



The imperative to rethink the management and role of human capital in the light of the current crises

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ABSTRACT

Keywords

Collaboration
Cooperation
Sustainability
Performance
Welfare
Resilience

Today, the crises of the 21st century, and the resulting social recessions, have reminded us of the urgency of protecting, developing and strengthening the role of human capital to guarantee the resilience of firms. Thus, the latter find themselves in the imperative of reorienting the role of human capital and rethinking its management and development. In this context, it is the cooperation and cohesion of the collective that count in the management of performance and the guarantee of resilience. The objective of this work is to seek to discuss the possibilities of intra and inter-firm relationships that promote the protection, development and good management of human capital. It is also a question of reflecting on the strategic factors capable of guaranteeing the resilience of firms in the era of crises and inflationary shocks. Finally, this work examines the repercussions of these strategies which target the management of human capital and the reorientation of its role on the performance of firms.

Introduction

Human capital plays a key role in individual and organizational performance. It is the set of knowledge, skills and experiences that enable people to be productive. Its management is a priority in the management of firms. The process on which this management is based applies both to the management of processes and to the management of skills. It is appropriate for firms to operate in a new model by integrating into their management strategies other practices concerning the use of their human resources, which have a positive impact on the way they conduct their activities and their performance.

The prospects for growth in the world economy in 2020 have worsened the situation for employment, growth and economic and social well-being (El haddad and Alaoui, 2020). The economic and social crisis caused by the pandemic has reinforced the fragility of the socio-economic fabric and the intensity of precariousness and inequalities (Hinti and Zahar, 2020). On the other hand, this crisis constitutes an opportunity for collective learning and the propagation of the values of solidarity and citizenship. It will also be an opportunity to rethink the social project and the development model to be adopted in the future.

Moreover, the coronavirus crisis has prompted the various organizations (firms, associations or governmental entities) to take an interest in the various social and ethical values and motivations such as trust, cooperation, mutual aid and solidarity. This encourages a deepening of the relationship between ethics and management. Consequently, in the face of Covid-19 and its various consequences, resilience becomes a pillar of competitiveness. In this sense,

organizations have the opportunity to prove themselves effective in their ability to manage crises.

In other words, this crisis will give rise to an organization that knows how to develop individual and collective capacities in terms of problem solving, creativity, agility and organizational resilience, to respond more effectively to uncertain and complex situations. From now on, managing means adapting the organization to uncertainty and the unexpected, since the coronavirus crisis has highlighted the limits of the ability to protect against crises. This may call into question the management model adopted and, in fact, suggests a management more oriented towards people and the general interest of society.

Finally, this socio-economic context generated by the crisis will lead these organizations to meet two main challenges, namely their resilience (capacity of organizations to deal with crises and difficult situations) and their reactivity (adaptability of organizations to an unexpected context) (Frimousse and Peretti, 2020). Firms must take advantage of this situation to strengthen their resilience by initiating real change in order to gain agility and adapt solutions in the field by focusing more on collaborative management.

In this context, human capital plays a major role in the creation of value. Firms must learn to deal with the new realities, their success depends on their performance which remains their essential motivation given the upheavals that impact their environment. Performance embodies the ability to achieve their objectives and optimize the response to the expectations of their employees. However, there is no single conception of performance that can be imposed on all organizations, despite the dominance of measures made using financial results (Pendaries, 2011).

Generally, performance also results from relational approaches consisting in building a climate that promotes the cooperation of the actors of the firm and their adherence to these projects. These steps are necessary to lead firms to their sustainability. However, in some contexts, performance may require the implementation of innovations in terms of change and improvement (Maisonneuve, 2020). This is a necessary process for adopting new behaviors and attitudes more suited to a constantly changing environment (Collerette et al., 2008).

As a result, new collaborations between competitors and new solidarities between economic agents are brought to birth. According to Frimousse and Peretti (2020), the post-crisis period will correspond to a lasting change that will leave traces on management and performance management. It is therefore an individual and collective awareness that can lead companies above all to fully play their societal and environmental role. This context will lead firms in a more precise way to adopt new procedures aimed at acting opportunely in situations of uncertainty and according to a more humanistic vision of economic activities.

Thus, firms, through an appropriate mode of management, can serve their development and move towards global performance by integrating into the knowledge economy and its role in the development of human capital. This new deal should be taken into account as a favorable opportunity to stimulate and rethink the role of human capital, a source of sustainability and performance. In this work, our approach aims to propose a framework for analyzing the role of human capital management in the development and resilience strategies of firms following the effects of the current context. The objective is to highlight the articulation between human capital, performance management and the resilience of firms in the light of the crises of the 21st century.

According to this perspective, the purpose of this work is to examine, in a first section, the elements that make it possible to rethink the management of human capital by emphasizing well-being at work and collaborative work as means of development of this capital. The second section will be the object to examine the roles that this human capital must play to allow the firm to go through crises and situations of uncertainty by seeking its development and its resilience. This work ends, in the third section, with a discussion on the connivance between the roles that this capital must play and the importance of rethinking its performance and its resilience.

1. Priority to rethink the management of human capital

1.1 Human capital management and well-being at work

Taking into account well-being at work constitutes a source of performance of individual potential, and therefore a source of economic and social performance. In this respect, the quality of life in general constitutes a capital source of efficiency and performance, given that in order to carry out their daily tasks effectively, the individual is obliged to engage with all of his individual potential, which requires favorable working conditions.

This is why human potential now constitutes capital that must be developed, consolidated and given value and recognition. This is necessary to make everyone's efforts fruitful and to strengthen their potential and motivations (Autissier et al., 2010a). This potential brings together all of

the individual's assets and abilities that enter into the value creation process.

Human capital is required today as a key factor in the success of a firm or more broadly of an economy. It plays a crucial role in the development of firms and their management (Mezene et al., 2019). It follows that managerial techniques can tip the balance towards greater well-being so that the comfort of individuals becomes a necessary condition for the smooth running of activities. Consequently, it is necessary to deal with the psychosocial risks that inhibit human performance, and consequently the overall performance of the firm.

Psychosocial risks degrade the health and energy of individuals, they can even lead them to develop psychopathological states that invalidate their skills and reduce their potential (Collerette et al., 2008). This psychological weakening does not help to achieve the firms' objectives or their performance. In addition, Maisonneuve (2020) argues that psychosocial phenomena are responsible for stress at work and create absenteeism ten times greater than that due to work accidents. In this respect, the psychosocial objectives must be favorable to the economic and financial objectives of the firm (Bernard, 2019).

This also highlights the importance of emphasizing well-being at work, which is profitable for maintaining trust and supporting cooperation within the firm (Bernard, 2019). In this respect, the collaborative approach constitutes a real cement of trust and cooperation which translates into collective performance. Hence the importance of highlighting the role of trust and cooperation in the commitment for the overall performance of the firm (Maisonneuve, 2020). Nevertheless, anti-cooperation practices destroy the potential of trust. This is why trust rhymes with cooperative practices and represents an undeniable factor that shapes the performance of firms.

These approaches are directly linked to the potential of individuals and their motivations. They are likely to help individuals enrich their work and develop their potential. The objective is to ensure an adequate level of well-being and comfort for individuals, which becomes a sine qua non condition for the smooth running of activities. This approach can constitute a working framework where cooperation, training, learning, exchange, communication and initiatives prevail, which has a positive impact on the dynamics of activities within firms (Maisonneuve, 2020).

Consequently, it is a priority to adopt managerial methods favorable to well-being at work in order to improve the performance of firms. Hence the importance of implementing work practices that correct situations of unhappiness and promote the optimization of resources. These practices contribute to improving management methods within teams, where most trust is built (Maisonneuve, 2020). These methods will have the task of clarifying the role of well-being in improving performance.

Moreover, firms should adopt human capital indicators which are among the non-financial indicators of performance, and which take account of individual behaviors such as loyalty, lack of motivation, responsibility, commitment, citizenship, etc (Gates and Langevin, 2010). Also, these indicators are supposed to reflect well-being and the quality of the work climate. This is likely to confront management practices that continue to bet on pressure and reward actors according to immediate results, without taking

into account the extent of the damage caused by psychosocial risks.

For these reasons, the search for well-being is both a social and an economic approach, in the sense that this well-being constitutes a source of efficiency at work (Bernard, 2019). In addition, trust promotes agility and develops managerial practices that are supposed to trigger the construction and dynamics of cooperation. This is the reason why it is necessary to act on the quality of life at work by positively influencing the situations which can become a brake on motivation, commitment and therefore performance. This recalls the close relationship between human potential and the development of collaborative work (Maisonneuve, 2020).

1.2 Human capital management and collaborative work

Resource management can no longer focus only on how to use these resources, but surely takes into account the quality of relationships and collaboration between members of the firm. The quality of their management results from a strategy which tends to mobilize all the actors for the efficiency of its operation while remaining consistent with the human capital held by the firm. This will have very favorable consequences on its capacity for innovation and adaptation.

The quality of social relations within the firm determines the efficiency and performance of the management of the various resources. This quality of relations can be extended to its various partners, which requires good management of human capital. Obviously, relational practices depend on managerial practices, since any managerial progress begins with relational innovation (Maisonneuve, 2020). As a result, the quality of life at work plays an essential role in the overall performance of the firm and the optimization of its resources (Bachelard, 2017).

In the same vein, the pooling of knowledge promotes the long-term management of skills and knowledge, by bringing out different forms of practices and collaborative work that have their origins in the learning of individuals. It is obvious that this influences their adhesion to the projects. In addition, a climate of trust tends to establish a better quality of collaboration and exchange between these different individuals. This involves all the actors in a process which consists of improving working conditions.

Consequently, it is useful to rely on practices that promote learning to bring out the dynamics of collective construction. The latter benefits from the accumulation of past experience by making improvement a process sought by firms. Thus, the construction of a shared vision will be the image of collective work, it will also be a source of creativity, enthusiasm and collaboration. This vision will, in fact, make it possible to initiate convergent initiatives between the various actors within the firm towards a collective dynamism.

Moreover, the firm, in its modern organization, seeks to follow a dynamic that encourages its actors to constantly develop their abilities and skills (Retour and Krohmer, 2005). To this end, the development of a culture of exchange and cooperation between these actors promotes this dynamic. This is why knowledge management is a very favorable approach to valuing intangible assets and developing human capital. It is obvious that this requires placing man at the center of the process of the production of economic wealth.

In this regard, a real culture of the firm can contribute in the way of managing its human capital and responding to the

various pressures and constraints that come from its environment. However, the culture of the firm is formed from what constitutes its history and its daily life. It is the set of customs, preferences, rules and beliefs that are specific to the firm and its members. This makes it possible to mobilize all the skills and knowledge of its actors, and represents a major challenge both for the firm and its individuals and for the entire economy.

In this sense, this knowledge management must be the subject of a strategic orientation of the firm, and constitutes at the same time an approach to enrich and develop its human capital (Boiral, 2006). For these reasons, each firm is required to react to the constraints of its environment by developing skills in terms of cooperation and collaboration that promote the exchange of knowledge and adherence to the various projects carried out by the firm.

Indeed, the actors of an organization can show a great motivation in their adhesion to a project when they see the interest and recognize the importance of this project. In addition, cooperation between these actors will facilitate the exchange of knowledge and knowledge they hold. Nevertheless, to maintain its effectiveness, this sharing must remain a voluntary act and constitute a process built by all the members of the firm.

This process embodies a responsible commitment that requires a desire for exchange, communication and cooperation. This is a change that will allow the various actors to gain in terms of time and efficiency in order to mobilize the energies and forces capable of initiating innovation, and building, as a result, a future based on values collectively rethought. Therefore, it is therefore time to put forward new management models that take care of the actors, their well-being and collaborative work.

From this perspective, it is no longer important or topical to look for what other firms are doing, since it is necessary to look precisely for what they are not doing. In this sense, creativity and innovation become undeniable economic issues. Following this logic which gives priority to the role of the human factor in economic growth, investments have become massive in the training and development of human capital so that it is able to innovate and produce immaterial assets (trademarks, patents, expertise, ...).

This is why human resources should be treated today as natural resources were yesterday. This process is supposed to guarantee the cognitive adhesion of the actors of the firm by relying on the culture of sharing and the technological tools which favor the appropriate conditions for an open use of knowledge between individuals. The culture of sharing cognitive resources allows for dynamism and synergy that facilitates the work and involvement of the various actors in the firm's projects (Segrestin, 2004).

1.3 Human capital management and firm image

Any human capital management strategy responds to institutional, social, environmental and economic pressures. Similarly, it becomes an important innovation factor for the firm wishing to remain competitive. In addition, the benefits in terms of image will be considerable and constitute an explanatory element of the competitiveness of the firm, in the sense that the implementation of a strategy for the management and development of human capital helps to promote a good reputation of the firm.

From this perspective, the benefits that flow from these human capital management and development initiatives can accelerate the pace of innovation by allocating more human capital to research and development. The use of

new technologies requires a higher level of human capital. In this regard, the firm has an obligation to put in place policies and propose measures against the risks that threaten the progress of human development in order to subsequently make this progress more solid (UNDP, 2014). The good management of human capital is also essential to deal with the various moral and ethical concerns in the conduct of business. In this case, ethics is a strategic choice to improve the image of the firm and give importance to the quality of the relationships established with the various stakeholders (Liedtka, 2008). This gives rise to a collective rationality, since the community's respect for a principle depends above all on its social recognition.

Therefore, it is obvious that this good management of human capital will lead to the development of distinctive human skills (Boiral, 2006). It is a wealth that makes it possible to increase productivity and improve the ability to use the different technologies capable of maintaining the position and competitiveness of the firm. This is why the human factor becomes the central element on which the firm now bases its performance and strengthens its notoriety (Ben Amara and Zghal, 2009).

It turns out that the firm has every interest in favoring the formation of human capital in order to seize the opportunities offered by the accumulation of this capital and its repercussions on the general management of the firm. It is about thinking and acting in a way that guarantees the performance of human capital. This strongly challenges the firm's commitment, which can be seen as a set of practices and skills that contribute to its value. The objective is to bring together a set of skills in terms of know-how and know-how to be considered as benchmarks for good individual and collective conduct.

However, human performance is generally linked to the good management of human capital. This link induces best practices likely to lead to the adoption of managerial modes capable of giving rise to a favorable context for the firm's overall performance and brand (Gates and Langevin, 2010). As a result, the management of human capital has become a priority for the management of the firm in the sense that its development strategy must be consistent with all the human and financial resources necessary to achieve them.

2. Rethinking the role of human capital in the firm

2.1 Role of human capital in organizational change

Currently, firms are forced to deal with a dynamic that stems from the uncertainty of the environment and various movements operated by the competition (Autissier et al., 2010a). In this context, it is necessary to acquire new knowledge and new skills to work in an evolving environment. Thus, change management is a necessary skill insofar as this change represents a process that materializes the ability of a firm to produce responses to the expectations of its employees.

It is a question of initiating a new mode of operation and experimenting with new ideas for improvement, while seeking to adapt to changes in the environment. But change requires a relational process and teamwork that allows solid cohesion within the firm. In this sense, the actors of the firm need to improve their skills and renew their knowledge to better interact with the external context (Maisonneuve, 2020). This is why it is important to pay attention to the support of individuals and their training (Autissier et al., 2010b).

As a result, change has become an intangible asset to be built and developed within the firm to cope with the effects of competition (Autissier et al., 2010b). However, human practice is at the center of the firm's managerial practices and the construction of its performance, which is why human potential can have an impact on change and the improvement of overall performance (Cherif and Boudabbous, 2015).

To this end, the change project aims for the support of the actors and identifies the capacities to be cultivated in order to make this change project effective according to a logic of improvement. Its success depends on the motivation of individuals who can join the project on the condition of the possibility of increasing their earnings (Collerette et al., 2008). However, the success of the change depends on the resources deployed, in particular human resources. Hence the undeniable role of cognitive levers such as experience, knowledge, learning and innovation.

However, innovation can also be relational, since managerial innovation is essentially a relational innovation that widens the field of possibilities according to a collective approach (Maisonneuve, 2020). This is why the change project is a process that requires the mobilization of all the resources available to the firm, in particular its human skills. Generally, efficiency, resilience and change will be tools likely to be at the service of organizations that would like to rebound sustainably (Sinapin, 2020).

As trust plays a major role in the success of this project, it is first necessary to build trust between the individuals of the firm to facilitate the convergence of suggestions and initiatives that promote the change project. Its success is part of a desire to increase the potential of the firm and requires the exploitation of all the skills of individuals. But its role in performance makes it more strategic (Autissier et al., 2010b).

As a result, solidarity and cooperation show the role that the responsible conduct of firms can play in their response to a crisis situation. It is for them to lead a change by pursuing both their economic interests and those of society (Boidin, 2020). Nevertheless, without managerial and organizational change, many firms will not opt on their own initiative for an approach based on responsible conduct, due to a lack of incentives, capacities, resources or knowledge (OECD, 2020).

Finally, it is important to emphasize that change management is one of the components of human potential. Organizational change should therefore be considered in relation to human capital (Autissier et al., 2010a). Consequently, change management involves several managerial challenges to be met where the human factor necessarily presents one of the causes of success or failure. This is why firms that invest more in improving human capital adapt better to change.

2.2 Role of human capital in the dynamics of collaborations between firms

The Covid-19 context has led firms to rethink their activities in favor of greater agility and collaboration. Collaborations can be considered as a strategic orientation that can have positive short- and long-term effects for the firm and its environment (OECD, 2020). Each firm has an interest in opting for collective strategies when the relational solution appears to be one of the most favorable responses to the changes in progress. These changes that disrupt the environment of firms lead them to operate in collaborative mode.

Thus, the use of different relational modes is explained by the heterogeneity of resources between firms, which makes them potentially complementary and interdependent. Thus, the greater the complementarity in terms of resources and skills between two firms, the more they will be led to work together. This logic therefore offers the possibility of achieving benefits by pooling resources. The essential challenge lies in access to knowledge and the sharing of knowledge between allied actors.

Moreover, these projects can result from the collaboration of firms seeking coordination according to the resources to be used in order to agree on a common sustainable action. Indeed, the field of sustainable development is a field of collective action that takes place in an environment where several modes of collaboration can be developed. This engages resources and mechanisms that must be designed collectively in order to introduce sustainability into the field of collective action. This means that each of the firms, linked by this strategy, must evacuate from its behavior the classic dialectic of dominating-dominated.

Indeed, collective actions are likely to foster the conditions for the creation of value through collaboration. It is a question of identifying forms of plural and collective actions. The objective is that these collective practices lead to new forms of cooperation according to an implementation capable of identifying new sustainable models (Maillefer and Robert, 2020). However, the commitment to collaboration is a process that multiplies the opportunities for cooperation. Moreover, collective working methods are distinguished from competition, they represent a condition for the functioning of collective intelligence (Maisonneuve, 2020).

It turns out that collaborative dynamics give rise to a collective commitment leading to more performance. They require rethinking the way of managing human capital and its performance by considering collective competence. This approach is likely to increase the effect of the collective through collaborative mechanisms that strengthen firms in their skills. It is an approach that supports the development of cooperation and collective intelligence essential for sustainable performance (Maisonneuve, 2020).

Such a vision nourishes the dynamics of collaborations and directs energies by making them converge towards a desired future. Clearly, this vision could be the basis of a collective commitment to be built. In this regard, mutual trust establishes effective management of stakeholders, since the lack of trust would be a definite barrier to any relationship between firms and their environment. At the same time, the return to a culture of collaborative management highlights the need for firms to develop their human resources and their capacity for exchange and sharing.

For Battista Dagnino et al. (2007), cooptation represents a real break that requires reviewing management methods. Coopetitive strategies emerge when two firms cooperate in some activities, and at the same time compete with each other in other activities. Thus, these strategies and these practices bring to the company the double benefit procured at the same time by cooperation and by competition. It is this simultaneous relationship of cooperation and competition that builds the resilience of organizations (Battista Dagnino et al, 2007).

Today, management calls for accelerating the change towards greater agility and better mobilization of collaborative strategies. These will undoubtedly be lasting

fallout from the crises on management practices. This managerial reconfiguration can lead to an evolution towards a collaborative mode according to a real perspective of contribution to social well-being (Frimousse and Peretti, 2020). Likewise, technology will have a primary role to play in enabling collaboration and coordination to support these strategies and the economic decisions they entail (Dudoit, 2020).

In the current unprecedented context, and all over the world, organizations must learn to collaborate more and coordinate tasks according to collaborative and supportive strategies. The repercussions will be positive for those who have succeeded in implementing collaborative practices and new ways of working according to a management based on trust (Frimousse and Peretti, 2020). It appears that collaboration, coordination and trust are tools to ensure effective and inclusive execution of economic recovery.

Finally, collaboration emerges when the context is favorable to collective intelligence. This vision nourishes the dynamics of collaborations by directing energies in favor of a collective commitment to build. The latter is in favor of sharing knowledge, which makes it possible to develop collective skills. This approach aims for improvements and requires changes that bring into play the best individual and collective behaviors (Maisonneuve, 2020). Thus, at the collective level, new management systems must be put in place that will allow the simultaneous development of competitive and cooperative behaviors in order to operationalize the concept of organizational resilience and promote societal and environmental performance.

2.3 Role of human capital in environmental management

In the field of environmental management, the management of the firm is subject to certain regulatory pressures (Bansal and Roth, 2000). The objective is to highlight the different catalysts that can intervene in the internalization of environmental constraints. It also gives rise to an awareness that questions economic activities and their consequences on the environment, and what this requires in terms of changes in production and consumption patterns.

Sustainability is a holistic concept and its interpretation varies according to perceptions, values and beliefs. It concerns the new practices to be adopted and the homogenization of the different strategies to integrate considerations relating to responsible conduct into the daily practices of firms (OECD, 2020). In this sense, any firm can make a positive contribution to society, which will considerably improve living conditions, and support access to the greatest number of people to basic goods (Frimousse and Peretti, 2020).

In this regard, to stimulate this commitment to nature, it is necessary to develop human capacities. This is why human capital theory defends the thesis that education is an indispensable element for sustained and sustainable economic growth (Zirari and Laamire, 2021). Furthermore, according to this theory, individuals can improve their productivity by investing, especially in education. It is a question of investing in education to promote the involvement of firms in sustainability, since it turns out that the development of human capital is a primordial factor in favor of sustainable commitment.

According to Daniel (2013), the relationship between education and the involvement of organizations in sustainability highlights the role of learning sustainable

development practices and their essential integration into the basics of education. In this sense, it is human capacities that improve the economic system and therefore the well-being of the population. This education can play a vital role in the transmission of good practices and values relating to sustainability.

Similarly, it is likely that investors and consumers are better disposed towards firms that have sought to adopt responsible conduct in the management of their activity. The importance of this commitment to responsible behavior is reflected in the implementation of measures that will have positive effects for the environment (El Haddad and Alaoui, 2020). Moreover, the firm that undertakes to go beyond what institutional regulations require in terms of environmental protection and social responsibility benefits from greater credibility.

In sum, compliance with standards of responsible conduct by firms refers to the fact of guaranteeing that their decisions make it possible to avoid potential negative effects on society and the environment. This assumes that a new, more partnership-based vision of the firm can be generated, insofar as firms will be required to increasingly internalize certain social and environmental costs, in order to take into consideration issues relating to the protection of the planet and its resources (Frimousse and Peretti, 2020). Nevertheless, the environmental field seems to constitute an economic opportunity for firms. Today, it is obvious that sustainable development concerns are a driving force in their development strategy, given the level of regulatory pressures to which they are subject (Boiral, 2006). This logic stipulates that the firm will be a central player in sustainable development given the importance of the financial, technological, human and motivational resources it holds and which are necessary to implement it.

3. Connivance between the roles of human capital, performance and resilience

The competitive model mainly emphasizes the rivalry between firms. Thus the survival of a firm depends primarily on the strengthening of its competitiveness, which depends on its ability to develop competitive advantages that create value. Nevertheless, it is possible, within the framework of the competitive model, to emphasize cooperation and collaboration as well. In addition, the current context of crises promotes a form of accountability that requires developing trust, mutual aid and support. It is obvious that these factors constitute the foundations of a rich and creative economic life. Likewise, they are necessary to promote the emergence of performance.

Performance is a question of aptitude and competence, its objective is the creation of value. The overall performance of a firm includes all of the individual and collective performances. It requires that the actors of the firm must have individual interests which remain in coherence with the objectives of the firm. This is why one of the functions of human capital management is the reconciliation of different performances in order to promote the overall performance of the firm.

Admittedly, the notion of performance refers to the ideas of profitability, profit and growth. But it also calls on certain managerial practices, in particular practices relating to the management of human capital. Obviously, performance can be developed by the human potential held by the staff. However, improving the performance of individuals certainly improves the performance of the firm, and the latter certainly

has a positive effect on the performance of each of its actors. In this context, teamwork, mutual assistance, discussion and the participation of all employees in identifying and solving problems certainly promote operational excellence.

This is the reason why the essential function of human capital management is to obtain effective results according to the objectives outlined. This performance results, on the one hand, from the application of technical performance methods and tools, and, on the other hand, from a relational approach which consists in building a context favoring the commitment and cooperation of all actors. The conjunction of the two approaches, technical and relational, is essential to achieve the targeted objectives. In this context, the individual and collective potentials go in the direction of the ability of the firm to promote a rational optimization of its various resources.

Thus, thanks to collective action, the actors express their desire to bring to life a sustainable and viable development project capable of activating the necessary resources in terms of knowledge, innovation, collaboration and complementary skills (Maillefert and Robert, 2020). This engages the responsibility of the actors in the face of these challenges that must be taken up collectively. Hence the importance of collective strategies that target, in addition to sustainability, performance and resilience.

In the light of the trends that the economy is taking today in the light of the current crises, it is obvious to draw up an action plan for the development of a policy for the integration of organizations into the economy of knowledge and development of human capital, which enables them to make the most of the opportunities offered. Similarly, it is possible today to see that the conditions of economic prosperity are directly linked to progress in areas related to knowledge. The knowledge economy represents a real lever for development, it is essential today given the progress it can provide in terms of competitiveness.

It turns out that the most certain observation is that the context of crises calls on firms to reinvent themselves in order to transform threats into opportunities. To do this, they must reinvent themselves because the coronavirus crisis has revealed their real capacity for organizational resilience. In addition, this context of the pandemic represents an incredible opportunity for driving change, insofar as this crisis has become a real catalyst for managerial change (Frimousse and Peretti, 2020).

Also, it is certain that the current context leads to supporting this dynamic by developing individual and collective performance (Dudoit, 2020). Consequently, the commitment of individuals is essential as well as their motivation in order to contribute to the performance of organizations, for both individual and collective benefit. However, this will require a new kind of organizational capacity (Sinapin, 2020). In this sense, the pandemic crisis has managed to challenge both the factors applied to motivate performance and also the indicators used to assess it (Frimousse and Peretti, 2020).

Indeed, setting up specific performance indicators, in addition to traditional indicators, is a major element for acting on the development of human capital and its performance. This development will require collective management of skills and abilities in order to optimize everyone's efforts and develop performance-creating know-how. This is why it is appropriate to say that the

management of human capital is considered as a tool for developing firm performance.

In this perspective, firms are encouraged to support a collaborative approach in order to easily solve development-related problems. For this, it would be essential to demonstrate agility and capacity for innovation in order to produce economic performance. Firms are called upon to combine their strengths and skills in order to create added value and acquire a capacity for organizational resilience. The latter can allow them to develop alliance strategies, in order to become stronger and more sustainable (Sinapin, 2020).

It is a question of pooling resources and skills to invest and produce, since the reduction of transaction and agency costs improves the efficiency of the firm and its performance in general (Sinapin, 2020). Therefore, any ethical or social behavior to be mutually adopted by the partners contributes to the strengthening of trust and maintains winning and lasting relationships. To this end, collaboration, trust and exchange will have a positive impact on performance and, in fact, on the foundation of a successful collaboration.

According to Frimousse and Peretti (2020), any alliance strategy is based on trust, since it is a transition to an organization in which trust will be the primary vector of collective performance. This will require reviewing the organization of productive activities and modes of collaboration in order to create an innovative and resilient economy to which all societies aspire (Sinapin, 2020). These initiatives work out a development that can progressively build economies at the service of people and the planet. This is necessary in order to contribute to the development of an economic model according to a logic that guarantees the balance between the factors of sustainability and the requirements of optimal growth.

This responsibility gives the firm the possibility of being a place of reconciliation of ethics, economics and the environment (Le Goff, 2008). These elements underline a maturity of collective work which reinforces the resilience of the firm. On the other hand, this calls into question any overly rational understanding of economic activity which limits the notion of performance in its financial dimension, while opening the way to a social and collective rationality capable of founding trust and cooperation.

The following managerial consequences result from this analysis :

- to converge initiatives towards collaborations capable of generating collective intelligence by making it at the service of overall performance,
- give importance to social and cultural aspects in order to build trust and encourage cooperation between the actors of the firm,
- set up indicators to measure the involvement of individuals in the collective effort and collaborative dynamics,
- seek the best methods in terms of human capital management for management at the service of performance and well-being,
- set up collaborative work practices within the teams in order to build trust and stimulate exchange,
- redirect the role of human capital to initiate inter-firm collaborations and a commitment to the environment,
- redirect the role of human capital to maintain performance and enable the resilience of the firm and the staff,
- build a shared vision capable of guiding behavior in order to meet new requirements in terms of change and adaptation to changes in the environment.

Conclusion

Classical analysis advocates a financial connotation of performance by betting on cost reduction. However, although performance has an economic component that requires a rational use of resources, the social and human dimension enjoys particular importance in improving performance. In this sense, it is obvious that the human factor is an essential determinant of the collective and global performance of firms.

Consequently, it is essential to pay particular attention to the strategy which consists of undertaking an approach likely to promote the management of human capital according to an appropriate long-term economic and social policy. In addition, to stimulate economic growth and meet the challenges of social pressures and environmental management, a skilled workforce is more than an asset.

This requires putting in place the necessary tools in terms of good governance in order to mobilize human resources and financial means for a dynamic economy at the service of sustained, inclusive and sustainable development. The objective is to question the variables to be mobilized for a transition that promotes the development of human capital and catalyzes an emerging economic context.

Likewise, the context of the pandemic has called into question the foundations of this economic system based on competition, rivalries and the maximization of profit, since economic analysis is also concerned with the management of employment, the distribution of wealth, well-being and human capital development. In this sense, the objective of the economy cannot be limited to redirecting investments towards the best performing sectors and penalizing the least performing ones.

Thus proves the indisputable place of this process aimed at developing exchange, the culture of collaboration and the creation of the conditions necessary to promote the role and management of human capital. It is a question of forging a climate which gives place to a firm becoming a central economic and social actor in the contribution to the social well-being. Indeed, the search for profit as an economic goal is no longer the sole motivation of the firm. On the other hand, the conciliation between several finalities becomes today a capital and priority element in the development of the firm.

Nevertheless, the desire to acquire this skill in the management of human capital requires the foundation of management on written rules and broken down into operating procedures. These rules are supposed to give orientations which engage the firm in a concrete will to make progress the accumulation of the human capital in favor of development of the economy and the firm. This requires overhauling managerial rules by emphasizing the accountability and commitment of firms, and by reinventing new managerial practices.

This requires the existence of a human resources system whose efficiency contributes to improving the performance of the firm and refers to the possibility of satisfying all of its employees (Mercier, 2004). To do this, it is necessary to review working methods and rethink the modes of collaboration in collective relations in order to better understand uncertainty and establish solidarity policies. Consequently, a management based on creativity, adaptability, agility and responsibility, according to a new model of collaboration, becomes a necessity and an absolute priority to face an environment that has become increasingly uncertain.

This work shows that the human factor is an essential determinant for initiating collective dynamics, nurturing trust and cooperation and achieving individual performance through collaboration, well-being at work and collective intelligence. In this context, firms do not limit themselves to making profits but also aim to integrate ethical constraints into the conduct of their activities. This is why Morin (2004) emphasizes that these objectives justify the importance of highlighting a program in order to integrate these social and moral concerns into the firm's objective function.

Consistency between the desired change and the programs to be put in place depends on the capacity to translate an adequate ecosystem and governance. The promotion of this logic has become a decisive variable in the process of creating wealth and employment. It follows from this the importance of policies that combine both the improvement of the macroeconomic framework and the adaptation of the economic strategy in order to ensure the development of human capital and strengthen its role in overcoming crises.

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