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## **THE PLACE OF GPEC IN THE EMOTIONAL COMMITMENT OF PUBLIC EMPLOYEES**

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### **ABSTRACT**

The poor reputation and inefficiency of Djibouti's civil service employees is leading to a rethinking of their management systems and to a growing concern for the commitment of their human resources. So, for the past few years, public management has been trying to evolve under the impulse of many reforms such as the forward-looking management of jobs and skills, but the problem that arises is to know how the system of assignment based on the forward-looking management of jobs and skills could impact the affective commitment of the employees of the public service? Based on the hypothesis that the objectivity of assignments accentuates the affective commitment of civil servants, statistical processing of data from an opinion survey of a sample of 200 employees in twenty Djiboutian public establishments aims to analyse the impact of the JPCM on the affective commitment of public employees.

**KEYWORDS:** Public management, GPEC, Assignment, Satisfaction, Affective commitment.

### **INTRODUCTION**

Since always, the Djiboutian public administration does not escape this phenomenon. Indeed, the Djiboutian administration has often been criticized for not caring about the motivation of its agents, due to the rigidity of the structures and rules of the civil service, the near absence of a system of sanctions-rewards, and the lack of autonomy in the different services where one has to act under very tight legal and financial constraints, the administration has very little influence on the motivation of its human resources. But in recent years, the distinction between the public and private spheres that was for a long time obvious is less clear. The values of the private sector, which are supposed to bring a new dynamism, are penetrating public administrations in force. This evolution has led authors and experts in administrative sciences to analyse the implementation of management systems already adopted by private companies, such as the forward-looking management of jobs and skills (GPEC), in public administration.

The public management (Bower, 1977) is the implementation of methods and techniques aimed at developing the management of public decision-making. It represents a field of studies, experiences and references for improving the performance of public organizations. It contributes to the modernization and legitimization of these organizations after several decades of their effectiveness, and even their existence, being called into question by neoliberal approaches.

Thus, in order to improve its efficiency, the management of public organizations (State, administrations, public enterprises, local authorities) must adapt to the new reality of the collective needs of societies because public management is subject to the same efficiency requirements as private management. This prompts an analysis of the impact of these new management methods on the performance of these administrations. In this respect, the problem that arises here is to know how the assignment system based on the forward-looking management of jobs and skills could impact the affective commitment of public service employees?

Indeed, the public administration is also aware of the importance of the organizational commitment of employees in the performance of the organization. The concept of commitment is the psychological and attitudinal link between an individual and the organization to which he belongs. If at the very beginning of its conception, it reflected only the affective side of the relationship between the two actors, as the research progressed, two other dimensions were advanced by the authors: normative and calculated.

To address this issue, this work uses the hypothesis that the objectivity of assignments increases the affective commitment of public servants to analyze the impact of the GEPC on the affective commitment of public employees.

The analyses will be based on theories and concepts from actors and specialists, then verified and validated by statistical data collected from a sample of 200 employees in twenty Djiboutian public institutions.

Data processing will be done with SPHINX and SPSS statistical processing software. Preliminary tests will explain the validity and reliability of the measurement items and correlation tests will demonstrate the relationships between the variables testing our hypothesis.

## **I- CONCEPTUAL BASIS**

Organizational commitment is generally described as a bond between the individual and his or her organization based on shared organizational and ethical values, an ongoing desire to remain a member of the organization, and an ongoing willingness to contribute to the organization's functioning (Allen and Meyer, 1986). In this sense, the authors analyze organizational commitment through three dimensions: affective, normative and calculated. The affective dimension refers to the individual's affective feeling of belonging to the organization; the normative dimension describes the individual's moral obligation to remain a member of the organization; and the calculated dimension encourages the individual to continue working to avoid the costs of leaving the organization.

The affective dimension refers to the individual's feelings of belonging and emotional attachment to the organization. It can also be understood as the identification and commitment of an employee to his or her organization. This reflects an attachment relationship, which is a source of desired loyalty. An employee with a high level of emotional commitment keeps his or her job because he or she wants to (Sims, 2002) Mowday and al. (Mowday, Porter, & Steers, 1982) define it as: "the relative strength of one's identification with and commitment to an organization". Indeed, this case is characterized by an individual emotionally attached to the organization, its goals and values. Feeling like a full-fledged member of the organization, he identifies with it and expresses a willingness to put in considerable effort for the benefit of that entity. He clearly demonstrates his desire to remain a member of the organization (want to). This emotional attachment "leads the person to identify with the organization and to be willing to invest efforts in order to ensure the permanence of the link with it".

It is in this sense that private and public organizations are trying to put in place management systems that allow them to awaken the organizational commitment of their employees. The management of jobs and skills, better known by the acronym GPEC, is increasingly identified in the literature as a pillar of HRM within organizations. For Jean Pierre Ledoux (Ledoux, 2016) author of numerous works on management, the GPEC "constitutes a methodological approach that must allow the implementation of an efficient management of human resources". According to Ledoux (2016), the forward-looking notion of GPEC evokes several dimensions, namely: anticipation, prevention and project. Firstly, skills management is the way in which an organization will manage its human capital and ensure the adjustment between the skills and knowledge of employees and their needs to achieve objectives. Secondly, the GPEC is also a future-oriented approach, thanks to which it is a question of anticipating the necessary needs in terms of skills and manpower in order to accomplish the missions and projects of the organization, whether it is private or public. Because, aware of their inefficiencies, public organizations are increasingly turning to the management systems of private companies. Currently, according to Chevallier (Chevallier, 1986), public management tends "to discover and implement the most rational and efficient methods of organization, in order to accomplish, under optimal conditions, a given task".

According to Krief (Krief, 1999), "To consider public service organizations as specific organizations tends to marginalize them". For this author, "to say that there is a specific public management applied to public organizations is not acceptable as it stands. He avoids the legal status of the organization, to focus on defining management as an administrative science.

## II-RESULTS

The following results revolve around the affective commitment of public employees and the application of GPEC to the public management assignment system.

### 2.1 Criteria for assignment in the Djiboutian civil service

The empirical results of our study sample reflect the in objectivity of the assignment criteria, as more than one out of three civil servants admit that they have never seen a case of assignment resulting from one of the five criteria mentioned. Also, it is possible that the assignment of state agents is decided or not, as well as by the lack of staff or their skills as by internal requests issued following new or vacant positions or even the existence of a budgetary position.

**Table 1: Distribution of employee opinions by assignment criteria**

Views of staff members Assignment criteria	Never	Very rarely	Rarely	Often	Always	TOTAL
Workforce	35,0%	8,3%	24,2%	16,7%	15,8%	100%
Competence	34,2%	8,3%	24,2%	16,7%	16,7%	100%
Internal demand	37,5%	16,7%	12,5%	16,7%	16,7%	100%
Employee demand	34,5%	21,7%	20,8%	15,7%	7,3%	100%
Budget	33,3%	12,5%	20,8%	20,8%	12,5%	100%

Source: Authors, 2023

Given the rather atypical situation regarding the mobility of employees of the State of Djibouti, it is also clear from the results of our analyses that none of the latter in terms of satisfaction with the assignment system is predominantly favored. The difference with the reference distribution is not significant according to the chi-square test of uniformity of the responses obtained on the level of satisfaction with the assignment system felt by the employees. Nevertheless, Spearman's correlation analysis concerning satisfaction with the employee assignment system in relation to the criteria used

shows a significant negative relationship with the number of employees in the institution. Thus, the more the number of employees is used by the ministries or public institutions as a criterion for assignment, the lower the satisfaction of government employees with the mobility policy.

**Table 2: Spearman correlation matrix on satisfaction with the assignment system according to the selected criteria**

		Criteria for assignment				
		Staffing	Employee's skills	Internal demand	Employee's demand	Budget
21-Are you satisfied with the assignment system?	Correlation coefficient	-,276**	-,060	,096	-,064	,054
	Sig. (bilatéral)	,001	,476	,256	,452	,524
** . Correlation is significant at the 0.01 level (two-tailed).						
* . Correlation is significant at the 0.05 level (two-tailed).						

Source: Authors, 2023

## 2.2 Objectivity of career management

Theoretically, the assignment is a dimension of career management, so it is essential to analyze the career management of the Djiboutian public administration in order to determine the objectivity of the assignment.

The reliability of the 19 items measuring the objectivity of career management through the values of Cronbach's Alpha coefficient on the one hand, but on the other hand the weights of some items below 0.5 from the exploratory factorial analysis of the responses obtained obliged us, in the interest of retaining the objectivity of the results, to retain only 12 of these items where the reliability associated with the value of Cronbach's Alpha of 0.953 assures the quality of the analysis results.

**Table 3: Reliability Statistics**

Cronbach's Alpha	Number of items
.953	12

Source: Authors, 2023

In the same line of exploration of the results obtained, the KMO index of 0.631 and the results of Bartlett's test giving a significant p-value of 0.000 allow us to advance the grouping of these 12 items of analysis of the objectivity of career management, which is in its experimental phase.

**Table 4: KMO Index and Bartlett Test**

Kaiser-Meyer-Olkin index for the measurement of sampling quality.		.635
Bartlett's sphericity test	Khi-deux approx.	400,981
	ddl	66
	Signification	.000

Source: Authors, 2023

This factorization of the 12 items according to the analysis of the total variance explained based on the Kaiser criterion requiring eigenvalues greater than 1 to characterize a factorial axis makes it possible to cover 70.72% of the inertia of the information through 4 factorial axes or groups of items generating 4 new so-called latent variables.

**Table 5: Total variance explained for the factorial axes generated by factoring the 12 items for the analysis of career management objectivity**

Composante	Initial eigenvalues		
	Total	% of variance	% cumulative
1	3,398	30,313	30,313
2	1,420	18,835	49,148
3	1,266	12,549	61,697
4	1,083	9,023	70,720
5	0,939	8,660	78,380
6	...	...	...

Source: Authors, 2023

This factorization or identification of the 4 latent variables is highlighted through their weights greater than 0.5 in the component matrix below associated with the exploratory factor analysis of the 12 items of the study of the objectivity of career management as seen in the ministries and public establishments of the Djiboutian State. From this matrix we can see that:

- The first factor describes the characteristics of the assignment of employees measured on 2 items that provide information on the determinants of the assignment;
- 4 items generate the second factor which relates the criteria for promotion and reclassification in career management;
- The third factorial axis is defined by three items which in turn expose the criteria of training;
- Finally, the fourth axis retained in the exploratory factor analysis defines the career management evaluation criteria by three items.

**Table 6: Matrix of the components of the exploratory factor analysis of the 12 study items on the objectivity of career management**

Items for measuring the objectivity of career management	Extraction	Axes factorials			
		1	2	3	4
45- Does the assignment of staff depend on internal demand?	,720	,525	,131	,207	,213
46- Does the assignment of staff depend on employee demand?	,798	-,566	-,042	,148	,439
48- Does the promotion of personnel depend on the number of employees in the institution?	,824	-,179	,761	,031	,234
50- Does the promotion of the staff depend on the internal demand?	,609	,160	-,625	,061	-,389
51- Does the promotion of personnel depend on the employee's request?	,711	-,237	-,583	,038	-,473
52- Does staff promotion depend on the budget?	,588	,301	,601	-,327	,033
53- Does staff training depend on the number of employees in the institution?	,692	,151	-,260	-,554	,138
55- Does staff training depend on internal demand?	,697	,213	,074	,713	-,241
57- Is staff training budget-dependent?	,628	,379	-,377	-,565	,074
58- Does staff evaluation depend on the size of the facility?	,643	-,308	,370	,030	,537

60- Does staff evaluation depend on internal demand?	,566	,159	,000	,157	-,537
61- Is staff evaluation dependent on employee demand?	,728	-,210	-,087	-,135	-,753

Source: Authors, 2023

The reliability of the items selected for the construction of the latent variables, in this case the criteria of assignment, promotion and reclassification, training and evaluation generating the aspects of objectivity in the career management of State employees, is guaranteed by the values of Cronbach's Alpha coefficients, all of which are above the reliability threshold of the instruments.

**Table 7: Reliability Statistics for Career Management Factor Axes**

Factor axes	Cronbach's Alpha	Number of items
Assignment	0,853	2
Promotion	0,756	4
Training	0,812	3
Evaluation	0,793	3

Source: Authors, 2023

#### 2.4 Level of affective commitment of Djibouti civil servants

In order to better characterize the workers' affective commitment to the organization, we re-analyzed the reliability of the two items that define it through the responses collected during the field survey, whose objectivity is supported by the value of Cronbach's Alpha coefficient of 0.721.

**Table 8: Reliability of items measuring affective commitment**

Cronbach's Alpha	Number of items
,721	2

Source: Authors, 2023

The T-test comparing the mean scores on the items measuring affective commitment of Djiboutian civil servants gives a p-value of 0.124 above the significance level of 0.05 establishes that there is no significant difference between their opinions on the importance of belonging or working with pride



in the civil service. Thus, we can say from the mean score of about 2.5 that state employees do not show too much affective commitment to their organization.

**Table 9: Paired sample statistics and T-test for comparison of mean scores of items measuring affective commitment of public servants**

Paired sample statistics			Paired differences			t	ddl	Sig. (bilatéral)
	Means	Ecart type	means	Confidence interval of the difference at 95 %				
				Lower	Upper			
92-Belonging to this institution is important to me.	2,585	1,269	,185	-,051	,421	1,546	199	,124
95-I am proud to work for the institution	2,400	1,066						

Source: Authors, 2023

It should be noted that this so-called lack of emotional commitment of Djiboutian state agents according to our analysis remains valid regardless of gender, brackets, level of study and seniority as a civil servant<sup>1</sup>.

### III- DISCUSSIONS

Confirmation of the hypothesis that the objectivity of assignments accentuates the affective commitment of civil servants

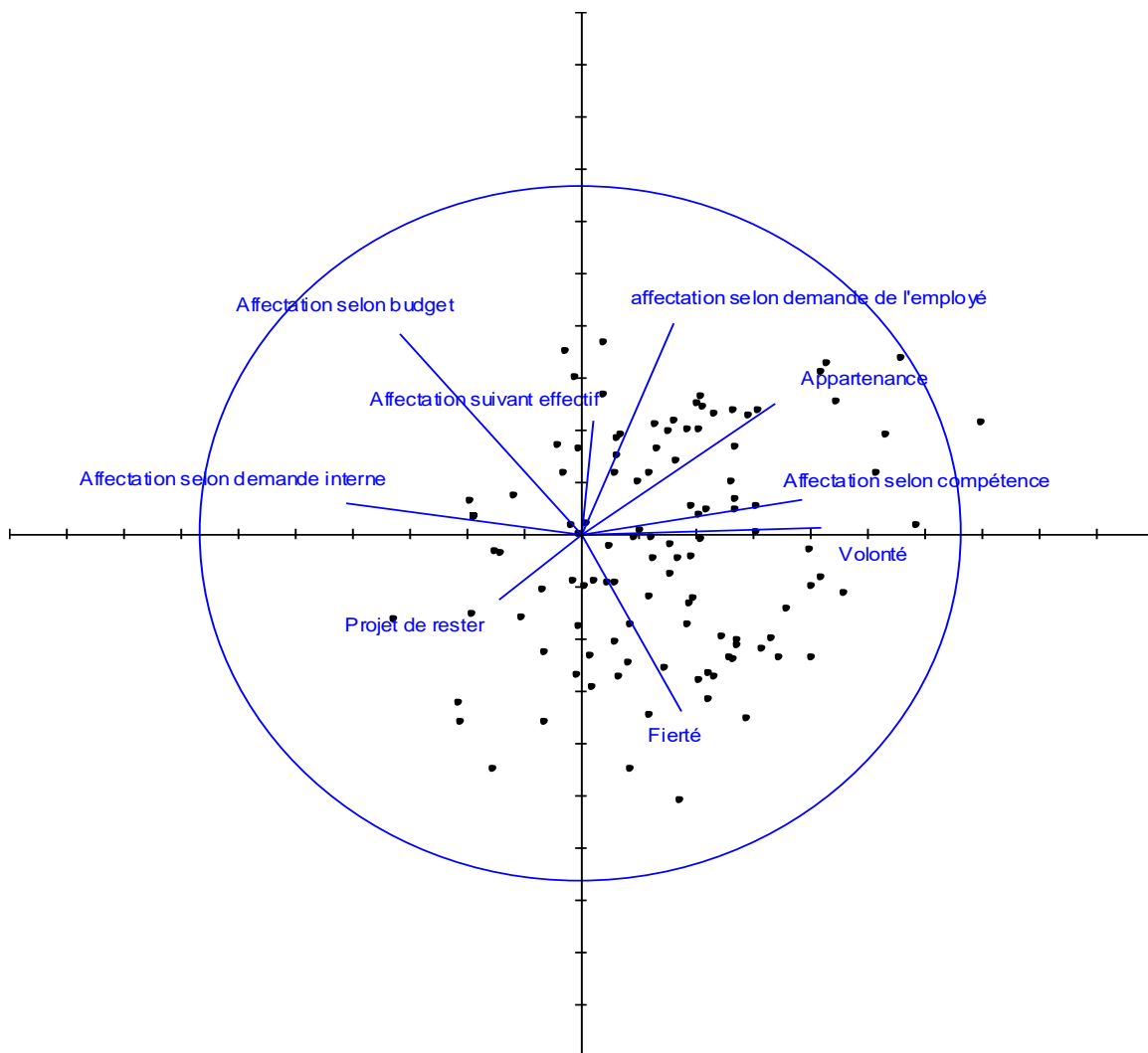
Thus, the principal component analysis of the items measuring both the assignment criteria and the affective commitment of the employees of the State of Djibouti allowed to highlight the interactions on the 9 items mobilized through the correlation circle below.

In the light of the graphic illustration in Figure 1, we notice that the first factorial axis presents two groups of opinions of the civil servants who express their affective commitment. The first one is constituted by those who express their affective commitment by the feeling of belonging by the realization of all that are possible for them for the organization to the opposite of the second group that marks their opinions on the affective commitment by the project to remain in the public organism by consideration of the assignment on internal demand. The second factorial axis in the practice of this principal component analysis also lets

<sup>1</sup> See Comparative tests of mean scores of staff members' opinions on items measuring affective commitment.

us distinguish two groups of opinions that forge the affective commitment of the civil servants according to always the criteria of assignment of the latter. We can then see in the first place the fact that the affective commitment conveyed by the feeling of belonging of the state employees is highlighted by either the assignment by own request of the employee or by the availability of the budget related to it. Secondly, the opinions of the group of civil servants who express their affective commitment just by their pride in being employees of the Djiboutian state.

**Figure 1: Correlation circle of the items mobilized in the study of the impact of the assignment on affective commitment**



Source: Authors, 2023

The different opinions of the elicited state employees that manifest the affective commitment through the

assignment criteria are summarized in the contribution table of the formation of the two factorial axes that explain 79.87% of the variation of the initial information.

**Table 10: Principal component analysis**

	Axe 1 (35,32%)		Axe 2 (44,45%)	
POSITIVE CONTRIBUTIONS	Will	+22,0%	Assignment according to employee's request	+28,0%
	Assignment by skill	+18,0%	Assignment according to budget	+26,0%
	Belonging	+14,0%	Belonging	+11,0%
	Assignment by employee request	+3,0%	Assignment based on headcount	+8,0%
	Pride	+3,0%		
NEGATIVE CONTRIBUTIONS	Assignment by internal demand	-21,0%	Pride	-20,0%
	Assignment by budget	-13,0%	Plan to stay	-2,0%
	Plan to stay	-2,0%		

Source: Authors, 2023

To better establish the validity of our hypothesis, we then proceed to the use of a series of simple regression model that studies the explanatory effect of the affective commitment of Djiboutian civil servants translated by the willingness to serve at all costs the public organization or the pride of being part of the staff or stay in the institution respectively through the fact that the assignment is defined according to the internal demand in the public organization or the allocated budget or even the consultation on the planning of assignments.

The results show, firstly, that the criterion of assignment based on internal demand develops a variance of 79.3% in the willingness of the respondents to do everything required of them for the institution. Thus, the model formed is established by the regression equation:

$$\text{Will} = -0.316 * \text{Allocation according to internal demand} + 3.665$$

The contribution of our explanatory variable in the model is considered significant according to the p-value of 0.00278 from Student's t-test. The negative sign of the coefficient of the predictor variable in the equation reveals the fact that the less the assignment of employees is decided by the organizational structure or internal demand which could among other things mean disciplinary assignment cases, the more the civil servants are determined to do everything possible for the public organization of the State

of Djibouti.

Second, assignment decisions in accordance with budget allocations according to our analysis results explain 75.5% of the variance in state employees' views of their Pride in working in a public agency. The simple regression model is defined by:

$$\text{Pride} = 0.203 * \text{Allocation according to budget} + 3.080$$

The pride of the civil servants, which refers among other things to their affective commitment, is more evident according to the translation of the positive sign (0.203). The consideration of competence during recruitment and promotion conditions the affective commitment of the coefficient of the exogenous variable of the model when the assignments refer to the allocated budgets and the explanatory power of this criterion is considered significant according to the results of the T-test of the partial contribution analysis which gives a p-value of 0.001.

Finally, the third model resulting from the simple regression analysis of the explanatory power of the assignment decision resulting from the consultations between the stakeholders on the project to remain in the public organization of the respondents, which reflects, among other things, the affective commitment of the latter, not only shows the significance of this influential factor according to the results of the Student's t-test (p-value of 0.012), but also the fact that 75.6% of the feelings of the civil servants to remain in their organization are explained by this assignment criteria.

Regression Equation:

$$\text{Project to remain} = 0.078 * \text{Consultation for assignment} + 3.135$$

Furthermore, the positive coefficient of 0.078 in the model makes us understand that the inexistence of consultations before assignment decisions reduces the affective commitment of Djiboutian government employees, which is manifested more generally by their reluctance to stay in the organization.

In order to summarize the impacts of the assignment criteria to the HRM system marking the GPEC of Djibouti's public organizations on the affective commitment of civil servants, it would be more objective to show this interaction through a simple regression analysis. The analysis of variance conducted in the establishment of the model shows a significant p-value of 0.032 which validates the relevance of the model.

**Table 11: ANOVA of the affective commitment model across assignment criteria.**

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	,355	1	,355	,087	,032 <sup>b</sup>
	of Student	80,784	198	,408		
	Total	74,750	199			

a. Dependent variable: Affective commitment

b. Predictors: (Constant), Assignment criteria

Source: Authors, 2023

In addition, the table of coefficients of the model displays the indicators (p-value of 0.032) that confirm the contribution of the criteria of assignment of employees in their affective commitment. The value of the Beta coefficient even suggests that 36.9% of the variation in affective commitment of employees is explained by the variation of the assignment criteria used in the HRM system of public organizations in Djibouti. The positive coefficient of 0.075 of the assignment criteria exposes that the less the consideration of the assignment criteria, the less is also the expression of the affective commitment of the Djiboutian civil servants to their home organizations.

**Table 12: Coefficients of variables in the affective commitment model in relation to assignment criteria.**

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Bêta		
1	(Constant)	2,854	,240		11,907	,000
	Assignment criteria	-,075	,077	-,369	-,172	,032

Source: Authors, 2023

At the end of this process of validating our hypothesis, which stipulates that the objectivity of assignments accentuates the affective commitment of civil servants, it is clear that this objectivity must generate the GPEC, which is manifested by the consideration of competence criteria in HRM. Thus, the Sobel test was carried out to show that this mediating effect of the examination of competence criteria.

The value of Student's t on the path of mediation, more precisely the model of the consideration of competence criteria through the assignment criteria, is 2.287.

**Table 13: Coefficients of variables in the model of consideration of skill criteria over assignment criteria**

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Bêta		
1	(Constant)	2,893	,242		11,977	,000
	assignment criteria	,100	,078	,091	2,287	,200

a. Dependent variable: HRM competency criteria

Source: Authors, 2023

In addition, the second model that reflects the mediating effect of the consideration of competency criteria on the affective commitment of state employees yielded a Student's t value of -5.970.

**Table 14: Coefficients of variables in the affective commitment model on the consideration of competence criteria**

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Bêta		
1	(Constant)	3,863	,211		18,294	,000
	HRM competency criteria	-,387	,065	-,391	-5,970	,000

a. Dependent variable: affective commitment

Source: Authors, 2023

The two Student's t-values from the paths that create the mediation of skill consideration allow us to run the Sobel test. The p-value provided of 0.0329 below the risk of error of 0.05 confirms the significance of the mediating effect.

**Table 15: Sobel's test of the mediation of consideration of employee competence criteria on affective commitment.**

Input:		Test statistic:	p-value:	
$t_a$	<input type="text" value="2.287"/>	Sobel test:	<input type="text" value="2.13287337"/>	<input type="text" value="0.03293512"/>
$t_b$	<input type="text" value="-5.910"/>	Aroian test:	<input type="text" value="2.10680354"/>	<input type="text" value="0.03513461"/>
		Goodman test:	<input type="text" value="2.15993556"/>	<input type="text" value="0.03077766"/>
<input type="button" value="Reset all"/>		<input type="button" value="Calculate"/>		

Source: Authors, 2023

These different results of the analyses highlight that the non-existence of the GPEC in the HRM system measured by the assignment criteria does not lead government employees to show their affective commitment.

## CONCLUSION

To conclude, this work consists in analyzing the importance of the GPEC applied to the assignment of Djibouti civil servants on their affective commitment. According to the results of the analysis, competence is not a criterion for assignment within the public administration. This situation leads to dissatisfaction among civil servants who find assignment based on the number of employees unobjective. This dissatisfaction is reflected in their affective commitment, which is considered very low. Moreover, the various correlation tests show that the less consideration given to assignment criteria, the less the expression of affective commitment by civil servants. This result allows us to affirm that the objectivity of the assignments accentuates the affective commitment of the civil servants.

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