA Publisher and Director of publication of RIPCO

PAUL SHRIVASTAVA

Chief Sustainability Officer, Director, Penn State's Sustainability Institute

11h20-11h30 **Pause / Login**

11h30-13h00 **Parallel sessions I**

Session 01 : SOME POSITIVE ATTITUDES (POB¹)

Session moderated by : Anne-Laure GATIGNON-TURNAU

K.C. Mefteh & F. Akrouf

Emotional intelligence as a performance factor in African companies

F. Farzaneh & A. Boyer

Creative behavior in the age of AI

F. Bornarel & S. Virgili

Trust Management and positive organizational behaviors

Session 02 : HEALTHY ORGANIZATION (POB)

Session moderated by : Anissa BEN HASSINE

A. Carbonel & V. Grosjean

Sociocratic governance and nonviolent communication

B. Cherré & N. Lemieux

Towards a phoenix leadership: the emergence of positive ethical behavior

S. Defayet & L. Henninot

The coronavirus crisis, an activator of the positive leader(ship)?

¹ Positive organizational behavior

Session 03 : THE BENEFITS OF WELL-BEING AT WORK(POB)

Session moderated by : **Franck BIETRY**

S. Szymkowiak

Well-being networks at work

J. Jaussaud, L. Picard, Y. Errami & B. Auge

Psychosocial risks versus Well-being at work

D.C. Moriez & E. Gautier

Engagement and well-being at work: a values-based approach

Session 04 : THE VALUE OF VALUES (OB²)

Session moderated by : **Elen RIOT**

E. Riot, C. André, J. Labbé, A. Carbonel & A. Marin

Between Deep Values and Everyday Practices. A portrait of entrepreneurs in the East of France

J.M. Sales

Team cohesion in the framework of a public service mission in emergency and risk situations

Y. Rouis, L. Lakhal & L. Boussetta

Corporate Social Responsibility under the motivational lens of organizational citizenship behavior

Session 05 : ADAPT TO CONTINUE (OB)

Session moderated by : **Loris GUERY**

A. Montlahuc & J.P. Bouilloud

Desperately seeking agility: a study of identity reinvention of executives in outplacement

F. Brillet & S. Codo

The adaptive performance of territorial public managers

M. Dumas & N. Le Vaillant

Reinforced monitoring of teleworkers by using the services of a workplace well-being platform

² Organizational behavior

Session 06 : THE MORAL OF ETHICS (OB)

Session moderated by : Séverine VENTOLINE SILVA

O. Guillet & E. Moffat

Employees' expectations at work according to their religiosity

B. Ferhani

Promoting ethics through leadership

Session 07 : HEAL THE ILL WITH WORDS ? (OB)

Session moderated by : Corinne GENDRON

K. Baccouche & R. Hachana

Affective commitment and suffering at work

C. Baujard

Museum of Art and Therapeutic Experience

B.L. Adou & J. Dextras-Gauthier

Transmission of mental health at work from manager to employees

13h00-14h00 **Lunch break**

14h00-15h30 **Parallel Sessions II**

Session 08 : BENEVOLENCE AND SOLIDARITY (POB)

Session moderated by : Rym HACHANA

S. Ordener & S. Persson

Workindness": From a Theoretical Ideal Made in USA to a Practicable Reality for 11 French Companies

M.L. Aribou, N. El Koutbi & I. Tbabou

The contribution of resilience and agility to the performance of inter-organizational relationships

D. Ortiz-Haro, P. Laclémence, A. Morel-Senatore & G.

Delatour **The integration of populations in crisis management**

Session 09 : POSITIVE AGAINST ALL/ANYTHING ? (POB)

Session moderated by : *Franck BIETRY*

H. Tedongmo Teko

Organisational positivity at the test of cultural diversity

J.C. Scilien

The survival of positive organizational behavior in the face of closure

S. Fessi & A. Ben Hassine

Organizational citizenship in times of crisis

Session 10 : DEVELOPING POSITIVITY AT WORK (POB) (English)

Session moderated by : *David WASIELESKI*

H. Letiche & I. De Loo

Organizing by sample guiding: Coaching without coaches

M. Bakenhus, A.M. Abrantes & A.I. Ferreira

The support of internal communication

F. Jaotombo

Exploring work-life flourishing

Session 11 : TOWARDS A SOCIETY OF CARE ? (OB)

Session moderated by : *Sylvie GUERRERO*

C. Souvigné, D. Richard & D. Chabané

Making vulnerability a factor of performance

P. Buffaz & B. Isseki

Covid-19: the influence of virtual health communities on trust in patient-doctor relationships

S. Grünfelder

Are managers ready to talk about mental health in the workplace?

Session 12 : IS THE NEW LIDERSHIP ANNOUNCED ? (OB)

Session moderated by : **Loris GUERY**

R. Rabearivony & D. Van Hoorebeke

What leadership after the sanitary crisis ?

L. Gabriel

Building shared leadership at the organizational level

M. Ayache & C. Rieu Plichon

What does not kill makes stronger or the mithridatization of the hierarchical relationship in a Covid context: the reasonable organizational positivity

Session 13 : TENSIONS AND PARADOXES ? (OB)

Session moderated by : **Philippe JACQUINOT**

M. Bazdah & F. Allard-Poesi

Value conflicts within actors' practices during management consulting projects

O. Dikaoui

Evaluation of the impact of transparency on the trust capital of Banks in Morocco

R. Lonceint

The regulation of organizational paradoxes through the lens of the conciliation metaphor

Session 14 : INTEGRATING TO GROW (OB - POB)

Session moderated by : **Anne-Laure GATIGNON TURNAU**

M. Combes-Joret

Silent leader : 10 Establishments of Help through Work (ESAT)

I. Zamit & L. Lakhal

Attracting and retaining the talent pool

E. Bazzucchi & A.-L. Gatignon-Turnau

A representation of the acceptance of technology by employees: an exploration of proactive behaviours towards smart technologies

Session 15 : ENVIRONMENT AND ENTREPRENEURSHIP

Session moderated by : Elen RIOT

S. Paschina

Relational change in organizations in the face of the pandemic

B. Boussetta & Y. Rouis

Does Employees representative behavior reflect the organizational citizenship behavior?

J. Billion

"Like everyone else", a feature-length documentary directed, produced, broadcast according to the "effectual" approach

15h30-15h45 **Coffee-break**

15h45-17h30 **Plenary session and cloture**

Session moderated by : Franck BIETRY

SYLVIE GUERRERO, UNIVERSITE DU QUEBEC A MONTREAL (CANADA)

Positive Organizational Behavior": Foundations and Issues

Sylvie Guerrero is a professor at L'École des Sciences de la Gestion de l'Université du Québec in Montréal since 2004. She holds a Ph.D. from the University of Toulouse 1 and an "Habilitation à Diriger les Recherches" from the University of Panthéon-Assas. Specialized in Human Resources Management, she has published several books on this topic, including *Les Outils des RH* (Dunod) and *La Gestion des Carrières* (Vuibert). She tries to better understanding how certain HRM practices affect attitudes, behaviors and performance by mobilizing theories of organizational behavior. She has published more than 40 articles in various scientific journals such as *Journal of Vocational Behavior*, *Journal of Business and Psychology*, or *International Journal of Stress Management*. She is also Associate Editor of the *Journal of Managerial Psychology* since 2018, and a member of the editorial board of *Journal of Organizational Behavior*.

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The support of internal communication during organizational change processes

António C. M. ABRANTES and Maybritt BAKENHUS

ICN Business School (France)

Aristides I. FERREIRA

ISCTE-Instituto Universitário de Lisboa (Portugal)

Abstract :

Change is an essential phenomenon in today's business world and has different consequences for organisations. In order to deal with change effectively, many companies have maintained a specific and specialised focus on change management, and this has also been the subject of a plethora of research work. In particular, communication is a key part of change management, and is an important driver for the successful implementation of change processes, as research has largely demonstrated. Especially, internal communication, i.e. communication between managers and employees, is of great relevance to overcome the frequent and natural resistance to change. The aim of this study is to identify and explore the main variables that influence the process of internal communication of change, leading to its improvement by raising the level of acceptance of change. For this purpose, an inductive study was conducted based on a grounded theory methodology, using semi-structured interviews for analysis. The findings led to the development of a model for the internal change communication process that describes the factors that influence communication and its outcomes. Ultimately, this paper provides a set of recommendations for successful implementation of change processes, as well as a number of suggestions for further research on the topic.

Keywords: change, internal communication, resistance to change, change management, grounded theory

Transmission of mental health at work from manager to employees: the mediating role of the supervisor's emotional intelligence and the moderating role of organizational culture

Bomoya Laetitia ADOU, Julie DEXTRAS-GAUTHIER and Marie-Ève DUFOUR

Université Laval (Canada)

Abstract :

There is empirical evidence of a positive association between the mental health of the supervisor and that of his or her subordinates. However, to our knowledge, neither dispositional variables nor organizational context are taken into account in the work on the mechanisms of such a transmission, thus giving a partial understanding of the dynamics underlying it. The objective of our study is to highlight mediation and moderation effects explaining the crossover of mental health according to a two-dimensional approach between the supervisor and the employees with the corollary of the employees' work performance. Resource conservation theory, the crossover model and the happy-productive worker thesis allow for the development of a multilevel, longitudinal, dyadic model. We postulate a mediating effect of the manager's interpersonal emotional intelligence skill and a moderating effect of organizational culture in the relationship between supervisor mental health and employee mental health and job performance. Our hypotheses will be tested using secondary data. These were collected in a Quebec health care institution, from managers at all levels, both administrative and clinical, were solicited: superior, intermediate and first level. Our results should make it possible to identify the dispositional and organizational factors contributing to an optimal cross-over of mental health at work from supervisor to subordinates.

Keywords: mental health at work, emotional intelligence, organizational culture, multilevel analysis, longitudinal analysis

The contribution of resilience and agility to the performance of inter-organizational relationships

Mohamed-Larbi ARIBOU, Noussaiba EL KOUTBI and Imane TBATOU

Université Abdelmalek Essaâdi (Morocco)

Abstract:

The aim of this paper is to propose a conceptual model that clarifies the contribution of resilience and agility to the enhancement of the inter-organizational relationships' performance, especially in the context of uncertain environments. This model is developed based on a review of the literature on Positive Organizational Behavior, specifically those related to resilience and agility of firms, as well as the researches on inter-organizational relationships. The results of this research present a list of factors favoring the development of resilience and agility at the inter-organizational level. The interaction between the different variables contributes to the improvement of the collaborations' performance and consequently their ability to overcome crisis situations. In situations characterized by complexity and uncertainty, inter-organizational relationships constitute a source of competitive advantage for companies. These relationships allow them to acquire all the resources necessary for their survival. However, the simple acquisition of resources remains insufficient, companies must jointly develop both: resilience characterized by the maintenance of a positive adjustment in difficult conditions so that both organizations emerge from these conditions strengthened, as well as agility translated by flexibility, responsiveness and differentiation to different fluctuations.

Keywords: resilience, agility, inter-organizational relations, crisis, performance

Museum of Art and Therapeutic Experience: Positive Organizational Behaviour in Patient Recovery

Corinne BAUJARD

Université de Lille - Laboratoire CIREL (France)

Abstract:

This article is the result of a reflection on the medical dimension of the aesthetic experience in the process of healing mental suffering. It is question of considering the extent to which museum prescriptions prescribed by doctors to patients can cure daily stress, anxiety, melancholy or gloom. As part of a study on the benefits of organizational behaviour, several care pathway, partnerships have been concluded between hospitals and museums (Hospital Salpêtrière-Museum de Compiègne, Hospital Saint-Anne-Art Museum, hospital University of Paris- Louvre Museum). How can the museum's organizational behaviour heal, contribute to personal recovery and accompany or support a process of healing ? Does the proposed mediation improve the quality of life through an aesthetic and human experience ? A comprehensive approach carried out during the exhibition « The lost worlds according to Unica Zürn » (January 31 May 31, 2021), Museum of Art and History of Sainte-Anne's Hospital (MIHHSA) was the opportunity to access to psychic suffering, to open up new avenues of research on the organizational behaviour of the museum and to understand the aesthetic emotion that it arouses in the visitor and the patient in order to recover.

Keywords : organizational behaviour, museum, hospital, aesthetic experience, care

Value conflicts within actors' practices during management consulting projects

Myriam BAZDAH and Florence ALLARD-POESI

Université Paris-Est Créteil, Institut de Recherche en Gestion (France)

Abstract :

Using a practical approach of values, this research investigates the relational and methodological practices used by consultants and their clients during management consulting projects, the values related to these practices and the value conflicts they may generate. The first results show that 1/ values in use are situated, that is related to the project's context while the same actor can defend different values depending on the project's context ; 2/ value conflicts may emerge dynamically: While actors practices diverge, relational/methodological disagreements may emerge and this may lead to a value conflict; and 3/ there are two different dynamics through which a value conflict emerges : relational, methodological and value disagreements either emerge simultaneously or gradually.

Keywords: management consulting, relational practices, methodological practices, relational/methodological disagreements, value conflicts

**A representation of the acceptance of technology by employees:
an exploration of proactive behaviours towards smart technologies**

Emmanuel BAZZUCCHI

Toulouse School of Management (France)

Anne-Laure GATIGNON-TURNAU

Université Toulouse 3 (France)

Abstract:

An individual's acceptance of technology has often been studied in terms of their intention to use it. This representation can be problematic when it comes to an employee who is constrained by duties and procedures. As technologies based on artificial intelligence (AI) are deployed in organisations, the question of acceptability arises again. The automation of tasks does not mean the end of human-machine collaboration or human work. On the contrary, these technologies have never needed that much human interaction and intervention to function properly. The active behaviour of employee-users to improve the functioning of the technology or the interaction of the employee would thus be representative of their acceptance. The current research is thus concerned with a conception of technology acceptance in the particular contexts of the employment to determine its expression in terms of behaviour, actions and discourse. This question should provide insights into new indicators signifying acceptance as well as key determinants of acceptability that should be considered during an integration process of smart technologies. In a context where AI is still "weak" and rarely disruptive, visions about the future of work are collected through interviews with industry managers and a review of prospective literature from both the professional and academic sectors. The research question(s), once defined and stated, will be investigated through experimentation.

Keywords: HMI, proactive behaviors, artificial intelligence, technology acceptance, future of work

**Organizational citizenship in times of crisis.
A comparative study among Tunisian teleoperators**

Anissa BEN HASSINE and Safa FESSI

ESSEC Université de Tunis (Tunisia)

Abstract :

Organizational citizenship behaviors (OCB), which can be defined as behaviors not prescribed in advance (Bateman and Organ, 1983), are recognized for their beneficial effects on general functioning of the organization and on the individuals (Popescu et al., 2015). This research aims to identify these behaviors in an international call center located in Tunisia, which has 6,000 employees, to understand what determines their adoption and to see their evolution in times of crisis. For this, we mobilized the techniques of observant participation, semi-structured interviews and netnography. Analysis of the results allows us to say that our field of research is characterized by a weakness of CCOs. In addition, if crisis situations reinforce solidarity between employees (CCO towards individuals), the effect is more nuanced concerning CCOs oriented towards the organization, that are seeming to be moderated by the recognition shown (or not) by the organization towards these employees during previous crises

Keywords : Organizational citizenship behaviors, call centers, human resource management, crisis and OCB, Tunisia

"Like everyone else", a feature-length documentary directed, produced, broadcast according to the "effectual" approach

Julien BILLION

Institut Polytechnique de Paris (France)

Abstract:

Homeless youth remain invisible in the media, political, intellectual and economic spheres. Yet 20,000 young people sleep in the streets or in emergency shelter in France. They represent around 35% of the homeless population according to the INSEE survey conducted in 2012 among those who frequent places of accommodation or free meals. "Like everyone else" is a feature-length documentary on homeless youth, resulting from my sociology thesis defended in 2012. This documentary gives voice to invisible people. It aims to raise awareness, to arouse empathy, to engage the viewer, to break with prejudices, to make known and to some extent understood the lives of homeless people. The aim is also to reach out to politicians, to companies, to make them react and act. "Like everyone else" is produced without financial resources and without the intervention of a producer. Using existing resources, being aware of the risks, initiating partnerships, accepting surprises, seizing opportunities ... These principles have enabled the team "like everyone else" to manage their project from writing the script to broadcast on a television channel. Its mode of production is revealing of a way of doing business that can be analyzed within the framework of the theory of realization posed by Saras Sarasvathy.

Keywords: documentary, youth, homeless, production, effectuation

Corporate Social Responsibility under the motivational lens of organizational citizenship behavior

Belkis BOUSSETTA, Yosra ROUIS and Lassâad LAKHAL

Université de Sousse (Tunisia)

Abstract :

It is argued that when an organization goes above and beyond the immediate financial gain through engaging in corporate social responsibility activities (CSR), it encourages the employees to go above and beyond the required task and engage in what is called organizational citizenship behavior (OCB). How could this happen? This study engages in discussing the motivational lens under which the employees achieve organizational citizenship behavior outcome. Therefore it posits assumptions, a first one on mediating effects of pro social motivation i.e. helping the others and a second one on task significance i.e. the motivational dimension in job design. The defined model is under the umbrella of 3 theories: the stakeholders' theory, the organizational behavior theory and the job design theory. A questionnaire survey is undertaken on a sample of employees within a company in Tunisia. Based on the results of the study, it could be concluded that first a positive relationship between CRS and OCB exists and the mediation effect of pro social motivation on this relationship exists as well. Second, the moderation effect of task significance is absent.

Keywords: organizational citizenship behavior (OCB), corporate social responsibility (CSR), pro-social motivation, task significance, quantitative analysis

Organizational Citizenship Behavior among employees' representatives of labor unions: an exploratory multi-case study

Belkis BOUSSETTA and Yosra ROUIS

Université de Sousse (Tunisia)

Abstract :

The questions dealing with the social dialogue usually focus on the claiming of wage increase and or improving working conditions by employees' representatives of Labor Unions, known for their defense of employees' rights. Yet, a reflection on how they can adopt an organizational citizenship behavior (OCB) deserves our interest. This study tries to explore how the seven dimensions of OCB, as presented by Podsakoff et al. (2000), are expressed by employees' representatives. To that extent, we led a qualitative research based on document reviews and individual interviews conducted with five union leaders, as well as collective interviews with union members related to two firms from two different sectors: food industry and automotive electric wiring. The results show an important rank of helping behavior, civic virtue and organizational loyalty, while the dimension of organizational compliance is considered differently by respondents. This research discusses various implications and offers recommendations to organizations to emphasize on organizational citizenship behavior of employees' representatives, as a way to reach organizational targets.

Keywords: organizational citizenship behavior, employees' representatives, labor unions, exploratory multi-case study, qualitative research

The adaptive performance of territorial public managers: a psychological resources approach

Franck BRILLET

Inspecteur général de l'éducation, du sport et de la recherche (France)

Sylvie CODO

Laboratoire d'Économie et de Gestion de l'Ouest, Université de Bretagne Occidentale

IUT de Quimper (France)

Abstract:

This research proposes to explore the interactive processes by which psychological resources can contribute to the development of the adaptive performance of public managers in a context where the public sector is trying to control its expenses while improving the quality of services rendered to users/customers. The principles of this management style require managers to adapt in order to optimize the functioning of the public service. The research carried out with 148 public managers shows first of all that adaptive performance refers to a three-dimensional concept: reactivity, interpersonal adaptability and learning efforts. With reference to the theory of professional demands and resources (Bakker & Demerouti, 2017), our research specifies in a second step to what extent psychological resources such as dispositional optimism and the feeling of competence interact and affect adaptive performance. Thus, dispositional optimism appears as a personal resource that moderates the relationship between the feeling of competence and adaptive performance of territorial public managers. For managers with a high level of dispositional optimism, the effect of the feeling of competence on adaptive performance is positive and significant. A moderate level of dispositional optimism cancels out the positive effect of the feeling of competence on adaptive performance. The sense of competence, on the other hand, constitutes a professional resource that mediates the relationship between dispositional optimism and adaptive performance. Thus, dispositional optimism increases the perception of a sense of competence, which in turn strengthens adaptive performance.

Keywords: adaptive performance, dispositional optimism, Sense of competence, territorial public service

Covid-19: the influence of virtual health communities on trust in patient-doctor relationships

Pierre BUFFAZ

Université Paris II Panthéon-Assas, LARGEPA (France)

Brice ISSEKI

Université de Paris, CEDAG (France)

Abstract:

Since the outbreak of the Covid-19 health crisis in March 2020, nearly the entire world's population has been forced to live with heightened health measures and has many questions surrounding this still poorly understood disease. For answers, many are turning to social media, and in particular virtual health communities. This paper analyzes the influence that such a community, mixing patients and doctors, can have on the trust in the patient-doctor relationship. To address our problem, we used a Covid-19 virtual health community and implemented a netnographic approach based on the understanding and interpretation of language and non-language data. This phase was complemented by a series of semi-structured interviews with patients, patient relatives and doctors in this same targeted community. The results reveal that patients' trust in their doctors is now partially initiated by the information exchanged about the community. An evolution in the conception of trust in the patient-doctor relationship is highlighted: clerical trust disappears, while viral trust appears. This evolution, caused jointly by the health crisis and the peer-to-peer model characterizing virtual communities, could be taken into account to update the medical relationship. The managerial challenge for doctors is to maintain trust with patients, for example by transforming the medical relationship into a triadic relationship integrating virtual communities as actors of the relationship.

Keywords: virtual health community, Covid-19, trust, patient-doctor relationship, netnography

**Sociocratic governance and nonviolent communication :
a contribution to positive organisational change in a public management context**

Anne CARBONNEL and Vincent GROSJEAN

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Abstract :

This paper reports on the impact of sociocratic methods and nonviolent communication on positive organisational change in a public management context. From July 2018 to March 2021, a research-intervention was carried out in a departmental social service in Eastern France which has adopted a five people collegial direction to manage the service. In the hierarchical world of territorial administration, this internal innovation had generated interpersonal and organisational tensions. This contribution to the field of positive organisational change is of three types of interest : theoretical, with the use of sociocracy and non-violent communication to promote it ; methodological, with this research-intervention in this public social service ; managerial, with the tools and processes of these methods. We also report on the bottom-up and top-down process observed from the expression of the management team's needs for positive organisational change to its top-down extensions. The sociocratic method produces positive organisational change in that it allows "to operate together effectively, especially in decision-making". "Why we are together" is as important as "how we decide together"; however, the question of "real political will" in the context studied, remains to support the sociocratic self-organisation. Furthermore, the relational quality is important to support the implementation of sociocracy, thus contributing to positive organisational change.

Keywords : sociocracy, nonviolent communication, public management

**Emotional intelligence as a performance factor in African companies:
the case of the Tunisian sales force**

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Abstract:

In order to meet today's economic demands, the retention of successful salespeople has never had this important weight. However, training are costly to the company. Therefore, the emphasis should be on selecting the vendor with skills that can be improved. The personality hierarchy model studies the psycho-cognitive dimensions underlying observable salesperson behavior and which influence salesperson performance, including emotional intelligence. A modeling by structural equations allowed us to test the various research hypotheses formulated and to discuss the results found.

Keywords: emotional intelligence, performance, personality hierarchy model, structural equation model

Towards a phoenix leadership: the emergence of positive ethical behavior

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Abstract :

This article presents and develops a theory (Ethical Leadership described as a Phoenix) that proposes to explain how a leader positively adapts himself to situational pressure such as the ethical dilemma. Starting from the field of Ethical Behavior - which focuses on the ethical failures with a psychological perspective - we propose a revisited vision. Some gaps in this field remain, notably on the level of moral ontology, i.e. on the meaning of our ethical decisions. We propose a complementary vision of ethical leadership by integrating in it Sartrean philosophical concepts and observations from our late empirical researches. We argue that leadership must be conceived as a contingent process in which the leadership moral ontology is expressed. With the combined help of emotions and cognition, the leader 'ethical framework' changes when is facing ethical dilemma. To get out of this the leader tend to move towards a new ethical system more adapted to the situation. This movement called 'conversion' is rooted in moral emotions - such as shame and guilt - and ends up in a self-project where the values of freedom and authenticity prevail. This model combines both a descriptive approach from psychology and a normative approach from moral philosophy. Implications for the management of each type of leader as well as suggestions for future research are discussed with particular reference to organizational change leadership.

Keywords: ethical leadership, dilemma, moral emotion, freedom and authenticity

SILENT LEADERS : 10 Establishments of Help through Work (ESAT)

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Abstract :

As part of a partnership research entitled "ESAT DEMAIN", we identified and analyzed ten creative ESATs, pioneers in their support practices and work organizations. Three main results emerge from our case studies and shed light on the specificities of virtuous organizations. Work in ESATs does not allow treatment but access to a better life, such as people with disabilities have reasons to value (Sen, 2001, 2004). In these 10 ESATs, the management methods are benevolent: production is never done to the detriment of the well-being of people, but respecting their state of health, their specific needs and their temporality. They have succeeded in creating enabling environments (in the sense of Sen, 2004) conducive to the development of disabled people admitted, to the restoration of their self-esteem and their social integration and in work collectives.

Keywords: capability-friendly organization, disabled workers, WISE, inclusion

**The coronavirus crisis, an activator of the positive leader(ship)?
The case of the operational directors of the French Post Office**

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Abstract:

How did the operational managers of the French Post Office manage the upheavals caused by the coronavirus crisis during the year 2020? How do they account for it one year later, to students in first training, within a Team Management course? This study explores the representations of students at the end of the course. We examine the extent to which dimensions of positive organizational behavior are present and how they can document the visibility of positive leadership within the crisis. The content analysis of 520 students' representations through written verbatims reveals the presence of individual traits belonging to Psychological Capital as well as 4 other dimensions (Benevolence, Psychological and Social Proximity, Confidence and Humility). This set validates the students' perception of the embodiment of an authentic type of positive leader at work in this period.

Keywords: positive leadership, authentic leadership, resilience, positive subjective experience, hope

Evaluation of the impact of transparency on the trust capital of Banks in Morocco : exploratory approach

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Abstract :

Transparency is often cited as an essential element of perceived reliability and trust. However, the meaning and importance of transparency has not yet been clearly understood in the stakeholder literature. We synthesize previous research to advance a conceptual definition of transparency and articulate its dimensions. We conducted an exploratory study to contextualize our hypotheses and design our final research model. The opinions of the interviewees are divergent but converge on the place of trust as a central variable in the banking relationship, particularly through transparency. The essential contribution of this study is to benefit from a contextualization of the lessons learned from the literature review. Thus, it aims to study the determinants by which the use of transparency can build stakeholder trust, based on the main economic, sociological and organizational theories.

Keywords: transparency, stakeholder trust, banking governance, banks in Morocco, trust capital

Creative behavior in the age of AI

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André BOYER

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Abstract:

It is common to oppose man and Artificial intelligence (AI), the latter being in the process of progressively appropriating all the productive functions of man, the former being in desperate search of a domain that AI will in no case be able to appropriate. This was the case with creativity, when Michael Osborne (2015) stated that machines cannot be creative, hence creativity remains the prerogative of human beings. Since then, AI has shown that machines can be creative and, more importantly, that the AI approach in terms of competition with humans is inappropriate (Farzaneh & Boyer, 2021). If we cannot compare AI creativity and human creativity, we propose to associate the two creativities, thus aiming at highlighting the factors allowing to unlock human potential by presenting successively the content of creativity, the contribution of AI to creativity and the combined creativity of the couple "Human-AI".

Keywords: creativity, artificial intelligence, collaboration, competition

Promoting ethics through leadership: ethical leaders as strategic resources for responsible management

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Abstract :

In this paper, we intend to contribute to the already extensive literature on ethical leadership by focusing on the characteristics of an ethical leader and we explore the relationship between "leadership" and "ethics" in the uncertain organizational context. Our reflection answers several theoretical and conceptual questions. First, our research aims to provide a better understanding of leadership practices building on ethical foundations to develop responsible practices and positive behavior in the workplace. Second, beyond leadership practices, it seemed important to stick as closely as possible to the organizational realities on the ground and to highlight ethical behavior addressed by many researchers in management sciences. By this theoretical contribution, we try to give a more explicit vision of the very close relations between ethics, leadership, and philosophy. This analysis is based on relevant approaches to address the relationship between leadership and ethics. Also, it is very important to summarize the leadership styles foundations that belong to the ethical approach of leadership. This synthesis allowed us to distinguish the convergences and the divergences which exist between these different leadership styles.

Keywords: ethical leadership, leadership styles, normative ethical approach, leadership theory

**Building shared leadership at the organizational level:
an entrepreneurial case study**

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Abstract:

This paper aims to identify the barriers and enablers to shared leadership at the organizational level. Traditionally considered of as a vertical and individual process, leadership is now increasingly conceived as a shared, distributed, or collectively implemented process. In an increasingly complex world, the distribution of responsibilities makes it necessary to call upon the collective intelligence and coordinated skills of the organization's expert members to build a more innovative and competitive vision (Pearce & Conger, 2003). However, in a Western tradition shaped by the individualistic paradigm, the shift to a shared power structure is confronted with barriers to collective work, both at the individual and team level in the organization. Our research uses the exploratory case of a young and innovative company that chose to implement shared leadership to better understand the conditions and difficulties related to this type of leadership. After a three-week observation period and sixteen semi-structured interviews, our results highlight the role informal discussions on collaboration between members of the organization, as it nurtures trust and inter- and intra-group cohesion. On the other hand, the existence of several professional identities in the organization threatens both identification with a common mission and cross-understanding of objectives. The role of the leader is questioned under these conditions.

Keywords: leadership, collective, collaboration, cohesion, shared vision

Are managers ready to talk about mental health in the workplace?

Sophie GRÜNFELDER

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Abstract:

Recent global situation encourages companies and researchers to question mental health at work. Even the topic seems appropriate in this context, the use of the locution “mental health” is rare in French language for professional situations and can thus be discussed. The purpose of this research is to focus on the acceptability of the locution mental health (“*santé mentale*” in French) at the workplace. This contribution first aims to study, compare and analyze the texts about “mental health” and “mental health at work” of the World Health Organisation and the International Labour Organisation, and the public policies concerning labour law, health and mental health in France. Considering the most common locutions about mental health troubles due to work issues are not the one we are studying, this research observes the conditions of acceptance of the French locution “*santé mentale*” among French managers from public and private sectors. This research thus unfolds the particular profiles of managers that seems more keen to accept to use the specific locution “*santé mentale*” at the workplace. The underlying goal of this study is to enlight the acceptance of mental health issues at the workplace.

Keywords: mental health, managers, acceptability, psychosocial risks, well-being at the workplace

**Affective commitment and suffering at work:
The case of a call center**

Rym HACHANA and Khaoula BACCOUCHE

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Abstract:

A big attention has been devoted to the impact of the concept of affective engagement in the literature on organizations and their performance in order to explain the perceptions and reactions of individuals. (Raju et al., 2009) A concept that is increasingly attracting the attention of employees because it predicts organizational results and employee turnover rates. (Cooper-Hakim and Vieswesvaran, 2005; Riketta, 2002). At the same time, with the global transformations of the working world, there is a transition from a physical to a mental burden, specifically, in the call center sector, which recently explains "the rise of the problem of suffering at work» (Morival, 2020, p.1). In our research, we were able to show through a qualitative study that affective commitment can exist in a context that generates suffering. This can be circumvented by the support of the supervisory and his recognition. As well as perceived organizational support plays an important role in employee behavior. As for group support, it strengthens affective commitment and long-term retention. All the same, this type of commitment is linked to the personal characteristics of the individual and can exist beyond the nature of the organization.

Keywords: affective commitment, suffering, call center, work, qualitative methodology

What leadership after the sanitary crisis ?
Exploratory survey of servant-leadership in a company with a mission

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Abstract:

Managerial pathologies (Belet, 2013), the disaffection of employees due to a very negative image of companies (polluters, exploitation of workers,...) (Autissier, Bretones, Jacquillat, Martin, & Sibieude, 2020), the health crisis that hit almost the whole world at the beginning of the year 2020, are upsetting the world of organizations and relations at work. Indeed, a consideration of the human dimension in superior-subordinate relations and the willingness of companies to develop a societal objective are the demands of employees. Thus, company leaders, i.e., those who embody the figure of the boss, should be able to create meaning, cultivate positive emotions and quality work relationships (Spreitzer & Cameron, 2012). Therefore, it becomes necessary to ask what leadership posture will break through to this end? In this sense, this research calls upon the concept of "servant-leadership" and aims to make an exploratory study of servant-leadership in a company with a mission which is here "Danone". Indeed, servant-leadership is defined as the desire to want to serve first, and to lead later (Greenleaf, 1977) while requiring qualities such as listening, empathy, humility, wanting to develop one's collaborators, etc. In order to answer the problem, we adopted a netnographic methodology initiated by Kozinet (Kozinet, 2010). The results are still being studied. The managerial interest of this study is to reveal the evolution of leadership.

Keywords: Danone, company with a mission, leadership, positive management servantleadership

Exploring work-life Flourishing with multiple integrated methods

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Abstract:

This research revisits the general theme of work-life balance under a new conceptual and methodological lens. Conceptually, we operationalize the newly defined construct of work-life flourishing from Keyes' mental health continuum (2002). Methodologically, we integrate several approaches in order to analyze this multifaceted construct in such a way that one can altogether include and differentiate the general from the domain specific factors, and achieve dimensional as well as categorical assessments, while accounting for different contexts such as the work and non-work domains. Indeed, bi-factor (ESEM) approach permits an independent general and specific continuous measurement of positive mental health. Factor mixture analysis provides a means to explore different classes of positive mental health. Decision trees are used as an operational method to diagnose class assignment. Drawing on data from a sample of 1066 French workers, our model reveals four classes of respondents, each displaying a particular profile of positive mental health in the work-life domains. Applying it on understanding psychosocial functioning, we show that the general and specific factors have significantly different associations on reducing some psychosocial risks, and that there are significant differences between the profiles, wherein the full cross-domains flourishers display the lowest level of absenteeism, presenteeism turnover intentions and work unhappiness, and the professional languishers the highest.

Keywords: bi-factor (ESEM) modeling, factor mixture analysis, work-life balance, flourishing, mental health, decision trees

Psychosocial risks versus Well-being at work, a qualitative research by case study

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Ludovic PICART

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Youssef ERRAMI

ESC Pau Business School

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Abstract:

This article offers a double vision of psychosocial risks and Burnout on the one hand and well-being at work on the other. This double vision leads to a double action: acting according to two axes of primary prevention simultaneously, the axis of risk prevention, upstream of any professional situation (limitation of the risk factor), but also the axis of a proactive approach. more global active development of positive states in business (development of positive mental health). Researchers in Management Sciences, we wanted to identify and better understand the causes linked to the organization of work in cases of Burnout on the one hand, and in cases of job satisfaction on the other. More specifically, we were interested in the study of the determining organizational factors of Burnout, and those that generate well-being and satisfaction. Our results shed light on the crucial role of the support of the hierarchical superior, the N + 1, in the occurrence or not of Burnout and in job satisfaction. If the role of this support (or on the contrary of this non-support) may seem intuitively founded, we have highlighted the mechanisms making it operational. This article will highlight the relevance of a dual preventive approach, as we have suggested. It is more precisely an organizational approach aimed at acting on the one hand in primary prevention by focusing on the identified risk factors and on the other hand by initiating at the same time a pro-active quality of life approach at work.

Keywords: work, organization, burnout, satisfaction, prevention

Organizing by Simple Guiding: Coaching Without Coaches

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Abstract:

Simple guiding principles assume that ‘Sort it out, pretty much on your own’ may be the best way to manage. Some guide-lines, criteria or design rules may be needed as enablers; but practitioners know their territory the best. Not check-lists or expert advice, but clearly stated goals, and time set aside to engage, discuss and act, brings results. In this article, we convert Lacan’s I-S-R model into simple guiding principles for coaching without coaches. Coaching, we believe, ought to facilitate the ‘Other’³ to address the (Lacanian) ‘Real’. But coaches all too often seem to champion a mythic ‘real’, wherein the coached are forced to pretend to be self-sufficient, autonomous and success-driven optimizers. The ‘master discourse’ of such coaching is grounded in an ego psychology, which assumes norms of efficiency and productivity. Precarity, fragility and dependence are denied. Rejection of the traumatic ‘Real’ inherent to the vulnerability of our social-economic (see the crisis of 2008) and environmental (see the Covid-19 pandemic) ‘Real’ dominates. Crisis is met with the denial of the ‘Real’ by strengthening fantasies of omnipotence rendered as success stories, the glories of entrepreneurship, and an embrace of transformational leadership. We believe that attending to the fragileness of our complex intra-related and all too mortal lifeworld, is necessary if we are to address the ‘Real’ rather than flee from it. Acknowledging the truth of the ‘Real’ and its destabilizing power, can we will argue best be done DIY: i.e. without (or at least with a minimum of) coaches. In this article we: (i) defend the call for coaching without coaches; (ii) provide an exemplary case of such a process of self-coaching and (iii) propose coaching without coaches as an example of an organizational behavior that depends on simple guiding principles.

Keywords: simple guiding principles, Lacan, ego psychology, executive coaching, Zizek, I-S-R, Master Mind (MM) Groups

³ ‘Other’ (in quotes) refers to a principle or first cause of otherness, with reference to Emmanuel Levinas’ (1969, 1981) philosophy; ‘Self’ (in quotes) refers to a principle of identity and the Ego as an idealized concept of the human persona, characteristic of the Ego psychological interpretation of Freudian psychoanalysis.

The regulation of organizational paradoxes through the lens of the conciliation metaphor

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Abstract :

Paradoxes are an integral part of organizational life and constitute a real issue for organizations, as evidenced by the many studies aimed at understanding the ways in which these paradoxes can be regulated (Guedri et al., 2014). In our opinion, the notion of conciliation deserves to be brought closer to the work on paradoxes in that it constitutes a potential response to paradoxes aiming to hold together contradictory poles to make them compatible. However, since conciliation is undefined in management science (Uzan, 2009), we propose to use a metaphorical process in order to explore conciliation as a response to paradoxes. In this case, legal conciliation, which is an alternative dispute resolution method based on the search for arrangements, is here used to shed light on the mechanisms at work in conciliation as a response to paradoxes. Since the seminal work of Morgan (1980), metaphors have been widely used in the field of organizational behavior to foster the emergence of theoretical knowledge (Cornelissen, 2005). In this paper, the aim of the metaphor is therefore to contribute to the analysis of the modes of regulation of paradoxes from the perspective of conciliation. To do so, we transfer the notion of conciliation from a source domain, the legal sciences, to a target domain, that of organizational behavior. The paper finally proposes a characterization of conciliation as a response to paradoxes and positions it in relation to other modes of paradox regulation.

Keywords: paradox, organization, metaphor, conciliation, legal sciences

Employees' expectations at work according to their religiosity

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Abstract:

This exploratory research aims to identify whether there is an influence of the employee's religiosity on their expectations. Using the theoretical framework of the psychological contract, this research aims to investigate whether there are specific and/or general expectations for employees based on their religiosities. Due to the sensitive nature of this research, we used a qualitative and projective methodology of an exploratory nature based on video walls and the scenario method. Our research allows us to identify, on the one hand, a convergence of expectations common to all employees, whatever their religiosity, and on the other hand, the existence of more specific expectations - the latter being able to diverge according to the individual's relationship to the company/religion relationship as well as his or her integration and conception of the principle of secularism. More specifically, our research shows the presence of general and common expectations among employees with similar religiosity, as well as specific and individual expectations for these employees - these expectations may have an impact on the performance of the organisation as well as on the performance of tasks and working conditions as such.

Keywords : expectations, religiosity, psychological contract, employees, religious fact at work

**Desperately seeking agility:
a study of identity reinvention of executives in outplacement**

Aude MONTLAHUC-VANNOD and Jean-Philippe BOUILLAUD

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Abstract:

This paper focuses on the study of the identity work of executives, when they experience a break in their objective trajectory: a job loss. We recently conducted an ethnographic research on the integration logics related to the context of permanent mobility, passing through the understanding of senior executives, supported in outplacement firms. When job loss occurs, they experience a challenging and contradictory experience, in which they must “reinvent themselves”, that is to say, accept to abandon an old image, which they held dear but which turned out to be obsolete or failing, to project themselves into a new, more promising identity. We explored this “reinvention of identity” by inviting executives to reflect on their situation. Without any apparent biographical break, they describe themselves as experiencing a moment of “chaos”, associated with their job loss. At the same time, they seem paradoxically positively invested in the work of a self-reconfiguration that involves the telling of a new, more «agile» personality, capable of enabling them to find work. It is therefore a question of combining two contradictory identities, a negative one linked to the unjust sanction of their dismissal and its positive opposite, linked to their unacceptable failure. This balancing of identity is the result of a process that combines subjugation, normalization and subjectivation. In their discourses, the changing dimension of their identity mixes questioning, vulnerability, resentment, and imagination.

Keywords: executive outplacement, positive identity, identity work, self reconfiguration, impossible failure

Engagement and well-being at work: a values-based approach to baby boomers, Gen X and Gen Y

David MORIEZ and Eric GAUTIER

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Abstract:

In today's context of work-centrality, defining the nature and importance of the values that a generation associates with engagement allow for implementing an HR policy that makes sense. Since engagement is based on internalized values, there is a close relationship between well-being and engagement. However, research has not defined the engagement values [EV] of the different generations at work. A qualitative analysis is used with 30 baby boomers, 30 Gen Xers, and 30 Gen Yers to understand their EVs' nature and importance. Results show that while EV values across the three generations are relatively similar, their properties differ. They clarify the portmanteau expression "sense" at work and reveal a transgenerational transmission of the properties of work engagement values. Boomers' engagement is related to the meaning *of* work, Gen Xers' engagement is related to meaning *at* work, and Gen Ys' engagement is related to the meaning *of* work and *at* work together. These sense variations constitute points of vigilance to contain the risk of disengagement of generations representing 70% of the active population in France in 2021.

Keywords: generation, well-being, engagement, sense, value

“Workindness”: From a Theoretical Ideal Made in USA to a Practicable Reality for 11 French Companies

Steve ORDENER and Sybille PERSSON

ICN Business School (France)

Abstract:

The theoretical relevance of positive organizational behaviors at work, designed mainly in the US, remains to be empirically investigated in France, particularly by paying more attention to Francophone cultural resources. Additionally, kindness to others, which seems to be positioned as a driver of happiness for oneself and which would also constitute a specific construct between colleagues in the professional environment, calls for more research taking into account the context. Therefore, how could we make kindness at work - a theoretical ideal made in USA - a practical reality in French companies with a strong industrial and mining culture, when there is no common definition of kindness at work to be found today? This issue has lead us to implement an action-research based on a qualitative approach designed with the managers of 11 companies that are part of an Employer's Alliance. Our research concludes to the notion of “workindness”, which, as an operative concept, invites to explore five efficient "posture attitudes" for leaders, managers and other contributors, but also to detect five "imposture factors" that could negatively affect the notion of kindness at work as a common good.

Keywords: positive behaviors, work relationships, kindness, professional stance, humanistic management

**The integration of populations in crisis management:
Emergent roles and solidarity in the words of the victims of Roya Valley**

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Abstract:

On the disasters scenes, several actors arrive in the affected areas to provide an emergency response. On the night of October the 2nd to the 3rd, 2020, in the middle of the pandemic caused by Covid-19, the Roya valley was impacted by the storm Alex which left a disastrous physical and psychological imprint on the inhabitants. Nevertheless, the involvement of affected populations in the disaster response emerged spontaneously. This made much easier the creation of a social capital that was gradually configured and which is maintained over the time. This article aims to highlight the roles that emerged from the population during this disaster situation. For this survey, we carried out semi-structured interviews with the inhabitants and volunteers of the municipality of Breil-sur-Roya and of the annexed municipalities of: la Maglia, Fontan, Saint Dalmas de Tende (20), rescue actors' coordinators (2) and elected officials of the city of Breil (3). For our analysis, we employed emergent coding of data which showed the importance of establishing social bonds between actors for a better coordination of all them and their roles. We found that self-attribution of roles, understood as a human capacity, facilitates the creation of chains of solidarity which promote the collective adaptation of the inhabitants. We conclude that the population owns a rich and mobilizable social capital that does not depend on security forces. Population is the most important complement for the rescue actors against disasters in the long term.

Keywords: populations, community, self-attribution of roles, solidarity, collective adaptive behaviors

Relational change in organizations in the face of the pandemic

Silvia PASCHINA

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Abstract:

In the last ten years, the world economy has seen a radical change in people's purchasing habits, so much so that there is talk of an epochal change. The attention of the modern consumer is increasingly moving away from the simple possession of products and is directed towards belonging to a specific social group, therefore sharing and not just possessing. For this reason, when we talk about relational goods, we are describing goods that cannot be produced. The State and the market certainly play an important role in promoting personal interactions affecting the social and economic mechanisms that regulate our lives. Therefore, it appears essential to understand how these rules have profoundly changed with the ongoing pandemic. This has immediately and violently exacerbated inequalities, made weaker people more fragile, and increased poverty exponentially. We will analyse how the health aspect concerns not only the lethal effects of the virus, but also the necessary measures for its containment, including social distancing which, although necessary and effective, has had very serious effects on the earning generation, employment and on economics of relations. The company is not a neutral space, but a space of experiences and events which must find the right place in the spirit of resources and their positive channeling. Otherwise, stress and frustration will inevitably decrease relationship and professional performance.

Keywords: pandemic, relational economy, inequality, society

What does not kill makes stronger or the mithridatization of the hierarchical relationship in a Covid context: the reasonable organizational positivity

Caroline RIEU-PLICHON et Magalie AYACHE

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Abstract:

Our research focuses on how hierarchical relationship has been impacted by the introduction of forced telework, in the context of the COVID sanitary crisis. As part of an exploratory qualitative research based on the responses of 47 people to an online questionnaire and an in-depth interview, our results highlight contrasting changes in the hierarchical relationship, in the context of forced telework. This hierarchical relationship tends towards an improved, “augmented” remote relationship – i.e. a form of organizational positivity, through a relational positivity - or, on the contrary, a degraded, “diminished” remote relationship, between the managed and the manager. Our results also show the existence of a continuum between organizational negativity and positivity, i.e. a dialogical relationship around a relative and nuanced organizational positivity. Our results invite us to offer to develop the POS through the concept of “Reasonable or Bounded Positive Organization”, which seems to us more appropriate to the remote hierarchical relationship and in the context of the COVID crisis.

Keywords: hierarchical relationship, Positive Organizational Scholarship, reasonable/bounded PO, telework, COVID sanitary crisis

**Between Deep Values and Everyday Practices.
A portrait of entrepreneurs in the East of France.**

Elen RIOT

Université de Reims Champagne Ardennes

Caroline ANDRE

NEOMA Business School

Jonathan LABBÉ, Anne CARBONNEL, Aramis MARIN

Université de Lorraine

(France)

Abstract:

Society sees entrepreneurs more as risk-takers, game-changers, authors of creative destruction than value bearers. Yet it tends to be more and more the case, entrepreneurs are evaluated through the angle of values in terms of sustainability and social ambitions, especially in regions where industrial decline puts more stress on finding new sources of economic activities and social cohesion. That means any entrepreneur may be a source of inspiration for what Cameron, Dutton and Quinn, (2003) call “positive organizational scholarship”. We study this issue of values and promises in entrepreneurship through a fieldwork investigation in the East Region of France based on semi-directive interviews. This is an exploratory paper situated at the beginning of three years long investigation on the same topic. We identified three profiles and their affiliative circles: entrepreneurs within the university, entrepreneurs in reconversion (after managerial jobs) and collective entrepreneurs engaged in social transformation. Our investigation means to understand and picture how entrepreneurs see their mission and their role in relation to entrepreneurship promises and founding values at the onset of their project. We also look at how everyday practices may be an obstacle or an inspiration along the way. Our hypothesis for this study is that entrepreneurship often focuses on future promises rather than present values whereas the last one often explains an entrepreneur’s first circle’s support and his or her ability to say no in specific circumstances, for instance when faced with financial pressure.

Keywords: entrepreneurship, positive organizational scholarship, story-telling, values, practices and representations

**Team cohesion in the framework of a public service mission in emergency and risk situations:
the case of a French Departmental Fire and Rescue Service (SDIS)**

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Abstract:

The objective of this article is to determine and measure the cohesion of a team based on a survey conducted in a French Departmental Fire and Rescue Service (SDIS). First, we review the issues involved in knowing about cohesion in order to improve a team's performance. We then analyse and test cohesion with the model developed by Carron. We apply this conceptual framework to the case of the personnel of this SDIS, to highlight the role of the cohesion of a team in the exercise of its mission of public service in a context of emergency and risk. Cohesion is a construct influenced by social dimensions (linked to the group and its maintenance), operational dimensions (turned towards the objectives of this same group) as well as contextual dimensions of the professional activity. It must be evaluated at these different levels in terms of its individual perception by the individuals for themselves and the group. Cohesion thus appears to be a positive behaviour for achieving these public service missions at both team and organisational levels and enables collective action to be more effective and meaningful.

Keywords: cohesion, positive behaviour, group, risk, emergency

The survival of positive organizational behavior in the face of closure: the case of Renault Billancourt (1980-1992), between resilience and compromise

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Abstract:

Built from 1929, the sprawling factory located in Meudon and Seguin will be progressively penalized by the high urban density, which will result in increasing logistics costs. Renault Billancourt will see its production workforce decline regularly since the end of the 1960s, despite its favorable positioning in the 4L, which generates significant volumes. The initiative for the closure fell to Raymond Lévy in November 1989, his predecessor Besse, G. having planned to do so in the second half of 1987. The slow process of closing Renault Billancourt from 1980 to March 1992 is the worst possible ground to expect the generation of positive organizational behavior. On the one hand, at the time of the official announcement in November 1989, "the employees, by their lack of qualification, their age, their seniority, the fragmented organization of work, were the least apt to change" (Perrin et al., page 3). On the other hand, the prospect of an increase in land value of the land vacated by the factory could make the management of the social plan even more difficult. Yet, against all expectations, Labbé, D. indicates that after the closure announcement: Factory quality will improve significantly, "the previous compromise: quality and productivity versus employment, continues to work, even to strengthen." This observation is shared by several historical sources, either from the managerial, union and university fields. Billancourt's plan was discussed on the basis of only three EC meetings. How to explain an increase in positive organizational behavior, following the announcement of the plant closure?

Keywords: process, organizational behavior, successive social plan, automotive, Renault

**Making vulnerability a factor of performance:
wishful thinking or a real source of managerial potential?**

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Abstract:

Vulnerability is essentially seen in a negative light: for companies, it is first and foremost a risk, and in general, employees detected as vulnerable are perceived as less efficient than others. However, could vulnerability not be seen as a managerial resource rather than as a threat to the organization and its performance? It is, after all, ontological, and therefore inherent to life in society, since people are interdependent. We were interested in the care ethic defended by Joan Tronto, and in the current that stems from it, care management, which seems to us to be an interesting approach; we then carried out an action research with six managers for one year in an organization where many employees were detected as vulnerable because of a change context. The results showed strong resistance to the acceptance of vulnerability as a resource, and yet the evolution of the managers included in our study showed that if they were both care givers and care receivers, they performed better than the average of their peers. It seems therefore that a collective recognition of vulnerability as a positive behavior can be relevant for organizations; they just have to avoid the psychologizing and manipulative pitfalls that can result from it. Finally, in a global pandemic context that has accentuated vulnerabilities, it is essential for managers to apprehend psycho-social risks from a different perspective, and positive organizational behaviors are a reading grid that can allow for more humanistic management.

Keywords: positive behaviors, vulnerability, authenticity, recognition of weaknesses, care

Well-being networks at work

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Abstract:

The misfortune of some makes others' happiness. However, some work in social contagion and social networks has suggested that the happiness of some could also make others' one. By studying longitudinal data from the Framingham Heart Study, Fowler and Christakis (2008) explained that if the friends of our friends, or even the friends of friends of our friends are happy then we are more likely to become happy. More and more research works in public health focus their studies from individualistic, essentialist, and atomistic explanations to more relational, contextual, and systemic understandings (Borgatti and Foster, 2003). In the end, could the well-being of some employees develop the wellbeing of others? And could a more targeted policy on these influencer employees spread well-being in the organization? By combining the analysis of social networks (Barabási, 2013) and the approach by well-being profiles (Biétry and Creusier, 2015), our objective is to identify clusters of well-being profiles and to determine influencing profiles within the organization. The hypotheses are that physical and social proximity will favor the grouping of the most similar profiles and that the most central profiles in social networks will tend to be influencer profiles. To test them, a statistical approach centered on people will be carried out using the results of the EPBET scale (Biétry and Creusier, 2013). At the same time, a mapping of the organization's social networks will be carried out.

Keywords: well-being at work, social network analysis, profiles, social influence

Organisational positivity at the test of cultural diversity: a case study from Cameroon

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Abstract:

Our communication aims to enrich the knowledge and understanding of organisational positivity from the African experience in general and Cameroonian in particular. Through the intercultural prism, we explore the path of an interpretive pluralism of positivity and argue that the building blocks and factors of production of organisational positivity may vary across social environments. The case of the Cameroonian environment selected illustrates the relevance of intercultural sensitivity by revealing the limits of a globalising and generalising approach to organisational positivity. Three practical cases are selected for analysis. From the first case, we show that factors such as the high rate of unemployment, family pressure and the fragility of unions which in others environments help to inhibit the potential of employees, can on the contrary strengthen the resilience of employees and develop in them the feeling of hope. The second case presents and analyses the reality and the influence of the wizarding imagination and religious beliefs on the positive psychological resources of employees and managers. As for the third case, it serves as an illustration to show that the effectiveness of a leadership style in the production of positive organisational behavior is not necessarily linked to its democratic character, because the model of liberated companies recently advocated in several researches does not always guarantee productivity. The discussion of the cases and the interpretation of the results make it possible to propose a typology of organisational positivity based on Cameroonian variables.

Keywords: organisational behavior, organisational positivity, cultural diversity, productivity, Cameroon

Reinforced monitoring of teleworkers by using the services of a workplace well-being platform

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Abstract:

This exploratory study investigates the role of "workplace wellness" digital platforms in a context of remote and distance working, which is a phenomenon that may develop further in the future. The main risks described in the literature are loss of human connection, difficulty in collaborating, isolation, endless work and blurring of work-life boundaries. This study examines how the digital tools and services are integrated in an existing occupational health organization, if the tools affect the role of occupational health workers, the issues they try to resolve and how the tools are used. In order to do this, we interviewed a network of workers in the field of occupational health, including the providers of the digital platform, and we collected feedback on the usage in a remote working context. The results of the interview show how these tools were used for distance management (particularly when employees experience the loss of human connection, in identifying their psychosocial hazards in a pressured legal context, and in supporting employees) but also the risks perceived by the health professionals at work (a risk to pass the companies responsibility of a low level of well-being to the employees, sometimes the absence of support in the improvement of the situation). Finally, this work allows us to question the meaning of "well-being at work" given by the occupational health experts we interviewed and through the analysis of the tools commonly characterized as "well-being at work" solutions.

Keywords: teleworking, digital platforms, health at work, remote management, psychosocial hazards

Trust Management and positive organizational behaviors : avenues for thinking and action

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Abstract :

Our communication is part of the research scholarship on positive organizational behavior (POB). More precisely, we question the relationship between interpersonal trust and emergence of these POB at team level. Based on the seminal research on interpersonal trust and its benefits, our conceptual study shows that the management of trust can generate positive behaviors by preserving and relying on the psychological resources of team members. Therefore, we question the two forms of trust (cognitive and affective) likely to be mobilized by the manager to promote these behaviors. We argue that the use of trust in practice must relate to two complementary environmental elements and three managerial postures. First the construction of a secure professional environment, based on the initiation of cognitive trust. Second, a specific mode of action within this secure framework to develop the dynamics of trust to a more affective level. These modes of action are based on three complementary managerial postures we finally discuss : the builder, associated with the development of cognitive trust, the facilitator, which allows the transition from cognitive to affective trust, and the coach. This last posture is pivotal because it helps to develop and maintain affective trust to better regulate emotions and positive behaviors over the long term.

Keywords : positive behaviors, interpersonal trust, cognitive trust, affective trust, team management

**Attracting and retaining the talent pool:
the case of Tunisian international companies**

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Abstract:

This paper seeks to explore new talent management practices that attract and retain internal and external talent to meet the competition and increase the company's productivity. Indeed, the theme and the problem addressed in this research offer aspects that have been little explored until now. Responding to this problem, we conducted 45 semi-structured interviews, processed by the NVivo 10 software based on thematic content analysis, studied among HR managers and the talent pool of five Tunisian international companies specialized in the field of IT and telecommunications (Sofrecom, Vermeg, Leoni, Orange group and Ooredoo), which allowed us to adopt effective support plans to the talent pool in order to optimize their potential and then retain them.

Keywords : innate talent, acquired talent, talent management practices, talent attraction, talent retention

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RIPCO

Revue Internationale de Psychosociologie et de Gestion des Comportements Organisationnels

RIPCO is the only French journal exclusively dedicated to organizational behavior

An editorial line focused on OB

The journal's editorial line is devoted to the behavior of individuals and groups within organizations. The ambition is to improve their understanding and explanation. Due to the interactions between them, three levels of analysis are accepted: the individual level (micro), that of the group (meso) and that of the organization (macro). RIPCO therefore publishes theoretical or empirical research on organizational behavior regardless of the type of organization studied, the contexts and the methodology used. Research can be indiscriminately rooted in the various social and human sciences.

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in French or English but, if accepted, now systematically invites their authors to provide a translated version in English at their expense.

Increased international visibility

The editorial policy implemented since 2018 was welcomed by the CNRS, which ranked the journal at rank 4 on its list (version 5.07 / June 2020). This recognition is in line with that of the FNEGE (rank 4) and HCERES (rank C) which had been obtained previously. RIPCO is also listed in CAIRN and in several ProQuest aggregator packages. Listing in Cairn International since April 2021 should give a new international audience to the English versions of RIPCO publications. In order to anticipate future rankings in management sciences, in particular by the FNEGE in 2025, a request for integration into the SCOPUS database (Elsevier) has been made.

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