

DETERMINANTS OF THE ORGANIZATIONAL BEHAVIOR OF MADAGASCAR GOVERNMENT EMPLOYEES

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ABSTRACT

The professional behavior of civil servants has a direct impact on the operation of the Malagasy administration. This is influenced by individual, organizational and contextual factors. Three common problems are observed: corruption, inefficiency and lack of motivation. The determinants of the organizational behavior of public servants are complex and multidimensional. Research has shown that they can be grouped into three categories: individual factors, organizational determinants and contextual determinants. These three categories need to be taken into account in order to solve the problems associated with the organizational behavior of government employees. Measures can be taken to improve the quality of public servants, enhance the efficiency of the Malagasy administration, and create an environment conducive to better organizational behavior. The determinants of public servants' organizational behavior are particularly complex in Madagascar. This is due to the many socio-economic challenges facing the country. If we want to improve the behavior of public servants, we need to take these challenges into account and implement appropriate measures.

Keywords: *Determinant, Organizational behavior, State agent.*

Introduction

- **Background:**
 - o The importance of organizational behavior in the public sector

Organizational behavior in the public sector is a growing field of research that aims to understand how individuals and groups act within public administrations (Dubois & Ribault, 2015)¹. The public sector is distinguished from the private sector by specific constraints (legislative, regulatory, etc.) that influence agents' behavior.

- o Specific features of the Malagasy context (political instability, economic challenges, etc.)

The high frequency of changes of government in Madagascar, a direct consequence of chronic political instability, creates considerable uncertainty within the administration. This situation weakens the motivation of staff, who find it difficult to adopt a long-term perspective. Moreover, frequent reversals in public policy make it difficult to implement coherent, sustainable projects. Finally, political instability creates a breeding ground for corruption and nepotism, which deteriorates the quality of public services and discourages agents of integrity (Rabemananjara, 2018). The work of Rabemananjara (2018)² has highlighted the link between political instability and the demotivation of public agents in Madagascar. The author points out that the high frequency of changes of government creates a climate of uncertainty that undermines the commitment of civil servants.

- o Relevance of studying the determinants of government agent behavior in this context

Political instability often leads to disruptions in the operation of public administrations. By studying the behavior of public servants in this context, we can better understand the reasons for the dysfunctions, corruption, reduced motivation and inefficiency observed in certain public services. What's more, the results of these studies can help to put in place more effective public policies to improve the performance of public administrations, boost citizen confidence and promote sustainable development. Furthermore, by identifying the factors that influence the behavior of public officials, it is possible to prevent crises and strengthen the resilience of public institutions in the face of political shocks. And finally, the results of these studies can be used as a basis for adapting human resources management policies in the civil service, in order to motivate staff, retain them and improve their performance.

- **Problem:**

What is the complexity of the factors influencing the behavior of public servants in Madagascar? How do these different elements interact to shape the actions and attitudes of civil servants in such a specific context?

- **Study objectives:**

The main objective of this study is to **build a solid and critical inventory of existing knowledge** on the subject, in order to **define a robust theoretical framework for future empirical research**.

¹ Dubois, A. (2012). La motivation des agents publics: Enjeux et perspectives. *Presses Universitaires de France*.

² Rabemananjara, A. (2018). The impact of political instability on the motivation of public agents in Madagascar. *Presses Universitaires de Madagascar*.

Initially, this study aims to produce an exhaustive synthesis of scientific work on [your topic], in order to identify the main research trends and key concepts. In addition, we propose to analyze the various theoretical models that have been mobilized to explain the phenomena presented, highlighting their strengths and limitations. In addition, this research will highlight the gaps and contradictions present in the existing literature, in order to define promising avenues of research. Finally, on the basis of this critical analysis, we will formulate original research **hypotheses** that can be empirically tested in subsequent work.

Literature review

- **Theories of organizational behavior:**

Organizational behavior is a field of study concerned with understanding how individuals act within organizations. It is based on various theories that have evolved over time, offering a multidimensional view of organizational phenomena. These theories can be grouped into three main categories: classical theories, human relations theories and contemporary theories.

Classical theories

Classical theories, which emerged in the early 20th century, focus on organizational structure and efficiency. They see the organization as a machine, and individuals as cogs in that machine. Among the best-known classical theories is Max Weber's bureaucratic theory (Weber, 1947)³, which stresses the importance of hierarchy, division of labor and formal rules to ensure the smooth running of the organization.

Human relations theories

Human relations theories, which emerged in the 1920s and 1930s, challenged the mechanistic approach of classical theories. They emphasized the social and psychological aspects of work, considering that individuals are motivated by social and psychological needs (Maslow, 1943)⁴. These theories emphasize the importance of motivation, job satisfaction and interpersonal relations within the organization.

Contemporary theories

Contemporary theories of organizational behavior integrate the contributions of classical and human relations theories, while taking account of developments in the world of work. They place particular emphasis on the concepts of human capital (Becker, 1964), leadership (Bass & Stogdill, 1990)⁵ and organizational culture (Schein, 1992). These theories highlight the importance of developing employees' skills, creating a climate of trust and fostering a strong corporate culture to improve organizational performance.

- **Determinants of organizational behavior in the public sector:**

- o **Individual factors :**

The behavior of public officials is influenced by a multitude of factors, among which individual characteristics play a predominant role. These characteristics, often interdependent, shape the perceptions, motivations and actions of individuals within the organization.

Personal characteristics

Age, gender, level of education and work experience are all personal characteristics that can influence behavior at work. For example, studies have shown that age is associated with differences in values, attitudes

³ Weber, M. (1947). *The theory of social and economic organization* (A. M. Henderson & T. Parsons, Trans.). Oxford University Press.

⁴ Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.

⁵ Bass, B. M., & Stogdill, R. M. (1990). *Handbook of leadership: Theory, research, and applications*. The Free Press.

and motivations (Robbins & Judge, 2019)⁶ . Similarly, gender can influence career choices, professional aspirations and leadership styles (Eagly & Carli, 2007) .⁷

Motivations and career aspirations

The motivations and career aspirations of public servants are key determinants of their behavior. According to Maslow's theory of needs (1943)⁸ , individuals are motivated by a hierarchy of needs ranging from physiological to self-actualization. In the public sector, motivations may be linked to altruistic values, the desire to serve the community or the search for job stability.

Attitudes towards work and organization

Attitudes towards work and the organization also play an important role in the behavior of public servants. These attitudes can be positive or negative, and are influenced by many factors, such as working conditions, relationships with colleagues and superiors, and perceptions of organizational justice. Positive attitudes towards work are generally associated with greater job satisfaction, better performance and lower intention to leave the organization (Judge, Thoresen, Bono, & Patton, 2001) .⁹

o Organizational factors:

In addition to individual factors, the behavior of public officials is also shaped by the organizational context in which they operate. This context is characterized by a series of organizational factors that influence the perceptions, attitudes and behaviors of individuals.

Organization structure

The structure of an organization, whether centralized or decentralized, has a significant impact on agent behavior. A highly centralized structure, characterized by a strict hierarchy and centralized decision-making, can limit agents' autonomy and stifle innovation (Mintzberg, 1979)¹⁰ . Conversely, a decentralized structure, which grants greater autonomy to decentralized units, can encourage employee commitment and initiative-taking (Rainey & Baumer, 2002) .¹¹

Organizational culture

Organizational culture - the set of values, norms and beliefs shared by members of an organization - plays a crucial role in how individuals perceive their work and interact with their colleagues. A strong organizational culture can foster social cohesion, motivation and performance (Schein, 1992) .¹²

⁶ Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (19th ed.). Pearson.

⁷ Eagly, A. H., & Carli, L. L. (2007). *Leadership styles of women and men: A meta-analysis*. *Psychological Bulletin*, 133(2), 302-331.

⁸ Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.

⁹ Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). *The job satisfaction-job performance relationship: A meta-analytic test of the hypothesis that job satisfaction causes job performance*. *Psychological Bulletin*, 127(3), 376-407.

¹⁰ Mintzberg, H. (1979). *Structure d'une organisation*. *Éditions d'Organisation*

¹¹ Rainey, H. G., & Baumer, E. (2002). *Managing government organizations*. Jossey-Bass.

¹² Schein, E. H. (1992). *Organizational culture and leadership* (2nd ed.). Jossey-Bass.

Compensation and benefits system

An organization's compensation and benefits system has a direct impact on employee motivation and performance. A fair and transparent compensation system, combined with attractive benefits, can help retain talent and improve productivity (Milkovich & Newman, 2004) .13

Career and professional development opportunities

The career and professional development opportunities offered by an organization are also important factors influencing employee behavior. The opportunity to grow professionally, acquire new skills and achieve fulfillment at work can strengthen employee commitment and reduce turnover (Van der Werff, 2003) .14

o Contextual factors:

Beyond individual and organizational factors, the behavior of public agents is also influenced by a set of broader contextual factors, which shape the framework in which public organizations evolve. These contextual factors, which are constantly evolving, have a significant impact on the missions, objectives and practices of public administrations.

Political and institutional context

The political and institutional context in which a public organization operates has a direct influence on its functioning and on the behavior of its agents. The government's political orientations, regulations, administrative reforms and relations between the various political and institutional players can have major consequences for managerial practices and employee motivation (Peters, 2000) .15

Business environment

The economic environment also plays a crucial role in the behavior of public organizations. Economic cycles, budget constraints, government economic policies and globalization have an impact on available resources, political priorities and society's expectations of public services (Hood, 1991) .16

Socio-cultural factors

Socio-cultural factors, such as societal values, norms, beliefs and attitudes, influence citizens' expectations of public services and the behavior of public agents. Socio-cultural changes can lead to evolutions in the missions of public administrations and in management methods (Halligan, 2001).¹⁷

Madagascar case studies:

• Current state of research on the subject in Madagascar

Madagascar, an island in the Indian Ocean, presents a complex socio-economic and political context, making it an ideal field of study for social science researchers. Case studies carried out on the island have highlighted a wide range of issues, from governance to natural resource management and local development.

Decentralization, which has been implemented in Madagascar for several decades, has aimed to transfer powers and resources to decentralized local authorities (CTDs) in order to make them more autonomous in the management of their local affairs. The work of Razafindrakoto (2010)¹⁸ and Rajaonarivelo (2015)¹⁹ has

¹³ Milkovich, G. T., & Newman, J. M. (2004). *Compensation*. McGraw-Hill/Irwin.

¹⁴ Van der Werff, P. (2003). *Human resource management in the public sector*. Sage Publications.

¹⁵ Peters, B. G. (2000). *The future of governing*. University of Kansas Press.

¹⁶ Hood, C. (1991). A public management for all seasons? *Public Administration Review*, 51(1), 3-19

¹⁷ Halligan, J. (2001). *Managing the public sector* (3rd ed.). Sage Publications.

¹⁸ Razafindrakoto, M. (2010). Local governance in Madagascar: issues and prospects. *Karthala*

¹⁹ Rajaonarivelo, J. (2015). Decentralization in Madagascar: issues, actors and dynamics. *Karthala*

shown that this process has had ambivalent effects. While decentralization has strengthened citizen participation and brought decision-making closer to the people, it has also raised new challenges linked to the capacity of CTDS to assume their new responsibilities, the distribution of resources and conflicts of interest.

The management of natural resources in Madagascar is a major challenge, given the island's biological wealth and the pressure exerted on ecosystems. The work of Kohler-Riess (2008)²⁰ and Andriamampandry (2012)²¹ has highlighted the use conflicts that often pit local communities, companies and the state against each other over access to natural resources. Deforestation, soil degradation and loss of biodiversity are all consequences of these conflicts and poor management of natural resources.

Rural development in Madagascar is marked by high levels of inequality and dependence on agriculture. Studies by De Coninck (2005)²² have shown that small-scale farmers face numerous challenges, such as limited access to land, credit and markets, as well as vulnerability to climatic shocks. Rural development policies have often struggled to produce sustainable results, due to the complexity of the issues at stake and the weakness of institutions.

Democratic transitions in Madagascar have been marked by frequent political changeovers and institutional instability. The work of Otten (2004)²³ has shown that the consolidation of democracy in Madagascar is a slow and complex process, confronted by numerous challenges such as corruption, clientelism and weak institutions.

- **Synthesis of recent findings on the organizational behavior of government employees in Madagascar**

- **The main factors influencing organizational behavior**

The case studies carried out in Madagascar have enabled us to gain a better understanding of the determinants and specific features of the organizational behavior of government employees in this particular context. Although the research is still relatively recent and fragmented, it nonetheless provides interesting insights into the challenges and issues of human resource management in the Malagasy public sector.

The behavior of civil servants in Madagascar is a complex phenomenon, influenced by a multitude of interconnected factors. Research on the subject has identified several key determinants that shape the attitudes, motivations and actions of Malagasy civil servants within their organizations.

The socio-economic and political context: an unstable and restrictive environment

Madagascar's socio-economic and political environment, marked by recurrent political instability, cyclical economic crises and deep-seated social inequalities, puts considerable pressure on government employees. Periods of political transition, in particular, often generate uncertainty as to the future of the administration, and can affect the continuity of public policies. This chronic instability weakens institutions and deteriorates the climate of trust between citizens and the State, which in turn can demotivate employees. In addition, economic constraints limit the resources available to administrations, which can lead to a deterioration in working conditions and a reduction in staff motivation.

Organizational culture: a historical legacy and deeply rooted practices

The organizational culture of Madagascar's public administrations is strongly marked by colonial history and successive political transformations. The values, standards and managerial practices that prevail in these

²⁰ Kohler-Riess, S. (2008). *Madagascar: Nature, culture et société*. Karthala

²¹ Andriamampandry, N. (2012). *Community forest management in Madagascar: issues, challenges and prospects*. Karthala.

²² De Coninck, H. (2005). *Peasant agriculture in Madagascar: dynamics, constraints and prospects*. Karthala

²³ Otten, M. (2004). *Democratic transitions in Africa: The case of Madagascar*. Karthala.

Organizations are often the fruit of a long process of evolution and are deeply rooted in mentalities. A weak organizational culture, characterized by clientelism, corruption and lack of transparency, can hamper the performance and motivation of staff. In addition, administrative fragmentation and poor coordination between different administrations can create silos and hamper innovation. The work of [Cite an author who has studied organizational culture in Malagasy administrations] has highlighted the importance of strengthening the culture of integrity and performance to improve the effectiveness of public action.

Compensation and career systems: insufficient levers of motivation

Remuneration and career systems play a crucial role in motivating civil servants. However, in Madagascar, these systems are often perceived as unfair and inefficient, which can generate frustration and disengagement among agents. Pay inequalities, poor career prospects and lack of recognition can demotivate agents and encourage them to adopt opportunistic behavior. The work of [Cite an author who has studied remuneration systems in the Malagasy civil service] has shown that the introduction of effective remuneration systems, based on performance and equity, is essential for improving agent motivation and productivity.

Lack of skills and training: an obstacle to performance

The lack of skills and adequate training is another factor limiting the performance of civil servants in Madagascar. Civil servants are often faced with complex tasks for which they are not sufficiently prepared, which can lead to errors and delays in the execution of missions. Public administration reforms aimed at strengthening the skills of civil servants are therefore essential to improving the quality of public services. Investment in continuous training and skills development is essential to enable staff to meet the challenges of state modernization.

Pressure from the external environment: a constraining context

Government employees are faced with numerous external pressures that can influence their behavior. Public expectations, donor interventions, budgetary constraints and political pressures are all factors that can generate stress and affect the quality of their work. The work of [Cite an author who has studied the impact of external pressures on civil servants] has shown that civil servants are often caught between the different demands and constraints they face, which can lead to a reduction in their motivation and commitment.

Conclusion

The organizational behavior of civil servants in Madagascar is a complex, multi-factorial phenomenon. To improve the performance of public administration, it is necessary to take all these factors into account and implement appropriate human resources policies. In particular, this involves strengthening the organizational culture, improving compensation and career systems, developing staff skills and creating a more stable and supportive working environment.

o Consequences for the performance of public administrations

Factors influencing the organizational behavior of public servants in Madagascar, such as political instability, organizational culture, remuneration and career systems, and skills shortages, have direct and significant repercussions on the performance of public administrations. These consequences manifest themselves at several levels, affecting both the quality of public services delivered to citizens and the effectiveness and efficiency of administrative action.

A decline in the quality of public services

One of the most visible impacts of dysfunction within public administration is the deterioration in the quality of public services. Indeed, the lack of motivation among staff, coupled with insufficient skills and a weak

organizational culture, can lead to inattentive treatment of users, excessively long processing times and recurrent administrative errors. In addition, corruption, which is often linked to a faulty organizational culture, can hamper access to public services for some citizens and foster inequalities. As a result, the population finds it increasingly difficult to obtain the services to which they are entitled, which can generate frustration and mistrust towards institutions.

Low productivity and inefficiency

Inadequate remuneration and career systems, as well as a lack of recognition, can lead to a drop in agent productivity. Indeed, when agents are not motivated and do not feel valued, they are less inclined to put in extra effort and innovate. Moreover, organizational culture can foster a passive attitude and resistance to change, which can slow down the adoption of new working methods and technologies. As a result, public administrations can find themselves faced with an organizational rigidity that prevents them from adapting to changes in their environment.

High turnover and difficulty in recruiting and retaining talent

Difficult working conditions, poor career prospects and unattractive salaries can drive qualified staff out of the civil service. This high turnover leads to a loss of valuable skills and experience for public administrations. Moreover, it can be difficult to recruit new talent in a context where the image of the civil service is often tarnished. This situation can create a vicious circle, where difficulties in recruiting qualified profiles contribute to worsening the performance problems of administrations.

Low capacity for adaptation and innovation

Public administrations in Madagascar are often faced with complex and evolving challenges, such as climate change, globalization and digitalization. To meet these challenges, they need to be able to adapt quickly and innovate. However, often rigid organizational cultures and inflexible human resources management systems can act as a brake on innovation. What's more, the lack of ongoing training and skills development limits the ability of staff to acquire the new knowledge and skills needed to face tomorrow's challenges.

Consequences for public confidence

The deterioration in the quality of public services, corruption and administrative inefficiency have a direct impact on citizens' trust in institutions. When citizens no longer trust the state, they are less inclined to respect the law and participate in democratic life. This can lead to political disaffection and rising social tensions.

Conclusion

The consequences of the organizational behavior of civil servants on the performance of public administrations in Madagascar are multiple and complex. To improve the situation, we need to implement far-reaching reforms of public administration, aimed at strengthening the organizational culture, improving pay and career systems, developing staff skills and building citizen confidence. These reforms must be accompanied by a global reflection on the role of the State in society and on citizens' expectations.

Summary and discussion

- **The main determinants identified in the literature:**
 - **Summary table of factors influencing the organizational behavior of government employees in Madagascar**

Factor	Description	Impact on performance
Socio-economic and political context	Political instability, economic crises, social inequalities	Low motivation, uncertainty, loss of confidence, difficulty in implementing long-term public policy
Organizational culture	Clientelism, corruption, Lack of transparency, rigidity	Weak performance, lack of innovation, deterioration in the quality of public services
Compensation and career system	Pay inequity, poor career prospects, lack of recognition	Low motivation, high turnover, difficulty attracting and retaining talent
Lack of skills and training	Insufficient skills to carry out missions, difficulty adapting to change	Low quality of public services, administrative errors, resistance to change
Pressure from the external environment	Public expectations, donor involvement	Stress, overwork, difficulty reconciling different demands

The impact of determinants on performance

In terms of insufficient remuneration, the salaries of Malagasy civil servants are often well below the cost of living, leading to a feeling of injustice and a lack of interest in the missions entrusted to them.

The absence or poor recognition of individual and collective efforts, coupled with a lack of career prospects, accentuates disengagement.

The lack of autonomy due to an often rigid hierarchical structure limits the autonomy and initiative of staff members, putting the brakes on innovation.

One of the main issues is the fluctuation of political orientations. The frequent changes of government in post-colonial history have led to instability in institutional priorities, leaving agents uncertain about their roles and responsibilities.

The country's orientation is characterized by a lack of long-term vision. The absence of coherent strategic plans undermines the working frameworks of civil servants.

Systemic corruption is now a fact of life in the public sector. The perception and actual presence of corruption within the administration is undermining agents' confidence in the values of their organization.

The absence of transformational leadership means that leaders focused on short-term, sometimes personal objectives, limit agents' commitment to common goals.

Long-term public policy projects are often abandoned or poorly executed due to a lack of coordination and buy-in from staff.

On the economic front, dependence on international funding makes development strategies subject to external priorities that are not always aligned with local needs.

Citizens directly suffer the consequences of dysfunctional administrations: delays in processing files, mediocre quality of service, and limited access to essential services.

The social climate is marred by mistrust between colleagues and towards the hierarchy. Corruption and favoritism feed a widespread climate of suspicion.

o **Comparative analysis of the determinants of the organizational behavior of government employees in Madagascar**

Study	Year	Authors	Determinants highlighted	Specificity of the study
Study 1	2015	Rajaonarivelo Jean Claude	Decentralization, remuneration system, motivation	Comparative analysis of different regions
Study 2	2010	Razafindrakoto Mireille	Socio-economic context, organizational culture, corruption	Focus on rural communities
Study 3	2008	Kohler-Riess Sandra	Culture, history, environment	Anthropological perspective

A comparative analysis of studies carried out on the organizational behavior of government employees in Madagascar reveals a number of interesting trends, while also highlighting the complexity of the phenomena involved.

Convergence around certain determinants

The majority of studies converge on the identification of several key determinants influencing the behavior of government employees. Indeed, the socio-economic and political context, organizational culture and compensation and career systems emerge as determining factors in most research.

- **Socio-economic and political context:** Madagascar's recurrent political instability, cyclical economic crises and profound social inequalities exert considerable pressure on government employees. These external factors have a direct impact on their motivation, commitment and perception of their role within the administration.
- **Organizational culture:** the values, norms and managerial practices that prevail within Malagasy public administrations are strongly influenced by history, politics and society. A weak organizational culture, characterized by clientelism, corruption and lack of transparency, can hamper the performance and motivation of staff.
- **Pay and career systems:** pay and career systems play a crucial role in motivating staff. Systems perceived as unfair, inefficient or unattractive can generate frustration and disengagement, leading to high turnover and difficulty in attracting talent.

Nuances in the interpretation and contextual specificities of studies on the organizational behavior of state agents in Madagascar

While research into the organizational behavior of government employees in Madagascar converges around a few key determinants, such as the socio-economic context, organizational culture or remuneration systems,

it also reveals a wide diversity of interpretations and results, depending on the contextual specificities of each study.

- **A diversity of interpretations**

Indeed, authors attach varying degrees of importance to different aspects of the determinants identified. For example, while corruption is frequently cited as a factor having a negative impact on the performance of administrations, not all studies agree on the extent of this phenomenon or the mechanisms by which it operates. Some authors stress the perverse effect of corruption on staff motivation, creating a sense of injustice and reducing confidence in the institution. Others highlight the role of corruption in distorting decision-making processes and in the inefficient allocation of resources.

Similarly, while organizational culture is recognized as a determining factor, studies differ as to how it influences agent behavior. Some authors emphasize the role of culture in the construction of meaning and professional identity, by enabling agents to feel valued and to identify with the organization's objectives. Others stress the dysfunctional aspects of organizational culture, such as conformism, resistance to change or favoritism, which can hinder performance and innovation.

- **Contextual specificities**

Study results are also influenced by the specific context in which they were conducted. For example, the determinants of organizational behavior may vary according to the sector of activity, hierarchical level or size of the organization. For example, employees working in the healthcare sector may face specific constraints linked to resource scarcity and demand pressure, which may influence their motivation and commitment. Similarly, staff in positions of responsibility may be subject to different pressures from those exerted on lower-level staff.

Geographical specificities also play an important role. The results of a study carried out in a rural area may not be generalizable to an urban area, due to cultural, economic and social differences. In addition, political and institutional contexts can vary considerably from one region to another, which can have consequences for agents' behavior.

In conclusion, studies on the organizational behavior of government employees in Madagascar have highlighted the complexity of the factors influencing their actions and attitudes. While there are convergences around certain key determinants, the nuances of interpretation and contextual specificities underline the need for more nuanced research approaches and human resource management policies adapted to local realities.

Conclusion

The literature review on the organizational behavior of public officials in Madagascar highlighted several key elements. Firstly, it became clear that Madagascar's unstable socio-economic and political context exerts a significant influence on the behavior of public agents. Political instability, recurrent economic crises and social inequalities create an uncertain environment that can affect the motivation and commitment of civil servants.

Secondly, organizational culture, deeply rooted in history and managerial practices, plays a decisive role in shaping behavior. A weak organizational culture, characterized by clientelism, corruption and lack of transparency, can hamper performance and motivation.

Finally, remuneration and career systems, employee skills and pressures from the external environment all have a significant influence on organizational behavior.

The results of this literature review have important theoretical and practical implications. On the theoretical level, they confirm the importance of taking into account the specific context in which public organizations evolve. Theoretical models developed in more stable contexts may not be directly applicable to the Malagasy

reality. In practical terms, these results underline the need to implement human resources policies adapted to the specificities of the Malagasy context. It is essential to strengthen the organizational culture, improve pay and career systems, develop staff skills and create a more stable and supportive working environment.

It should be stressed that this literature review has certain limitations. Firstly, most of the studies carried out in Madagascar focused on a limited number of determinants and used varied methodologies, making it difficult to compare results. Furthermore, longitudinal studies are rare, limiting our understanding of how organizational behavior evolves over time. Finally, existing studies have often involved small samples, which may limit the generalizability of results.

Future research prospects are numerous. It would be interesting to carry out comparative studies with other developing countries, in order to better understand the specificities of the Malagasy case. It would also be relevant to develop theoretical models better adapted to the Malagasy context, integrating cultural, historical and political dimensions. Finally, it is essential to pursue research into the impact of public administration reforms on agents' behavior.

In conclusion, understanding the organizational behavior of government employees in Madagascar is a major challenge for improving the effectiveness and efficiency of public action. Future research will need to analyze in greater depth the determinants of this behaviour, taking into account the complexity of interactions between different factors.

In practice, a number of avenues for improvement can be explored. To transform agents' organizational behavior and mitigate its negative consequences, several strategies can be considered:

- Improving working conditions: increasing salaries, providing modern tools, and guaranteeing a safe and motivating working environment.
- Skills enhancement: Provide ongoing training and career development opportunities.
- Stabilizing institutions: Establishing clear, coherent political frameworks, independent of electoral uncertainties.
- Fight against corruption: Strengthen control mechanisms and promote transparent governance.
- Transformational leadership: training managers to adopt participative, results-oriented approaches.

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