Overview of the Organizational Commitment of Civil Servants to the Governance of Public Institutions in Morocco

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Abstract— *This study examines the impact of governance in public institutions on the organizational commitment of civil servants in Morocco. Using a quantitative methodology, data were collected from 183 civil servants in various Moroccan public institutions. The findings reveal that governance, primarily focused on financial regulation, neglects employee interests, negatively impacting their affective commitment. Additionally, involving civil servants in decision-making and strategic human resource management are crucial levers for improving organizational commitment. These conclusions underscore the need to revise governance practices to create a more inclusive and motivating work environment for civil servants.*

Keywords— *Governance, organizational commitment, civil servants, public sector, Morocco.*

I. INTRODUCTION

Corporate governance refers to the principles, methods and bodies of interaction, coordination and distribution of power within an organization, but also with its external environment. This construct can be retained from an ethical point of view, consisting of respecting the interests of stakeholders, including employees (Rijpens, J. 2014).

However, according to Meyer and Herscovitch (2001), commitment is a psychological force through which an individual behaves towards an object. Among other things, organizational commitment has benefited from a colossal interest in research and modeling (Meyer, Allen, 1991). This type explains the motivations for the individual's attachment to his or her work organization, which can be distinguished between three categories of organizational commitments, namely: first, the emotional commitment linked to values, the desire to practice the profession for the organization's sake and adherence to its objectives. The second type concerns normative commitment, which consists of the moral and loyal obligation to the organization. Thirdly, calculated commitment, for which the individual will lose too much if he or she were to leave his or her job as a result of his or her personal investments and commitments to other actors.

Engaged employees support the organization in achieving its objectives, unlike disengaged employees who drain the company financially, by acting in a distrustful and resilient manner with low involvement in the work (Coffman and Gonzalez–Molina, 2002).

Indeed, this work is based on the study of the relationship between the governance of public administration and the organizational commitment of civil servants in the public sector, the question of which is: "What is the effect of public sector management on the mental organizational commitment of civil servants".

Therefore, a quantitative study was carried out with a sample of 183 civil servants from different public institutions in the Kingdom of Morocco.

II. CONCEPTUAL FRAMEWORK FOR GOVERNANCE AND ORGANIZATIONAL ENGAGEMENT

Since its founder Becker in 1960, organizational commitment has been the subject of a wide range of research that continues to find scope in managerial literature.

However, researchers are generally interested in well-defined categories of the company, such as administrative managers and salespeople, especially in the private sector, but few studies have focused on the public sector and civil servants (Steijn, Leisink, 2006).

However, we keep talking about governance in the public sector in the media, talking about the phenomenon of leadership, government and public policy.

A. Governance in the public sector.

Traditionally, the government is concerned with public order and governance. However, recently, public and private establishments and companies have been given the hand to implement these practices.

Governance in the Public Sector: An Attempt at a Definition

We are currently talking about governance, the specificity of the term is the fact that the notion of governance is a polysemic notion, it depends on the field of production and application.

This corporate governance is a concept that has increased following financial disruptions (Enron, Worldcom, Parmalat, etc.), not to mention the 2008 financial crisis cited by Anderson et al. (2017). However, the regulation of legislators has been strengthened starting with the United States with the Sarbanes-Oxley Act in 2002, this is a US federal law on the reform of the accounting of listed companies and the protection of investors, which mainly seeks to make a statement on all the financial information of the company trying to dilute any fraudulent behavior

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of companies and those to guarantee the rights of investors.

Moreover, governance requires companies to integrate an internal control system that is based on a conceptual framework. In practice, the COSO is the most widely used reference system. Then, more recently, the Dodd-Frank Act of 2010, on financial regulation, it also seeks to guarantee accountability and transparency in the financial system of companies in order to allow governance.

Hypothesis 1: Governance does not put forward the interests of civil servants, but rather the financial regulation of the institution.

The OECD has also referred to guidelines on the governance of public enterprises, which mainly consists of helping States to assess and improve the way in which they carry out their functions as shareholders of public companies. These guidelines seek to ensure the quality of governance of public companies and institutions, which remains a key reform priority in many countries. Improving efficiency and transparency in the PEE sector will bring significant economic benefits, especially in countries with a large public ownership weight.

As a result, we retain a first definition of the governance of organizations from Charreaux, G. (1997): "Mechanisms that limit the powers of managers and influence decisions, ie. "regulates" their behavior and defines their discretion".

In addition, a second definition of governance according to OECD (2004) is: "the rules and practices at which economic organizations respond to the information and incentive problems inherent in the separation of ownership and control in large enterprises".

B. Organizational commitment.

Mowday et al. (1982) provided the first syntheses of the definitions of organizational commitment in the scientific literature since the 1960s, which, according to these authors, can be divided into two main categories: definitions of the constructed as an attitude and its definitions as a behavior. They highlight the link between two dimensions: the psychological dispositions towards the organization and the behavior of individuals in the organization that explain each other and are self-perpetuating. These authors present organizational commitment as an attitude. It emanates from a sentimental voluntariness and refers to someone's involvement in a particular coordination. There is a strong approval and superstition about the goals and values for the organization of an intention to carry out its activity in the interest of its organization (Kostulski, Sandoval, 2021). The classification model of organizational commitment suggested by Meyer and Allen (1991; 2002) is similar in its structuring to the approaches of work psychology. In this regard, Vandenberghe (2016) states that organizational commitment is based on the psychological bond an employee feels towards his or her organization, which emanates the possibility of remaining a member in the long term and the degree of his or her productivity.

Engagement is considered an important organizational outcome. This is what companies should strive to achieve in order to retain motivated employees. Organizational engagement is defined as "the overall strength of an organization that guides individuals to identify with and engage in their work" (Mowday et al. 1982). According to Meyer et al. (2006), it is a psychological force that prompts an individual to take a certain action towards an object. So, organizational commitment involves all the motivations that explain the employee's attachment to his or her organization or vice versa. This dynamism aims to strengthen the contribution of each member of the company in achieving its objectives. However, there is a close relationship between employee retention and organizational commitment. As a result, employee loyalty is a major concern for many companies that invest significant resources in order to improve their satisfaction and strengthen their commitment (Pascal Paillé, 2004).

Organizational engagement is positively correlated with job satisfaction, civic behavior, and performance. In contrast, it is negatively related to stress and employee turnover (Meyer et al. 2002).

The nature of the relationship of commitment between the employee and his or her organization.

There are different types of employee organizational commitments. This may change depending on the object (Paillé, 2009). This leads to a decrease in the participation of the latter in the utilitarian logic.

Social commitment refers to an employee's attitude towards their team, organisation or superiors. Whereas non-social commitment is based on an individual's behaviour towards his or her job, a project or its objectives (Stinglhamber et al. 2004; Meyer et al. 2006).

Moreover, the most dominant model of distinction is that proposed by Meyer and Allen (1991; 2002), in which three modalities can be identified that can explain an individual's attachment to his or her work organization (Wielhorski, Michel, 2011; Mendoza, Langevin, 2014), namely: affective, normative and calculated commitment.

Emotional commitment is linked to the values and desire of the employee to do a job for an organization. This type is characterized by a strong adherence to the objectives and values of the work organization, the desire to contribute to the improvement of its performance by exerting an appreciable effort and to remain a member of it.

Hypothesis 2: Emotional commitment is less present among civil servants, so that they are not too forced to differentiate themselves.

The calculated commitment consists of the risks of incurring losses in the event of disengagement or abandonment of one's post. Otherwise, it is the employee's perception of the costs resulting from a possible break with his or her work organization.

The third type is normative commitment, which means a posture of moral obligation towards the employer or the work organization. So, in this type, the employee demonstrates his loyalty by committing to the achievement of organizational objectives and by adjusting his attitude to them.

There are many organizational aspects that affect employee involvement in work, including the leadership style

of the manager (Mathieu and Zajac, 1990; Mowday et al. 1982). This justifies the strong correlation between the actions, policies and management styles of the line manager and the organizational commitment of his subordinates, which could influence him positively or negatively.

But this classification has been criticized for conceptual repetition (Charles-Pauvers, Peyrat-Guillard, 2012), and for the need to clarify its components (Cohen, 2007; Solinger, van Olffen, Roe, 2008). But the importance of this model is due to its combination of the most widespread modes of organizational commitment and commonly retained in work psychology (Kostulski, Sandoval, 2021).

C. The relationship between public sector governance and organizational engagement.

This work aims more specifically to study the link between governance in public institutions and the organizational commitment of civil servants, in particular emotional commitment, so that it has been revealed that it constitutes a positive correlation with regard to the well-being at work, but also the normative commitment that also illustrates this correspondence (Meyer et al, 2009). However, calculated commitment is the result of a reflection emanating entirely from the individual.

Indeed, employee involvement in decision-making and other aspects of the organization's management largely affects their involvement in the work (Balfour and Wechsler, 1996).
Hypothesis 3: the involvement of staff in decision-making improves their emotional commitment.

Moreover, human resources management, staff training, remuneration and all other working conditions policies have a wide impact on employees and their actions. In addition, it makes up a perception that can have a positive or negative impact on the organism (Gould-Williams, Davis, 2005).

However, according to a study conducted by Goulet and Frank (2002), it was proven that public sector employees are the least involved in their organization so that private sector workers receive more benefits, compensation and career management.
Hypothesis 4: the strategic vision of human resources management impacts the organizational commitment of civil servants.

III. RESEARCH METHODOLOGY

This study adopts a quantitative approach to examine the impact of the governance of public institutions on the organizational commitment of civil servants in Morocco. The research is based on a post-positivist epistemological paradigm, favouring a moderate objectivity of the researcher while rigorously controlling the conditions of data collection to guarantee the greatest possible objectivity (Gavard-Perret et al., 2012).

The main objective of this research is to determine how the governance of public institutions influences the organizational commitment, in particular the emotional commitment, of civil servants. The theoretical interest of this study lies in the relationship between the concepts of governance and organizational commitment, while its practical interest is to

provide recommendations to improve governance practices in order to strengthen the commitment of public servants.
The study is guided by four main hypotheses:
Hypothesis 1: The governance of public institutions does not favor the interests of civil servants but focuses more on the financial regulation of the institution.
Hypothesis 2: Emotional commitment is less present among public servants due to perceived job security, thus reducing the need to differentiate oneself through high performance.
Hypothesis 3: The involvement of civil servants in decision-making within their institution improves their emotional commitment.
Hypothesis 4: The strategic vision of human resources management has a significant impact on the organizational commitment of civil servants.

The study was carried out among a sample of 183 civil servants working in various public institutions in Morocco. The participants were selected to represent a diversity of sectors of activity and territories, thus guaranteeing the representativeness and homogeneity of the sample.

Data collection was carried out through a structured questionnaire, distributed online via a shareable link. This distribution method made it possible to reach a wide range of officials, thus facilitating participation and access to the data needed for analysis. The questionnaire included demographic questions, as well as items measuring the perception of governance practices and levels of organizational commitment.

The data collected were analyzed using appropriate statistical techniques to test the hypotheses made. The results were presented in the form of tables and graphs illustrating the relationships between the variables studied, including governance and different types of organizational commitment.

IV. RESULTS

The study was carried out on a sample of 183 civil servants in Moroccan public institutions. The results show that the male sex represents 52% of the sample, while holders of a bac+5 level of education constitute the most preponderant category with a representativeness of 52%, followed by technicians with a bac+2 with 24%.

Civil servants from the Ministry of Higher Education, Scientific Research and Innovation are the majority of respondents, followed respectively by civil servants from State offices, the Ministry of National Education, Preschool and Sports, and employees of public companies.

In terms of seniority, the majority represent 38% with a seniority of between 1 and 5 years, followed by those with between 5 and 10 years of seniority for 22% of the sample. The predominant salary bracket is between 7,501 and 10,000 DH, representing 42% of the population studied, followed by the salary bracket exceeding 10,000 DH, concerning 19% of civil servants.

The results indicate that the main function of governance in public institutions, according to civil servants, is to solve internal problems and optimize information flows. However, 81% of respondents believe that governance prioritises

financial regulation more than the interests of employees and the internal social framework.

This perception of governance has implications for the organizational involvement of public servants. Many of them prioritize their well-being and personal interests, and show little involvement in organizational issues and the achievement of the institution's objectives. Despite this, they confirm that the superiors recognize the work well done.

Regarding the working environment, 67% of civil servants say that there is a good atmosphere in their departments, and 20% believe that their colleagues are interested in their personal interests and concerns, reflecting good understanding and cooperation between colleagues.

Factors perceived to enhance engagement at work include access to information, transparency, equal opportunity, level of compensation, benefits, and leadership style. On the other hand, elements such as delegation of duties, location of the establishment and flexibility are considered less important for public sector employees.

The human resources management practices considered most important by staff include individual training programmes, mobility policies and staff policies in terms of age and experience. However, a large proportion of civil servants say they are dissatisfied with the human resources management policies in force, stressing the need to rethink these practices to better meet the expectations of employees.

V. DISCUSSION OF THE RESULTS

The objective of this research was to examine the impact of the governance of public institutions on the organizational commitment of civil servants in Morocco. The results obtained from the data analysis provided valuable information to test the hypotheses made.

Hypothesis 1: Governance does not put forward the interests of civil servants but rather the financial regulation of the institution.

The results show that 81% of the civil servants surveyed believe that the governance of their public institutions favours financial regulation more than the interests of employees and the internal social framework. This perception supports hypothesis 1, which suggests that governance practices are primarily oriented towards financial control and stability, and neglect the human and social aspects of the organization. This can have a negative impact on the involvement and motivation of civil servants, who feel less valued and supported by their administration.

Hypothesis 2: Emotional commitment is less present among civil servants, so that they are not forced to differentiate themselves.

The results reveal a low organizational involvement among civil servants, with a majority of them prioritizing their personal well-being and showing low involvement in organizational issues and the achievement of the institution's objectives. This observation corroborates hypothesis 2, which indicates that emotional commitment is indeed less present among civil servants. Job security in the public sector could explain this phenomenon, as civil servants do not feel the need

to differentiate themselves through high performance to secure their jobs.

Hypothesis 3: The involvement of staff in decision-making improves their emotional commitment.

The data show that only civil servants involved in decision-making within their institution show higher emotional commitment. This result confirms hypothesis 3, and underlines the importance of the participation and inclusion of public servants in decision-making processes. Governance that encourages employee involvement in decision-making can improve their sense of belonging and commitment to the organization, giving them an active role and a voice in the operation of the facility.

Hypothesis 4: The strategic vision of human resources management has an impact on the organizational commitment of civil servants.

The results indicate that human resources management practices, such as individual training programmes, mobility policies and staff policies in terms of age and experience, are perceived as important by staff. However, a large proportion of staff members are dissatisfied with the human resources management policies in place. This dissatisfaction underlines the need to rethink and improve these practices to better meet employees' expectations and strengthen their organizational commitment. Hypothesis 4 is thus validated, which shows that the strategic vision of human resources management is essential in the commitment of civil servants.

The results of this study confirm that the governance of public institutions, by focusing mainly on financial regulation, neglects the human and social aspects necessary to strengthen the organizational commitment of civil servants. The involvement of civil servants in decision-making and strategic management of human resources appear to be important levers for improving their commitment. These findings reveal the need for public administrations to review their governance and management practices in order to create a more inclusive and motivating working environment for civil servants.

VI. CONCLUSION

In the end, the main conclusions of this research aim to demonstrate the impact of governance on the affective organizational commitment of civil servants in public institutions in Morocco. As a result, the practices exercised by institutions have an impact on the perception of governance by civil servants, who react according to this dynamism. However, they insist on the fact that governance is primarily concerned with internal financial regulation likely to ensure proper functioning, but discarding the interest to be given to employees. This leads to a decrease in the participation of the latter in the utilitarian logic. In addition, taking initiative and trying to differentiate oneself are no longer restrictive because they are not involved in decision-making, and require the perceived lack of human capital management services.

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