

Key Factors In The Individual Human Resources Performance, The Case Of Textile Companies In Antananarivo (Madagascar)

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Abstract— The study aims to analyse the synergies between individual human resources performance and job satisfaction, interpersonal relations and psychological health. The study focused on textile companies in Antananarivo. A sample survey was conducted among two hundred and one (201) people in these types of companies. The data was processed and analysed using a multiple regression model and JASP software. The results of the study reveal that the level of satisfaction with the salary received and the level of satisfaction with autonomy in decision-making have a positive influence on the level of performance of the tasks assigned. The level of organisational support had a significant impact on the level of performance of assigned tasks. The level of perceived aggressiveness and the level of perceived disengagement have a significant impact on the level of completion of assigned tasks. The results will serve as a guide for managers of textile companies, helping them to take appropriate decisions based on the relationship between individual staff performance, job satisfaction, interpersonal relations and psychological health. The study is one of the first to analyse the relationship between the four study variables mentioned above because of its application to the specific case of companies in the textile, clothing and accessories sector located in Antananarivo (Madagascar).

Keywords— Key factors; Individual human resources performance; Job satisfaction; Interpersonal relations; Psychological health; Textile companies; Antananarivo (Madagascar)

I. INTRODUCTION

The textile and clothing sector is the leading manufacturing sector in Madagascar and the largest employer of labour after agriculture. It accounts for 19.35% of the country's GDP, occupying a predominant position in the Malagasy economy, and 7% of foreign direct investment (FDI) [1]; [2]; [3]; [4].

Textiles account for 69%, 60% and 64% of the country's total exports in 2019 and the first and second quarters of 2020 respectively. Breaking records in terms of employability, the textile sector is one of the five priority sectors for generating employment and foreign currency [2].

Madagascar is currently the leading exporter of textile products from sub-Saharan Africa to Europe and the second largest to the USA. According to an April 2023 report published by the US International Trade Commission (USITC), the Big Island earned \$406 million in revenue in 2022 from its AGOA clothing shipments to the USA. This is a significant increase on the \$283 million generated a year earlier, when the sector was struggling to cope with the coronavirus crisis. In sub-Saharan Africa, Madagascar will be the second-largest supplier of clothing to the United States by 2022, second only to Kenya in the region. It is also the country's leading

manufacturing sector, with more than 400,000 jobs. Around half of these jobs are located in export processing zones on the outskirts of the capital Antananarivo and the town of Antsirabe. These free trade zones, created in the 1990s, have played a key role in the sector's growth [3].

According to the World Bank, the performance of the textile sector increased by 35% in Madagascar in 2022. In the first quarter of 2023, the sector grew by 14%, and this momentum continued throughout the year. According to the Ministry of Economy and Finance, the textile sector is expected to grow by 4.9% in 2024. This performance will improve further to reach 8.7% in 2025 and 8.9% in 2026, according to the ministerial department's projections in the performance document appended to the initial finance bill in 2024 [5].

In view of the above, the textile, clothing and accessories (TCA) sector is an interesting sector to study, given its contribution to Madagascar's economic development.

Like other producing countries, Madagascar's textile sector has had to face many difficulties. In 2020, the crisis created a potential loss of profits of more than 52.4 million euros in the country's textile and clothing industry, and the jobs of nearly 150,000 workers were threatened [1].

Lack of technological development, companies' low financing capacity, irregular electricity supplies, insufficient raw materials and competition from other developing countries are all having a negative impact on growth in this sector [5].

In 2025, the textile industry in Madagascar will face persistent post-COVID challenges, particularly in terms of skilled labour and the attractiveness of the sector. At the same time, the industry is facing increased competition from second-hand stores and logistical difficulties [6]. The second-hand clothing market, which is well established in Madagascar, is jeopardising the local textile industry [7].

Also in 2025, the TCA sector in Madagascar continues to face challenges related to working conditions and wage levels, despite the fact that the sector is important to the country's economy. Problems persist, particularly with regard to low wages, long working hours and risks to workers' health and safety. The arduous working conditions in factories are factors that make textile jobs unattractive. The level of the daily wage is below 1.70 euros. There is also the problem of middle management's limited understanding of the link between improving productivity and issues related to CSR, social dialogue and improving current team management practices, among many others. The FMFP, in partnership with AFD (Agence Française de Développement), has proposed priority measures to be taken to support the economic recovery of industries in the THA sector. These include improving working conditions and the well-being of workers and staff in the textile industries [4].

The above-mentioned problems can be detrimental to the performance of companies in the TCA sector. However, this research will deal more specifically with human resources issues in order to contribute to the performance of companies in this type of sector.

The performance and sustainability of companies depend on human resources [8]. The real wealth of an organisation lies in its human resources. What distinguishes a high-performing company from a low-performing one is above all people, their enthusiasm, their skills and their creativity. A company's performance is therefore essentially based on its employees. It would be legitimate to say that they play a primordial role and are seen as an element of differentiation [9]; [10].

In the framework of resource theory, employees are considered as essential stakeholders of the company with an active role in the creation of an organisation's value. Firstly, because they contribute to the organisation's performance and also because they expect something in return for their efforts. The role of management and Human Resources departments is therefore to encourage this contribution, and to renew their strategy by focusing on the performance of their human capital [11]; [12].

Improving working conditions, well-being and social dialogue is essential to optimising the performance of human resources and, consequently, the overall performance of the organisation. A positive working environment, where employees feel valued and listened to, fosters commitment, motivation and productivity. Company performance is conditioned by social performance, which involves taking account of the human factor at work in at least three ways: individual performance, collective performance and organisational performance [13].

The challenge for managers is to know how to make their human resources high-performing so that the organisation in turn becomes high-performing. Several of the variables mentioned above can make human resources perform well, but this study deals specifically with job satisfaction, interpersonal relations and psychological health as sources of individual performance, in the case of textile companies located in Antananarivo (Madagascar).

In the present research, studies of fifty textile companies were carried out in order to investigate the determinants of individual staff performance at work in the case of textile companies in Antananarivo (Madagascar). Theoretically, several parameters can be sources of individual performance at the level of human resources. But at the level of the companies studied, the following problem arises: What factors impact on the individual performance of human resources in the context of textile companies located in Antananarivo (Madagascar)? Several questions arise from this issue: Does job satisfaction have an impact on the individual performance of human resources? Do interpersonal relationships have an impact on the individual performance of human resources? Does psychological health have an impact on the individual performance of human resources?

The overall objective of this study is to identify the factors that can have an impact on the individual performance of human resources. The specific objectives of the study are to determine the links between satisfaction, interpersonal relations and psychological health and the individual performance of human resources.

In order to respond to the above problem, three hypotheses are formulated: the first hypothesis states that job satisfaction has an impact on individual human resource performance; the second hypothesis assumes that interpersonal relations have an impact on individual human resource performance; and finally, the third hypothesis suggests that psychological health has an impact on individual human resource performance.

This article is one of the first studies to examine the relationships between job satisfaction, interpersonal relations and psychological health and the individual performance of human resources in companies in the TCA sector and in the context of Antananarivo (Madagascar).

The study begins with a review of the literature and the development of hypotheses, which constitute the fundamental bases of the study, followed by a description of the methodological elements, the results of the research and the related discussion. The presentation of the conclusion and bibliography will bring this research to a close.

II. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESES

This section will present the key concepts leading to the theoretical development of the research hypotheses.

A. Individual Performance

[14] point out that in the corporate world, performance can be defined as: the result of an action according to Bouquin (2004), the success of the action according to Bourgignon (1995), or based on the methods used to obtain the result according to Baird (1986). The management lexicon defines performance as the degree to which an organisation achieves its goals, objectives, plans or programmes [14].

Performance can be viewed from four angles: organisational, social, adaptive and individual. Organisational performance is an organisation's ability to create value for its various stakeholders or partners (investors, employees, consumers, citizens) [15]. Social performance refers to a company's ability to develop "responsible social policies towards its stakeholders and, first and foremost, its employees" [16]. Adaptive performance is the ability of individuals to adapt to dynamic work situations [17]. It is a person's ability to be creative and to learn continuously, to manage stressful, urgent, unpredictable or even emergency situations and to adapt to changing social and cultural contexts" [18].

Individual performance is a central concept in human resources management. Organisations need high-performing individuals in order to achieve their objectives, provide the products and services in which they specialise and, ultimately, gain a competitive edge in the marketplace. This need for performance is also important to the employee, as accomplishing tasks and performing at a high level will be a source of satisfaction and pride for them in relation to their work or those around them [19].

Individual performance at work is a set of behaviours or actions that are relevant to an organisation's objectives and can be measured in terms of level of competence and contributions to objectives [20].

According to Motowidlo (2003), it is the total value expected by the organisation from episodes of discrete behaviours that an individual performs over a given period of time [21].

A newly recruited employee will not perform immediately. On the other hand, we can conclude that with experience, the probability of performing increases [22].

When taking up a new post, employees will have to rely more on their ability to learn and adapt in order to perform well. Conversely, once the knowledge and skills have been acquired, an employee will rely more on factors such as motivation and interest to perform well [23].

Individual performance is a multidimensional concept. Idrissi and Loulid (2018) consider it to be polysemous [21].

Campbell's multifactor model (1990) illustrates the multidimensional nature of individual performance: skills in job-specific tasks (level of competence with which an individual performs technical tasks specific to his or her job), skills in non-job-specific tasks (ability to master tasks common to several jobs in the organisation), written and oral communication (ability to communicate clearly and effectively orally or in writing), effort at work (ability to perform assigned tasks with energy, intensity and persistence), maintenance of personal discipline (ability to avoid negative or counterproductive behaviour), facilitating the performance of the team and colleagues (ability to support, help and develop colleagues and to contribute to the unity of the team by contributing to its collective functioning), supervision (ability to influence subordinates through face-to-face interaction), management and administration (the ability to master the tasks of allocating resources, organising, monitoring the effectiveness of a team and developing a department) [24].

According to Marmuse (1997), social performance (including individual performance) is measured by the nature of the social relations which interact on the quality of collective decision-making, the importance of conflicts and social crises within the company, the level of employee satisfaction, turnover, absenteeism, the level of lateness at work, the social climate, the functioning of the institutions which represent the personnel, the functioning of quality circles and participation in decision-making [13].

B. Job Satisfaction

Job satisfaction is one of the most important concepts in human resources management research, both as a variable of interest and as an explanatory variable [25]; [26]; [27].

Job satisfaction is a ubiquitous concept in management science and one of the most frequently used in human resources management [28].

One of the most recurrent questions asked by the academic community is to identify whether employees are satisfied with their work and, above all, to understand the reasons why they are or are not [29].

According to Davoine (2020), the concept of 'job satisfaction' is characterised by a certain multidisciplinaryity: taking its roots in social psychology, it has also been studied in sociology, economics and management sciences. In particular, it has been taken up by the economics of happiness movement as a complementary tool for measuring utility [30].

Job satisfaction can be seen as an indicator of how well companies are doing, in the same way as performance [31]; [32].

Job satisfaction is like "the attitudes of workers towards the company, their job, their co-workers and the other psychological objects present in the work situation" [33].

According to Herzberg (1966), Maslow (1954) and Vroom (1964), job satisfaction is "a worker's favourable perception of the work role he or she holds at the present time" [34].

Locke's divergence theory (1969) studies the psychological mechanisms that generate satisfaction or dissatisfaction for the individual [35].

[36], building on the work of Locke (1969), defines job satisfaction as the level of convergence between what the individual wants and what they get from the different aspects of their work.

Job satisfaction cannot be reduced to an affective state, insofar as it has multiple facets: it is a multidimensional construct. The concept is structured around three dimensions: a cognitive dimension (relating to what the individual knows or believes he knows about his work, i.e. the information available to him, the opinion he has on the subject), an affective dimension (which focuses on the feelings experienced with regard to this same work ; In this respect, it ties in with the affects, feelings and emotions felt by the individual, i.e. the famous emotion envisaged by a whole section of academic literature) and a conative dimension (consisting of a disposition to act, an intention to act in favour of or against the job) [37]. According to this model, job satisfaction is a consequence of the employee's beliefs [38].

Since the 1970s, research has focused more on cognitive aspects, with a strong emphasis on information, decision making, thinking and problem solving, for example, which has overshadowed affective aspects [39].

Two major dimensions of job satisfaction can also be identified: extrinsic satisfaction and intrinsic satisfaction. Extrinsic satisfaction relates to the relationship between the employee and the company. Intrinsic satisfaction is more concerned with the facets and characteristics of the job, i.e. the content of the job, but also the relationships with others in the workplace [40].

Larouche et al (1973) present the instruments most commonly used to measure the job satisfaction construct. These include: the Kerr Tear Ballot for Industry (TBI), Worthy's questionnaire (1950); the Brayfield-Rothe Index of Job Satisfaction constructed by Brayfield and Rothe (1951); the Morse questionnaire (1953); the Johnson Satisfaction Questionnaire by Johnson (1955); the Job Description Index (JDI), constructed by Smith and his team (1969); and the Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1967) [41].

From the work of Elton Mayo (1945) and his colleagues on the Hawthorne effect at the end of the 1920s, to the work of McGregor (1960) on Theory X in the 1960s, the hypothesis of a positive influence of satisfaction on work performance has been developed. From then on, scientific work and studies by practitioners on the improvement of working conditions and the determinants of job satisfaction developed and led to a large number of recommendations. Among the most influential were those of Maslow (1954) on the satisfaction of human needs as the driving force behind motivation at work and those of Herzberg (1966) on human needs and above all on job enrichment. Throughout the second half of the 20th century, the study of the link between job satisfaction and performance was the subject of contradictory analyses and debates. The belief that happy individuals are more productive is growing [42].

According to [43], the more pleasure and satisfaction workers experience in their work, the more likely they are to want to stay on in the short term. The same authors state that the more workers experience pleasure and are involved in their company, the more they want to stay there for the rest of their career. They add that the more satisfied workers are at work and the more involved they are in their organisation, the more effective they feel in their work.

Hypothesis 01: Job satisfaction has an impact on the individual performance of human resources.

[41] propose four dimensions of job satisfaction, namely pay, daily tasks assigned, decision-making autonomy and working conditions.

Job satisfaction is a ubiquitous concept in management science and one of the most frequently used in human resources management [28]. One of the most recurrent questions asked by the academic community is to identify whether employees are satisfied with their work and, above all, to understand the reasons why they are or are not [29]. Research is also looking at the impact of factors such as job security, pay, the working environment and work/life balance. Salary levels have a positive influence on job satisfaction in a large majority of countries. Opportunities for career progression are also a key determinant of job satisfaction. Autonomy is also an important dimension of working conditions that many analyses take into account when analysing job satisfaction. This concerns the decision-making latitude an employee has over the organisation of his or her work [30].

C. Interpersonal Relationship

Interpersonal relations correspond to interactions between workers during the performance of their tasks. Interpersonal relations have a functional dimension which tends to reduce the company to a unit of production and, consequently, of efficiency and profitability [44].

In addition to this functional dimension of interpersonal relations, which is based on know-how, there is an interpersonal dimension which is based on interpersonal skills and is more difficult to define because it depends on the personality of each individual [45].

As well as the employees themselves, companies are also directly concerned by the quality of interpersonal relations. It is in their interest to do so, insofar as good quality interpersonal relations improve the company's performance. It is also a matter of social responsibility. Well-being would thus be a mediator between the characteristics of the work environment and organisational performance [46].

According to [43], the more pleasure workers experience at work, the more altruistic their behaviour, the more civic-minded they are and the more team-oriented they are.

Positive interpersonal relationships at work are recognised as contributing significantly to employee satisfaction and commitment [30].

As well as the employees themselves, companies are also directly concerned by the quality of interpersonal relations. It is in their interest to do so, insofar as good quality interpersonal relations improve the company's performance. It is also a matter of social responsibility. According to Tremblay et al (2010), there is a correlation between increased involvement of individuals in their organisation and positive behaviours such as cooperation with colleagues, voluntary contribution to additional tasks, and compliance with professional standards. Organisational involvement refers to the degree of attachment, commitment and identification that an individual feels towards his or her organisation. It is a measure of an employee's emotional, cognitive and behavioural connection to the workplace. Organisations seek to foster this involvement to promote a positive work environment and encourage loyalty, productivity and staff retention [47].

Hypothesis 02: Interpersonal relations have an impact on the individual performance of human resources.

[48] propose dimensions based on the relationship with colleagues, the relationship with superiors and social cohesion in order to measure interpersonal relationships.

In this study, the variable "interpersonal relations" will have as sub-variables "relations with colleagues" and "social cohesion".

According to Dana (1990), interdependent relationships in the workplace, including relationships with colleagues, are fertile ground for conflict [48].

Interpersonal conflicts are part of everyday life in organisations. A conflict exists when incompatible activities, interests or needs take place between antagonistic units at the level of objectives, cognitions or emotions. Individuals then perceive themselves as opposed in terms of preferences for goals, attitudes, values and behaviours [49].

Interpersonal conflicts presuppose the existence of interaction between individuals or groups and are part of a relational and/or communicational perspective. Any communication situation is likely to lead to conflict. In this sense, as soon as two social entities are interacting, there is a possibility that a conflict will emerge [50].

For [51], conflict refers to "a confrontation that originates in a real or perceived divergence of interests, values or opinions, and whose purpose is to determine who will be able to achieve their objectives". According to Potin (2009), conflict at work, which has its origins in the meeting of antagonistic feelings or interests such as quarrels, disagreements, power struggles, etc., if not dealt with effectively, can lead to open conflict, which can have a considerable impact on workers' performance [48].

According to Dana (2002), conflicts are costly for organisations. They can alter the working climate, cause poor transmission of information and increase absenteeism. The same author adds that unmanaged or poorly managed conflict can cause stress, reduce trust, produce anxiety and frustration and lead to a drop-in motivation [48].

According to Penny and Spector (2005), conflict can cause stress and affect workers' mental health and well-being, as well as having a number of other negative impacts on the way individuals feel about their jobs. These harmful effects affect organisations and generate significant costs because they can reduce the level of collaboration between workers. In other words, conflict reduces productivity. Eight "hidden costs" of interpersonal conflict can be identified: loss of time, reduced quality of decisions, loss of skilled employees, ineffective restructuring, reduced motivation at work, sabotage and theft, absenteeism and, finally, mental health costs. According to Cram and MacWilliams (2000), 65% of performance problems result from interpersonal conflicts [48].

For Mudrack (1989a), social cohesion presupposes the existence of harmony, a good atmosphere and where members are linked to each other and to the group as a whole. Cohesion is accompanied by feelings of commitment, solidarity and support on the part of group members. According to Carron (1982), cohesion is a desirable group characteristic that can have positive consequences for a team, including its performance. The feeling of cohesion on the part of the members could stimulate them to work harder so as not to let their team-mates down. In fact, cohesion may have direct effects on group members and effects on group processes [52].

Some research shows that increasing cohesion within a group has the following effects on its members: improving self-esteem and reducing anxiety according to Julian, Bishop and Fiedler (1966), increasing satisfaction according to Schriesheim (1980), improving the ability to manage pressure according to Olmsted (1959), increasing the amount of effort required to achieve objectives according to Shaw (1981), and reducing absenteeism according to Carron et al. (1988) [53].

Cohesion seems to have an impact on the motivation of group members. This feeling of unity could put pressure on group members not to disappoint their colleagues and to make an extra effort. McNight et al. (1991) showed that cohesion was an excellent remedy against social loafing, even better than the team identification variable. There is also the fact that cohesion may well fulfil a need for affiliation and security among members, contributing to their motivation [53]. Finally, intuitively, it's possible to say that the sense of unity created by cohesion increases members' satisfaction with being part of the team, thereby promoting performance, as well as the desire to remain in the team. Cohesion influences performance by reducing losses in the team's work processes; in other words, cohesion could serve to improve team functioning by improving communication, coordination and cooperation between members. It could also, for example, reduce conflict and improve decision-making. In short, cohesion could contribute to a better strategy for achieving the group's objectives. Cohesion is a bit like a lubricant that enables all the parts of a whole to function effectively [54].

Cohesion is said to be an important predictor of group performance. However, empirical research neither confirms nor supports these beliefs. A review of the literature on the relationship between cohesion and group performance reveals weak correlations between the two variables and considerable variability in the results. These observations also appear in the conclusions of certain literature reviews. On the one hand, Steiner (1972) and Forsythe (1990) note that the results as a whole do not support the presence of a positive link between cohesion and performance. On the other hand, according to Summers et al (1988), Carron (1988), and Worchel, Cooper and Goethals (1991), in general, cohesion tends to promote productivity [53].

D. Psychological Health

In the workplace, there is a widespread belief that happy, satisfied people perform better at work [55].

Several theoretical models of psychological health assert that improving workers' health will also improve individual performance and ultimately organisational performance, according to research by Cox and Leiter (1992), Michie and West (2004) and Nelson and Simmons (2003) [56].

A recent study showed that satisfaction would act by increasing workers' intrinsic motivation, which would explain the emission of citizenship behaviours [57].

Another stream of studies has also focused on the concept of burn out in predicting performance. Following the three-dimensional conceptualisation of burn out by Maslach, Schaufeli and Leiter (2001), the meta-analysis by Taris (2006) examined the link between burn out and performance. This shows that the 'emotional exhaustion' dimension has a negative and significant link with performance [58].

According to [59], another mechanism explaining the links between psychological health and individual performance lies in Goal Setting Theory. Employees who experience more positive emotions set more demanding work goals. Frequent or more prolonged episodes of positive emotions are possibly required to support the implementation and persistence of actions in pursuit of these goals and thus influence performance at work.

For Bakker and Demerouti (2008), the contribution of psychological health to individual performance can be explained according to Fredrickson's "Broaden-and-build" theory (2001; 2005). According to this theory, experiencing positive emotions, to the detriment of negative emotions, expands the conscious repertoire of thoughts and behaviours and thus promotes the development of personal and social resources [56].

By experiencing more positive emotions, employees become more creative and socially integrated, according to Staw and Barsade (1993). The benefits of positive emotions improve individual functioning over the long term [60].

With regard to psychological health, a number of theoretical models on psychological health assert that improving workers' health will also improve individual performance and ultimately organisational performance. There seems to be a fairly widespread assumption among psychological health researchers that health has a positive influence on individual performance, based on research by Cox and Leiter (1992), Michie and West (2004) and Nelson and Simmons (2003). The results of the majority of research indicate that well-being at work promotes individual performance, which is frequently taken as a whole, according to Boivin and Malo (2019); Peiró et al. (2019); Warr and Nielsen (2018) and Wright and Cropanzano (2000). Deci and Ryan's (2002) theory of self-determination, which postulates that well-being (defined by the satisfaction of basic psychological needs) has a positive effect on performance [61].

Hypothesis 03: Psychological health has an impact on the individual performance of human resources.

Long considered to be one-dimensional, it is more recently that psychological health has been conceptualised and studied in a two-dimensional way, with its positive and negative poles [62]. The negative component is psychological distress, while the positive component is psychological well-being [56].

There is a complex and reciprocal relationship between psychological well-being, psychological distress, and individual performance. Positive psychological well-being is associated with better performance, while psychological distress can hinder it. Massé et al. (1998a) report that several authors have suggested supplementing these measures of stress (or distress) with measures of well-being, the latter being seen as the opposite pole to distress. According to Savoie et al. (2010), well-being at work and distress at work are made up of three sub-dimensions (serenity, social harmony and commitment) for the former and (anxiety-depression, irritability-aggressiveness and disengagement) for the latter [63].

In the case of this study, the research hypotheses are as follows: (H1): Job satisfaction has an impact on individual human resources performance; (H2): The interpersonal relationship has an impact on the individual performance of human resources; (H3): Psychological health has an impact on the individual performance of human resources. The following research model linking these hypotheses is established:

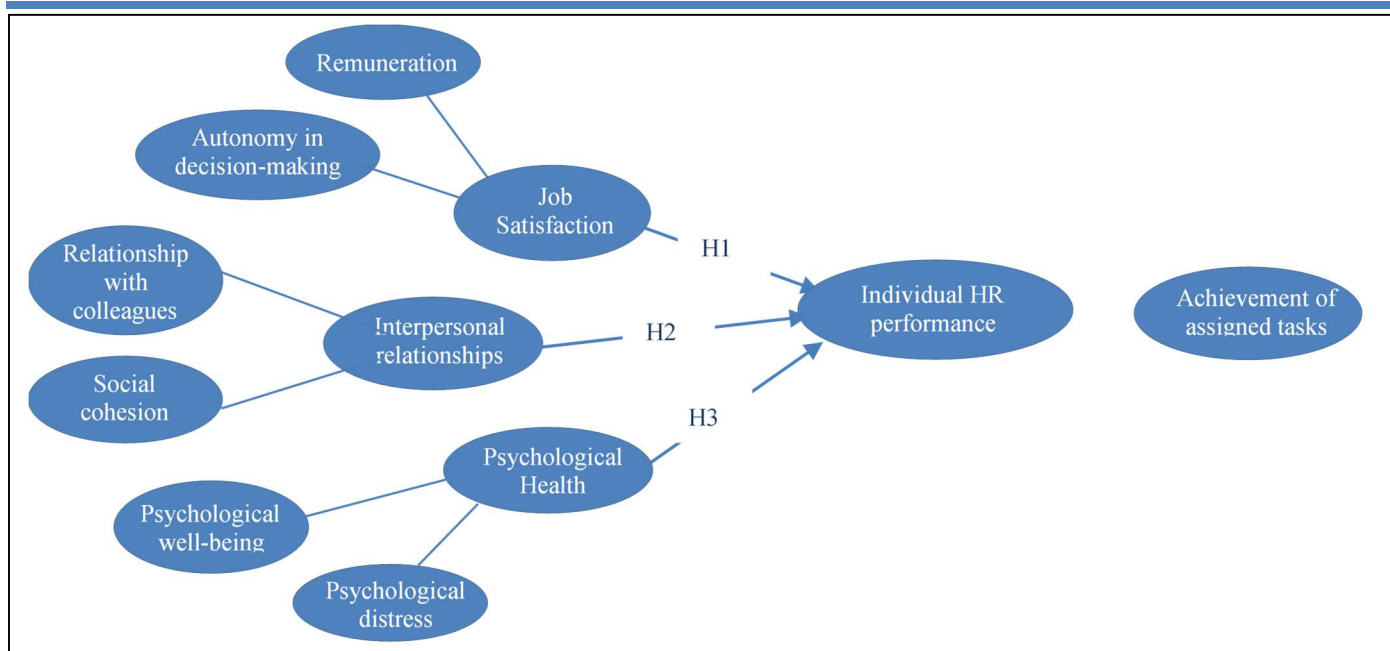


Fig. 1. Research Model with Hypotheses

III. METHODOLOGY

This section presents the structure of the questionnaire, the sample and the data analysis.

A. Structure of the Questionnaire

The research is based on a questionnaire developed after an in-depth analysis of the literature. Two (02) items from the scales of [41] and [30] were used to measure job satisfaction, namely remuneration and autonomy in decision-making. As for the measurement of interpersonal relations, the model chosen is that of [48], which consists of relations with colleagues and social cohesion. Then, the scales of [56], composed of psychological well-being at work and psychological distress at work, made it possible to measure psychological health. More recently, in order to measure individual performance, it will be adopted one of the dimensions proposed by [20] and which concerns the performance of assigned tasks. The measurement scales used are similar to the seven-point Likert scale and are specific to each item.

TABLE I. VARIABLE ITEMS AND MEASUREMENT INDICATORS

| Variables/Items | Measurement Indicators | Reference Authors | Scale of Measurement |
|---|--|-------------------|---|
| Job Satisfaction | | | |
| Satisfaction with remuneration | Level of satisfaction with pay received | [41]; [30] | Seven-point Likert scale: Very dissatisfied (1), dissatisfied (2), rather dissatisfied (3), indifferent (4), rather satisfied (5), satisfied (6) and very satisfied (7) |
| | Level of satisfaction with benefits in kind | | |
| Satisfaction with autonomy in decision-making | Level of satisfaction with autonomy in decision-making | | |
| Interpersonal Relationship | | | |
| Relationship with colleagues | Level of interpersonal conflict | [48] | Seven-point Likert scale: Not at all present (1), not present (2), rather not present (3), indifferent (4), rather present (5), present (6) and very present (7). |
| Social cohesion | Level of organisational support | | |
| Psychological Health | | | |

| Variables/Items | Measurement Indicators | Reference Authors | Scale of Measurement |
|--|---|-------------------|--|
| Psychological well-being at work | Level of perceived social harmony | [56] | Seven-point Likert scale: Not at all felt (1), not felt (2), rather not felt (3), indifferent (4), rather felt (5), felt (6) and completely felt (7) |
| Psychological distress at work | Level of depression felt | | |
| | Level of aggressiveness felt | | |
| | Level of disengagement felt | | |
| Individual Human Resources Performance | | | |
| Performance of assigned tasks | Level of accomplishment of assigned tasks | [20] | Seven-point Likert scale: Strongly disagree (1), disagree (2), somewhat disagree (3), indifferent (4), somewhat agree (5), agree (6) and strongly agree (7). |

^a Source: Personal Research, 2025

B. Sample

The questionnaire was tested between March and April 2025 with a select group of 50 people (30 subordinate employees, 15 middle managers and 5 top managers) from textile companies located in Antananarivo (Madagascar).

The research was conducted between May and June 2025. The parent population consisted of fifty-seven (57) textile companies located in Antananarivo [64]. However, a random draw was carried out to obtain the fifty (50) companies to be studied. Employees belonging to these companies were interviewed as part of the study. There will be seven (07) employees per company (including 04 subordinate employees, 02 middle managers and 01 top manager). The final survey sample is therefore made up of two hundred (350) people. The questionnaire was administered online. In total, two hundred and fifty (350) questionnaires were administered to the study sample, but in the end 252 questionnaires were returned, and after checking them taking into account Armstrong and Overton's (1977) recommendation [65], to test for non-response bias by comparing responses between respondents. A total of 201 valid questionnaires were retained.

The structure of the sample is presented in Table 2.

TABLE II. STRUCTURE OF THE SAMPLE

| Variables | Frequency | Percent |
|--|-----------|---------|
| Gender | | |
| Male | 95 | 44.50 |
| Female | 106 | 55.50 |
| Age | | |
| 18 - 24 years old | 24 | 11.94 |
| 25 - 39 years old | 136 | 67.66 |
| 40 - 59 years old | 41 | 20.40 |
| Position in Organizations | | |
| Subordinate employees | 124 | 61.69 |
| Middle manager | 46 | 22.88 |
| Top manager | 31 | 15.43 |
| Length of Service in the Organization | | |
| Under five years | 158 | 78.61 |
| Over 15 years | 43 | 21.39 |
| Level of Study | | |
| BEPC | 19 | 09.45 |
| BAC | 114 | 56.72 |
| BAC +2 | 36 | 17.91 |
| BAC +3 and more | 32 | 15.92 |

^b Source: Personal Research, 2025

An analysis of the table above reveals a gender breakdown of 44.50% men and 55.50% women. The small difference between the gender proportions means that the study is satisfactorily representative. With regard to the age frequencies of the sample, the majority of respondents were in the 25 to 39 age bracket. Relatively low rates of 11.94% and 20.40% respectively were noted for people under 24 and over 49. The complexity of the tasks to be performed and the level of pressure generated by the work could explain the low numbers of people in these age brackets. As for their position in the company, most of the respondents were subordinate employees (61.69%); this situation can be explained by the dominance of the workforce in this type of position in the companies surveyed. In terms of seniority, the majority of respondents (78.61%) had been with the company for no more than 5 years. This may be due to the need to recruit to certain positions within the company. There is also a low proportion of staff with more than 5 years' seniority. There may be a number of reasons for this: lack of employee motivation, unsuitability of the employee's skills for the job required, dissatisfaction with the organisation or the system used by the organisation, lack of career prospects or a feeling of dissatisfaction with the job, etc. The table also shows that 56.72% of the sample have a bachelor's degree. Workwear, for example, employs a large majority of graduates as machinists. It is also worth noting that the majority of the population studied are machinists, a job for which a baccalaureate is considered acceptable.

C. Data Analysis

The data was analysed using the multiple linear regression method, which is used to analyse the relationships between a dependent variable and several independent variables. This method is invaluable for predicting results, understanding the factors influencing a phenomenon and testing theoretical hypotheses. The R^2 or R-squared, also known as the coefficient of determination, will be calculated. It is the indicator used to judge the quality of a linear regression. An R^2 is considered high when it is between 0.85 and 1 [66]. In the multiple regression model, there is also the analysis of variance known as the ANOVA test, which is applied when one or more categorical explanatory variables are measured that have an influence on the distribution of a continuous variable to be explained. The general form of ANOVA is based on Fisher's test and therefore on the normality of the distributions and the independence of the samples [67]. The correlation coefficient is also calculated and interpreted. This is a descriptive measure of the robustness of the linear association between two variables, x and y [66].

The multiple regression model is analysed using JASP software (Jeffreys's Amazing Statistics Program), which offers standard analysis procedures in both classical and Bayesian form [68].

IV. RESULTS AND DISCUSSION

This section contains the results relating to the hypotheses and the discussions themselves.

A. Hypothesis Results

This sub-heading covers the results relating to the three research hypotheses.

1) Case of the First Hypothesis (H1)

The first hypothesis states that job satisfaction has an impact on the individual performance of human resources. For the descriptive statistics of the indicators of the "job satisfaction" variable, the mean of the items associated with job satisfaction varied between 2,909 and 5,127. The standard deviation ranged from 1,236 to 1,574. Respondents were generally satisfied with their working hours and less satisfied with the benefits in kind they received from the company. As for the descriptive statistics for variable Y "individual performance", the average of the items associated with individual performance was 4,673. The standard deviation was 1,622.

To study the multiple linear regression of hypothesis H1, we calculated the coefficient of determination R^2 , performed the ANOVA test and calculated the correlation coefficient.

The result of the calculation of the coefficient of determination R^2 for H1 using JASP software is presented below:

TABLE III. COEFFICIENT OF DETERMINATION R2 (H1)

| Model Summary - Y | | | | |
|--------------------------|----------|----------------------|-------------------------------|-------------|
| <i>Model</i> | <i>R</i> | <i>R²</i> | <i>Adjusted R²</i> | <i>RMSE</i> |
| H ₁ | 0.946 | 0.895 | 0.885 | 1.678 |

^c Source: JASP, 2025

In the case of H1, we have R2=0.895, a high coefficient of determination, so we can say that the regression determines the distribution of points at 100%. The correlation value R of 0.946 explains the existence of a strong relationship between job satisfaction and individual performance.

The results of the ANOVA test can be seen below:

TABLE IV. ANOVA TEST (H1)

| ANOVA | | | | | | |
|----------------|------------|-----------------------|-----------|--------------------|----------|----------|
| <i>Model</i> | | <i>Sum of Squares</i> | <i>df</i> | <i>Mean Square</i> | <i>F</i> | <i>p</i> |
| H ₁ | Regression | 4030.074 | 5 | 806.015 | 262.864 | < .001 |
| | Residual | 597.926 | 195 | 3.066 | | |
| | Total | 4628.000 | 200 | | | |

^d Source: JASP, 2025

According to this table, $p = < .001$ means that hypothesis H1 is confirmed, i.e. that job satisfaction has an impact on individual human resources performance.

With regard to the correlation coefficient, the following results were obtained:

TABLE V. CORRELATION COEFFICIENTS (H1)

| Coefficients | | | | | | |
|---------------------|--------------------------|-----------------------|-----------------------|---------------------|----------|----------|
| <i>Model</i> | | <i>Unstandardized</i> | <i>Standard Error</i> | <i>Standardized</i> | <i>t</i> | <i>p</i> |
| H ₁ | Salary | 0.277 | 0.142 | 0.258 | 1.950 | 0.047 |
| | Benefits in kind | 0.251 | 0.166 | 0.191 | 1.513 | 0.137 |
| | Decision-making autonomy | 0.272 | 0.140 | 0.264 | 1.946 | 0.047 |

^e Source: JASP, 2025

The table below is derived from this table. Interpretation is based on the study of p in relation to the reference of 0.05.

TABLE VI. SUMMARY OF RESULTS (H1)

| Sub-ypotheses | p | Validation |
|---|----------|-------------------|
| The level of satisfaction with the salary received has an impact on the level of performance of assigned tasks | 0.047 | Confirmed |
| Level of satisfaction with benefits in kind has an impact on the level of performance of assigned tasks | 0.137 | Confirmed |
| Level of satisfaction with autonomy in decision-making has an impact on the level of completion of assigned tasks | 0.047 | Confirmed |

^f Source: Personal survey, 2025

2) Case of the Second Hypothesis (H2)

The second hypothesis assumes that the interpersonal relationship has an impact on the individual performance of human resources. With regard to the descriptive statistics relating to the indicators of the "interpersonal relationship" variable, the mean of the items associated with interpersonal relationships varies between 3,509 and 4,891. The standard deviation ranged from 1,609 to 1,713. Respondents said that they felt less discrimination in the workplace. On the other hand, they feel less recognised for the efforts they make.

As part of the study of the multiple linear regression of hypothesis H2, the JASP software produced the following table on the coefficient of determination R².

TABLE VII. COEFFICIENT OF DETERMINATION R² (H2)

| Model Summary - Y | | | | |
|--------------------------|----------|----------------------|-------------------------------|-------------|
| Model | R | R² | Adjusted R² | RMSE |
| H2 | 0.917 | 0.842 | 0.829 | 2.042 |

^g Source: JASP, 2025

In the case of H2, we have R²=0.842, a coefficient considered to be fairly high. The correlation R of 0.917 explains the existence of a strong relationship between interpersonal relations and individual human resources performance.

As for the ANOVA test, the following result was obtained from the JASP software:

TABLE VIII. ANOVA TEST (H2)

| ANOVA | | | | | |
|--------------|------------|-----------------------|-----------|--------------------|----------|
| Model | | Sum of Squares | Df | Mean Square | F |
| H2 | Regression | 3720.237 | 4 | 930.059 | 200.814 |
| | Residual | 907.763 | 196 | 4.631 | |
| | Total | 4628.000 | 200 | | |

^h Source: JASP, 2025

According to this table, p = < .001 means that hypothesis H2 is confirmed, which means that the interpersonal relationship influences individual staff performance.

Using the correlation coefficient, the following results are obtained:

TABLE IX. CORRELATION COEFFICIENTS (H2)

| Coefficients | | | | | |
|---------------------|------------------------|-----------------------|-----------------------|---------------------|----------|
| Model | | Unstandardized | Standard Error | Standardized | t |
| H2 | Interpersonal conflict | 0.143 | 0.151 | 0.148 | 0.948 |
| | Organisational support | 0.387 | 0.157 | 0.408 | 2.470 |

ⁱ Source: JASP, 2025

The table below is derived from this table. Interpretation is based on the study of p in relation to the reference of 0.05.

TABLE X. SUMMARY OF RESULTS (H2)

| Sub-hypotheses | p | Validation |
|--|----------|-------------------|
| The level of interpersonal conflict influences the level of completion of assigned tasks | 0.348 | Confirmed |

| Sub-hypotheses | p | Validation |
|--|-------|------------|
| The level of organisational support influences the level of completion of assigned tasks | 0.017 | Confirmed |

^j Source: Personal Investigation, 2025

3) Case of the Third Hypothesis H3

The third hypothesis states that psychological health has an impact on individual human resources performance. With regard to the descriptive statistics for the H3 variables, the mean of the items associated with psychological health varies between 3.127 and 4.909. The standard deviation varied between 1,365 and 1,803. The respondents felt more serene in terms of their psychological health and expressed less disengagement from their work.

Concerning the multiple linear regression study of hypothesis H3, the result of the calculation of the coefficient of determination R² of H3 using JASP software can be seen below:

TABLE XI. COEFFICIENT OF DETERMINATION R² (H3)

| Model Summary - Y | | | | |
|-------------------|-------|----------------|-------------------------|-------|
| Model | R | R ² | Adjusted R ² | RMSE |
| H3 | 0.944 | 0.891 | 0.878 | 1.726 |

^k Source: JASP, 2025

In the case of H3, we have R² = 0.891, a high coefficient of determination; we can therefore say that the regression determines the distribution of points at 100%. The correlation 0.944 explains the existence of a strong relationship between psychological health and individual staff performance.

The ANOVA test offers the possibility of studying the relationship of dependence between the variables, and the following result is obtained concerning:

TABLE XII. ANOVA TEST (H3)

| ANOVA | | | | | | |
|-------|------------|----------------|-----|-------------|---------|--------|
| Model | | Sum of Squares | Df | Mean Square | F | P |
| H3 | Regression | 4094.987 | 6 | 682.498 | 248.408 | < .001 |
| | Residual | 533.013 | 194 | 2.747 | | |
| | Total | 4628.000 | 200 | | | |

^l Source: JASP, 2025

According to this table, $p = < .001$ means that hypothesis H3 is confirmed, which means that psychological health has an impact on individual staff performance.

The following table shows the correlation coefficients between the variables:

TABLE XIII. CORRELATION COEFFICIENTS (H3)

| Coefficients | | | | | | |
|--------------|----------------|----------------|----------------|--------------|-------|-------|
| Model | | Unstandardized | Standard Error | Standardized | t | P |
| H3 | Social harmony | 0.141 | 0.123 | 0.157 | 1.151 | 0.255 |
| | Depression | 0.119 | 0.145 | 0.125 | 0.820 | 0.416 |
| | Aggressiveness | 0.269 | 0.127 | 0.291 | 2.116 | 0.039 |
| | Disengagement | 0.330 | 0.150 | 0.332 | 2.202 | 0.032 |

^m Source: JASP, 2025

The table below is derived from this table. Interpretation is based on the study of p in relation to the reference of 0.05.

TABLE XIV. SUMMARY OF RESULTS (H3)

| Sub-hypotheses | P | Validation |
|---|-------|------------|
| The level of perceived social harmony has an impact on the level of performance of assigned tasks | 0.255 | Confirmed |
| The level of perceived depression has an impact on the level of performance of assigned tasks | 0.416 | Confirmed |
| The level of perceived aggressiveness has an impact on the level of performance of assigned tasks | 0.039 | Confirmed |
| The level of disengagement felt has an impact on the level of performance of assigned tasks | 0.032 | Confirmed |

ⁿ Source: Personal Survey, 2025

B. Discussions

This sub-heading covers the validation of the hypotheses based on the results obtained. These results will be compared with the authors' previous results. The contribution of the research, in terms of its theoretical and managerial contribution, its positioning and its openness to practical applications will then be discussed.

1) Validation of Hypotheses

For the first hypothesis, based on the multiple linear regression analysis, the first hypothesis was confirmed following the ANOVA test established with a result of $p = < .001$, which implies that job satisfaction has an impact on the individual performance of human resources. As for the validation of the sub-hypotheses, following the linear correlation study, two sub-hypotheses were confirmed, relating the level of satisfaction with the salary received and the level of satisfaction with autonomy in decision-making to the level of performance of the tasks assigned. However, the sub-hypothesis relating the level of satisfaction with benefits in kind to the level of performance of assigned tasks was not validated.

The second hypothesis was also confirmed, meaning that the interpersonal relationship has an impact on individual human resources performance, based on the results of the ANOVA test established with a result of $p = < .001$. In terms of validating the sub-hypotheses, following the linear correlation study, the sub-hypothesis relating the level of existence of organisational support to the level of performance of assigned tasks was validated. The sub-hypothesis relating the existence of interpersonal conflict to the level of performance of assigned tasks was not validated.

The third hypothesis was also confirmed, following an ANOVA test with a result of $p = < .001$. It is therefore demonstrated that psychological health has an impact on the individual performance of human resources. As far as the validation of the sub-hypotheses is concerned, the two sub-hypotheses linking the level of aggressiveness and disengagement felt with the level of performance of the tasks assigned were validated. However, the sub-hypotheses stipulating that the level of serenity and depression felt have an impact on the level of completion of the tasks assigned were not validated.

These interpretations will be used as decision-making factors.

2) Comparison with Other Studies

According to the results of the study, job satisfaction has an impact on the individual performance of human resources. This result is in line with that of [43], who state that the more satisfied workers are at work and the more involved they are in their organisation, the more effective they feel in their work. Other authors such as Bagozzi (1980), Brown and Peterson (1994) and Keillor, Parker and Pettijohn (1999) also confirm this hypothesis and have shown that satisfaction is linked to individual performance [69].

Among the dimensions of job satisfaction presented, this study showed that salary and decision-making autonomy are factors in individual performance that should be taken into account by managers. Failure to take these determinants into account in managerial practices could be detrimental to the individual performance of human resources. This hypothesis is similar to that of [41], who consider that remuneration and decision-making autonomy are among the key factors in individual employee performance. Only these authors were able to demonstrate other relationships such as those between assigned working hours and perceived benefits in kind with individual performance.

[70] noted contradictory positions regarding the link between satisfaction and individual performance at work: for some, happy employees are more productive, for others, they are not more productive.

[71] carried out a meta-analysis of more than 200 theoretical and empirical studies and showed that the average correlation between satisfaction and performance was weak. This correlation of 0.17 suggests that job satisfaction is not a good predictor of job performance. According to this study, the link between job satisfaction and performance would no longer be direct, but indirect. It would be mediated or moderated by other factors: absenteeism/presenteeism, intention to leave/loyalty, psychological withdrawal/wellbeing at work, etc.

To support this analysis, four authors, [31] carried out a meta-analysis of 301 theoretical and empirical studies (over 200 for [71]). They found an average correlation of 0.30 between job satisfaction and individual performance at work. Their study also shows that this correlation increases for more complex jobs (e.g. professionals). This level of correlation, in the behavioural sciences, is sufficient to show that the concept, satisfaction in this case, is a predictor of performance.

The study also demonstrated the existence of a link between interpersonal relationships and individual employee performance. This result is in line with [46]'s finding that good quality interpersonal relationships improve individual and company performance.

[43], [30] and [47] have also confirmed the existence of a link between interpersonal relations and individual human resource performance.

[72] also goes in the same direction, asserting that the socio-emotional support of colleagues enables the recognition and evacuation of unpleasant emotions, but also the manifestation of pleasant affects; it facilitates performance in a work situation.

[42] emphasise the importance of the social exchange perspective in the study of employees' relationships with their organisations. The same authors present that performance at work is explained by different forms of exchange relationships that take place within organisations. The research results also showed that employees are sensitive to the provision of support at organisational level, whether between work colleagues or with hierarchical superiors.

[48] in his research work give importance vis-à-vis organisational support, knowing that his theories establish positive links between organisational support and employee performance.

The study also validated the existence of a significant link between psychological health and individual human resources performance. The results established the preponderance of one dimension (distress (perceived aggressiveness and disengagement)) of psychological health over individual performance.

According to [73], distress in the social sphere leads employees to a position of isolation, where they receive less help and support; over time, this leads to a reduction in their performance. Maintaining good relations between colleagues and ensuring that people feel good psychologically would therefore be the best ways to optimise their performance.

According to [74], in an organisational context, work performance and psychological well-being are increasingly interconnected. A manager's leadership style is linked to the level of psychological health of their team members.

According to [75], health and safety at work are crucial issues in a context where the quest for performance and competitiveness dominates companies. Effective stress management in the workplace is essential. Although stress is sometimes perceived as an indicator of performance, it has harmful effects on workers' health, making a proactive and balanced approach necessary. According

to the same author, sociological analysis reveals that, although stress may temporarily boost performance, it presents significant risks to individual health and social cohesion, so it is essential to strike a balance between performance and well-being.

Discrepancies with authors' studies were not detected concerning the last two research hypotheses.

3) Managerial theoretical contributions

This research sheds light on how individual staff performance is conditioned by job satisfaction, interpersonal relations and psychological health. These are variables that deserve to be treated as potential levers for the success of management within an organisation.

The results obtained show the extent to which managers should attach greater importance to managerial practices centred on employee job satisfaction, the maintenance of good interpersonal relations within the organisation and psychological health at work. We need a management style that fosters satisfaction with pay, which should be fair and equitable in relation to the importance of the work done, and employee autonomy in decision-making. This management style must also pay attention to interpersonal relations, particularly in terms of organisational support. Employees need to perceive support resulting from good social cohesion in order to encourage their performance at work.

Leaders and managers should also look after the psychological well-being of employees, bearing in mind that factors of psychological distress such as aggression and disengagement have an impact on their performance at work.

4) Positioning and Openness

In parallel with all the personal contributions to managerial practices already mentioned, the company's managers can also, for example, put in place a skills assessment process or a performance evaluation grid.

Given the results of the working hypotheses, the main parameter on which the human resources manager, in the case of the study, should focus is well-being at work. Indeed, the three determinants of performance confirmed in this study are summarised in the notion of well-being at work [76]. In practical terms, procuring well-being for employees enables managers to improve behavioural performance by increasing positive behaviours with a view to contributing to organisational performance. To have a greater impact on employees, managers can be trained in this area.

An interesting avenue for future research concerns the presentation of other models, in addition to the model presented in this study, by integrating other dimensions of job satisfaction (availability of resources and infrastructure, safety at work) and other organisational factors (e.g. organisational justice) that may determine individual performance at work.

V. CONCLUSIONS

The aim of this research was to propose an explanatory model of individual employee performance in textile companies in Antananarivo (Madagascar).

Thanks to previous research on individual performance, the various concepts and determinants of employee performance were discussed, as well as the hypotheses of links between the various dimensions, such as job satisfaction, interpersonal relations and psychological health, and individual performance. These hypotheses were then tested on a sample of two hundred (201) employees.

This research indicates that individual performance is determined by three key variables: job satisfaction, interpersonal relations and psychological health. Based on adaptations of measurement instruments found in the literature, this study set out to develop a set of reliable and valid tools for measuring the variables in the hypotheses. The seven-point Likert scale was used to study the indicators for measuring the variables.

From a managerial point of view, the results obtained show the extent to which the company should attach greater importance to managerial practices aimed at well-being at work.

As for the limitations of this study, it focuses solely on textile companies located in Antananarivo (Madagascar). It is possible to expect different results with a sample of companies located all over the island, but also with different activities, managerial practices

or performance evaluation methods. This makes it possible to generalise the results and ensure external validity, so further research is needed.

Finally, an interesting avenue for future research concerns the study of variables likely to exert moderating effects on the relationships between job satisfaction, interpersonal relationships, psychological health and individual performance. Further research could complete the model presented in this study by integrating the other dimensions of the explanatory variables.

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