

WELL-BEING AT WORK

CAN WE COUNT ON GREATER EMPLOYEE AUTONOMY?

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ABSTRACT

The liberated enterprise is a new philosophy promoting well-being and autonomy at work, and any company, whatever its size, can implement solutions adapted to its context. In Morocco, the premises of the liberated enterprise are beginning to appear in medium-sized startups employing young, well-trained staff. In this article, we focus on the issue of the liberated enterprise in large Moroccan companies. The results of our empirical study show that this new management approach is far from being implemented. Lack of maturity and the risk of losing control represent, for Moroccan managers, the main limits to the implementation of the liberated enterprise model.

Key words: Well-being at work; performance; liberated enterprise; collective intelligence.

I- INTRODUCTION

Faced with the challenges of globalization, Morocco has been engaged in a process of multidimensional transformation (political, economic and social) since the 1990s. Moroccan companies have a vital role to play in creating value and supporting the country as it carries out the vast projects currently underway. To achieve this, Moroccan companies must guarantee optimal management of their human resources. Well-being at work is the culmination of any successful HR strategy.

Management literature is in full swing with the development of a new managerial philosophy: the "liberated enterprise". Happiness and well-being at work are closely linked to the elimination of hierarchy. This is the first challenge of the liberated enterprise, where the asymmetrical "employer-worker" relationship is called into question, and where the liberating manager's main mission is to establish a culture of collective intelligence. The liberated enterprise approach is based on self-determination to motivate employees and enable the creation of value.

How do Moroccan companies promote well-being at work? How do Moroccan managers perceive the liberated enterprise model? Does it represent an opportunity or a threat for Moroccan managers?

To address our problem, we have limited our theoretical frame of reference to the theory of self-determination, which seems the most relevant and represents the reference model for the liberated enterprise approach. Thus, three main axes are addressed:

- Defining the concept of well-being at work and its philosophical underpinnings.
- The levers of well-being at work according to self-determination theory;
- The emergence of the liberated company and the role of the liberating manager.

Based on the motivational levers defined by the theory of self-determination, we set out the avenues explored during qualitative interviews with managers from ten Moroccan companies. The interviews focused mainly on:

- The concept of well-being at work. In other words, how Moroccan managers define this notion;
- The levers of well-being at work;
- The objectives of the various measures put in place to promote well-being in the workplace.
- Moroccan managers' commitment to the liberated enterprise approach.
- The limits of the liberated enterprise model in Morocco.

II- LITERATURE REVIEW

Individual and organizational performance are closely linked to well-being at work, a complex concept that relies on deep and multifaceted dimensions, such as interpersonal relationships, skills, engagement, and autonomy, among others. The definition of well-being at work is not fixed and evolves over time to incorporate various factors that take into account the complexity of the environment in 21st-century organizations. This literature review aims, on the one hand, to explore the different approaches to well-being at work and its connection to individual performance. On the other hand, the objective is to explain the model of the liberated company, based on expanded autonomy, to promote employees' well-being.

1. WELL-BEING AT WORK, A GUARANTEE OF INDIVIDUAL PERFORMANCE

Before discussing the importance of well-being in the workplace as a lever for individual performance, it makes sense to look back at its historical foundations to better understand contemporary definitions.

1.1 DEFINING WELL-BEING

The first works to address the notion of well-being were carried out by ancient Greek philosophers (Waterman, 1993). Two main doctrines can be distinguished:

- On the one hand, the eudemonism of Aristotle, who considered happiness to be a principle towards which all human beings tend, directing their actions with a view to achieving it (McMahon, 2006). From this perspective, in seeking happiness, man lives in a state called "eudemonia" in Greek.
- On the other hand, hedonism, developed by Plato, emphasizes the pursuit of pleasure and the satisfaction of desires. This approach refers to obtaining what one desires and the pleasurable emotions this brings (Achille, 2003). The person is therefore considered to be in a state of hedonic well-being when positive manifestations outweigh negative ones (Kahneman, 1999).

These philosophical reflections have influenced the work of psychologists. Indeed, the theoretical underpinnings of Aristotle's eudemonism form the basis of several contemporary authors, such as Waterman (1993), who considers that well-being "involves meeting essential challenges, having a sense of living fully, being oneself and being at one with one's activity". In the same vein, Ryff and Singer (1998) consider that well-being is based on self-determination, effort and the application of skills, as opposed to the hedonic pleasure of passively obtaining a collective reward.

The evolution of work-related expectations and the growing interest in self-fulfillment and well-being at work have contributed to the emergence of positive psychology¹. The theoretical understanding of well-being at work had to wait for the emergence of positive psychology (Seligman, 2000). The notion of well-being is defined by two main approaches:

- **Bottom-up theory or objective well-being.** This is part of the psychological theory of emotions at the end of the 19th century, which sees well-being as a sum of positive and negative emotions (Watson and Tellegen, 1985). This theory states that happiness derives from the well-being experienced in the various spheres of life, or from the positive effects associated with life events. Overall happiness is the sum of small pleasures (Bouffard, 1997). Individuals are objectively influenced by events in their environment. That's why well-being is defined as the sum of the positive and negative aspects a person experiences.
- **Top-down theory or subjective well-being.** This is a humanist approach from the 1940s, which emphasized self-esteem, social affiliation and motivation. The top-down theory is based on an inverse logic; in that it stipulates that perceived well-being has an impact on all spheres of life. The individual plays a decisive role, interpreting life events in a positive or negative light. This subjective approach to well-being is divided into two main dimensions:
 - **The affective or hedonic dimension:** emphasized by Diener in the 80s. Well-being refers to the satisfaction of our expectations in the various spheres of our lives, and to the pleasurable emotions we experience (Diener 1999). Thus, well-being is made up of the prevalence of positive versus negative emotions.
 - **The cognitive or eudemonic dimension:** where the notion of well-being refers to the realization of one's full potential, self-determination, self-acceptance, autonomy and control over one's environment and positive relationships with others (R.M. Ryan and E.L. Deci, 2001).

¹ In the late 90s, positive psychology was officially founded as a discipline of psychology by Martin E. P. Seligman at the annual convention of the American Psychological Association. Research in this field exploded in the early 2000s

Psychologists debate these different approaches. Which of these approaches should be used to define well-being? Some researchers propose a multidimensional approach, defining well-being as a construct that includes both dimensions (R.M. Ryan and E.L. Deci, 2001).

1.2 LEVERS FOR WELL-BEING AT WORK

Since the work of Elton Mayo, who approached the issue of well-being using other terms (mood, morale, psychological needs, etc.), research has followed on from one another, and company managers are beginning to take an interest in the well-being of individuals at work. As Roethlisberger and Dickson (1983) put it: "there is another system of ideas and beliefs that we will refer to as the logic of feelings: these are the values that lie at the heart of the interpersonal relationships of the different groups in the organization". During this period, the concept had a particular meaning: a person's sense of social belonging and degree of attachment to, and involvement in, the collective task and group spirit (Fineman, 1996).

Subsequently, in the fifties and sixties, psychoanalytically inspired research was carried out at the Tavistock Institute in London². These highlighted the role of the unconscious in social life, and the importance of motivation and job satisfaction (Jaques, 1951).

From the 1980s onwards, several researchers have sought to link cognitive and emotional aspects, with a view to improving performance at work. According to Motowild (1986), affects influence managerial judgment. Other researchers (Peters and Austin, 1985) consider love, empathy and enthusiasm to be indispensable conditions for success and organizational excellence. Similarly, psychologist and New York Times journalist Daniel Goleman (1995), in his famous book *Emotional Intelligence*, drew on research in psychology, education and neurology to explore the real reasons for professional success. It's personal skills, self-control, motivation, empathy and the quality of human relationships that determine an individual's performance.

Hackman and Oldman (1980) argue that the most effective way to motivate people at work is to optimize work organization. Task variety, autonomy and freedom to make decisions have a significant impact on motivation, and consequently on job performance.

In recent years, self-determination theory has established itself as a reference framework for the study of well-being and performance at work. Part of the eudemonist paradigm, it supports the idea that human beings have fundamental psychological needs, and that satisfying these needs is essential to their integrity and well-being. When these needs are met, the organism experiences vitality, internal congruence and psychological integration (Ryan and Frederick, 1997).

The notion of need is central to this theory, which distinguishes three types:

Autonomous action is that which emanates from the true self, and whose causality is perceived as coming from within (Ryan, 1993). The need for competence: which provides a sense of efficiency and boosts self-confidence. Competence stimulates curiosity, the desire to explore and take on challenges.

The need for affiliation and the quality of human relationships: This is a sense of belonging and being connected to people who are important to you (Baumeister and Leary, 1995).

These needs are a determining factor in well-being at work, and it is human nature to always seek to satisfy them. Organizations that put in place the necessary systems to meet these needs are likely to achieve the best performance. The fact that we feel a relationship of trust with others enables us to invest and use our energy, abilities and potential to the full.

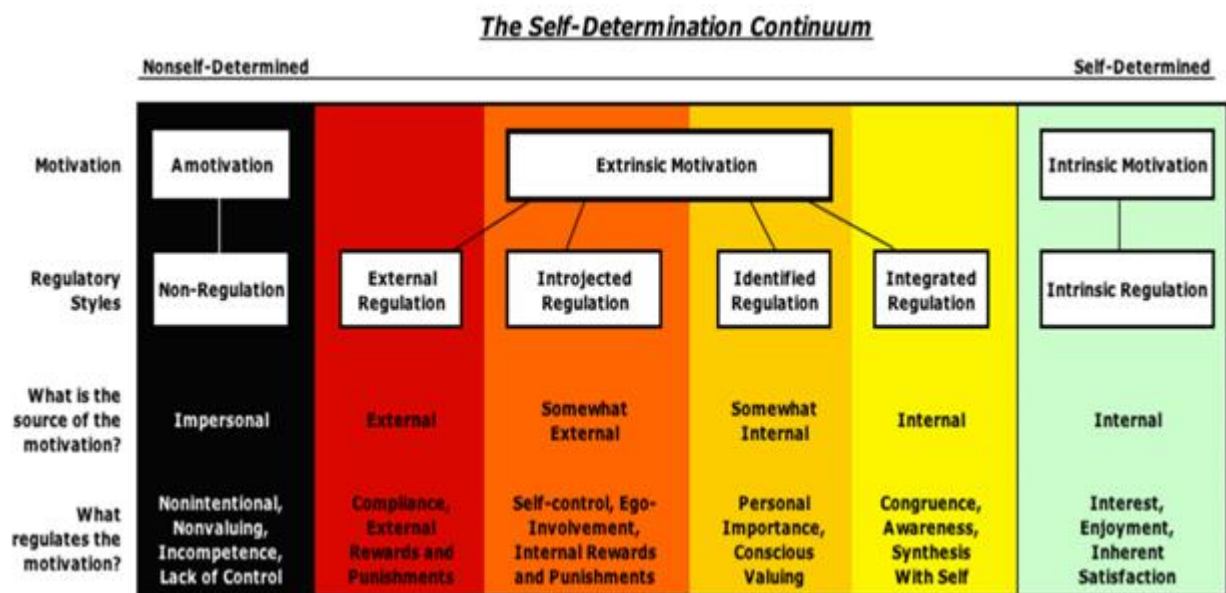
² Institute specializing in the study of group and organizational behavior.

Admittedly, these three needs do not represent all the sources of human motivation, but most researchers consider them to be levers of well-being at work (Baard, P. P., Deci, E. L. and Ryan, R. M, 1999).

The originality of this theory of self-determination lies in the fact that it distinguishes between two types of motivation (Deci and Ryan, 2002):

- **Intrinsic motivation:** the individual's action is guided solely by the interest and pleasure he or she finds in the action, without any expectation of reward.
- **Extrinsic motivation:** the action is provoked by a circumstance external to the individual (punishment, reward, social pressure, obtaining someone's approval...).

These two types of motivation are complemented by a third state: amotivation. This is defined as the absence of self-determined motivation in the individual. It is the result of the individual's inability to understand the link between the behavior and the result that follows. The behavior becomes automatic, without the individual being able to feel self-determined motivation for what he or she is doing. This is the taxonomy of motivation and self-regulation according to self-determination theory.



The aim of self-determination theory is to explain the factors involved in the development of intrinsic motivation. In other words, how individuals at work integrate extrinsic motivations to develop self-regulation of their behavior. The latter enables them to engage autonomously and voluntarily in the performance of their missions. The self-determination continuum explains this self-regulation process. Indeed, according to this theory, extrinsic motivation is not fixed and can vary according to the degree to which it is internalized (Deci and Ryan, 2012). Internalization is defined as "the process by which people take on regulatory values, attitudes and structures, so that external regulation of behavior is transformed into internal regulation that no longer requires the presence of external contingency (Gagné & Deci, 2005).

Internalization encompasses three different regulatory processes:

- Introjected regulation is when the individual acts to feel respected. When he fails, he feels ashamed, and when he succeeds, he feels proud. It's an unstable form of motivation insofar as it includes contingent self-esteem.
- Identified regulation, which involves a conscious acceptance of the importance of behavior in achieving personal goals. The individual is strongly encouraged to adopt a behavior to achieve his or her goals,

despite the difficulties encountered³.

- Integrated regulation is the most autonomous form of extrinsic motivation. Individual behavior is explained by personal values and beliefs. However, integrated regulation differs from intrinsic motivation in that the individual's behavior is always motivated by the achievement of personal goals, not by the behavior itself (Gagné and Deci, 2005).

Across this continuum, self-determination theory represents par excellence the frame of reference for motivation and well-being at work, as it defines autonomy and self-determination as the main factors in the commitment and involvement of human resources.

Researchers consider that most organizational practices target the integration of behaviors in a non-intrinsic way, which makes it difficult to guarantee well-being at work and ensure sustainable performance. Autonomously regulated behaviors are more stable and sustainable.

In the same vein, the systemic approach to well-being in the workplace, as proposed by Kernis (2003) and Keyes (2002), highlights the importance of an organizational culture that values work-life balance, recognition, and flexibility. The authors emphasize the role of human resource management in implementing personal development strategies while meeting the demands of organizational performance. A management approach that promotes a culture supporting flexibility and positive relationships between colleagues helps create favorable conditions for employees' long-term well-being.

Focusing on the positive aspects of the human experience, Martin Seligman (2000) emphasizes organizational practices that support talent recognition, skill development, resilience, engagement, and healthy relationships. As Lyubomirsky, Sheldon, and Schkade (2005) state, positive emotions increase creativity, productivity, and employee engagement. This positive psychological approach, which highlights the role of emotions, was also supported by Daniel Goleman (1995). Well-being at work is not solely about compensation or physical conditions; it is closely tied to emotional management and interpersonal relationships.

We conducted a theoretical synthesis that provides an overview of various studies addressing well-being at work and its determining factors. Early studies by Elton Mayo highlighted the importance of the social and psychological aspects of employee well-being. However, the scope of these studies remains limited, overlooking other dimensions, notably cognitive and emotional ones.

To address this gap, other research has focused on the links between emotions, cognition, and work performance. Daniel Goleman, with his emotional intelligence theory, introduced the role of emotions as a key driver of work performance. Hackman and Oldham highlighted organizational factors that promote motivation at work. However, Goleman's approach lacks empirical evidence to confirm the role of emotions and their impact on individual performance at work. As for Hackman and Oldham's work, it seems unsuitable for certain organizational contexts, particularly structures characterized by a strong hierarchy of professional relationships and work environments with strict prescriptions, where autonomy and task diversity are very limited.

Meanwhile, the self-determination theory emphasized the role of individual needs and their satisfaction in ensuring employee engagement and performance. By making an important distinction between intrinsic and extrinsic motivation, this model helps us to better understand how to implement effective and productive work practices. Despite the beneficial contributions of this approach to well-being at work and its broad empirical body, the self-determination theory has certain limitations. In our view, relying on a high level of autonomy for employees may not be feasible, especially for those with lower qualifications or in organizations where strict control of activities is required. Therefore, it is challenging to combine the three factors of well-being at work, as suggested by self-determination theory.

³ For example, a nurse who values patient well-being and comfort would feel relatively empowered to do unpleasant tasks that, while not intrinsically interesting, lead to patient well-being and comfort (Gagné & Deci, 2005).

The challenge for companies in the 3ème millennium is to foster intrinsic motivation. This corresponds to the second end of the continuum, where people are motivated by their behavior rather than by the achievement of personal results. This is why many companies have embarked on a process of rethinking their management style. The "liberated company" is one of the most popular practices of recent years. The aim is to reduce psychosocial risks, stress, absenteeism and employee disengagement.

2. THE LIBERATED COMPANY: RECONCILING WELL-BEING AND PERFORMANCE

Today's companies are increasingly faced with a chaotic, fast-changing and competitive environment. They need to develop distinctive skills, acquire the best technological choices and master their human resources, and combine well-being and performance. In response to this challenge, several companies have introduced new managerial approaches. The "liberated company" is one of them. How did the liberated enterprise model emerge? And how can it guarantee well-being in the workplace?

2.1. THE EMERGENCE OF THE FREE ENTERPRISE PHILOSOPHY

Human beings hate work and responsibility, and their motivation is purely material. Man must therefore be subject to an authoritarian hierarchy. McGregor, a psychologist by training and a former company director, opposed this theory-to-Theory Y in his famous book *The Human Side of Enterprise* (Gauthier-Villars, 1970). As soon as a company trusts its employees and sets them objectives in line with their abilities, they blossom, perform well and don't need to be managed. Man seeks to satisfy his needs for self-realization and self-direction. This approach has inspired several management theorists to defend the "liberated enterprise" model implemented by companies in France, the United States, the United Kingdom and India (E.Deci and R.Ryan 2000).

It's a term popularized by Isaac Getz, professor at ESCP Europe, in his book *"Liberté & Cie"* following his research work at Gore (inventor of Gore-Tex in the USA), FAVI in Picardie (automotive parts manufacturer) and Poult in Montauban (cookie factory). The liberated company is defined as an organizational environment where most employees are completely free and responsible to undertake whatever actions they themselves (not their superiors or even procedures) decide are best to achieve their company's vision (Isaac GETZ, 2009).

Nevertheless, the philosophy of the liberated enterprise, which is based on the psychology of motivation, cannot imply a single model as advocated by Theory Y. The organization must satisfy employees' needs in a way that is specific to their cultural and human context (Isaac GETZ, 2016). The following three cases illustrate the flexibility of the model and its adaptation to the particularities of each organization.

Following a financial crisis, the Poult group set about transforming the company's culture and operations by developing collaborative work with a view to establishing a culture of collective intelligence. Under the impetus of Chairman Carlos Verkaeren, a "de- hierarchization" process has been initiated. This involves doing away with the positions of directors and department heads. Employees (agents and managers) define their own tasks.

For Velux subsidiary VKR France, a joiner based in Picardy, "the factory is now structured into mini workshops. Each unit is responsible for manufacturing, from A to Z, in complete autonomy, an entire window and no longer just a part or a piece," explains Renaud Grasset, manager. The workers get to see in concrete terms what their work is for". (Extract from an article in March 27, 2012, issue of Management).

Orange has introduced the concept of "hackathons". "Over a two-day period, developers, designers and project managers get together to work on computer programming. The aim is to produce a software or application prototype in just a few hours. The community spirit is very strong, and in the form of a timed competition, the winning team is generally chosen by a jury at the end of the allotted time. Participants see it as a way of testing themselves in the context of emulation and camaraderie". (Testimony of Anne-Laure, innovation project manager at Orange).

These success stories demonstrate the importance of the manager's role in transforming the organization. According to Isaac Getz, "asking whether every company can become a liberated company is misguided. It's more accurate to ask: Can every boss become a liberating leader?"

2.2. THE LIBERATING MANAGER

The mission of a liberating leader is not to prescribe work, nor to give instructions, nor to control work, but rather to enable tasks to be accomplished under the best possible conditions, to facilitate access to meaning and to encourage autonomy. How, then, can we guarantee the coherence and convergence of the efforts and interests of all concerned? And how can we develop collective skills within our teams?

Dejoux (1998) defines collective competence as "all the individual skills of the participants in a group plus an indefinable component, specific to the group, resulting from its synergy and dynamics". For Le Boterf (2000), collective competence results from cooperation between individual skills, thanks to three levels of action:

- The power to interact thanks to the implementation of operating rules, appropriate work organization, new information and communication technologies facilitating cooperative work, and real delegation of power.
- Know-how, which can be developed through action training, collective learning situations and knowledge management solutions.
- The desire to interact through collective issues, the convergence of individual and collective issues, the internal and external recognition and enhancement of progress, friendly relations and mutual support.

These two definitions show that collective competence is strongly linked to motivation (wanting to interact), autonomy (being able to interact), synergy and group solidarity, as well as social identification to move from the individual to the collective level.

Developed by Henri Tajfel in the 1970s, social identity theory highlights the psychological processes involved in social change. It has become the dominant approach to intergroup relations and is used as a frame of reference to understand and explain collective phenomena.

In the same vein, Pelled argues that "if individuals on the same team don't recognize each other's skill contributions and confront their points of view, they are unlikely to mobilize a collective skill. The situation is much more worrying if individuals begin to refer permanently to other attractive social groups". (Pelled L.H., Eisenhardt K. M., Xin K. R, 1999).

The challenge for a liberating manager is to create a perfect unity of understanding and action within a team made up of several individuals. This calls for collective analysis sessions to ensure that all team members share a common representation of the reality they experience together. It also requires a culture of mutual listening and a sense of being part of a whole. The aim, then, is not to adapt one's individual representation system, but to share collectively predefined representations of the maximum number of situations encountered. The aim is to develop the ability to listen to other team members and to react quickly to achieve a result shared by all.

Leplat (2000) emphasizes the need to define a common frame of reference: "collective action, which requires the coordination of individual activities, requires that group members have a reference representation known as a common frame of reference". This common frame of reference is not simply the sum of individual representations, but the result of a real collective effort. This frame of reference must be worked out jointly by those involved in preparing and carrying out the action, to ensure a commonality of goals and a matching of actions.

At the end of this literature review, well-being at work is a concept that integrates a variety of factors. However, the theoretical models presented show limitations, notably the lack of empirical evidence and the difficulties in implementing these approaches in highly hierarchical organizational contexts. The concept of the "liberated

company" has emerged in recent years as a response to the limitations of the various approaches to well-being at work. The primary mission of a liberating manager is to establish a culture of collective intelligence that facilitates a smooth integration of individual skills, which is preferable to the compartmentalization of intelligence. What about Moroccan companies? How do Moroccan managers promote well-being at work within their teams? What do they think about the liberated company model?

III- METHODOLOGY OF THE EMPIRICAL STUDY

In contrast to positivism, our epistemological choice aligns with the interpretivist approach, where the world is viewed as a social construction shaped by individual perceptions (Ben Aissa, 2001). Our role is to understand the meaning that individuals attribute to our subject of study, which is well-being at work. As Thiétart et al. (2003) suggest, our ambition is to understand the issue through the interpretations of the key people interviewed using a qualitative methodology. This methodology involves a discursive approach of reformulating and explaining a testimony, experience, or phenomenon (Coutelle, 2005).

In line with this methodological choice, we opted for a multiple case study that allows for comparing the cases studied to discover common and converging points (Yin, 2003). A targeted sampling approach was used, selecting HR managers and line managers. Our choice aligns with Creswell's (2013) approach, which emphasizes the importance of diversity in sampling for a comprehensive understanding of research questions. The table below summarizes the characteristics of our sample

Sex / Occupied Position	Female	Male
HR Manager	54%	46%
Managers	33%	67%

Age group	<35 years	35-45 years	>45 years
HR Manager	25%	47%	28%
Managers	20%	50%	30%

To effectively conduct semi-structured interviews with the key informants, as part of a qualitative methodology, the interview guide in the appendix is structured around three main themes: the conception of well-being at work, the levers of well-being at work, and the adoption of the liberated company model.

IV- RESULTS AND DISCUSSION

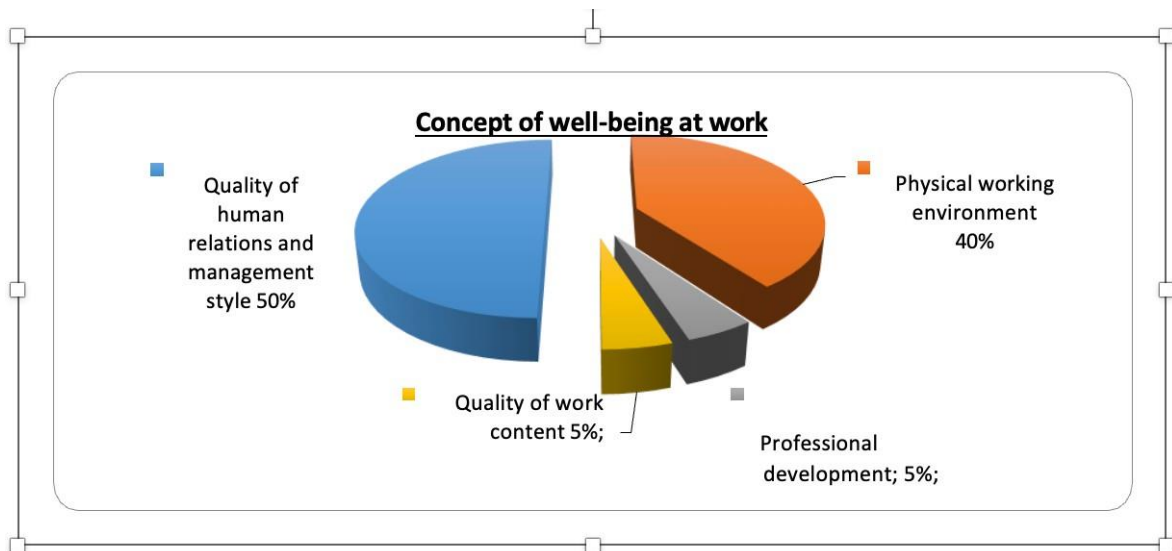
The aim of this article is to answer two main questions: What measures are used by Moroccan companies to promote well-being at work? How do Moroccan managers perceive the liberated enterprise model? In this section, we present the main findings.

4.1. THE CONCEPT OF WELL-BEING AT WORK

All the managers interviewed affirmed the importance of well-being as a determinant of individual performance at work. Nevertheless, the notion does not have the same meaning for everyone:

- 50% of respondents define well-being in terms of the quality of human relations and management practices.

- 40% of managers consider that well-being at work is closely linked to the physical working environment (the quality of the spatial setting, safety, lighting, cleanliness, etc.).
- 5% of managers consider that professional development plays a decisive role in promoting well-being at work.
- 5% of managers believe that the quality of work content is important to motivate and ensure the well-being of their employees.



Admittedly, with technological developments and the reduction in working hours, the physical hardship that has marked work for centuries has been reduced, but it has gradually been replaced by psychological hardship. People are increasingly faced with stressful work situations. Managers need to be aware of the impact of their management style on the well-being of their staff. Recognition, the quality of human relations and respect at work are decisive factors (E. M. Morin and C. Gagné, 2009).

From the analysis of the data collected, we note that professional development and the quality of job content are marginalized by managers. In fact, the nature of the job performed, and the management of career paths are the main pillars of human resources strategy from an HR marketing perspective, with a view to building loyalty to human capital.

According to Peretti, employees, who are concerned about the quality of their working lives with a view to personal development, are now regarded as the company's customers, whose needs and expectations must be satisfied (JM. Peretti, S. Arnaud, S. Frimousse, 2009).

4.2. DEVICES TO PROMOTE WELL-BEING

To promote well-being at work, the managers interviewed use four main levels, listed below in order of importance:

- Clarifying roles and defining work objectives.
- Mutual respect at work.
- Recognition of investment in work.
- Recognition of results.

Locke's (1997) goal-setting theory shows the importance of role definition and work objectives. It suggests that goal representations are among the main efficient causes of behavior. Performance is maximized when, on the one hand, individuals set specific goals that have a high value, and when they understand, what behaviors will lead to these goals.

Non-respect at work has serious consequences for the physical and psychological health of employees. It also leads to a breakdown in social ties, a deterioration in the working atmosphere and, consequently, a drop in performance.

As for recognition, a number of researchers insist on the positive character of material and immaterial recognition as a vector of identity and a source of motivation (Dejours, 2003).

According to the theory of self-determination, well-being at work is a multidimensional concept that is defined around several levers:

- Autonomy and participation in decision-making.
- Clarifying roles.
- Respect at work.
- Recognition.
- Physical and mental health.
- Workload.

We can also add the issue of work-life balance. However, this was not mentioned by the managers. According to a Swiss study presented by Anne Küng Gugler in 2007: "Recognition of non-work needs is the main determinant of employee commitment to their employer. It costs companies virtually nothing".

Making working time not just a management tool, but also an instrument of flexibility, helps to increase motivation and involvement in the workplace.

Through the systems envisaged, the managers seek to achieve several objectives which they have classified into two categories:

Primary objectives	Secondary objectives
Empowering employees	Dealing with social conflicts
Guaranteeing company performance	Promoting physical and psychological health
Increase employee performance	Listening to employees

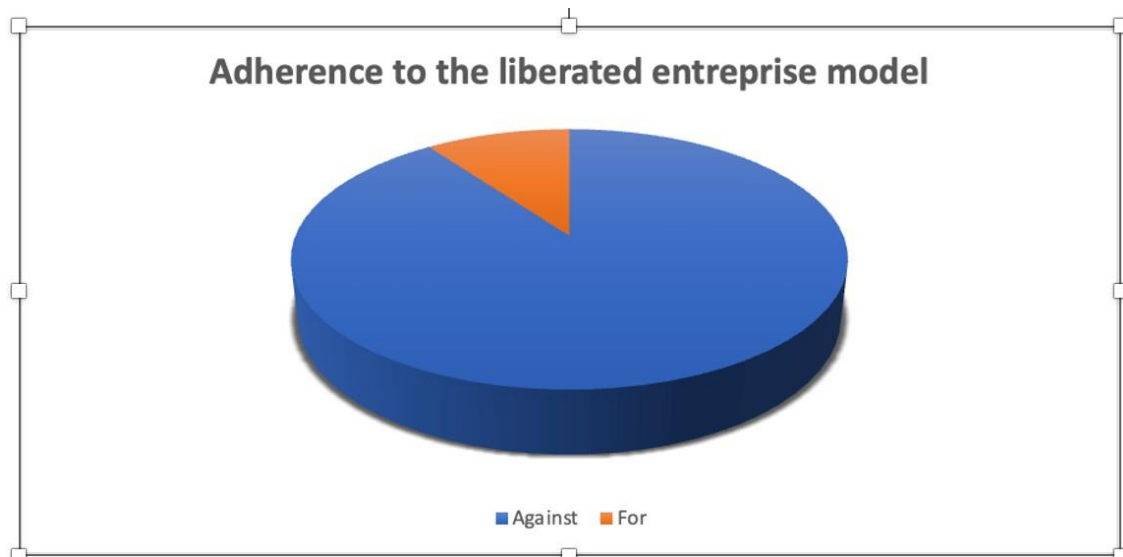
We note that the quality of life at work is relegated to the background. Taking an interest in well-being in the workplace should not be justified solely by the need to achieve corporate objectives within a capitalist vision. A company is first and foremost a community of people. People are the cornerstone, and their health and well-being must not be neglected.

In our opinion, well-being at work is seen as a gimmick to improving the image of the "employed brand", and remains an unexplored performance opportunity for most managers surveyed.

4.3. FOR OR AGAINST THE LIBERATED ENTERPRISE MODEL?

The interviews we conducted highlighted the role of the company owner, who alone has the power to change one organizational form and build another. Thus, the responses of the managers interviewed focused mainly on their perception of the foundations of the liberated enterprise model and its limits for Moroccan business.

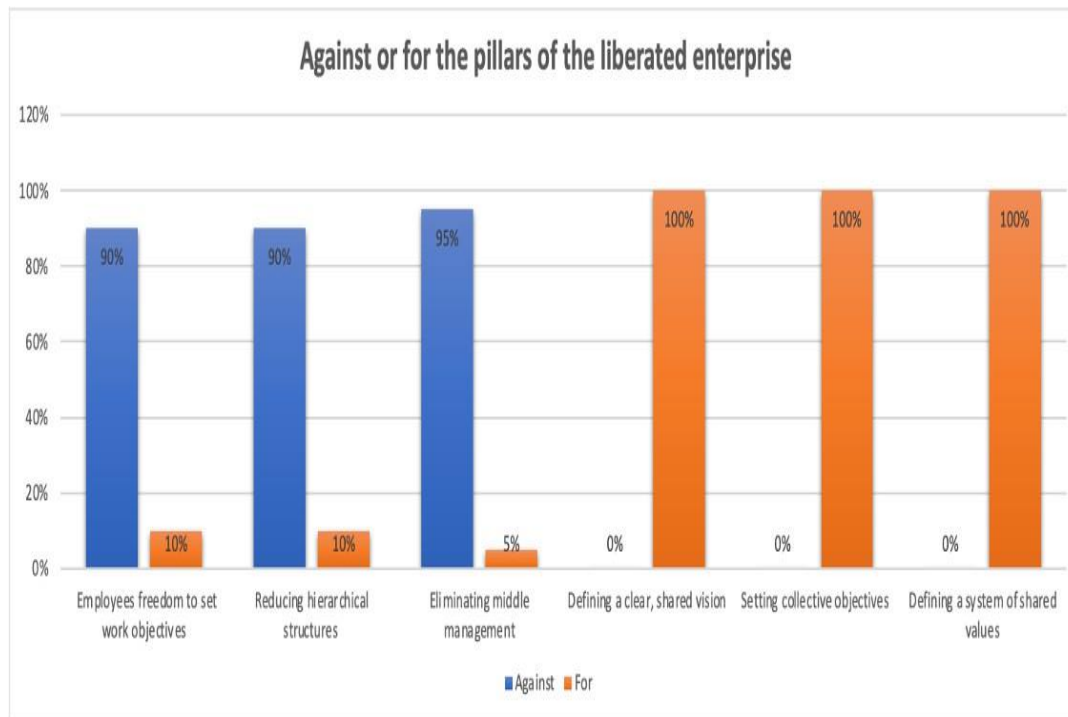
With this in mind, we first asked managers to give their opinion of the "liberated enterprise" approach. The graph below shows that only 20% of managers adhere to the liberated enterprise model, compared with 80% who categorically reject this model on the grounds that, in their view, it is utopian.



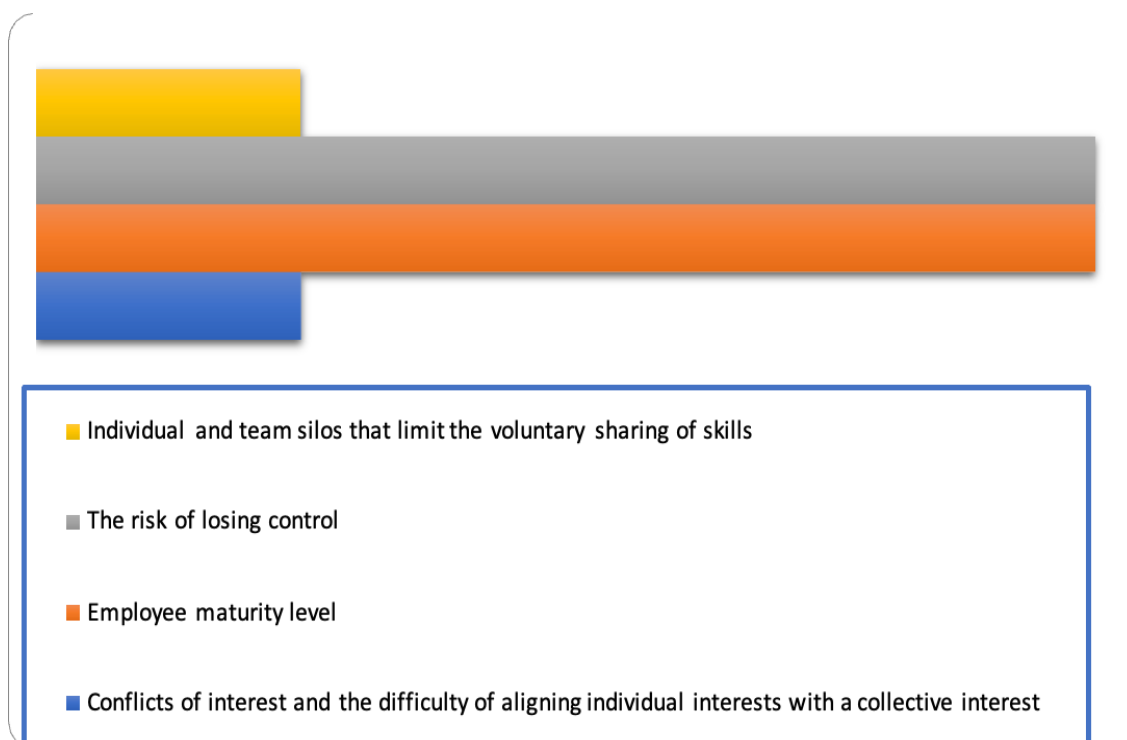
We then asked the managers to comment on the pillars of the liberated enterprise that we have developed in the theoretical framework of this article. More specifically, these are:

- Employees freedom to set work objectives.
- Reducing hierarchical structures.
- Eliminating middle management.
- Defining a clear, shared vision.
- Setting collective objectives.
- Defining a system of shared values.

After analyzing the responses, we noticed that few managers support employee autonomy, the elimination of middle management and the reduction of hierarchical structures.



Managers consider that the absence of a genuine corporate culture, trade unions that often see themselves as adversaries rather than partners, and the evasion of responsibility on the part of employees prevent any organizational reconfiguration based on autonomy. The main limits to the introduction of a liberated approach and trust-based management put forward by various managers are as follows:



Theoretically, our research highlights the diversity of factors influencing well-being at work, while confirming the importance of managerial levers such as recognition, goal clarification, and respect in the workplace. The results of the study also offer a managerial perspective by emphasizing the obstacles and challenges of implementing the liberated company model in a Moroccan context. It is essential to take cultural specificities into account to ensure the successful adoption of the model, which requires a culture of autonomy, trust, and collaboration.

The majority of the managers interviewed mentioned the difficulty of collaborating with trade unions, which are often in opposition to management, especially during organizational restructuring. Social tensions and the lack of collaboration with trade unions thus make it challenging to implement a more decentralized and liberated management model.

Additionally, the economic context of Moroccan companies, which are under pressure to improve financial profitability, was highlighted. As the results show, Moroccan managers tend to favor the use of classical and direct managerial practices to achieve the desired results.

V- CONCLUSION

Well-being at work is not just a gimmick or a means of improving organizational performance. Most managers use wellness programs to improve their staff's efficiency and performance. However, combating stress, making people feel fulfilled at work and fostering symbiosis between team members are the real factors that will enable sustainable, long-term performance. There is a clear discrepancy between managers' conception of the concept of well-being (the quality of human relations and management style account for 50%) and the objectives targeted by the systems they put in place. Implementing a liberated approach is certainly a managerial revolution for Moroccan companies. That's why, in our opinion, before transposing a self-management logic onto Moroccan companies and banking on greater employee autonomy, we need to consider the model's sustainability.

Firstly, the elimination of support functions and middle management poses the problem of conflict regulation, particularly for very large companies. Conflict is inevitable in the life of an organization, but it must not have devastating consequences. Management activity remains indispensable and simply needs to be repositioned to provide better support for teams.

Secondly, can self-discipline be guaranteed with the democratization of power? In other words, how can we guarantee that the liberated employee won't be able to use the system to his or her own advantage?

Rather than overturning a model that has for decades controlled the Moroccan employee, we propose opting for a management style that values and encourages the individual to use his or her full potential in the service of a common, shared vision. In our view, participative management is more appropriate for Moroccan companies.

by a review of the regulatory role of managers, who should no longer act as foremen. The aim is to move away from control towards support for work performance, with a view to transforming the company into a learning organization. The challenge is to reconcile human development and organizational performance on the one hand, and individual and

collective interests on the other, all within the framework of a harmonious working environment.

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Annex 1: Interview Guide

The liberated company model is an organizational form in which most employees are completely free and responsible for the actions they deem best for the company. It is a concept that essentially aims to lighten the hierarchy, which is believed to improve well-being at work and increase productivity.

- 1) What is your conception of well-being at work?
- 2) What practices or systems do you rely on to promote the well-being of your employees?
- 3) What is your goal through these practices or systems?

1. What do you think about the liberated company model based on a management approach of trust?

2. In your opinion, what are the key levers that should be focused on to ensure the success of this management model?

- The freedom of employees to set their own work goals
- Reducing hierarchical structures
- Eliminating middle management
- Defining a clear and shared vision
- Defining collective objectives
- Defining a system of shared values

3. In your opinion, what are the limits of implementing the liberated company model?