

HUMAN RESOURCES POLICIES AS A LEVER FOR MOTIVATION AND COMMITMENT OF PUBLIC AGENTS

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ABSTRACT

In the current context, human resources management (HRM) policies play a key role in strengthening the motivation and commitment of public officials in Madagascar, having a direct impact on national life. By revisiting the theoretical framework of motivation and commitment from which the foundation of HRM policy should be established, the constraints and challenges concerning the determinants of motivation and commitment have been identified. HR policies are positioned as real strategic levers serving the Administration. They help stimulate both intrinsic and extrinsic motivations. HRM plays a multidimensional role, allowing individual and collective performance to be optimized. The human resources management policy is based on levers such as remuneration, training, and career management, which play a particularly important role. While research on the motivation and commitment of public officials has identified key factors, many challenges persist and complicate the implementation of effective human resources policies. Among the main challenges are the diversity of profiles and contexts, the successive reforms of the civil service, as well as the measurement of the motivation and commitment of state agents. The challenges related to the motivation and commitment of public agents are multiple and complex. They require a global and personalized approach, taking into account the specificities of each organization and each agent. The perspectives resulting from this study focus on the personalization of the career path of each agent, the strengthening of leadership and management, the improvement of the quality of life at work, the strengthening of the link between the individual and the organization, and also the use of new technologies. The results highlight that the adoption of adapted and inclusive HR policies can not only increase the satisfaction of public agents, but also improve the quality of public services, thus contributing to good governance and the socio-economic development of Madagascar.

Keywords: *human resources management policy, motivation, commitment, public agent.*

Introduction

- **Context**

Madagascar, like many developing countries, faces significant challenges in human resource management in the public sector (World Bank) ¹. Because of their decisive impact on the life of the nation, public agents, and civil servants in particular, play a central role in the implementation of public policies and the socio-economic development of the country. However, their motivation and commitment are often put to the test by difficult working conditions, low pay and a lack of recognition (Mireille Razafindrakoto, François Roubaud) 2001 ².

- **Research problem**

How are human resources policies facing challenges and constraints in the current context? What are the prospects for the evolution of these policies?

- **Overall objective**

Evaluate the effectiveness of human resources policies in force in the different public sectors in Madagascar in terms of motivation and commitment of civil servants, in order to identify levers for improvement and promote a more efficient public administration.

- **Specific objectives:**

- a. **Identify the determinants of motivation and disengagement of civil servants:**
 - Define the intrinsic and extrinsic factors influencing the motivation and commitment of public agents in different sectors.
 - To analyse the perceptions of civil servants regarding their working conditions, their career development prospects and their contribution to the public service mission.
- b. **Assess the adequacy of human resources policies with the needs of civil servants:**
 - Analyze the remuneration, training, career, performance management and professional development policies implemented in each sector.
 - Assess the extent to which these policies meet the expectations and needs of civil servants in terms of motivation and commitment.

1: Theoretical framework

- **Motivation and commitment:**

- Definitions and key concepts (intrinsic motivation, extrinsic motivation, organizational commitment)

Employee motivation and engagement, particularly in the public sector, are active research topics in the social sciences. French authors have made significant contributions to the elucidation of these concepts, often contextualizing them in the specific context of organizations.

First, motivation, the driving force behind our actions, can come from various sources. Thus, we traditionally distinguish two types of motivation: intrinsic motivation and extrinsic motivation.

Intrinsic motivation, rooted in the heart of the individual, finds its origin in the pleasure felt in accomplishing a task. Indeed, it is the feeling of competence, the autonomy granted and the quality of social relationships within the work that nourish this deep motivation. For example, a teacher will experience great satisfaction in seeing his students progress, while a researcher will find pleasure in discovering new knowledge. In addition, the work of Henri Laborit, a French doctor and ethnologist, has highlighted the central role of pleasure and hedonism in human

¹ World Bank, Country Partnership Framework 2023-2027

² Mireille Razafindrakoto, François Roubaud, (2001) Twenty years of civil service reform in Madagascar

motivation. Similarly, the philosopher Frédéric Gros emphasizes the importance of giving meaning to tasks to stimulate intrinsic motivation.

Conversely, extrinsic motivation is driven by factors external to the task itself. That is, it is influenced by things like compensation, benefits, recognition, or fear of punishment. Therefore, an employee may be motivated to achieve their goals by the promise of a promotion or the fear of losing their job. However, it is important to note that extrinsic motivation, while it may be effective in the short term, does not guarantee lasting commitment.

The work of Edward Deci and Richard Ryan on self-determination theory provides valuable insight into the different forms of extrinsic motivation. Indeed, they distinguish several levels of regulation, ranging from external regulation (where the individual acts under constraint) to integrated regulation (where the values associated with the task are internalized). Thus, extrinsic motivation can evolve into more intrinsic motivation when the individual integrates the reasons for his action with his own values.

In conclusion, intrinsic and extrinsic motivation are two complementary forces that interact in a complex way. If intrinsic motivation is often associated with lasting commitment and better performance, then extrinsic motivation can be an important lever to mobilize individuals in certain situations. However, it is essential to find a balance between these two types of motivation in order to foster a stimulating and rewarding work environment.

To optimize employee motivation, organizations must therefore implement human resources policies that take into account both individual needs and organizational objectives. This involves creating a work environment that promotes autonomy, recognition, skills development, and meaning in work. In addition, it is important to recognize that motivation is a dynamic phenomenon that evolves over time and is influenced by many contextual factors.

In short, understanding the mechanisms of motivation is essential for managers and leaders who wish to optimize the performance of their teams and promote a positive social climate.

Second, organizational commitment is a central concept in work psychology. It refers to the special bond that unites an employee with his or her organization, a bond characterized by emotional attachment, deep identification, and a high level of involvement. In other words, organizational commitment translates into a sense of belonging to the company, a desire to contribute to its success, and a willingness to invest in its projects.

Thus, an engaged employee does not just perform the tasks assigned to him; he feels involved in the organization's mission and acts in accordance with its values. In addition, this commitment is demonstrated by a strong identification with the company, a desire to defend its interests and a pride in belonging to this work community. To better understand the different facets of organizational commitment, Allen and Meyer proposed a particularly enlightening three-dimensional model. Indeed, according to these authors, organizational commitment is composed of three distinct but interdependent components: affective commitment, normative commitment and calculated commitment.

Affective commitment represents the emotional bond that unites the individual with his organization. That is to say, it is a sentimental attachment and a deep identification with the values and objectives of the company. For example, an employee who is highly committed on an affective level will experience pleasure in working within his organization and will have the feeling of being part of a large family.

Normative commitment, on the other hand, is based on a sense of moral obligation. In other words, the individual feels compelled to stay in the organization because of personal values, social norms, or contractual obligations. For example, an employee may feel compelled to stay in their organization out of loyalty to their colleagues or out of fear of betraying the expectations of their superior.

Finally, calculated engagement is based on a rational assessment of the costs and benefits associated with maintaining one's job. Thus, an employee who is highly committed on a calculated level will remain in the organization if he or she believes that the benefits he or she receives from it (salary, benefits, career prospects) are greater than the costs he or she would incur if he or she left.

It is important to note that these three components of organizational commitment are not mutually exclusive. On the contrary, they can coexist and influence each other. For example, an employee who is highly affectively committed will tend to develop a sense of moral obligation toward his or her organization (normative commitment), while an employee who values the benefits of his or her job will be more likely to develop an emotional attachment (affective commitment).

In conclusion, organizational commitment is a multidimensional concept that plays a vital role in organizational performance. Indeed, engaged employees are more productive, more creative, and less likely to leave their jobs. Therefore, it is essential for companies to implement human resource management policies that promote the development of organizational commitment. This involves creating a stimulating work environment, recognizing individual contributions, fostering communication, and giving meaning to the company's missions.

³ Deci, E.L., & Ryan, R.M. (2000). *Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being*. American Psychologist.

In short , organizational commitment is a valuable asset for any organization. By investing in developing employee commitment , a company can improve its performance, strengthen its corporate culture and increase its sustainability.

- Motivation theories (Maslow, Herzberg, etc.)

Motivation, the inner force that drives us to act, has long fascinated researchers in the human sciences . To better understand the mechanisms that underlie our behavior, many theories have been developed. Among the most influential are those of Maslow and Herzberg.

Maslow's theory ⁴, often represented in the form of a pyramid, postulates that human needs are hierarchical. Thus , physiological needs (hunger, thirst, sleep) constitute the base of the pyramid, followed by the needs of security, belonging, esteem and finally self-actualization. According to Maslow , individuals are motivated to satisfy each of these levels of needs successively. Once a need is satisfied, it ceases to be a driver of motivation and the individual moves to the higher level. Therefore , to motivate an employee, it is essential to understand at which level of the pyramid his or her dominant needs are located.

Herzberg ⁵, for his part, developed a two-factor theory, distinguishing between hygiene factors and motivational factors. Hygiene factors correspond to working conditions (salary, job security, relationships with superiors) and, according to Herzberg, they can only eliminate dissatisfaction. In other words , if these factors are not present, they generate dissatisfaction, but their presence alone does not guarantee satisfaction. Motivational factors , on the other hand, are linked to the content of the work itself (recognition, responsibilities, opportunities for accomplishment) and are likely to generate satisfaction. Thus , to motivate employees, a manager must not only ensure that working conditions are satisfactory, but also offer them opportunities for development and self-realization.

These two theories , although complementary, have limitations. Indeed , Maslow's theory has been criticized for its rigidity and its difficulty in accounting for the complexity of human motivations. Similarly , Herzberg's theory has been called into question by some studies that have shown that hygiene and motivation factors can interact in a more complex way than the initial theory suggests.

Nevertheless , these theories have had a considerable influence on managerial thinking and continue to inspire much research. In addition , they have highlighted the importance of taking into account individual needs to motivate employees. Indeed , each individual is unique and has their own sources of motivation.

In conclusion , motivation is a complex phenomenon that depends on many factors, both individual and contextual. To effectively motivate employees , a manager must adopt a personalized approach and take into account the specificities of each situation. This involves creating a stimulating work environment, recognizing individual contributions, promoting skills development and giving meaning to the company's missions.

- Models of organizational commitment

Organizational commitment, a central concept in work psychology, refers to the emotional connection, identification, and degree of involvement of an employee toward his or her organization. **Thus** , an engaged employee feels invested in the company's objectives, experiences a sense of belonging, and is motivated to contribute to its success. To better understand the mechanisms underlying this commitment, many researchers have proposed various theoretical models.

One of the most influential models is that proposed by Allen and Meyer ⁶, who distinguish three dimensions of organizational commitment: affective commitment, normative commitment, and calculative commitment. Affective commitment represents the individual's emotional attachment to his or her organization. In other words , it is a sentimental bond and a deep identification with the values and objectives of the company. Normative commitment , on the other hand, is based on a feeling of moral obligation. That is , the individual feels bound to stay in the organization out of loyalty to his or her colleagues, for example, or out of a sense of duty. Finally, calculative commitment is based on a rational assessment of the costs and benefits associated with maintaining

⁴Maslow, A.H. (1987). *Motivation and personality* (3rd ed .). Harper & Row.

⁵Herzberg, F., Mausner, B., & Snyderman, B.B. (1993). *The motivation to work* (2nd ed .). Wiley

⁶ Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review* , 1(1), 61-89.

one's job. Thus, an employee who is highly calculatively committed will stay in the organization if he or she believes that the benefits he or she derives from it are greater than the costs he or she would incur if he or she left. Other models have also been developed to understand organizational commitment from different angles. For example, some researchers have emphasized the importance of shared values between the individual and the organization, while others have highlighted the role of social relationships within the team. In addition, some models integrate temporal dimensions, distinguishing between short-term and long-term commitment.

It is important to note that these different models are not necessarily contradictory, but rather complementary. Indeed, they highlight different facets of the same phenomenon. Thus, organizational commitment can be considered as a multidimensional construct, resulting from the interaction of individual, social and organizational factors.

The consequences of organizational commitment are multiple and beneficial for both the individual and the organization. An engaged employee is generally more efficient, more innovative and less likely to leave his job. In addition, it helps to create a positive social climate and strengthen team cohesion. For the organization, the commitment of its employees translates into better productivity, greater flexibility and a better reputation.

In conclusion, organizational commitment is a complex and multidimensional concept that deserves to be explored in more depth. Understanding the different theoretical models allows us to better understand the determinants of commitment and identify the levers of action to strengthen it. Indeed, by acting on the factors that promote commitment, organizations can improve employee satisfaction, strengthen their performance and ensure their sustainability.

- **Human Resources Policies:**

- Definition and role of HR policies

HR policies go far beyond the simple administrative framework. They position themselves as real strategic levers serving the Administration. Indeed, by aligning human resources management practices with the overall vision of the organization, they contribute to shaping a stimulating work environment that is conducive to the development of each individual. Thus, HR policies not only attract and retain the best talent, but also optimize individual and collective performance. In addition, they play a key role in strengthening the corporate culture and improving the quality of life at work, by offering professional development opportunities and implementing measures that promote employee well-being.

- The different levers of HR policy (remuneration, training, career, etc.)

Human resources policy is based on a set of levers that help attract, motivate and retain employees. Among these levers, remuneration, training and career management play a particularly important role.

Remuneration, the first lever mentioned, is a fundamental element of the employer-employee relationship. Indeed, it constitutes a form of recognition of the work accomplished and helps to motivate employees. Beyond the financial aspect, remuneration can take various forms: base salary, bonuses, profit sharing, benefits in kind. Thus, a fair and transparent remuneration policy helps to strengthen employee commitment and improve their job satisfaction.

Training, the second essential lever, is a long-term investment for the company. Indeed, by offering its employees continuing training opportunities, the company allows them to develop their skills and grow professionally. In addition, training helps improve individual and collective performance, strengthen team versatility and promote innovation.

Career management, the third lever, is a process that supports employees throughout their career path within the Administration. It consists of defining career objectives, identifying the skills to be developed, proposing individualized training courses and supporting employees in their professional development. Thus, effective career management helps to retain talent, strengthen their commitment and promote their development within the company.

These three levers are closely linked and must be considered globally to optimize their impact. For example, an attractive remuneration policy can encourage employees to train more, while successful career management can promote professional development and salary progression.

It is important to note that the levers of HR policy are not limited to compensation, training and career management. Other elements such as quality of life at work, recognition, internal communication, or even corporate culture also play a determining role in employee engagement.

In conclusion, human resources policies have a range of levers to act on the motivation, commitment and performance of employees. By skillfully combining these different levers, companies can create an attractive and stimulating work environment, thus promoting their development and sustainability.

- The link between HR policies and motivation

Employee motivation, the invisible engine that drives everyone to give their best at work, is directly influenced by the policies implemented by human resources. Indeed, these policies, whether they concern compensation, training, career, quality of life at work or corporate culture, act as powerful levers on employee engagement and satisfaction.

Remuneration, for example, is a key motivator. When employees feel that their remuneration is fair in relation to their responsibilities and skills, they are more likely to invest in their work. In addition, a performance-related variable remuneration policy can be a powerful motivator. However, other aspects of remuneration, such as benefits in kind or employee savings opportunities, should not be overlooked, which can also help improve employee satisfaction.

Training is another essential lever for motivating employees. By offering professional development opportunities, companies show their employees that they invest in them and recognize their potential. This not only improves employees' skills, but also strengthens their sense of belonging to the company.

Career management is also an important motivator. When employees have a clear vision of their professional future within the company, they are more likely to commit in the long term. Regular performance reviews, individual development plans and career progression opportunities are all tools that help to foster employee engagement.

Quality of life at work is another key element of motivation. A pleasant working environment, flexible hours, the possibility of teleworking are all factors that can improve employee satisfaction and reduce the risk of burnout. In addition, a positive corporate culture, based on respect, trust and collaboration, helps to create a sense of belonging and strengthen employee motivation.

In conclusion, the link between HR policies and motivation is close. By implementing coherent HR policies that are adapted to the needs of employees, companies can promote engagement, improve performance and reduce turnover. However, it is important to emphasize that motivation is a complex phenomenon that depends on many individual and contextual factors.

2: Challenges, constraints and perspectives

- **State of play of research**

The motivation and commitment of public agents constitute major issues for public organizations (Emery Y. & Giaque D.) 2012. Many studies have explored these concepts, revealing a complexity of interdependent factors.

The determinants of motivation

Research has identified various factors influencing the motivation of public employees. Among them, remuneration occupies a central place, but it is not enough to ensure lasting commitment. The meaning given to work and the perception of its contribution to the general interest are also important drivers. Social relations at work, recognition and opportunities for professional development complete this picture.

The commitment

Commitment is often defined as a psychological state in which an individual identifies with his or her organization and is willing to contribute to its success. Studies have highlighted several dimensions of commitment: affective commitment (emotional attachment to the organization), normative commitment (feeling of obligation to remain in the organization), and calculative commitment (cost-benefit assessment of commitment).

Challenges and constraints

While research on the motivation and commitment of public employees has identified key factors, many challenges persist and complicate the implementation of effective human resources policies.

The diversity of profiles and contexts constitutes a first major challenge. Public agents exercise very varied professions, ranging from administrative positions to technical professions, including social professions. Each of these professions is associated with specificities, challenges and sources of motivation. In addition, organizational contexts differ greatly from one administration to another, depending on the size of the organization, its culture, its missions and its institutional environment. This heterogeneity makes it difficult to implement universal and effective motivation policies.

the successive reforms of the civil service. Reforms aimed at modernizing human resources management, strengthening performance and adapting administrations to new societal challenges are frequent. These reforms can generate uncertainty and anxiety among agents, thus affecting their motivation and commitment. In addition, rapid societal changes (digitalization, globalization, aging of the population) introduce new constraints and challenges for public organizations.

Measuring motivation and engagement represents a third major challenge. While many measurement tools exist, they often have limitations in terms of validity and reliability. Motivation and engagement are complex and multidimensional concepts that are difficult to capture comprehensively. In addition, measurement methods used can vary from one study to another, making it difficult to compare results.

Finally, the changing values and expectations of new generations of public employees pose an additional challenge. Younger generations are looking for more meaning in their work, autonomy and opportunities for personal development. Public organizations must adapt to these new expectations to attract and retain talent.

In conclusion, the challenges related to the motivation and engagement of public agents are multiple and complex. They require a global and personalized approach, taking into account the specificities of each organization and each agent. Research must continue to explore new avenues to better understand the mechanisms of motivation and engagement, and to develop more precise and reliable measurement tools.

Perspectives

Personalization of career paths

The personalization of career paths appears to be a relevant response to the challenges of motivation and commitment of public agents. Indeed, each agent is unique, with their own aspirations, skills and expectations. Thus, the implementation of individualized systems makes it possible to respond to this diversity and to promote a feeling of professional fulfillment.

Developing personalized career plans is an essential first step. By working closely with their managers, employees can define clear and achievable goals, while benefiting from tailored support. This approach helps give meaning to work by aligning individual aspirations with the organization's objectives. In addition, it promotes a sense of autonomy and responsibility, two key elements of motivation.

The offer of diversified training is another important lever for the personalization of career paths. Indeed, training needs vary according to changes in professions, individual projects and organizational contexts. An adapted training offer not only allows agents to keep their skills up to date, but also to develop new skills, which is essential for facing the challenges of the future. In addition, the possibility of following training courses related to one's personal interests helps to strengthen the feeling of professional fulfillment.

Finally, promoting internal mobility is a key element in personalizing career paths. By offering mobility opportunities within the organization, employees can discover new functions, new projects and new teams. This mobility allows them to break out of the routine, develop new skills and give new impetus to their career. In addition, it encourages the circulation of ideas and good practices within the organization.

In conclusion, the personalization of career paths is a major issue for strengthening the motivation and commitment of public agents. By offering individualized paths, promoting continuing education and promoting internal mobility, organizations can create a stimulating and attractive work environment, where each agent feels valued and recognized.

Strengthening leadership and management

The role of the manager is decisive in the motivation and commitment of teams. Indeed, it is he who creates the work climate, sets the objectives, and supports employees in their development. Thus, strengthening managerial skills is a necessary condition for improving the performance of public organizations and promoting the professional development of agents.

Manager training is an essential first lever. Specific training in management techniques, interpersonal communication, conflict management and team development allows managers to acquire the skills needed to support their employees effectively. In addition, coaching training can help them develop the potential of each individual and promote autonomy.

Delegation of responsibilities is another key element of effective management. By delegating tasks and granting room for maneuver, managers allow employees to feel valued and develop their skills. However, this delegation must be accompanied by appropriate training and regular monitoring to ensure the success of the tasks. In addition, it requires a climate of mutual trust between the manager and his employees.

Recognition and appreciation of work constitute a third important lever. Regular and sincere recognition of the work accomplished, whether individual or collective, is a powerful driver of motivation. It can take different forms: public thanks, bonuses, promotions, etc. In addition, setting up a regular evaluation system makes it possible to give feedback to employees and recognize their efforts.

In conclusion, strengthening leadership and management is a major challenge to improve the motivation and commitment of public agents. By training managers, promoting the delegation of responsibilities and recognizing the merits of each individual, organizations can create a stimulating work environment conducive to professional development.

Improving the quality of life at work

Quality of life at work is a determining factor in employee motivation and commitment, including in the public sector. Indeed, a pleasant and healthy working environment promotes the well-being of employees and improves their performance.

The layout of workspaces is an important first lever. Ergonomic, bright and pleasant workspaces help reduce stress and fatigue, and promote concentration. In addition, the establishment of relaxation and collaboration spaces can encourage exchanges and strengthen the feeling of belonging to the team. For example, co-working spaces or rest rooms can be designed to meet the different needs of agents.

Work-life balance policies are another key element of quality of life at work. Flexible schedules, teleworking or parenting support schemes allow employees to better reconcile their professional and personal obligations. These measures help to reduce work-life balance stress and improve job satisfaction. In addition, they can attract and retain talent, particularly younger generations who place great importance on their work-life balance.

, promoting health and well-being is an essential aspect of quality of life at work. Health prevention actions, such as vaccination campaigns or screenings, help to preserve the health of employees. In addition, physical activities and stress management programs can help improve their psychological well-being. For example, yoga or meditation sessions can be offered during working hours.

In conclusion, improving the quality of life at work is a long-term investment for public organizations. By creating a pleasant and healthy work environment, fostering work-life balance and promoting health and well-being, organizations can improve the motivation, commitment and performance of their employees.

Strengthening the link between the individual and the organization

The feeling of belonging to an organization is a powerful lever for motivation and commitment. Indeed, when agents feel involved in their organization's projects and share its values, they are more likely to make additional efforts and invest themselves in their work. Thus, strengthening the link between the individual and the organization is a major challenge for public managers.

Transparent and regular internal communication is an essential first step. By informing employees clearly and comprehensively about the organization's goals, current projects, and results achieved, managers help build trust and belonging. In addition, by promoting two-way communication, they allow employees to express their ideas and concerns, and to feel listened to.

The participation of agents in the definition of public policies is another powerful lever for strengthening the link between the individual and the organization. By involving agents in strategic thinking, organizations give them

the feeling of contributing to a collective project and taking part in the decisions that concern them. This participation also encourages the emergence of new ideas and improves the quality of decisions.

, developing a positive corporate culture is a key element in strengthening the bond between the individual and the organization. A corporate culture based on shared values , mutual trust and collaboration promotes a pleasant and stimulating work environment. It also encourages team spirit, solidarity and mutual assistance.

In conclusion , strengthening the link between the individual and the organization is a complex issue that requires a global approach. By focusing on transparent communication, encouraging the participation of agents in decisions and developing a positive corporate culture, public organizations can improve the motivation and commitment of their employees.

The use of new technologies

Digital transformation is underway in all sectors, and the public sector is no exception. Integrating new technologies into work processes offers many opportunities to improve efficiency, productivity and employee satisfaction.

Digitalizing processes is an essential first step. By automating repetitive tasks and dematerializing documents, digitalization simplifies the work of agents and frees up time for higher value-added activities, such as analysis, decision-making and user relations. For example , implementing an electronic document management (EDM) system makes it easier to search for and share information, while reducing costs related to paper management.

The use of collaborative tools is another important lever. Online collaboration tools, such as collaborative work platforms, videoconferencing tools or corporate social networks, facilitate communication, information sharing and coordination of actions between the different actors of an organization. They also help to promote teamwork, strengthen ties between employees and stimulate innovation.

the personalization of digital tools is a key element to improve the user experience of agents. By adapting the interfaces and functionalities of digital tools to the specific needs of each user, it is possible to increase their efficiency and satisfaction. For example , a personalized dashboard can provide each agent with an overview of their tasks and performance indicators.

In conclusion , the use of new technologies is an essential lever to modernize the public service and strengthen the commitment of agents. By simplifying work processes , promoting collaboration and personalizing digital tools, organizations can create a more efficient, more attractive work environment that is better adapted to the needs of 21st century agents.

- **Challenges, constraints and perspectives of research on Malagasy state agents**

The study of Malagasy state agents constitutes a rich and complex field of research, offering numerous perspectives while posing specific challenges. Existing work highlights a number of constraints and perspectives that shape our understanding of this topic.

The main challenges

Research on Malagasy state agents faces a set of challenges that complicate its conduct and sometimes limit the scope of the results. These challenges are linked both to the specific context of the Malagasy administration and to the methodological constraints inherent in this type of research.

The lack of reliable and up-to-date data is a first major obstacle. Data collection and processing systems within the Malagasy administration are often fragile or even non-existent, which makes it difficult to access precise and exhaustive information on staff numbers, careers, remuneration and working conditions of agents. This gap prevents rigorous quantitative analyses from being conducted and reliable indicators from being available to evaluate public policies in the area of human resources management.

The complexity of the Malagasy administrative system is another aggravating factor. The heterogeneity of statutory regimes, the multiplicity of administrations and the frequency of reforms make it difficult to establish comparable analytical frameworks and generalize the results. In addition, the informality and customary practices that persist in certain administrations further complicate the understanding of operating mechanisms.

Political and social issues surrounding the Malagasy civil service also influence research. Researchers must navigate political pressures, social expectations, and vested interests, which can compromise the objectivity of their work. Political actors' distrust of research can also limit access to data and field actors.

Finally, the limited resources allocated to research on civil servants constitute a major obstacle. Research budgets are often insufficient, which restricts the scope of studies and limits the possibility of conducting large-scale surveys. In addition, the lack of qualified human resources, particularly in statistics and social science methodology, complicates the implementation of ambitious research projects.

Constraints related to the agents themselves

While research on Malagasy state agents faces challenges related to the institutional and methodological context, it also faces constraints specific to the agents themselves. These constraints, linked to their representations, their training and their mobility, can significantly influence the quality and quantity of the data collected.

Reluctance to participate in surveys is a common phenomenon. State agents may fear professional or hierarchical reprisals if they express critical opinions or reveal dysfunctions. This distrust is often reinforced by a climate of suspicion and a lack of trust in research institutions. In addition, the fear of being identified and associated with comments that could be interpreted as subversive can also discourage participation.

Lack of research training is another limiting factor. Government officials are generally not trained in qualitative research methods, which can make it difficult to collect rich and nuanced data. They may struggle to express their experiences and perceptions in a clear and structured manner, which can lead to bias in responses and an underestimation of the complexity of the phenomena studied.

staff mobility . The frequency of transfers and job changes within the administration makes it difficult to track individual careers and to set up longitudinal studies. Researchers are then faced with a floating survey population, which can complicate data analysis and limit the generalizability of results.

Research perspectives

Despite the challenges mentioned above, research on Malagasy state agents offers fertile ground for innovation and the development of new knowledge. The questions that arise are numerous and complex, but they also carry major challenges for the future of Malagasy public administration.

Factors influencing employee motivation and engagement are a promising first line of research. Indeed, employee motivation and engagement are key determinants of public administration performance. Researchers can focus on working conditions, remuneration systems, training and professional development opportunities, and the sense of belonging to an organization to understand what motivates employees and encourages them to invest in their work. By identifying the factors that promote motivation and engagement, it will be possible to implement more effective human resource management policies.

The impacts of public administration reforms constitute a second important research axis. The reforms undertaken in recent years have profoundly changed the organizations and management practices within the Malagasy administration. Researchers can evaluate the effects of these reforms on the performance of administrations, on the quality of public services and on user satisfaction. They can also analyze the resistance and difficulties encountered during the implementation of these reforms, as well as the factors that explain their success or failure.

The role of state agents in the implementation of public policies is a third exciting area of research. State agents are not mere executors, but actors who interpret and implement public policies at their level. Researchers can study the room for maneuver available to agents, the factors that influence their decisions, and the strategies they implement to overcome obstacles. This perspective allows us to better understand the mechanisms for implementing public policies and to identify levers for action to improve their effectiveness.

, the relationship between government officials and citizens constitutes a fourth essential research axis. The quality of public services depends largely on the quality of the relationship between government officials and citizens. Researchers can study the factors that influence user satisfaction, the causes of conflicts and the means of strengthening trust between administrations and citizens. This perspective makes it possible to identify levers of action to improve the quality of public services and strengthen the legitimacy of public action.

To carry out this research , it is necessary to mobilize a diversity of methods. Quantitative surveys make it possible to collect data from a large number of agents and to study the relationships between different variables. Qualitative interviews make it possible to explore in depth the perceptions, experiences and motivations of agents. Participant observation makes it possible to understand the working practices of agents in their real context. Finally, document analysis makes it possible to reconstruct the history of reforms and identify political issues.

All in all, research on Malagasy state agents offers many perspectives to improve our understanding of the functioning of public administration and to contribute to the development of more performance-oriented public policies. By focusing on the factors that influence the motivation and commitment of agents, the impacts of reforms, the role of agents in the implementation of public policies and the relations between state agents and citizens, researchers can make a valuable contribution to the development of Malagasy administration.

Conclusion

Human resources policies are an essential lever for strengthening the motivation and commitment of public employees. Indeed, by acting on factors such as remuneration, training, career management, quality of life at work and leadership, organizations can create a stimulating and attractive work environment, thus promoting the professional development of their employees.

The challenges are numerous and complex . The diversity of profiles, successive reforms, the difficulty of measuring motivation and the changing expectations of new generations of agents are all obstacles to overcome. Nevertheless, the prospects are promising.

Personalizing career paths , strengthening leadership and improving the quality of life at work appear to be promising avenues for addressing the challenges of motivation and commitment of public sector employees. By offering personalized career paths, developing managerial skills and creating a pleasant work environment, organizations can promote the professional development of their employees and improve their performance.

To go further , it is necessary to continue research on the motivation and commitment of public agents, taking into account the specificity of national and sectoral contexts. It is also important to develop reliable and relevant measurement tools to assess the impact of human resources policies on motivation and commitment.

That said , human resources policies play a key role in the transformation of public administrations. By investing in the development of their employees, creating a stimulating work environment and promoting professional development, organizations can strengthen their attractiveness, improve their performance and better meet the expectations of citizens.

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