



## Human Resources Management Practices and Organizational Climate: cases Study of the Public Enterprises in Benin

### KEYWORDS

RH practices, organizational climate, discrimination, performance, Benin.

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**ABSTRACT** *The current research aims to examine the relationship between the human resources management practices in force in the public enterprises in Benin and the indicators of the organizational climate. These practices RH are designed in this study as an ensemble of factors that exerts a positive influence on the performance if the organizational climate is on the same wavelength. To reach this objective, the research has been focused on the previous research works that resort the assumption that six (06) practices have an influence on the performance: recruitment, training, promotion, remuneration, communication, and assessment of the yield. This assumption has been testified on a sample of 400 employees owing to the method of questionnaire. The results obtained prove that the application without discrimination of these RH practices is at the same time source of satisfaction, cohesion and the reinforcement of the team spirit. The latter indirectly, limit the conflicting situations and influence positively the performance.*

### Introduction

Nowadays, the environment of the enterprises becomes more and more complex. This complexity requires for all the enterprises a strategic management of their human resources that is source of productivity and competitiveness. According to Manville (2006), the human factor is a key element of the strategic success of the organizations. For that key factor to contribute really to the performance of the enterprise, it must be exerted in the environment where the working climate is favorable. The setting up of a serene organizational climate in an enterprise is one of the chief preoccupations of the human resource managements (GRH).

So, the investment in the practices of GRH appears more and more as one of the solutions which can allow the enterprises to increase their productivity and increase their competitive capability. A psychological approach of GRH also indicates that some practices can increase the motivation and satisfaction of the workers (Trudel and al. 2005) For Shamba (2008), the latter permit the employees to adjust their behaviour. This adjustment has certainly a favorable effect on the productivity of the enterprises. Despite all the efforts consented by the enterprises in order to set up the practices of GRH permitting them to increase not only the productivity but also guarantee an adequate organizational climate, we notice with force the existence of problems related on the one hand to the insufficiency of the rate of the expected performance and on the other to the conflicting situations because of the practices of the GRH less encouraging in uncertain organization climate.

The investigation of the effective causes of these conflicting situations has conducted to carry out reflections on the topic entitled: **"Human Resources Management Practices and Organizational Climate: cases Study of the Public Enterprises in Benin."** In effect, the difference between a successful and failing enterprise lies more in the quality of the human resources that this enterprise uses. It is then necessary for an organization to control its human resources by offering them adequate working conditions through the practices of management of human resources such as remuneration, training, promotion, and the assessment of the yield (Peretti, 2000). In this perspective, it is important to better understand the contours of the concepts in management of human resources,

in order to master these different practices and the organizational climate. The question which subtends the problematic is then: What are the practices of management of human resources which are ongoing in Benin? From this central question derives the specific questions. What to do so that these GRH practices influence positively the organizational climate set up? What is the usefulness of these GRH practices?

The objective of this research work is to identify the practices of management of human resources in force in the Beninese public enterprises and verify if they are in harmony with the organizational climate. To reach this objective, we shall evoke successively the theoretical reasons of the GRH practices, the methodology and the results of the research.

Theoretical Reasons of the Management of the Human Resources and Organizational Climate

The managers recognize that, to fight globalization and intensification of market competition and maintain certain level of efficiency and cost-effectiveness, the enterprises must insist on an adequate strategy as regards the management of human resources. The investments on the field of capital and technology are proved insufficient. We must in addition to these elements use a rational strategy in the structuring of the organizations as well as the manner in which the employees are managed. (Tremblay and Simard, 2005).

As a matter of fact, the performance and perpetuity of the public enterprises are dependent on an adequate working climate. According to (Lachance, 2011, p.9), the social efficiency of an organization shows its capacity of raising the level of satisfaction of its personnel to improve the social climate and the living conditions. The organizational climate that reigns in the public enterprises does seem to what one would wish for an organization. The practices of the human resources can contribute to the vulnerability of the organization and its disadvantage. These practices can inhibit the mobilization of new existing competences (Lacoursiere and al, 2005). The human resources are neither a datum nor a variable of adjustment but a strategic lever to attain the objectives of the firm (Ulrich, 1991; Becker and Huselid, 2001)

Indeed, a bad implementation of these human resource practices, has not only a cost but also brings up about some troubles in the functioning of the enterprise which appear through the delay, the absenteeism, the resignation and the rotation of the personnel (turnover). Authors such as Tremblay and coll. (1998) have taken the census a diversity of practices coming from writings and that are related to the mobilization of the employees. It suggests a typology which is articulated around four levers of commitment which are related to the preparatory pattern by Lawler: *practices of information* must be activities centered on the overt communication and the respect of persons; practices of appropriation where the sharing of power and participation of the employees to the enterprise are materialized in the redevelopments of the work so as the worker participate in the process of making decision; practice of profit-sharing or alignment of the remuneration to the objectives of commitment; practices of identification advocating the stimulation of the membership feeling.

The information sharing process gathers the ensemble of the organizational practices used to diffuse and receive the information. So, (Paillé, 2011), evoke that the practice of the information sharing practices play two important roles, either a role of transmission or clarification of the expectations as well as a role related to the consideration and hearing of the preoccupations of the employees. Face to the first role, the employee will mobilize his competences and engage in his work if he understands what is expected from him.

Considering the second role, it will be the more mobilized that it will give the impression that the organization listens to its preoccupations, opinions recommendations and honest concern and real to take into account and respond adequately to it. The dissemination of information to the employees is equally perceived as a capital of confidence towards the intelligence of the individuals. The perception of confidence that this GRH practices can generate is considerable.

It is important to note underline that the mechanisms of communication (sections of information, journal of enterprises) and the disseminated information (about the mission, financial performance etc.) contribute to better understand the role bidirectional communication in the attitudes and behaviours at work. Because of that the sharing of information has been linked positively to the perception of procedural justice (Paré and Tremblay, 2004) and to the organizational commitment (Rodwell and al., 1998).

The management of the human resources influences indirectly the maintenance of a good organizational climate and the satisfaction to the work. Among the practices, one can name the remuneration, communication and the evaluation of the yield. Milgrom and Roberts (1997) evoke that the remuneration plays many roles in the organization. It arouses an appropriate and real motivation. For them, in the practice, the systems of remuneration and reward take into account the contribution of each employee. These retentions and encouragement granted to the salaried bring them on one hand, to make use of their intellectual and physical qualities and on the other hand, to orient their efforts in the sense of the interests of the organization. D'Arcimoles (1999) recognizes that remuneration based on competences is perceived as a factor favouring the team work and the polyvalence. Peretti (2000) emphasizes the management of the remuneration which is a powerful lever

of the social efficiency. According to Fauvy (2006) a better circulation of the information permits a better settlement of the conflicts. According to Laflamme (1994), communication is important in the following up of the organization of its workers. Without an efficient communication among its members, the organization is doomed to failure. For the authors, the rules are the indicators of communication. Without these rules, and the procedure of their uses, the management of the enterprise is dominated by the hierarchy.

The assessment of the yield is the action that consists of determining in the enterprise the quality and value of the work achieved by an individual (Dubrion, 2003). The study of Rojot and Le Flanchec (2004) basing on "the relationship between the strategy of enterprise and the practice of the GRH" has shown that in the 74% of the innovating enterprises the seniors salaried are periodically received by their supreme hierarchy for evaluation interview.

The same, many authors have proposed different definitions on the organizational climate. According to Campbell and al (1970) the organizational climate is a set of attributes proper to a particular organization that is induced in the manner the organization behaves with its members and environment. Pichault and Nizet (2000) define the organizational climate as ensemble of objective characteristics and relatively permanent of the organization.

The practices of RH can equally influence the attitudes and behaviours at work, if they contribute to increase the feeling of justice. For Giraud, Roger and Thomines (2012), the procedures are perceived as right when they allow the possibility to exercise a control, either on the decisional process or decision leading to results. The first device sends to the possibility offered to individuals to express their opinions, preferences or provide information during the decision making (eg. During the assessment of the yield). The second devices concerns with the possibility for the individual to take themselves the final decision (eg. Select the activities of development, its basket of the social advantages). It is Leventhal and al, (1980) who, however, have the credit to have introduced the concept of procedural justice in the organizational context. According to these six axes are sources of accuracy in the procedure : they are applied in permanent manner among individuals and in the time ; they are exempt of device, that is to say that those who make the decisions are not guided by their individual interests, they permit to collect an exact information which will be used during the making decision, they are accompanied by devices to rectify the wrong decisions, they respect the standards of ethics and morality, they ensure that the opinions, values and needs of the different contributing parties of the enterprise are taken into account.

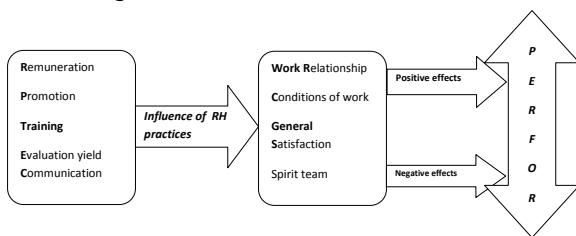
These rules and principles of procedural justice have justification in almost all the policies of the human resources (Folger and Cropanzano, 1998). The most important question is to think of the criteria of selection and promotion, collection of data on the performances during the evaluation of the yield, the disciplinary policies and the settlement of conflicts, the inciting programme of remuneration. These policies need to follow the rules of justice so that the objectives can be reached. The influence that the RH practices have on the perception of procedural justice is justified through the theory of

“group value model”(Tyler and Lind, 1992), the individuals would value the long term relations with the groups of belonging because this confers them a social status within the group and a better esteem of oneself. The procedures permit to the individuals to express their opinions would give the feeling that the organization values their notices. For instance, the practices of the evaluation of the performance, -eg. 360 degrees- and sharing of information -eg. Information bottom-up-, when they favour the expression of opinions of the individuals, should reinforce the feeling of justice. The implantation of certain RH practices could be perceived as a signal revealing that the organization worries about treating its employees in the right way. To our recognizance, rare studies have assessed the influence of the RH practices on the procedural justice. Meyer et Smith (2000) have found a link of positive association among the possibilities of promotion, opportunities of development of career and training, the satisfaction toward of the basket of the social advantages, the assessment of performance and perception of procedural justice. In a study conducted about 394 specialists in system of information, have pointed out the significant relationships between perception and procedural justice, on one hand and on the other, the practices of recognizance, development of competences, monetary rewards, and sharing of information.

**Research Methodology**

The study has been conducted in Benin Republic and is essentially about three (3) public enterprises. The criteria subtending the choice of the latter are: to be a state enterprise, to have a permanent number superior or equal to five hundred agents and susceptible of a policy of management of the criteria. The three public enterprises selected are Bénin Télécom SA, SBEE, and OCBN. The conceptual model for the study is presented as follows. .

**Figure 1 : Conceptual model between the RH practices and the organizational climate**



**RH practices**                      **Indicators of organizational climate**  
**Source: Individual achievement**

**Choice of the variables and Hypotheses**

The independent variables of the current research work are about six (06) *recruitment, remuneration, training, communication, assessment of the yield, and promotion*. Each practice is measured from about at least three items and at most five items. The dependent variables are the organizational climate. It has been measured thanks to four indicators (Laflamme, 1994). The working conditions, working relationships, satisfaction and spirit team. The items are used (at minimum three and at maximum four). It is necessary to verify if these practices of human resources management go perfectly with the organizational climate. In order to reach this objective, two hypotheses are tested. **The first hypothesis:** in the Beninese public enterprises, the practices of the human resources management such as remuner-

ation, training, recruitment and the promotion are more implanted than the practices of communication and yield assessment. **The second hypothesis is rephrased as follows:** There exists a positive and significant relationship between the GRH practices and organizational climate. .

These hypotheses are decrypted into four sub-hypotheses in order to appreciate the relationship between the GRH and the organizational climate. **H<sub>2a</sub>** a positive connection link the GRH practices in force in the public enterprises and the working conditions **H<sub>2b</sub>** The GRH practices in force in the public enterprises influence positively and significantly the working relationships; **H<sub>2c</sub>** a high positive connection exists between the GRH practices in force in the public enterprises and the general satisfaction and **H<sub>2d</sub>** the GRH practices in force in public enterprises have positively and significantly influenced the team spirit.

**Sampling**

The main population comprises 3047 employees for the three enterprises. Because of the costs and the fact that the research cultural practice is not spread, it is practically impossible to conduct the study about the individuals. For this reason a sampling is calculated. The latter once achieved has permitted to recruit 400 workers divided into 160 for SBEE, 100 for OCBN and 140 for Bénin Télécom SA. The collected data are relatively linked to the six practices of the model and the four indicators of the organizational climate (working relationship, working conditions, general satisfaction, and the team spirit). When the RH practices influence positively the indicators of measurement of the organizational climate, this will affect positively the organizational climate. (Barrette and al, 2003) That is to say the more the RH practices are correctly set up the more the organizational climate are improved. What is indirectly increases the social and organizational performances of the enterprise.

**Data Collection Tools**

The two tools of data collection are used, a structured questionnaire comprising items and chart interview. The choice of the respondents is made according to the simple probabilistic method where each investigated has the chance to be withdrawn. The investigated have given their agreed level on the scale of Likert in five modalities ranging from 1= “totally disagreed” to 5 = “totally agreed” The data have been collected for 45 days (from 27 September to 10 December 2012).

**Method of processing and analysis of the data.**

The multiple line regression has essentially been used in order to determine the practices that have an effect on the organizational climate. The coefficients of regression Beta (β) have contributed to find the sense of the regression. The negative Bêtas (β) will have influenced negatively the organizational climate and the positive Bêtas (β) will have influenced positively the organizational climate. The coefficients of determination of the achievement probabilities will confirm the analysis at the tolerance limit of 5%. The applied methodological approach has permitted to obtain the regression coefficients and the confidence intervals for each of the dependent variables in the table 1 and 2. Those of the indicators of the organizational climate are in the table of annex2.

**RH Practices and Working Relationship.****a. Dependent variable : Working Conditions****Table 1: regression coefficients**

Coefficients								
Model		Non standardized Coefficients		Standardized Coefficients	t	Sig.	95,0% % intervals of confidence for B	
		A	Standardized error	Bêta			Inferior limit	Superior Limit
1	(Constant)	2,780	,198		14,008	,000	2,389	3,170
	remuneration	-,032	,059	-,031	-,536	,592	-,148	,084
	promotion	-,253	,051	-,306	-,430	,000	-,354	-,152
	training	-,073	,050	-,098	-,1463	,145	-,172	,025
	communication	-,032	,040	-,049	-,790	,430	-,112	,048
	Assessment of yield	,213	,042	,330	5,024	,000	,130	,297
	recruitment	,174	,054	,204	3,212	,001	,067	,280

**RH Practices and General Satisfaction****b. Dependent variable: general satisfaction****Table 2 : regression coefficients**

Coefficients								
Model		Non standardized Coefficients		Standardized Coefficients	t	Sig.	95,0% % intervals of confidence for B	
		A	Standardized error	Bêta			Inferior limit	Superior Limit
1	(Constant)	2,062	,180		11,441	,000	1,707	2,417
	remuneration	-,012	,054	-,013	-,223	,824	-,117	,093
	Promotion	-,010	,047	-,013	-,217	,829	-,102	,082
	Training	,003	,046	,005	,073	,942	-,086	,093
	Communication	,104	,037	,175	2,829	,005	,032	,176
	Assessment of yield	,154	,039	,261	3,993	,000	,078	,230
	Recruitment	,111	,049	,143	2,266	,024	,015	,208

The analysis and interpretation of the recapitulative tables and the different graphs give the following results.

**Results**

The results are presented in the form of descriptive analysis, the perception of the employees on the RH practices and the organizational climate.

**Descriptive Analysis**

The results of the descriptive analysis have permitted to understand that the majority of the respondents is male 155 (55.2%) to 121 (43.1%) of female with an average of 1.44 for a variance of 0.247. The group of age of these respondents is located between 20 and 40 years old either a cumulated size of 224 (79.7%) for a variance of 0.247. Among the respondents, the senior workers are more than the two other professional categories (execution agents and conception agents). In effect, for the senior workers, the investigation has recorded 136 (48.4%) to 55 (30.2%) for the conception agents and 55 (19.6%) for the execution agents. If needed, confer annex 1 and

**Practices of the Management of the Careers**

With regard to the management of the career, three (3) items constitute the aim of the current study: recruitment, training and promotion. Concerning the distribution of the perceptions of the staff of the enterprise with regard to the policy of recruitment, the results of the graphs2 (cf. annex1) show that in total 153 respondents either 59.1% assert that the criteria of recruitment are not formalized in their enterprise to 44 either 16% who think that these cri-

teria are formalized. Concerning the information related to the needs in recruitment, 62% think that they do not receive the information to 28.6% who declare that they are informed. In total, the respondents disagree with the way the recruitment is made in their enterprise. The average score of the responses for this practice is 2.60 for an error of 0.785. The training of the employees is necessary to increase the productivity.

According to the graph3, four items are used for to illustrate the practices of training. For a cumulated size of 157 respondents either 57.2% assert that the inexistence of a training plan to a cumulated size of 72 be 26.1% who think that the training plan exists in their enterprise. With regard to the second item related the identification of the needs of the training, 72.8 think that these needs are not identified and executed in accordance with the established plan. On the other hand, 8.2% declare that these needs are identified and executed accordingly. The third, related to periodic training programmes, 204 interviewed be 74.5 have never profited from the training where as 38 be 13.9% assert that they have profited from the training. The last, is about the execution training plan with equity. 199 be 72.1% of the respondents assert that there is no equity in the training execution plan to 8.7% who accept the existence of equity. To sum up, the respondents do not appreciate positively the way the training policy is set up in their enterprise. The average score obtained for this practice is of 2.22 for an error of 0.893. The training is indispensable for the promotion.

According to the practice of the promotion, diverse perceptions are obtained. The graph4 in annex shows the different results. Two items are selected in the framework of this practice. For the first, 216 be 78.3% assert that there does not exist a good policy of promotion in their enterprise to 7.9% who think that there exists a policy of promotion. To this effect, 225 employees be 81.5% manifest their dissatisfaction whereas 17be 4.3 manifest their satisfaction In conclusion, the majority of respondents do not at all agree with the way the promotion policy is carried on in their enterprise. The average score of the responses is of 2.05 for an error of 0.812. The presentation of the results of the descriptive analysis on the practices of motivation is also necessary.

#### Practices of motivation in the public enterprises

Four items are used to verify the current practices of remuneration in the targeted public enterprises. The dispatching of the of the perception of the staff in the matter is presented in the graph5 (cf. annex1) Concerning the satisfaction of the staff with regard to the remuneration policy, 182 employees be 67.4% assert that they are not satisfied with their remuneration to 51 be 18.5% manifest their satisfactions.

Regarding the equity in accordance with the remuneration 143 either 51.8% think that the equity as regards the remuneration is absent whereas for 66 salaried be 23.90 assert that there is equity. In accordance with the salary linked to the performance, 182 salaried be 65.9% assert that they do not earn a salary that reflect the level of the performance they provide to a cumulated size of 58 either 21%. For the last item, 200 either 72.5% of the respondents assert that the premiums and social advantages that they earn do not encourage them to work to 50 be 18.1%. In a nutshell, the obtained results prove that the remuneration practices are not satisfactory even discriminatory. What explains an average score of 2.28 for an error of 0.685.

In accordance with the yield assessment, the different perceptions of the staff are presented in the graph6 (cf. annex1). It is tested owing to three items. The first, related to the formalization of the rules related to the assessment yield in the public enterprises. 188 employees be 68.1% assert that the criteria of assessment of yield are not formalized in their enterprise. On the other hand, 53 salaried be 19.2% recognize the formalization. As regards the criteria of the assessment of the yield, 62% ignore their yield assessment criteria to 24.3% who assert the existence of these criteria. Concerning the feedback on the yield assessment, 68.8% of the interviewed declare that they do not receive the feedback. On the other hand, 14.5% have a positive answer. In total, the way the yield assessment has been conducted is not well appreciated by the majority of the respondents. What explains an average score of 2.21 for an error of 1.038. The success of an assessment yield requires before a communication policy.

For this reason, three items are used to better understand the communication policy in the enterprises. The results of the different perceptions of the respondents are summarized in the graphs 7 (cf. annex1). As regards the formalization of the means of communication, 53.6% think that there is no official communication in the enterprise to 31.1% answer positively. Concerning the ascendant communication, 33.3% of the respondents declare that they are not able to communicate with the hierarchy to 54.7%. The last item is related to the different means of communication. For 35.5%, the means of communication in force in

the enterprise are inexistent. On the other hand, 38.4% assert that they recognize these means of communication. To sum up, the practice of communication is ill appreciated by the agents of the public enterprises. The average score obtained is 2.91 for an error of 1.031.

#### III<sub>2</sub> Analysis of the perception of the agents on the RH practices

The analysis deals with the practices related to the management of the careers and motivation.

##### 2-1 Perception Analysis of the Agents on the Practices of the Management of the Careers

For the recruitment policy, two items are used: the first is about the formalization of the criteria of recruitment and the second deals with the information about the needs in recruitment. The different perceptions obtained permit to say that the majority of the agents do not receive the information about the needs in recruitment. The fact that the information is not available for the agents can limit the competition at the level of some talents. This can not only engender the demotivation of staff but the negative effects on the performance of the enterprise. For the same agents, the criteria and the procedures of recruitment are not formalized. What gives the impression of an enterprise which applies the model of individualizing GRH (Mintzberg, 1998). It is in the interest of the authorities to revisit the means of communication of the staff about the different criteria of recruitment. In the case these criteria would not be well specified, clear and applied with equity, the salaried are going to think of discrimination in the application of the practices (Colot and al, 2008). The direct consequence is the reduction of the individual performance and thereby the global performance of the enterprise. In effect, the working climate can be deteriorated even tense since the new comer will not be at ease to work with open mind with his or her co-workers. The recruitment without continuous training can also handicap the performance of the organization.

In matter of the practices pertaining to the training, according to the agents of the interviewed enterprises, there exists a training plan in the enterprise. Furthermore, the needs in training are not identified and executed in accordance with the rare elaborated plan. It is important to note that for these two items, the execution of the needs of training is only possible if the training plan exists and had foreseen it. When the training of an agent does progress at the same rhythm as the evolution of technology and information, the enterprise is not thoroughly efficient and competitive. Each enterprise has then the obligation to set up a plan of training which will not only be followed and applied but also with equity and rigor.

The fact that the employees are not totally efficient and do not produce a good yield is explained by the fact that they do not profit from a periodic programme of a vocational training. The continuous training offering distinctive and collective competences is a necessary tool that the enterprises need to increase their profitability (Dubrion, 2003). Even if the plan of training exists in certain enterprises and during its execution, there is no respect of equity, this can lead to frustration and demotivation of the staff. A well trained agent is not only source of performance of the enterprise but also permit it to profit rapidly from the promotion because of its competence (Peretti, 2000). The inexistence of the latter can bring frustration in the enterprise. The promotion of an agent motivates him or her and implies him more to his work. The results of the

study show that the existence of a good policy of promotion in the public enterprises. What explains the dissatisfaction of employees because the way the promotion is granted. The ideal is to give privilege to the talents; the most deserving in this practice so as to avoid discrimination. When politics intervene in the management of the system of promotion, the immediate effect is demotivation of the staff. The promotion of incompetent agent to a high position, maintain the competent agents under his or her authority. The working atmosphere in this case is deteriorated because the talented collaborators become henceforth the subordinates that the promoted "the chief" will have to assess. The regular progress in grade indicator of motivation of the staff at work. The promotion of non-competent agent to a higher position, forcing more competent to work under his responsibility.

## 2-2- Perception of the agents about the motivation practices

Three items are used to measure or collect the different perceptions of the agents as regards motivation: communication, assessment of yield, and remuneration.

According to the salaried, there exists no official policy of communication. In addition, they recognize no more the channels of communication in force in the targeted structures. Paradoxically, the useful information at good functioning of the enterprise are held through the strategic summit according to the interviewed.DRH It must be noted that the communication is not only an indispensable tool for good functioning of the enterprise but it is also source of culture of enterprise as much for the managers as for the subordinates. The agents have some difficulty in acceding to the information because the practices of communication are not formalized. The absence of the formalization of the rules is source of demotivation and tightened climate. It is in the interest of the managers to make the different means of communication available for the agents so as to instore a peaceful climate in the enterprise. A good communication will permit to avoid conflicting situation at work. (Fauvy, 2006).

Communication is a necessary tool for the yield assessment. When the staff is experienced, the working climate is convivial and permits easily to reach the objectives of the enterprise. The criteria of assessment of yield in the public enterprises are not formalized. The staff does not recognize the different criteria which underlie its assessment. Furthermore, they do not receive the feedback of the assessment of the yield by the seniors. This way of doing of the latter is the cause of the frustration and does not permit to the employees to produce a good yield. What permits to conclude that one is in the configuration of individualizing type (Mintzberg 1998). The inexistence of cohesion and non reinforcement of the team spirit are the direct consequences of the individualizing model. The rules and procedures of assessment must not only be formalized but also they must largely be diffused. As soon as the criteria of assessment of yield are mastered, it can bring a good working climate. The assessment leads to sanctions which can be promotion, award of yield or downgrading of the staff.;

The objective of every worker is that he or she must be well remunerated. This observation permits that remuneration is an important factor for an employee and even a factor of its implication at work. However, the agents of the interviewed enterprises are not generally satisfied with their remunera-

tion. In addition, the remuneration is not practiced with equity in the investigated enterprises. What has as a consequence, the non perception of the salaries related to the performance. The different premiums and social advantages that they earn do not urge them to well work. In these conditions, the salaried rapidly cede to external jobs that offer a better remuneration, a factor of reinforcement of the theory by Laroche and al, (2003) as regards the differentiated analysis in terms of perception of the social climate by the salaried and for the managers The observed absences at work can have as cause the dissatisfaction provoked by inequity in the practice of remuneration. The demotivation of the staff and even the trade union upheavals are tributary to a bad policy of remuneration as (Milgrom and Roberts, 1997) have risen.

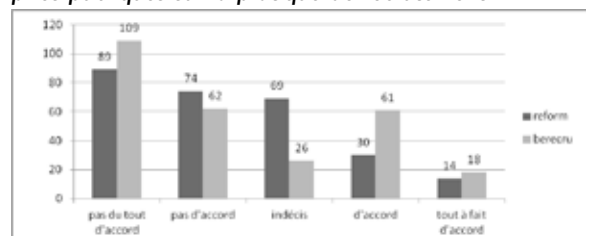
## Conclusion

The problem raised in the current research is to identify the practice of the human resource managements and organizational climate in force in the public enterprises in Benin. The interviews from (400) employees and the analyses of the descriptive statistics have permitted to assert that all the six practices are set up in these enterprises. However, the practices of remuneration, training, promotion and recruitment are privileged with regard to the practices of communication and assessment of yield.

To ensure the reliability of the items used, the text of reliability has contributed to the control of the internal consistency between the different items of measure of organizational climate and GRH practice. In addition, the analysis in main components with the varimax of Kaiser rotation has regrouped in four components the items of measure of the organizational climate. These components are named respectively: team spirit, working condition, working relationship and general satisfaction. Once the RH practices go with the indicators of organizational climate, they generate positive effects on the performance of the organization as Savoie and al, (2000).have evoked it Though some interesting number of results could have been withdrawn from the study, some limitations must also be mentioned. On the one hand, the GRH and the indicators of the organizational climate come from the same questionnaire, what in this condition, can bring a problem of common variance.

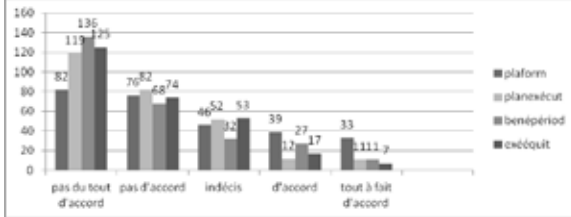
The second limit is related to the studied population that has permitted to analyze an important number practices, but other practices can exist and have more influence on the performance of the enterprises.

## Graphique n°2 : perception du personnel des entreprises publiques sur la pratique de recrutement



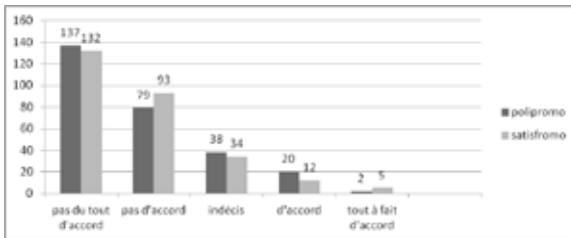
Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

## Graphique n°3 : perception du personnel des entreprises publiques sur la pratique de formation



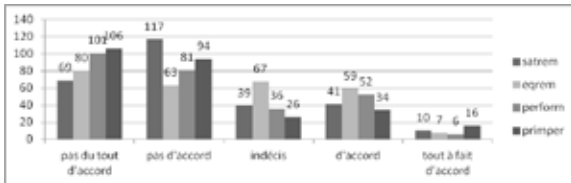
Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

Graphique n°4 : perception du personnel des entreprises publiques sur la pratique de promotion



Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

Graphique n°5 : perception du personnel des entreprises publiques sur la pratique de rémunération

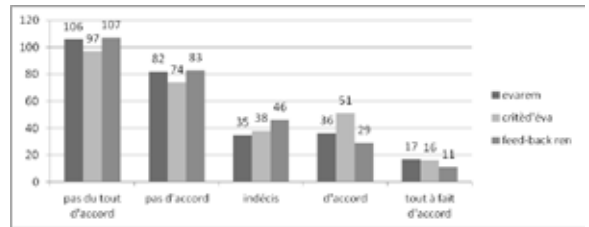


Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

Graphique n°6 : perception du personnel des entreprises publiques sur la pratique d'évaluation de rendement

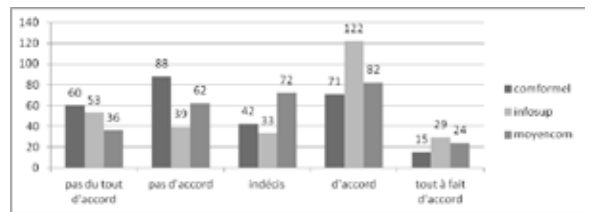
Tableau n°5 : corrélation linéaire

Corrélations		rémunération	promotion	formation	communication	recrutement	évaluation de rendement	relation de travail	conditions de travail	satisfaction générale	esprit d'équipe
rémunération	Corrélation de Pearson	1	,116	,163**	,065	,049	,190**	,028	-,013	,054	,044
	Sig. (bilatérale)		,055	,007	,279	,422	,002	,643	,832	,367	,468
	N	276	276	276	276	276	276	276	276	276	276
promotion	Corrélation de Pearson	,116	1	,302**	,259**	,303**	,241**	,223**	-,211**	,138*	-,021
	Sig. (bilatérale)	,055		,000	,000	,000	,000	,000	,000	,021	,723
	N	276	276	276	276	276	276	276	276	276	276
formation	Corrélation de Pearson	,163**	,302**	1	,103	,288**	,435**	,233**	,002	,172**	,128*
	Sig. (bilatérale)	,007	,000		,089	,000	,000	,000	,969	,004	,034
	N	276	276	276	276	276	276	276	276	276	276



Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

graphique n°7 : perception du personnel des entreprises publiques sur la pratique de communication



Source : résultat de l'enquête réalisée auprès du personnel des entreprises publiques

communication	Corrélation de Pearson	,065	,259**	,103	1	,320**	,250**	,307**	,007	,282**	,058
	Sig. (bilatérale)	,279	,000	,089		,000	,000	,000	,905	,000	,338
	N	276	276	276	276	276	276	276	276	276	276
recrutement	Corrélation de Pearson	,049	,303**	,288**	,320**	1	,062	,218**	,086	,212**	,272**
	Sig. (bilatérale)	,422	,000	,000	,000		,305	,000	,153	,000	,000
	N	276	276	276	276	276	276	276	276	276	276
évaluation de rendement	Corrélation de Pearson	,190**	,241**	,435**	,250**	,062	1	,228**	,208**	,310**	,132*
	Sig. (bilatérale)	,002	,000	,000	,000	,305		,000	,000	,000	,029
	N	276	276	276	276	276	276	276	276	276	276
relation de travail	Corrélation de Pearson	,028	,223**	,233**	,307**	,218**	,228**	1	-,106	,331**	,356**
	Sig. (bilatérale)	,643	,000	,000	,000	,000	,000		,079	,000	,000
	N	276	276	276	276	276	276	276	276	276	276
conditions de travail	Corrélation de Pearson	-,013	-,211**	,002	,007	,086	,208**	-,106	1	,257**	-,007
	Sig. (bilatérale)	,832	,000	,969	,905	,153	,000	,079		,000	,902
	N	276	276	276	276	276	276	276	276	276	276
satisfaction générale	Corrélation de Pearson	,054	,138*	,172**	,282**	,212**	,310**	,331**	,257**	1	,244**
	Sig. (bilatérale)	,367	,021	,004	,000	,000	,000	,000	,000		,000
	N	276	276	276	276	276	276	276	276	276	276
esprit d'équipe	Corrélation de Pearson	,044	-,021	,128*	,058	,272**	,132*	,356**	-,007	,244**	1
	Sig. (bilatérale)	,468	,723	,034	,338	,000	,029	,000	,902	,000	
	N	276	276	276	276	276	276	276	276	276	276

\*\* . La corrélation est significative au niveau 0.01 (bilatéral).

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