

**Ecole des Hautes Etudes Commerciales
d'Alger**

EHEC

End of cycle thesis

for the graduation of the master's degree in international business

Theme:

**The impact of soft skills on the social climate in a
company: The case of Sheraton Resort Hotel
Algeria.**

Presented by:

Mr Soheib BENYAHIA

Mr Moncef REZZAG BARA

Framed by:

**Ms. Imene HADDAD (senior
lecturer at HEC Algiers)**

7th promotion

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Dedication

To all our dears.

-soheib

Acknowledgement

First of all, We want to thank Allah the Almighty and the Merciful, who gave us the strength and patience to do this work.

We would like to extend our special and heartfelt thanks and gratitude to my parents for their encouragement and support throughout my course of study.

Our most sincere thanks to our coach Miss HADDAD Imene for her follow-up, her valuable advice, her availability and her critical spirit throughout the conduct of this research.

We present our gratitude to all the staff of Sheraton Hotel and Resorts who contributed to the realization of this research work.

Finally, we would also like to thank all those who have contributed directly or indirectly to this research work.

Abstract

In today's economic environment, characterized by globalization if a company wants to remain competitive in its market must have a competitive, collaborated and well formed working staff, it's what pushes companies to start its evaluation from the inside of it, to value its employees and look at the social climate from a different angle.

There is consistent evidence that a good working company starts from a good the social environment inside the workplace, the one also associated with employees' well-being, but no one can ignore that technical skills are no longer enough for workers to compete in this highly competitive global work environment, that's why soft skills are considered of paramount importance thanks to their effects on the employees' mentality and the way they react and think face to repetitive and daily tasks.

It is the main reason why companies are rushing to get the best soft skills formations to their employees', to insure the control of all the possible problems that can happen in the work environment and learn them the best possible way to deal with the customer.

Therefore, the purpose of this research work is to know the impact of soft skills on the social climate inside the company. To better understand our problem, we conducted a survey with Sheraton Hotel and Resorts assuming that hotel formed almost all of the working staff and managers to become a leader in its industry.

Keywords: soft skills, technical skills, social climate.

General introduction

ملخص

في البيئة الاقتصادية الحالية، التي تتسم بالعوامة إذا كانت الشركة تريد أن تظل قادرة على المنافسة في سوقها، يجب أن تكون لديها مواد عمل تنافسية ومتعاونة وجيدة التكوين، فإن هذا هو ما يدفع الشركات إلى البدء في تقييمها نفسها من الداخل، تقدير قيمة موظفيها والنظر إلى المناخ الاجتماعي من زاوية مختلفة.

هناك أدلة ثابتة على أن شركة عاملة جيدة تبدأ من بيئة اجتماعية جيدة داخل مكان العمل، وهي شركة مرتبطة أيضاً برفاهية الموظفين، ولكن لا أحد يستطيع أن يتجاهل أن المهارات الفنية لم تعد كافية لكي يتمكن العمال من المنافسة في بيئة العمل العالمية عالية التنافسية، ولهذا السبب، تعتبر المهارات الناعمة ذات أهمية قصوى بفضل تأثيرها على عقلية الموظفين والطريقة التي يتفاعلون بها ويفكرون في مواجهة المهام المتكررة واليومية.

وهذا هو السبب الرئيسي وراء اندفاع الشركات إلى الحصول على أفضل دورات المهارات الناعمة لموظفيها، وتأمين السيطرة على كل المشاكل المحتملة التي يمكن أن تحدث في بيئة العمل، وتعلمها أفضل طريقة ممكنة للتعامل مع العميل.

الغرض من هذا العمل البحثي هو معرفة تأثير المهارات الناعمة على المناخ الاجتماعي داخل الشركة. لفهم مشكلتنا بشكل أفضل، أجرينا استطلاعاً مع فندق ومنتجات شيراتون بافترض أن الفندق شكل تقريبا كل الأشياء العاملة والمدراء ليصبح رائداً في صناعته.

الكلمات المفتاحية: المهارات الناعمة، والمهارات الفنية، والمناخ الاجتماعي.

Résumé

De nos jours, les entreprises évoluent dans un environnement économique de plus en plus changeant et mutant de par la mondialisation. Ces dernières, afin de se démarquer, assurer leur pérennité et rester compétitives se trouvent continuellement dans une démarche d'innovation, tout en mettant l'être humain au centre de ses intérêts, en tant que client mais aussi et en particulier ses employés considérés tels que des clients internes. Ainsi, les entreprises ne devraient pas lésiner sur l'amélioration de leur climat social.

Nombreuses sont les recherches démontrant le rôle primordial d'un bon climat social dans le milieu du travail. En d'autres termes, additionnellement aux hard skills, l'employeur devrait s'assurer que ses collaborateurs détiennent des compétences transversales également. C'est pourquoi les soft skills devraient hisser la liste des priorités en raison de leurs effets sur le climat social et la façon dont ils permettent aux employés de réagir et penser face aux tâches répétitives et quotidiennes.

C'est la principale raison pour laquelle les entreprises se précipitent pour fournir les meilleures formations de soft skills à leurs employés, pour assurer le contrôle de tous les problèmes possibles qui peuvent se produire dans l'environnement de travail et leur apprendre la meilleure façon possible d'appréhender le client.

Par conséquent, le but de ce travail de recherche est de connaître l'impact des soft skills sur le climat social au sein de l'entreprise. Pour mieux comprendre notre problème, nous avons mené une enquête avec Sheraton Hotel and Resorts en supposant que l'hôtel a formé presque tous les éléments de travail et les gestionnaires pour devenir un leader dans son industrie

Mots-clés : soft skills, compétences techniques, climat social.

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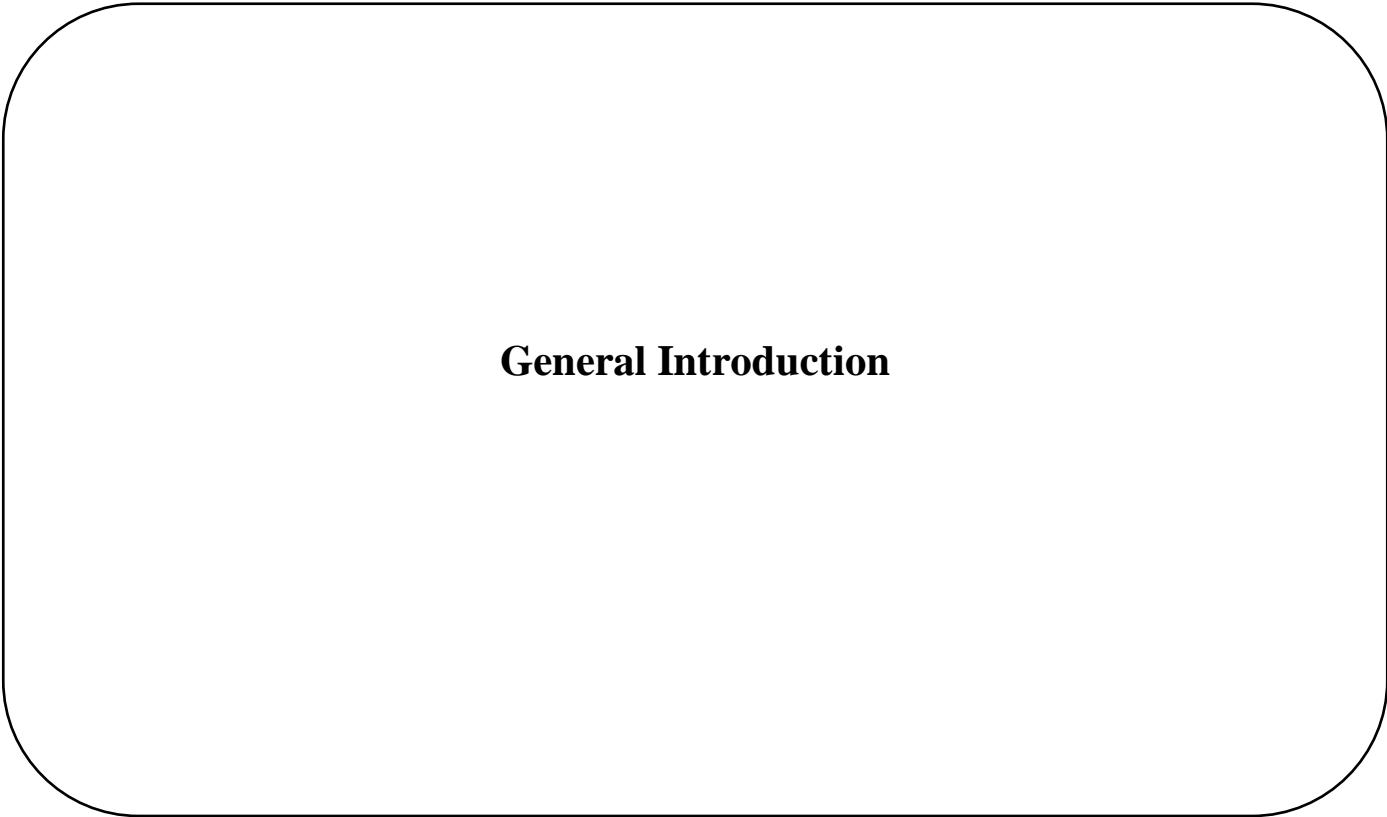
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General Introduction

General Introduction

Having a college diploma or a technical degree does not guarantee that a person has the competence to be successful in the work environment, nor does it guarantee a job. Although a degree is important to employers, a degree is not always a guarantee that a person is fully equipped with the skills to meet the needs of the job market.

Employers are looking for people who can offer hard skills as well as soft skills. According to the literature review, significant evidence demonstrated that soft skills are competencies that can help an individual better meet the needs of a particular job and help an individual advance in his or her career. Data derived from the literature review also indicated that soft skills are important for labour market outcomes.

Moreover, new technology and changing organizational aspects have made soft skills more important at work. Today's workers have less repetitive job tasks and need more autonomy and superior soft skills due to the flattening of the organizational structure.

In Algeria as everywhere in the world, offering the perfect social environment for employees is becoming a major issue for any service company. In this matter, we were interested in the topic:

«Analyzing the impact of soft skills on the social environment»

The choice of theme is supported by many objectives, mainly to apply our research and theoretical knowledge in practical training and to study and have a closer look to the conceptual framework of the social climate.

Therefore, we have chosen the Sheraton Resort Hotel as a place to carry out our practical training and make inquiries about our topic. The Sheraton Resort Hotel, is ranked as a 5 stars hotel in Algiers. This hotel is part of Marriott International luxury collection, one of the largest hotel and leisure groups in the world.

With this being said, our primary research question is:

“To what extent the soft skills provided by Sheraton resort hotel can influence the social environment?”

General introduction

From this central question follows other secondary questions which are stated as follows:

- A. Can we consider soft skills as essential skills inside the company social climate?
- B. What is the relationship between the soft skills and the social environment?
- C. How can Sheraton hotel and resorts ensure a suitable working environment for the employees?

After initiating the essential previous studies and researches, and from the basis of some personal remarks and perceptions, we based our research on the next hypothesis which can be denied or confirmed at the end of our research work:

- I.** The stabilization of the social climate in the company is due to the good application of all the soft skills.
- II.** The social environment is at its best due to the good personal and hard skills of the staff.

For the planning of this thesis, we used an appropriate methodological approach in order to answer the research question and test the initial hypotheses, thus we have adopted the descriptive and analytical method:

- The descriptive method: formed by the first two theoretical chapters of our thesis.
- The analytical method: which will be a qualitative method we couldn't make through face to face interview so we managed to do it with an open questionnaire survey.

The thesis consists of three chapters. The first chapter provides a literature review about the concept of soft skills. The second chapter explains in details the concept of the social environment, and concludes with the relation between the soft skills and the social climate. The third and final chapter, in the empirical study we have used a qualitative research method; a questionnaire survey was conducted with the Sheraton resort hotel's employees' to figure out the impact of the soft skills formation provided by the hotel. The survey was distributed online and received 27 usable respondents. The answers we received through the questionnaire made it easier for us to provide suggestions for further improvement.

Third chapter: studying the impact of soft skills on the social climate.

FIRST CHAPTER: The soft skills

1. Section one: introduction to soft skills

1.1 Introduction

To thrive in today's economy and in the future, young entrepreneurs need not just 'hard', business and digital skills, and sector specific technical knowledge, but also the 'soft' skills that shape how an individual interacts with others and achieves their goals. There is growing consensus on the importance of soft skills but limited guidance on what they are or how to develop them.

No matter what climate you choose, in order for you to select the one that suits you, or better yet, to write your own professional history, you will need to acquire the necessary skills. Learn how to surf change, your change, the change you want to drive in this environment, will be one of the challenges of your career. This world is full of promises, prowess but also potential disappointments if you don't have the tools to be your own screenwriter.¹

1.2 History:

Up until the late 80 and early 90's, most people believed that cognitive abilities and IQ was going to determine success in the workplace. We now know that EI is as important.

Soft skills take a huge part of Emotional Intelligence that might be defined as: "A type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions.

Charles Darwin was the first to recognize the value of emotions. He cited that the emotional system energizes behaviour needed to stay alive. Emotions cannot be stopped, they happen instinctually and immediately in response to various situations and people and its link to the evolution of the functional use of emotions. Darwin believed that emotions ensured survival by energizing required behaviour and also suggested valued information, Darwin demonstrated that emotional expression plays a vital role in adaptive behaviour, which remains an important part of emotional intelligence to the present day.²

¹ <http://www.youthbusiness.org>. (consulted 05/03/2020 at 10:00h).

² BARON (H): *the Writing Experience 2001: the Palm Springs Writer's Guild Anthology*, edition iUnivers, Indiana, 2001, p.52

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We can also track back the history of soft skills to the intelligence testing movement of Thorndike (1920), who recognized that there are multiple intelligences, one of them being social intelligence. David Wechsler (1939) built on his concept by suggesting that the moods, feelings, and attitudes surrounding intelligence could be critical components to success in life. Also in the 1950s, Abraham Maslow created the hierarchy of needs discussing how people could develop emotional strength. The Theory of social intelligences did not receive too much attention until Gardner (1983) in his book ‘Frames of the mind: the theory of multiple intelligences’. Gardner identifies eight different intelligences; linguistic, logical-mathematical, musical, spatial, bodily/kinesthetic, interpersonal, intrapersonal, and naturalistic. According to Gardner, no person is the same when it comes to how people learn, develops and solves problems. Payne (1985), Bar-On (1988), Goldberg (1993), latter in 1994 Ekman & Davidson provided views on emotion in relation to cognition in the sequence of how emotional intelligence rose from a large body of literature to be a field of research on its own. Averill (1994) agreed that an emotion may be crucial to survival of the species whether in a social, biological, or psychological context and finally Mayer and Salvoes (1990) continued to develop the concept of Emotional Intelligence until Goldman (1995), brought emotional intelligence to the mainstream public.³

1.3 Definition of soft skills:

Various experts do agree that soft skills can be described as a set of competencies, behaviours, attitudes, personal qualities, motives and thought processes that enable young people to perform well and achieve their goals, work well with others, and effectively navigate their environment.

	Definition	Main based points	commentary	
1	Soft skills are character traits that enhance a person’s interactions, job performance, and career prospects (Parsons, 2008). Soft skills are continually developed through practical application during one’s approach	-Used more in the workplace. -Soft skills are developing.	Soft skills in this period of time were considered as working skills more than everyday necessary skills.	

³ SHMITT (E): *Odette Toulemonde et autres histoires*, edition Albin Michel, Paris, 2006, p.27.

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	toward everyday life and the workplace (Arkansas Department of Education, 2007; Magazine, 2003). Unlike hard skills, which are about a person's skill set and ability to perform a certain type of task or activity, soft skills are interpersonal and broadly applicable (Parsons, 2008). ⁴			
2	The Centre for Career Opportunities at Purdue University defines soft skills as "the cluster of personality traits, social graces, facility with language, personal habits, friendliness, and optimism that mark each of us to varying degrees." Their list of soft skills includes work ethic, courtesy, teamwork, self-discipline, self-confidence, conformity to prevailing norms, and language proficiency ⁵	-Soft skills are deferent from a person to another.	There are many kinds of soft skills, and everyone have his own special skills.	
3	Soft skills are the skills that everyone possesses, in a more or less conscious way: pedagogy, creativity, stress management, listening, adaptability, empathy, etc. They are essential in professional life and cohabit with other skills and knowledge «hard skills» long preferred. "Unlike technical skills, it is not possible to delegate behavioral	-Everyone have his own soft skills. -These skills need to be more developed. - Technology can't replace these soft skills.	The soft skills are in need to be continually developed because they can't be replaced by technology.	

⁴https://www.researchgate.net/publication/258126575_Executive_Perceptions_of_the_Top_10_Soft_Skills_Needed_in_Today's_Workplace. (consulted 04/04/2020 at 21:00h)

⁵https://www.researchgate.net/publication/228136153_Study_on_the_Nature_of_Impact_of_Soft_Skills_Training_Programme_on_the_Soft_Skills_Development_of_Management_Students. (consulted 04/04/2020 at 21:20h)

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	skills to robots of Reflex Soft skills (Dunod 2014). ⁶			
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Table 1: the comparison of the definitions over time

1.4 The origin of skills:

The question that keeps coming up is the word “innate”. From the Latin «*innatus*» meaning «born with», the innate term corresponds to what existed in a person from birth, contrary to what he acquired and which belongs to his fundamental character. In his book, Karsenti, discusses and analyzes the innate character of leadership. He tells us about the three currents of thought referring to it. The first defends the innate character of leadership and is developed from the «theory of the great man» which postulates that great historical events are the fruit of one man, the second stream is the “contextual leader”, which promotes the idea that we become leaders through circumstances and contextual elements surrounding us. which promotes the idea that we become leaders through circumstances and contextual elements surrounding us. Therefore, the latest trend, "Process School 7", postulates a learning capacity of the leadership role, through experience and time factor. In addition, the author refers to a recent study conducted by five researchers who apparently discovered a DNA sequence referring to the leader characteristic in an individual. This would mean that an individual recognized as a “leader” would have, in essence, a sequence of his DNA to prove it. However, the researchers conclude their study by explaining that the presence of this gene in the individual’s DNA means 25% probability in addition to having a leadership role during his career path. There remains a 75% share to develop this role. Probability in addition or not, this study shows us that most of the so-called soft skills result from education as well as from the experiences and encounters that we make throughout our lives. To consider that the individual is predisposed, from birth, to have this or that skill, amounts to denying his capacity for evolution and learning. There is a form of common, tacit sense to say that learning to technical skills is permeable to training contrary to so-called soft skills that are not.⁷

The impermeability of learning soft skills through experience and training denotes a way of thinking and seeing the professional development of individuals as well as the benefits of

⁶https://www.researchgate.net/publication/228136153_Study_on_the_Nature_of_Impact_of_Soft_Skills_Training_Programme_on_the_Soft_Skills_Development_of_Management_Students. (consulted 04/04/2020 at 21:30h)

⁷ KARSENTI (T): *Le tableau blanc interactif (TBI)*, édition Sylvie Coté, Montreal, 2016, pp.21-22.

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training referring to them as an inverted placebo, more commonly called "nocebo". In other words, the nocebo effect corresponds to the fact of expecting negative side effects and thus causing them to occur. A manager who considers that soft skills training does not allow him to develop soft skills in his employees, because he will tend to adopt an unusual conception, will have a lesser impact on this type of training. To illustrate this, we can give the example of the catalogue of training offers from companies which, for the vast majority, maintain a category called «personal development» and in which we find yoga classes, mindfulness classes, of art or training on a better knowledge of oneself. This incongruous mix of training in the same place in the catalogue demonstrates a denial of interest on the part of the company. Indeed, we note that all training courses based on soft skills topics, suffer from a lack of interest on the part of the company's players and are rather seen as a means of reward for the employee. In the continuity of this theoretical detour, then comes the question of accompaniment in formation. In order to question the managerial practices of coaching in soft skills training, we only have to look at this topic since soft skills have just been explored. Through the literature, we focus on the two stages of this practice, before and after, as well as the accompanying posture.⁸

We can find the difference between the born with and acquired skills in the example of football players Lionel Messi and Cristiano Ronaldo the first has a born with football skills but the second one developed his skills by training and hard work, that's why we find the majority of the born with skills unorganized the contrary of the learnt skills they can manipulate and use every skill in its place with perfection.

1.5 Soft skills in 2020 and the digital revolution

1.5.1 The Soft Skills reflex:

- **The updating of soft skills**

Soft skills are a concept that has now found its place in the world of management all over the world, a number of points relating to this previously very Anglo-Saxon concept have been clarified, he then asked himself the question of an initial classification of these flexible competences on which we would have to invest to propose a lasting and lasting evolution of the competences of the employees, it is not certain that what we considered at the time is still

⁸ KARSENTI (T): *Le tableau blanc interactif (TBI)*, édition Sylvie Coté, Montreal, 2016, pp.25-28.

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as true today.⁹

There are new three new main concepts making a direct impact on the way we work: technological, social and techno-social. And day after day they are making new challenges on digitalization, demographic and environmental concept. To be successful in our days and the future we don't just need to develop our existing soft skills but also create new ones.¹⁰

New entrepreneurial soft skills framework outlines four categories of skills: intra-and interpersonal; create and solve; information, opportunity and risk management; and growth mindset. This is coupled with recognition of the increasing need for strengthened digital skills, moving from digital literacy to digital fluency. New techniques are being used to develop the young people soft skills. This is generating valuable learning. However, there are critical gaps, including limitations in measurement and a lack of robust evidence of impact. We should look over these gaps and get along with them if we want to make a real progress. There are two reasons for this need for updating. That is, the useful relationship that man has with his climate, annual assessment interview, mobility, etc. Companies, like employees, are taking more and more time to question the place of the man in the company and its evolution, his «career». More and more of them are even looking for a formula that would make the evaluation of competences not a unique and annual moment, but continuous and evolutionary. Thus, the very notion of competences has become inseparable from the question of its obsolescence.¹¹

- **Be multi-expert or nothing**

The rule is known: the more we develop our expertise in our area, the more difficult it becomes to leave our expertise and in this case to switch to another one, because this field demands time and mechanism that leaves no room for semi-expertise, you will have to be an expert in many areas without compromising mediocrity. Finally, here is a solution in the form of an anecdote school 42 is often cited as one of the world's most disrespectful specialized educational institutions. It was created on the observation of a need to train the future actors

⁹ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.53.

¹⁰ VANDENBUSSCHE-MASCLET (I): *L'EMPATHIE POUR MANAGER DEMAIN*, DUNOD, Paris, 2019, p.87.

¹¹ GOLEMAN (D): *Emotional intelligence*, edition Bantam Books, New York, 1995, pp.61-65.

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of information and in particular against the obsolescence of computer skills. One of the main principles of their innovative educational philosophy is to learn and above all to turn to the solution rather than to technicality but the consequence is: no diploma, no courses as such, no teachers but challenges and the importance of collective intelligence.¹²

- **The changing world of work**

There are three types of trends impacting our world: technological, social and techno-social. There is also a meta-trend, extending across all other trends, the acceleration of the pace of change, these trends are universal.

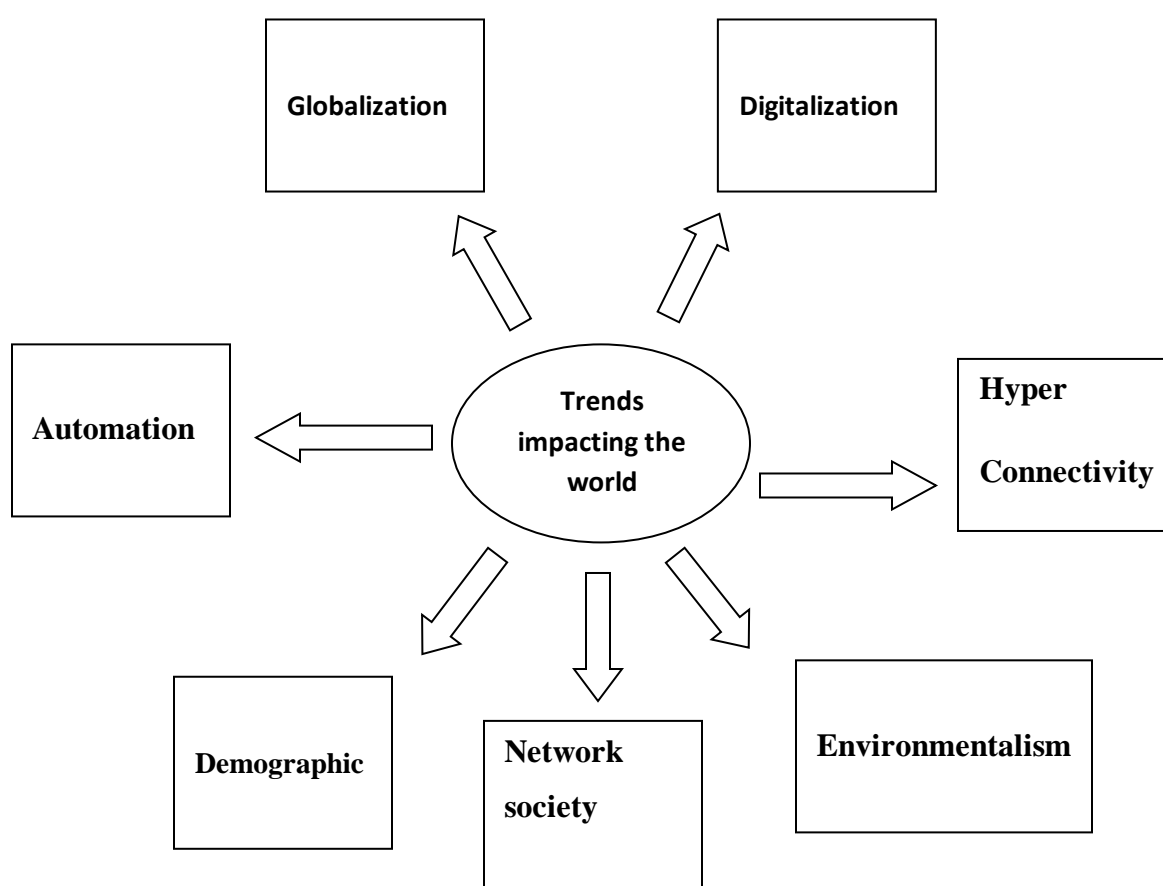


Figure 1: trends impacting the world¹³

¹² BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.68

¹³ Realized by me with adaptation

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All business owners must show concern for both environmental and social sustainability in their business practices. Appropriate green measures can boost competitiveness, reduce expenses and help avoid potential legislative penalties. There are many opportunities, however to leverage them we will need new knowledge and skills.¹⁴

1.5.2 The digital revolution:

With the fourth industrial revolution on the horizon, the modern workplace is continuously evolving in response to new challenges and priorities. However, it is not only the dynamics of the workplace that have changed. While businesses are becoming increasingly reliant on technology for both mundane and complex daily tasks, the way technology is revolutionizing the workplace now goes much deeper than merely introducing a different interface or IT platform.¹⁵

Digitalization has had a profound impact on the roles and skills required to help businesses, companies are struggling to attract prospective employees equipped with the digital skills they need to help adapt to AI, digitalization, and automation.

It will be these skills that hiring managers will be focusing on to help shape with the digital future. Businesses will be looking to plug their skills shortages by attracting candidates who can help them thrive by learning the both of process and policy changes of digitization with the need for human passion, creativity and innovation. Companies also risk not taking full advantage of the opportunities new technological advancements can offer if they fail to supplement this with candidates who can successfully see digital change through.

With almost four in ten UK businesses believing that digitalization is the biggest influencing factor on the future workplace, this trend is set to continue, also the pace of technological development hasn't, however, simply highlighted existing skills gaps; it has also heightened demand for a different set of skills. With AI and automation taking over time consuming tasks and freeing up the workforce for more strategic and innovative jobs, businesses are now increasingly looking for employees with the necessary soft skills to help lead both IT and finance departments into the digital future.¹⁶

¹⁴ DIDRY (A): *activez vos soft skills*, edition EYROLLES, Paris, 2020, p.44.

¹⁵ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, pp.75-77.

¹⁶ https://aibusiness.com/document.asp?doc_id=760886&site=aibusiness. (consulted 07/04/2020)

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1.5.3 The factors of change:

The best way to make good resolutions, is to follow the annual findings of the OECD and the Davos Forum, for several years now, their findings have been similar: the fourth revolution that is about to open will have an impact on employment. Of course, we will have to redesign our activities and businesses with more automation. But this automation would not be what will most influence the world of work as we know it. This will more certainly be the replacement of workers by independent workers.¹⁷

The whole problem stems from the long-held belief that growth was the immediate consequence of an industrial revolution. For some, the beneficial effect played out. But it has recently been discovered that this is not so systematic, especially during the third revolution of electronics and information technology. Although this period has led the major players in the industry to globalize, the fact remains that the productivity gains they were supposed to bring to the economy as a whole, and therefore to employment, have not appeared. The Nobel Prize winner in economics Robert Solow even wondered where the computer effect was. It is therefore with a negative employment record that the last industrial era ended, before the destructive innovations of the new revolution arrived. Fewer jobs and fewer systemic crises but paradoxically no 'purge' effect of a system has formed a very fragile foundation at a time when new technological disruptions have come to reshape the economic and employment cards.¹⁸

This raises the real question, in many countries, of the possible development of employment in general and of the statutes proposed in particular.

1.6 The future of your profession:

According to a 2017 Mckinsey study, 800 million jobs will disappear around the world in favour of technological innovations by 2030. This may seem huge and worrisome, unless you see the other side of this coin: 60% of the trades of 2030 do not yet exist today according to studies conducted by Adecco.

Some trades are disappearing, but others are appearing. And for those who will not disappear, there is a good chance that they will evolve. We already see it today, for example,

at 02:30h)

¹⁷ BARON, (H): *the Writing Experience 2001: the Palm Springs Writer's Guild Anthology*, edition iUnivers, Indiana, 2001, p.84.

¹⁸ Ibid, pp. 85-86.

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with communication agencies using new tools to support their clients.

If tomorrow the hard skill becomes totally delegate to a robot, two scenarios are possible (simplified):

- Their role is no longer necessary and they have to change jobs (and learn a new emerging job).
- If their job evolves, having more an aspect of piloting and co-creation.

In both scenarios, humans will have to adapt their sense of observation, their concentration, their creativity, etc.

So many Soft Skills useful in other professions, existing today or emerging tomorrow. They will then be able to reuse these skills either in a new trade or in an updated trade. And this is true for all professions; one of the specificities of man is his ability to adapt to new situations and challenges. Soft Skills are a great demonstration of this in the business world: they will always remain relevant where some Hard Skills may become obsolete.¹⁹

Section two: the importance and the different models of soft skills in the workplace

2.1 Soft skills, new social skills:

In the world of work contemporary, any position implies having to engage in communicative relationships and interactions with others (Beckers, 2002 cited by Faulx and Peters, 2011). Therefore, it is expected that individuals develop their social skills in a professional context: negotiation skills, demonstrate emotional intelligence, leadership, communication skills, speaking in public... (Faulx & Peters, 2011) as these “personal and social skills would be good workplace Performance Indicators”.²⁰

Soft Skills has been grouped into 6 categories of which they are subdivided into different soft skills (sometimes called qualities), which we will detail below:²¹

¹⁹ BOURET (F), HOAROU (J) and MAULEON (F): *Le Réflexe Soft Skills*, édition DUNOD, Paris, 2014, pp.98-101.

²⁰ DIDRY (A): *activez vos soft skills*, edition EYROLLES, Paris, 2020, p.78.

²¹ <https://coachme.fr/definition-liste-exemple-des-soft-skills/> (consulted 24/04/2020 at 20:15h)

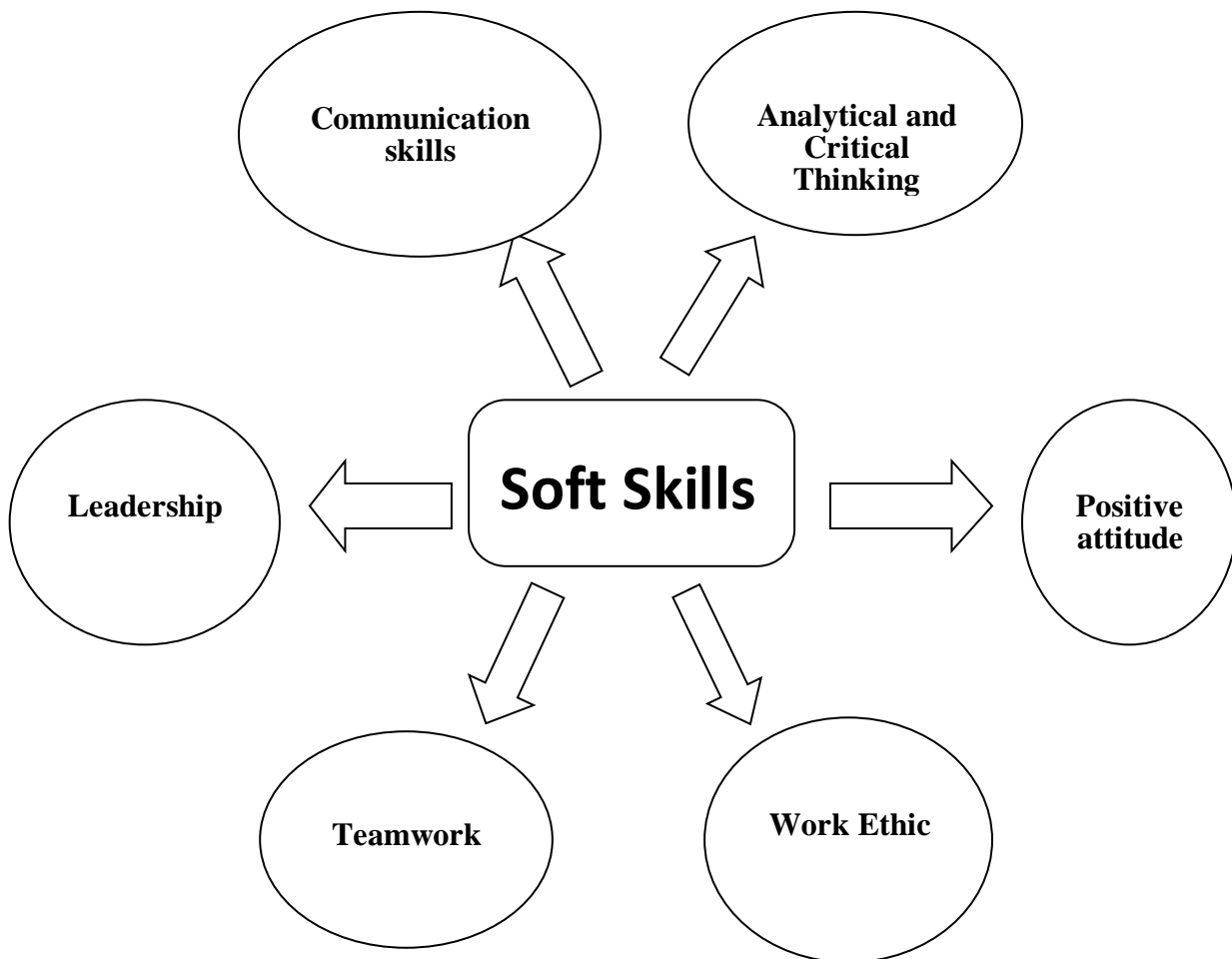


Figure 2: Soft skills categories

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2.1.1 Communication skills

Communication skills are essential in business at almost all positions (except those that allow for complete autonomy), where the following soft skills are integrated:

- Listening ability
- Persuasion
- Know how to negotiate
- Know how to speak in public

²² Realized by me with adaptation

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- Be strong to create Power Points presentations
- Know how to write well
- Pay attention to his body language.

2.1.2 Analytical and Critical Thinking:

Analytical and critical thinking is your ability to analyze a situation, and learn from it, allowing you to make the right decisions. Here are some softs-skills in this theme:

- Adapt to environments
- Creativity
- Thinking outside the norm
- Be familiar with the numbers
- Detect problems
- Want to learn
- Be innovative

2.1.3 Leadership

Soft skills in leadership are your ability to interact, listen, grow, and sometimes influence the people you work with. Some examples include:

- Resolving conflicts
- Management of employees
- Provide understandable guidance
- Give intelligent feedback
- Know how to delegate tasks
- Know how to manage and organize a meeting
- Develop talent
- Act as a facilitator
- Be inspiring

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2.1.4 Positive attitude:

Positive attitude reflects your ability to gain confidence, share positive values and motivate people around you. They are essential when you are a manager. Here are the softskills in a positive attitude:

- Be energetic and dynamic
- Enthusiastic
- Federate around him
- Knows how to be friendly
- Honest
- Work-life balance
- A little humor

2.1.5 Teamwork:

Teamwork emphasizes your ability to bring together different people and skills on a project, and to carry it out. There is the notion of overcoming difficulties and using each other's unique skills to do so. Some examples:

- Accept the feedback
- Customer oriented
- Puts team first
- Gets a team together
- Manages with enterprise policy
- Manages different personalities
- Be persuasive

2.1.6 Work Ethic:

This is your ability to be honest, fair and equitable in your decision-making. It is also a matter of adhering to the guidelines and deadlines given to you, in order to make the work on time, according to the instructions given. The most common softskills:

- Work for the general interest

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- Follows the instructions
- Equitably valuing everyone's contribution
- Is reliable
- Knows how to end an abnormal situation
- Knows how to work under pressure
- Knows how to plan his work
- Compliance with deadlines²³

2.2 The growing importance of soft skills in the workplace:

Let us assume that most if not all of the jobs which consist, in part or in full, in a repetition of identical tasks day after day, will disappear. Since everything that involves repeating an action, such as assembling car parts, for example, can already be done by many robots, we have no great difficulty imagining this scenario.²⁴

Soft Skills help you make a difference. They are the ones that mark your uniqueness, but also orchestrate the work that will be done by artificial intelligence. It is about making yourself essential and useful to society through a profession that you and only you are able to carry out, and whose functions evolve over time. The good news is that there are techniques to achieve this.²⁵

2.2.1 Become a «chameleon»:

To deploy its Soft Skills operationally in a professional world governed by change and uncertainty, it is necessary to adopt a form of code, which allows to evolve like a chameleon in the disturbance of working life and to adapt to its demands while remaining ourselves. The Soft Skills Code that we have established is based in particular on numerous observations of individuals who seem to evolve easily within a constantly redefining professional life. This

²³ <https://coachme.fr/definition-liste-exemple-des-soft-skills/> (03/05/2020 at 22:00h).

²⁴ BOURET, (F), HOAROU (J) and MAULEON (F): *Le Réflexe Soft Skills*, édition DUNOD, Paris, 2014, p.114.

²⁵ BOURET, (F), HOAROU (J) and MAULEON (F): *Le Réflexe Soft Skills*, édition DUNOD, Paris, 2014, p.115.

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code is related to a notion that is found in various scientific fields such as mathematics, physics or futurology. This defining notion, which corresponds to the objective that can be achieved through the use of this code, is called “singularity”. There are many definitions of singularity, a vast concept that can contain many facets. For us, and for starters, the singularity responds to your ability to deploy your potential in a unique, differentiating, surprising, and unprecedented way. When you activate your singularity, you are able to evolve in real-time “who you are” and “who you can be”. When a recruiter meets several candidates with the same degree and, more precisely, the same technology, it is the singularity of the candidate that will mark his mind.

Many people manage to experience this singularity in an exemplary way, like some artists, entrepreneurs, chefs, consultants, writers, lawyers, teachers among others. In fact, in all areas, there are people who come to chart their way in a singular way. This singularity, once activated in a stable and sustainable way, could allow you to create a solid bulwark against the inherent risks of AI, but also to be able to work, if the need arises, with AI in good intelligence. This singularity will create a completely new, autonomous, promising and powerful professional identity card.

2.3 Emotional intelligence in the company:

Emotional Intelligence must somehow combine two of the three states of mind cognition and affect, or intelligence and emotion. Emotional intelligence refers to the ability to control, and evaluate emotions. Researchers said that emotional intelligence can be learned and developed, while other claim it is an inborn characteristic. Many of testing instruments have been developed to measure emotional intelligence. If a worker has high emotional intelligence, he is more likely to be able to express his emotions in a healthy way, and understand the emotions of other workers, thus enhancing work relationships and performance. Emotional Intelligence is a different way of being smart - having the skill to use his emotions to help them make choices in the moment and have more effective control over themselves and their impact on others.²⁶

Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general

²⁶ GOLEMAN, (D): Working with emotional intelligence, Bantam Books, New York, 1998, p.121.

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intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions, and regulating emotions.

In order to manage their emotions, and especially the fear that can take some forms of anxiety over the long term, athletes are particularly interested, in the context of their mental preparation, it is what we call parasitic thoughts and paradise thoughts.

- **parasitic thoughts:**

Corresponds to a thought that is not useful to our dynamic of the moment and that's not pleasant to maintain. These are the "I'm not going to make it"; "I'm not going to be up to it"; "I don't know where to start"; "I'm afraid I can't be convincing"; or even more "I'm afraid". Depending on the degree of intensity with which we cultivate these kinds of thoughts in our mind, parasitic thoughts will be a greater or lesser source of fear.²⁷

- **Paradise Thoughts:**

Conversely, a thought parade is a thought that will serve to short-circuit parasitic thought. This can be thought of as "No matter what, I'll do my best"; "I've already managed to face these kinds of appointments"; "I'll prioritize how I do my work"; "I don't think about how others look at me" or "I am serene and relaxed". This has a double objective: that of replacing parasitic thoughts, and ideally, that is no longer having parasitic thoughts, at least the minimum possible.

Four Major Components:

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management

A. **Self-Awareness:** To know which emotions you feel and why you feel them. Having the ability to see and understand the connection between what you are feeling and how you act on those feelings.

²⁷ <https://www.youtube.com/watch?v=flecCNe8yCA>. (consulted 21/05/2020 at 14:30h).

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- **Self-awareness:** Having the ability to understand what you feel and knowing why you feel a particular way.
- **Self-assessment:** Understanding the connection between what you are feeling and how you act on those feelings.
- **Self-confidence:** Believing in yourself by knowing you can do whatever is given to you. Offering your ideas and suggestions to others

B. Self-Management: Being able to control your feelings; take initiatives and being flexible to change.

- **Self-control:** Having control over your emotions. Knowing what your limits are and how to manage those feelings.
- **Initiative:** Recognizing and solving problems; striving to do better. Being accountable for your actions.
- **Adaptability:** Having the ability to change and dealing with those changes. Being flexible when working in teams or projects. Becoming accustomed to your surroundings.

C. Social Awareness: Being aware of other people's emotions. Understanding someone else's needs, how they are feeling and empathizing with those needs.

- **Empathy:** Caring about how someone else feels. Noticing other's emotions and being able to pick up on their cues. Listening to what someone is saying.
- **Organizational Awareness:** Being aware of organizations and knowing their leaders. Knowing your own company and who can give you inspiration.
- **Service Orientation:** Being there for others. Helping out someone; going out of your way for someone. Knowing the needs of others and acting on those needs.

D. Relationship Management: Having the ability to mentor, inspire and build a rapport with another person (leadership); to work well in teams and manage conflict.

- **Inspirational Leadership:** Taking on leadership roles and helping others to get the task done in a positive and effective way. Building strong relationships with others.

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- **Influence:** Convincing others to see your point and support your ideas. Giving out encouragement and being a positive role model.
- **Teamwork and Collaboration:** Being part of a team and helping others to work together. Encourage other's ideas and suggestions.
- **Conflict Management:** Handling difficult people and situations in a positive way using diplomacy.²⁸

2.4 Human added value:

Your strength points:

The points of strength can be summed up by your area of excellence and the pleasure you feel in acting. The area of excellence is one in which your potential can be fully expressed, with a correlation between your level of mastery, your level of motivation and your level of concentration. Here are some examples of areas of excellence.²⁹

- A sales person who is in a networking situation, has a good command of oral communication, feels in a stimulating environment and manages not to be distracted in this situation.
- A karateka in competition, mastering his "kata", driven by victory and totally focused on his martial performance.
- A good student in philosophy, mastering his courses of the year, loving this subject and can be absorbed by the writing of his dissertation.

In this area of excellence, your Soft Skills and your favourite Hard Skills (those you master best) they are there, allowing you to have a high level of performance. However, it sometimes happens that an area of excellence does not have fun in action. In this case, it may be people who have mastered their subject and who want to take up a new challenge or it may be multi-potentials who need to have several different activities to stay stimulated. In this case, the performance will be less than if the area of excellence enhance with the area of pleasure.

²⁸ European Journal of Business and Management ISSN 2222-1905
University Center for Training & Development 3/2010

²⁹ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, pp.94-95.

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Hence the importance of integrating fun into action, In this case, when the zone of excellence corresponds to the zone of pleasure, then we can talk about points of strength. To rely on these points is to ensure a high level of performance and a high level of well-being.³⁰

The manager has an important role in coordinating a person's points of strength with his mission. However, it is in the best interest of the designer to have a good knowledge of himself in order to guide the manager in his decisions.³¹

- **Productivity:**

Productivity consists of performing a maximum number of tasks in a minimum amount of time: being able to reply to a hundred e-mails in record time, contacting twenty people in one day, performing twenty-five tasks on your assignment list, etc. Here it is a quantitative and not qualitative data (no matter the task carried out, the important thing is its realization).

- **Efficacy:**

To be effective is to achieve its objective, regardless of the resources used or the time required for it. It is therefore essential to be effective in identifying your goal and the tasks involved. One of the best practices recommended is to start your day with the most important task. It is indeed at this moment that the brain has its strength of will at most and then allows to carry out sometimes not very motivating tasks (and therefore requiring strength of will). If you wait until the end of the day, and you are tired, you will be less likely to make sure that this important task is carried out. You may be held back from your effectiveness. Perhaps you tend to postpone certain tasks and feel guilty, Rather than feel guilty, try to adopt a constructive state of mind:

- Why did you decide to postpone this task? Is it important
- What prevented you from doing this task? What prevented you from doing it?
- How do we accomplish this important task and lift these brakes?

These questions will allow you to better identify important, effective tasks and sort. If you

³⁰ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, pp.98-100.

³¹ VANDENBUSSCHE-MASCLET, (I): *L'EMPATHIE POUR MANAGER DEMAIN*, DUNOD, Paris, 2019, pp. 122-128.

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delay ineffective tasks, then why feel guilty?

As well, you will learn to better identify what is holding you back, to better understand how to overcome those brakes and therefore to know you better.

- **Efficiency:**

Efficiency is valuing the resources in a process. Economizing your time and financial resources to move forward on a project is an efficiency approach. If you can implement a new tool that will save you time, then you need to be more efficient. If you use a solution that will make you save single day at the same location, you save time and are more efficient. Unnecessary expenses, you are efficient. When you group your appointments on a Being efficient does not mean being productive: you can be efficient on a single task during the day if you have for example saved 20% of your budget or time.

Efficiency also doesn't mean you have to be effective: you can optimize your resources on tasks that are not related to your goal. But as you will understand, being efficient will help you in your productivity and effectiveness, And this is valid both individually and collectively.

- **Efficiency at the collective level:**

A productive, effective and efficient person will bring tremendous added value to the business by:

- It saves resources.
- It manages to achieve its objectives.
- It knows how to concentrate and organize itself to produce many tasks in a limited time.

But as the performance of a football team goes beyond the sum of individual performances, the company needs collective coherence to have a high level of overall efficiency.

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Section three: develop soft skills in daily life

3.1 Intuitive intelligence and the No-w strategy:

For Roland Jouvent, professor of psychiatry and director of the CNRS Emotion Centre, “Intuition would have to do with this ability to imagine answers and solutions that are not “predictable”.³²

a) Access the flow status:

Flow is a state of trust, serenity and efficiency that is regularly experienced by great sportsmen, artists and musicians. This state is also called “the zone”. Perhaps you have already experienced this feeling of being fully immersed in what you are doing, of not making any effort, and of not feel like time is running out either. In this state, you are in total confidence, you demonstrate efficiency and unprecedented precision in the actions you perform. The sensation of being connected to your intuition is then at its peak and you are in a full mobilization of your Soft Skills.³³

b) The No-w Strategy:

When we say “No-w Strategy”, we can hear it in two ways. These two possible understandings, both equally important, are at the heart of the power of the tool.

The No-w Strategy consists, to achieve a particular objective, of not having a strategy (No Strategy), except to follow the intuition that is yours now, your strategy of the moment (Now Strategy). Indeed, to achieve their goal, great athletes sometimes get used to letting go of any more or less complex form of strategy (No Strategy) to be fully connected to their intuition. The athlete’s intuition gives him the best strategy in real time, a strategy of the moment (Now Strategy), to be adapted to the complexity of the situation.³⁴

Having a strategy is to skilfully coordinate actions to achieve a goal. The problem with this coordination is that many questions are often linked to it. These sometimes waste a lot of time and energy for a result that does not always correspond to what was expected. “Am I

³² Author of *Magician’s Brain*, Odile Jacob, 2002. Quoted in the article «Developing His Intuitive Intelligence», February 2011.

³³ <https://www.youtube.com/watch?v=Ww3a1TqBry0>. (consulted 28/05/2020 at 13:00h)

³⁴ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.112.

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going to be on schedule to complete all of these steps?”, “Is this sequence of steps going to work?”, “Have I not forgotten some of the essential elements to achieve this goal?”, This kind of questioning will not necessarily prevent us from fulfilling our purpose, but can parasitize our current dynamics. Indeed, by questioning ourselves in this way, we often undertake intermediate actions that will slow us down. To go straight to our goal, our dynamic of the moment must not be disturbed by uncertainties corresponding to the strategy we have chosen. Strategy is about removing these uncertainties to act more accurately and quickly and firmly anchoring in our minds the idea that “there is no better strategy to follow than the one that inspires me now.” Eliminating all the questions necessary to develop a strategy allows us to focus only on the goal to be achieved.³⁵

3.2 Soft skills code:

The soft skills code is a piece of baggage that allows us to serenely deploy our singularity in a changing, demanding, complex, imprinted-visible professional world. It will greatly enhance our adaptability potential and transform many uncomfortable situations into an effective solution, in record time. If you take the time necessary to appropriate it, it will allow you to stand out in the world of work while evolving smoothly within it. The code Soft Skills is summarized in one word that contains others. It is a code with several drawers. By remembering this code, you will then have at your disposal, every moment, a range of valuable and operational tools to achieve the above-mentioned objectives. The word that encompasses and represents the Soft Skills code is the word "INEDIT".³⁶

This word contains several anagrams in the English language, each of which represents a part of the code. Below is an overview of the Soft Skills code and these different parts that we will then detail:

³⁵ Ibid, p.117

³⁶ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, pp. 150-155.

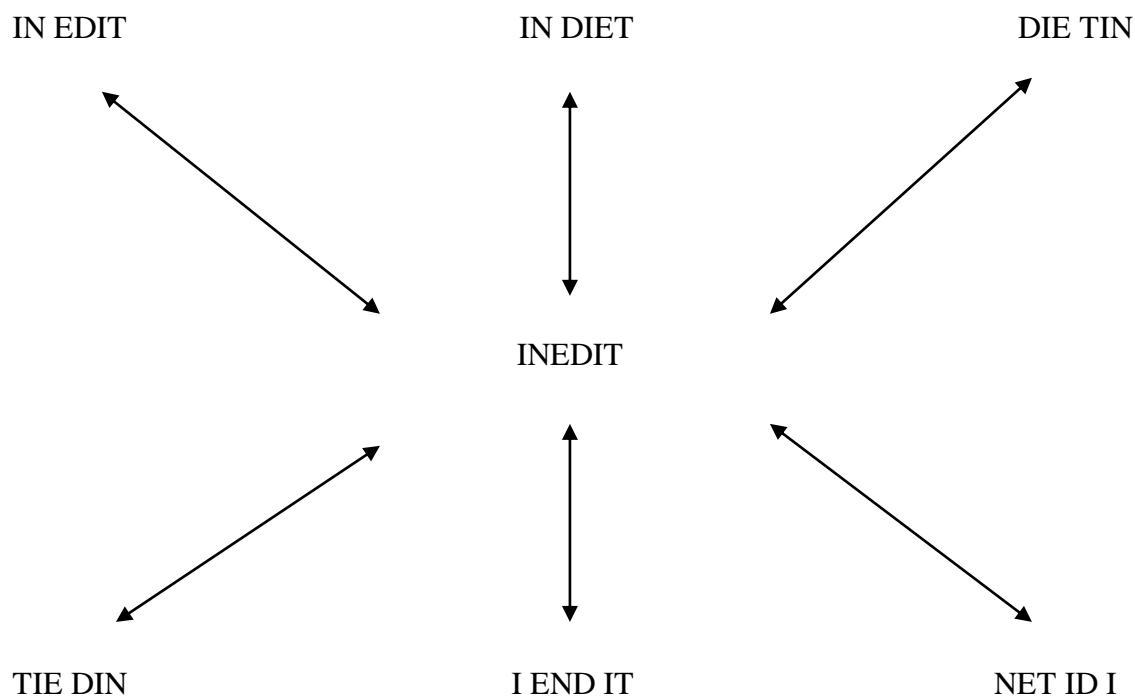


Figure 3: The soft skills code (by julien and bouret)

A. Part 1: develop a new attitude

The central element of the code is the term “INEDIT” which corresponds to the new and non repetitive character that each individual is able to adopt, whether in terms of thoughts, emotions, behaviour, creations and results. By practicing a new attitude, you activate your singularity and differentiate yourself in the professional world. You then become the artist of your professional adventure. It may sound simple, but in reality it’s what you might call a “brain hacking”, to the extent that our brain has enjoyed imitating, reproducing, copying, and that since our earliest childhood. It is this desire to imitate our parents that allowed us to learn how to walk. On a daily basis, most of us adopt an attitude of repetition, or even imitation, rather than an unprecedented attitude. We have our habits and like to stick to them. They reassure us and correspond to what we call our comfort zone.

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Using the first central part of the Soft Skills code corresponds to exiting it. One might think that going out of one's comfort zone is like getting away from it, getting into trouble, and that often implies a fear of the unknown. But in reality, we will see that going out of its comfort zone means widening it, and therefore increasing your degree of comfort in multiple contexts.³⁷

To go further and in a practical way, and so that you can experience this first part of the code that represents the adoption of a «New» attitude on a daily basis, we will deepen the Soft Skills of stress management. It represents a powerful lever and also illustrates the challenge of being new

- **Stress management:**

If you manage to no longer suffer your own stress, being able to neutralize it it will be much easier to deploy a number of other Soft Skills. Among these Soft Skills, we can talk about communication. Your non-verbal and para-verbal language in good communication is of great importance, as it is easy to observe great variations in these two languages between states of stress and states of serenity. Your ability to look into the eyes of others and to speak clearly, simply and fluently will be more difficult to mobilize if you are stressed than if you are totally serene. And as you do, fluid communication is very valuable for engaging other Soft Skills such as your ability to work in synergy with others, your time management, your ability to conduct a meeting, to convey trust, or even more simply, to convince.

B. Part 2: continuous improvement

The second part of the code, which corresponds to a first anagram of the term "INEDIT", is the English expression "IN-EDIT", this second part represents the dynamic attitude of constant progress that we invite you to adopt. This includes maintaining one or more “ongoing” projects on an ongoing basis. Challenge your own projects allows you to develop your Soft Skills over time.³⁸

This part of the code corresponds to the state of mind of continuous improvement. All your life you are in «continuous training». If you keep that in mind, whatever results and

³⁷ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.157.

³⁸ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.158.

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objectives you want to achieve, and whatever failures and difficulties you face, you are in the process of developing. If we were to summarize this part of the code, we could say that you are still in a training phase to progress. This type of look at everyday life will allow you to transform the difficulties into experiences needed to strengthen your skills. We quote François Ducasse: «*The principle of training is to provoke difficulties which stimulate skills*». When you have one or more ongoing projects, you experience your Soft Skills, and at each stage of the project, you become familiar with the ones you have the most, as well as those you have the least.

C. Part 3: facing information flows

Part 3 of the Soft Skills code is the English term “IN DIET”. Not to mention diet, the fact that you know how to be in a diet state of mind, is linked in particular to the notion hyperconnection. In the age of hyper connection, the ability to step back and sometimes distance yourself from the constant flow of information that revolves around you will allow you to keep your lucidity and your autonomy to create something new. But above all, knowing how to be «IN DIET» will represent a valuable attitude to strengthen your ability to conceive, manage emotions and your ability to take a step back, these Soft Skills being significantly weakened by the surplus of information to which we are exposed every day. From the point of view of Jean-Philippe Lachaux, Director of Research in Cognitive Neuroscience at Inserm, «*it is not our contemporary who suffer from problems of concentration, it is the mass of information that has suddenly exploded*»³⁹

D. Part 4: thinking outside the framework

The idea lies in another sub gram of the term “INEDIT”. This is the English expression “DIE TIN” (the term “tin” meaning "Small box"). The meaning we give to this expression is the fact of being able to «get out of the box». In other words, this part of the code is about your ability to think outside the box, but also maybe, depending on you, being an independent worker of the boxes. The main issue here will be to ensure that there is no dependency relationship with one or more companies. It will no longer be you who need the company, but the company that will need you.⁴⁰

³⁹ Testimony gathered in the magazine Le Point n° 2230 of June 4, 2015.

⁴⁰ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.161.

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The "Die Tin" spirit therefore consists in avoiding locking your thoughts in a framework, learning to abolish it to find new solutions adapted to complex problems. To refer to Albert Einstein's famous phrase "You can't solve a problem from the same thinking system that created it", the challenge here will be to reset the meters on how you could a priori solve a problem or generate ideas.⁴¹

- **The ZERO-POINT Technique :**

The Point Zero technique helps to stop the mental chatter that parasitizes concentration, but also and above all to generate a new attitude. It consists of regularly aiming at a point in your immediate environment by visualizing a small zero instead of that point. If you work on a computer with a built-in webcam, you can, for example, regularly aim the lens of your webcam with a zero in mind. Symbolically, the zero number invites you to start from scratch in the thread of your thoughts. It means that you can recreate a new thread of thought, which of course concerns the task you want to accomplish, or something else for that matter. You can find another point in your immediate environment that you can aim for by thinking of zero. The zero point can also be imaginary and present only in your mind. The main thing is to have the reflex to put your mind back to zero as often as possible, creating the «zero» thought. Once again, it is not a question of thinking of nothing, but of thinking of "zero". This is perfectly in line with the notion of a bubble evoked in the «IN-DIET», since it can have the shape of a bubble. Having your gaze focused on this imaginary «zero» or «bubble» will direct your attention to a new intention virgin of any parasitic thought.⁴²

E. The 5th part: keeping calm

The spirit of Part 5 of the code corresponds to another anagram of "INEDIT", the expression "TIE DIN". The idea of this part of the code is when there is a disturbance or conflict between two people for example; aim first of all at locking up any form of verbal, physical or even mental agitation. For a manager for example, it will be necessary to resolve a conflict, to make sure to limit any increase in voice, by maintaining calm and confident. The noise or «agitation» can have a domino effect, and give rise to anger, tensions that are of

⁴¹ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, .pp.162-163.

⁴² Ibid, p.164.

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course not desired within a team.⁴³

One of the other issues of “TIE DIN” is on a more personal level and is related to other issues. It consists in maintaining a mental calm by «knotting» the very beginning of the agitation of the thinking. Most of the stress experienced in the company, which, as we recall, is a hindrance to the mobilization of its soft skills, is born of chatter that can evolve into uncontrollable spirals. Knowing how to quickly tie this mental noise is a precious skill that can be acquired by simple reflexes. One of them is to focus for a few minutes without effort on the simple going and coming of his breath. To go further, we will present here another practice that allows to «tie the noise» and that can be applied both personally and interpersonally. Whether you are witnessing agitations and perhaps even tensions between many people, or witnessing your own inner agitation, we invite you to practice what we might call an “inner stop” To quote once again Patanjali, «*Yoga is the expression of the automatic activity of the mind*». When we observe, for example, two people having a tense exchange, a natural reflex might be to take one of the two sides, even if only internally. With reference to mirror neurons, our tendency to reproduce what we observe in a mimetic way, can invite us to position ourselves as if we were one of the two obscene people. Without taking a step back, our brain will tend to want to make itself a point of view on the subject at the origin of the tension. This is commonly referred to as a reaction. But in the goal of “tying the noise”, or in other words, calming the game, it may be interesting, rather than reacting, to stop for a short moment to “take the height”.⁴⁴

In summary, keep in mind as often as possible that tensions are not present in your natural state. The space between the breath and the breath reminds you of this. Without stopping to breathe, these downtimes, practiced regularly, will allow you to regain a calm already present. Unite mentally with the natural calm that can exist between two thoughts, between two sensations, between two gestures or actions, between two intentions. It is this space that can allow you to adopt the right posture for yourself, find the right words and attitude that will calm your own inner «noise».

F. Part 6: the intention

⁴³ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.170

⁴⁴ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.172

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The sixth part of the code, always taken from an anagram of "INÉ-DIT", corresponds to "I END IT". This part of the code corresponds to going to the end of your intentions, especially in the distribution of your daily tasks. Knowing how to show tenacity and confidence to carry out your projects while respecting the arrangement of the various planned actions, corresponds to this part of the code. The main objective of this part of the code is above all to avoid the temptation of multitasking. Before you want to change tasks, make sure that you have not necessarily completed your current task, but that you have been faithful to the intention that was yours in a dedicated time slot. "I END IT" reminds you not to super impose your intentions, to really organize your days in a segment of intentions, and to go to the end of your intention during the time you have dedicated to it. For example, if from 10:30 am to 11 am, you plan to manage your emails, and then do not answer the phone if it rings. Finish your intention of the moment.

Your brain will thank you for this, and you will save time as you do not have to impose "unscheduled juggling" on your attention capacity. If, on the other hand, you are fully immersed in the preparation of a meeting, one of your colleagues comes to ask you for a little help, explain to him kindly that you will return to him as soon as you have finished what you are doing. Remember that giving in to the temptation of multitasking is a waste of time, but also of productivity and concentration. You will end your days much more tired by doing multitasking. Indeed, your sleep may be more restless, and in the end you will be less productive the next day.

If multitasking can apparently solve short-term problems, this attitude will clearly be disadvantageous in many aspects in the long term. "I END IT" also represents the idea of fulfilling your desires, believing in your dreams and not burying them in your memory. An obstacle gets in your way during a project? Do not panic, they are always rich with teaching to consolidate, nuance or adjust the turn of your project. You had a dream but you realize that it can be difficult to achieve? Do not put it in the trash, keep it in a corner of your head, and write it on a notebook.⁴⁵

G. Part 7: Digital identity

The 7th and last part of the Soft Skills code, always taken from an "INEDIT", contains three concepts: NET, I and ID. The term ID corresponds to your identity. The three grouped

⁴⁵ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p.175.

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terms “NET – I – ID” represent “your identity within the Internet”. When we talk about the “Internet”, the “NET-I-ID” corresponds to how you evolve your personal and professional identity on the Internet. It can be likened to what is called your e-reputation, or in other words, your personal online brand. It corresponds to all the information we can find about you, which allows us to define you in some way. We can also name it your digital identity. In an era of multiple transformations in the world of work, having a real digital identity is a key to professional visibility.

Surfing the transformation of the world of work also involves using the tools of this transformation. Social networks are able to communicate and in a new way. We come back to the notion of the new. It’s up to us to shape our “digital” as we see fit. The challenge will of course be for you to watch over this information, to control your identity on the Internet, but above all, to update and boost these informations.⁴⁶

3.3 Reclaiming time and attention:

3.3.1 The challenge of refocusing on the intention of the moment:

Some experts estimate that it would take us an average of a minute to reawaken our attention to the task we were doing when it was disrupted. And a minute is usually a minimum. If you choose to respond to a call when you are fully immersed in a file, and that call is characterized by engaging exchanges with your interlocutor, it is likely that you will reconsider for a while this conversation, telephone call after hanging up. This moment could last well over a minute. Your attention will be focused on the past, on the conversation you have just had, or on the future, on the perspective that this call can open, not on the present moment. It is not really the fact that our attention is regularly solicited that is problematic, but the fact that we are not aware of it. Learning to stay in control of where we focus is a key to significantly improving our time management. The term “attention theft” that we use may seem exaggerated, but it is based on a simple, easily observable finding, even among the youngest. The screens have a hypnotic power, and it may be precious not to forget it (Didry, 2020).⁴⁷

⁴⁶ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, pp.177-178.

⁴⁷ NORTHOUSE, (P): *Leadership theory and practice*, Thousand Oaks, Sage, 2010, pp.84-85.

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3.3.2 Time management:

- **Some recommendations to significantly improve your time management:**

Accept the idea that you can't be available all the time. You will therefore have to learn not to respond to a solicitation that does not concern your intention at the time you are solicited. If, for example, your phone rings when you are fully immersed in the processing of a file, and unless it is absolutely urgent, remember that your voice mail is your friend. You'll call back later.

Identify and reduce your points of digital disruption, such as your open mailbox when you don't need it, notifications of applications that you can disable, or web windows opened on your browser and you don't need it either right now.

The brain likes to have the task easier and if you want to achieve your goal, go objective by objective, rather than wanting to superimpose several intentions at the same time.⁴⁸

Allow yourself to take more breaks. They allow you to reobserve the "mental vagrancy" that your brain needs, but also to solve problems or generate ideas that you would not have found while being physically and mentally working.

The ability to strengthen your concentration has many benefits, including facilitating the achievement of your objectives. There are many exercises to strengthen your concentration. Here is one called the «body scan» used by some high level athletes. It consists, if possible in a quiet place where you will not be disturbed; to take a few minutes to become aware of the various sensations you can feel in your body. For example, starting at the bottom of the body, train yourself to "scan" mentally and gradually each part, without judging or interpreting what you are observing, but just exploring the sensations and the tensions, you will see an improvement in several Soft Skills such as the ability to concentrate, but also your emotions management or your creativity.⁴⁹

- **The art of taking a pause:**

⁴⁸ VANDENBUSSCHE-MASCLET, (I): *L'EMPATHIE POUR MANAGER DEMAIN*, DUNOD, Paris, 2019, pp.105-107.

⁴⁹<http://www.uvm.edu/pdodds/files/papers/others/everything/killingsworth2010a.pdf>.

(Consulted 01/06/2020 at 01:10h).

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It is common to think that to be effective, it is better, as long as our body allows us, while trying to maintain long periods of concentration. It is also thought that a break is necessarily lost working time. However, if you want to experience a burn out, this is exactly the state of mind that should be adopted. But neuroscience today allows to refuse all these. If you choose to limit the number of breaks you take as much as possible, as well as the amount of time you spend on them, then your brain will find a way to “just take the break”. It will make you feel it by a decrease in concentration, greater tiredness, a decrease in your creativity and your ability to make rational decisions. In general, you will also be more stressed. In fact, limiting the breaks will necessarily imply in the long term a greater difficulty to mobilize your Soft Skills. We will see that our brain has, in parallel with its analytical and computational capabilities, valuable soft skills, such as the ability to contextualize the information that reaches you, which are difficult to mobilize if we do not learn to take a step back. Taking regular breaks is simply respecting the operation and natural needs. In fact, you may have already noticed how breaks can help you find solutions to unresolved problems, or to think about tasks you forgot to do.⁵⁰

3.4 Soft skills and your professional future:

A person who has not implemented or experienced knowledge will not have the same level of mastery as a person who has implemented the acquired knowledge. It is in this sense that we speak of experience: it is the mastery of a skill or knowledge through practice. Each action is a source of learning and skills development. Making a presentation in a meeting is an experience of public speaking. Sharing your passion with a friend is an oral communication experience. Finding a solution to a stressful situation is an experience of managing emotions and problem solving. It is in this sense that Soft Skills have a central link with experiences: each action makes it possible to mobilize and develop them. Soft Skills therefore make up your capital of experiences and behavioural skills. You can enhance them with your past and current experiences. You can also naturally develop your Soft Skills through regular challenges.⁵¹

1) The development of soft skills in daily life:

Soft Skills are transversal and “non-authorizable” human skills, unlike Hard Skills,

⁵⁰ DIDRY, (A): *activez vos soft skills*, edition EYROLLES, Paris, 2020, pp.89-90.

⁵¹ BOURET (F), HOAROU (J) and MAULEON (F): *Soft Skills*, edition DUNOD, Paris, 2018, p187.

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which are based on concrete, delegative actions, the needs of which are rapidly changing in our time. This is how emotional intelligence, relational intelligence and intuition, for example, allow people to adapt in a world where jobs appear and others disappear. These new jobs also give more importance to the human and his personality, which is starting to be more and more demanded in some job interviews.

It's a natural process: when I set a goal, I think about how I can get there. I quickly realize that hard skills are not enough. When I take a step back on the way I work, I realize that soft skills are the basis of decision-making, thus channeling action. They are an integral part of this process, I create situations in which my Soft Skills can express themselves naturally, and their development becomes a consequence of my experiences.⁵²

2) The key to develop my soft skills :

This training is composed of three phases:⁵³

➤ Capitalize on lived experiences:

For this first phase, complete a table to take stock of the Soft Skills you have been able to develop so far.

List the different meaningful activities that helped you build your character or behavioural skills in the “experiences” column.

Then assign to each of these experiences the soft skills that helped you meet the challenge you faced in the “capitalized” column.

Finally, list, for each of the situations, the Soft Skills that would have helped you but that you could not mobilize at that time, in the column «to be developed».

➤ Identify preferred Soft Skills and those to be strengthened:

With the “Capitalized” column, you have been able to identify your strengths, your favourite soft skills, those you can activate more easily and quickly in difficult situations, and you can group them and rank them by importance.

⁵² DIDRY, (A): *activez vos soft skills*, édition EYROLLES, Paris, 2020, pp.92-93.

⁵³ BOURET (F), HOAROU (J) and MAULEON (F): *Le Réflexe Soft Skills*, édition DUNOD, Paris, 2014, pp. 121-122.

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A Soft Skill that will appear four times in this column will be more important than a Soft Skill that will only appear twice. Once the ranking is done, remember the Top 3. Now proceed in the same way for your Soft Skills «to develop-lopper», those that would have been useful to you and that you could not activate at the time.

Identify your Top 3. These will be your priority in your training program

➤ Build a training program:

For each of the Soft Skills of your two Top 3, choose a specific activity to perform with regularity and duration, to make it evolve.

For example, in order to develop your level of organization, you can train every three days to put your notes in order for 60 days. If you want to manage your stress better, you can practice daily relaxation exercises for 90 days.

You understand the principle: it involves activating a Soft Skill regularly for a minimum of 30 days to develop it.

This three-step exercise allowed you to better identify your strengths, become aware of your areas of improvement and develop them in a sustainable way, all through specific activities and experiences.

To conclude we can say that there are limited informations about the perceptions of which soft skills are needed in the workplace, soft skills include communication skills, problem-solving skills, conflict resolution, working well with other people, and ensuring customer satisfaction are very important for the company, that's why the gaps should be well defined in the company's social environment

This study attempted to close the gap in the literature concerning the perceptions of instructors and employers in the area of soft skills in the workplace.

Soft skills must not only push companies to improve, but also ask them to continually question themselves, this method confers considerable advantages on the firms using it, for this reason we should well define the social environment to know the applications of these skills.

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Second chapter: soft skills and the social climate

1. Section one: Introducing the social climate

Introduction:

A favourable social climate allows the company to retain and attract the best employees, strengthen its image and insure its social and economic sustainability.

The social climate is therefore at the heart of corporate performance. Indeed, to take advantage of this value-creating lever, companies are increasingly urged to prevent or cure problems that could hinder their social climate.

As a result of our research on this topic, a question emerged, that of the real link between the social climate and soft skills in companies. This question will be the main thread of this research work. We think that this question of the social climate is central, perhaps even the main one Human Resources Services Concern.

1.1. Definitions:

In order to achieve the maximum profitability in full efficiency, companies need to work very hard to provide and create the proper area for their employees, a good working environment where people can communicate, collaborate, concentrate and contemplate.

Several factors intervene in order to create a good working environment in a company. Our topic is one of these factors which is **“the social climate”**, so what is the social climate? And What is a **“social environment”**?

there is not a single definition of social climate but there are several definitions where we can find in a article on culture-RH.com: *“The social climate is the degree of satisfaction of the actors of an organization with it. In other words, consideration of employees as well as management teams towards the company, their personal and objective relationship at work.”*⁵⁴

Where also Jacques KEDOCHIM defined the social climate as: *“ a representation of relations existing between the company and its employees, representation forged over time by the perception of how they are viewed, how they are engaged, and informed them.”* The field of analysis of the social climate is theoretically delimited by 3 conceptual approaches It can

⁵⁴ Johan Hidouche,artical on CULTURE RH climat social : comment le mesurer? L’améliorer ?

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be understood through a **structural approach** that considers the social climate as the configuration of objective organizational attributes, another defines the concept according to the individual attributes of the members of the organisation, in particular **the psychological approach** to the social climate, and **the perceptive approach** states that the climate social is between the two; it is the result of employees' perceptions of their working environment.⁵⁵

In addition Lawler & coll (1974)presents the social climate as:” *the experience of the working environment and gives it the methodological status of an intermediate variable in view of its position as a result of the organizational configuration and direct action on the level of satisfaction and system performance*”.⁵⁶

On the other side **the social environment** consists of the sum total of a society's beliefs, customs, practices and behaviours. It is, to a large extent, an artificial construct that can be contrasted with the natural environment in which we live. Every society constructs its own social environment. Some of the customs, beliefs, practices and behaviours are similar across cultures, and some are not.

This social environment created by a society-at-large in which a business functions can be referred to as its external social environment. If a business operates in a multicultural society, then the social external social environment is even more complicated because the environment will consist of diverse sub-populations with their own unique values, beliefs, and customs.

A business also has its own social environment. We can refer to this as its internal social environment, which is simply the customs, beliefs, practices, and behaviours within the confines of the business. A business has much more control over its internal social environment than it does with its external social environment.

⁵⁵ The social climate and organizational performance : a case study of the company RM CONFECTION SARL? EL HARMOUCHI OUARDA ,2016 .

⁵⁶ [Study of the impact of the social climate of the company on the involvement of employees:Case Study of a Moroccan company](#) .

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1.2. Likert's Social Climate Analysis Model:

The elements of the context that it considers to be under the control of the organization, such as its structure, management policy, leadership style and organizational culture (causal variables), define the control arrangements, the degree of autonomy in the exercise of work and the methods of mobilization in the organization (intermediate variables) which in turn condition individual actions as well as group interactions which according to him reflect perceptions, attitudes, motivation and level of staff satisfaction. According to the author, the effectiveness of the organization is linked to the variables of the context by the effects they produce that it qualifies as final variables such as absenteeism rate, turnover rate, productivity and yield, the level of commitment of the actors...etc.

Pyane and Mansfield⁵⁷ also consider the structure of the organization and its management style, which they measure by clarity, policy and procedural coherence play an important role in building a shared reality among employees that is the basis for creating common perceptions and thus the social climate. Likert ⁵⁸subsequently identifies four types of social climate that correspond to the psychological profile of the organisations and its management system, each of which has different effects on the efficiency of the organisation.

- **The authoritarian-exploiting climate:** In this type of climate, the organization is managed by management, by constraint and fear. Communication is vertical and unidirectional. The higher level makes all the decisions without consulting the staff with whom it maintains few relationships based on mistrust which creates a great psychological distance between the two parties.
- The authoritarian-participatory climate:** Management has a condescending trust in its staff and delegates only minor decisions to lower levels. The information that goes up is limited in terms of quality and quantity, as only the top information goes up. Control is also sometimes delegated to the lower level, but the system of reward and punishment is also used as in all authoritarian systems.
- **The consultative climate:** In this type of organisation, management has an average confidence in its staff with whom it strives to maintain communication in both directions. Important decisions are made at the top, but decisions that fall under the day-to-day management of work are delegated to the lower levels. Control is also

⁵⁷ 1973, Shulte&al. 2006, Free Translation.

⁵⁸ 1973, Kennidy, 2003, pp.216-217.

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delegated to the intermediate and lower levels which allow a certain degree of responsibility. This kind of rather dynamic climate is often observed in organizations whose management policy is based on the achievement of objectives.

- **Participatory climate:** Characterized by relationships between hierarchy and staff, based on trust and therefore decision-making is distributed across all levels. Communication is multidirectional horizontally and vertically. The hierarchical structure of the organization integrates different work units that participate in the decision-making process (managers, team leaders, department directors...) that provide the relay between the summit and staff at the decision-making level.

Likert (1973) concludes in his study that the management style determines the level of effectiveness of the group studied by considering that organizations that are oriented towards authoritarian climates are less effective than those that approach the participatory climate. They tend to create more effective working groups with higher objectives. Organisations that aim at a participatory climate benefit from a 20% to 40% more effective than authoritarian climate-oriented organisations through their participatory process, which encourages the sharing of competences, which it believes is the best way to avoid social conflict within the organisation.⁵⁹

1.3. The determinants of the social climate:

Lewin (Gadbois, 1975, p.269) was the first to speculate that “psychological atmospheres are empirical realities and scientifically descriptive facts.” Thanks to its formula $C = F(P \times E)$, the behaviour C is a function of the person P interacting with the E environment in which it operates. This implies, therefore, that by acting on the E environment, the C behaviours of the majority of people under its control can be changed. Nevertheless, the author specifies that the degree of change in behaviour depends not only on the environment but also on the reactivity of people P. This reactivity also affects the effects of the environment up to a certain level; On the whole, the new behaviour will take the same direction. This implies, therefore, that by acting on the environment or personality, the behaviour of employees in the organization can be changed.⁶⁰

⁵⁹ Le climat de travail, Luc BRUNET & André SAVOIE , 2001.

⁶⁰ Climat culture savoie brunet According to Brunet and Savoie (2000, p.180).

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Lewin's theory is restrictive because it omits the interaction that exists between the three components of his formula. Indeed, according to Lewin, the environment influences employee behaviour and not the other way around. Employees suffer the social climate and do not participate in its creation. Nevertheless, its equation remains everything. The social climate and the organizational performance of the same, an important tool of analysis of the theoretical field of the concept of social climate because it allowed defining its theoretical framework thanks to the triangle: actor-organization-environment on which other authors will rely to analyze the degree of interaction between its components.

1.4. The relationship between the social climate and the soft skills:

The concept of organizational climate refers to the quality of the organization's internal environment, especially as experienced by the employees, but as also relevant to members outside the organization. As such, it is the interpretation of the environment which underlies the definition of organizational climate and which affects employees' attitudes, motivation and behavior, rather than objective factors within the organization. Climate can be defined as a characteristic differentiation factor for organizations. Most researchers accept that at individual level personality refers to that of climate at organizational level. According to Litwin and Stringer, perception is an important component of climate; in the same atmosphere perceptions and as a result of these perceptions, behaviors are affected mutually. Social climate in organizations, from this viewpoint, is typically defined as the perceptions of a social environment that tend to be shared by a group of people.⁶¹

As possible causes – as a last resort – of a deterioration of the social climate, these irritants must be detected as far as possible, evaluated and localized by management so as to then carry out corrective actions that will put fin to the tensions or manifestations of disengagement and prevent of future difficults.

This analytical work can therefore be undertaken following a social conflit or with a view to reducing the trend towards disengagement of staff, once this has been observed. It may be

⁶¹ The 7th international strategic management conference, 2011.

https://www.researchgate.net/publication/251714170_The_Relationship_between_Social_Climate_and_Loneliness_in_the_Workplace_and_Effects_on_Employee_Well-Being?enrichId=rgreq-0e9a367f85c7d29783764390a89dd373-XXX&enrichSource=Y292ZXJQYWdlOzI1MTcxNDE3MDtBUzoxODc2MjMwODc4MTI2MTFAMTQyMTc0NDIzODA5OQ%3D%3D&el=1_x_2&_esc=publicationCoverPdf

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ad hoc or regular, in order to assess the evolution of the situation or the effects of the actions taken. This assessment of irritants can be done empirically, by each manager, or collectively, by the management team. It will then be a collective assessment of the reactions of the social body that will allow to engage in a plan of corrective actions considered priority.

The value of this way of proceeding is obviously a function of the knowledge that the manager or management has of the population on which they judge. It is an invitation to listen, and the exchanges of opinion to which it gives rise are likely to advance managers and managers towards a better understanding of the reactions of employees or their representatives. However, this approach quickly reaches its limits insofar as it remains subjective. Indeed, the leader may be the victim of an insufferable knowledge of social realities, but especially of his illusions, this because of a tendency to wishful thinking. In other words, he may be tempted to take his desires for realities, to amplify the scope of certain facts or to pretend to ignore others that he does not want to see because they shock his convictions or question his image of himself and his action. Experience shows that many managers have a representation of the social reality of their business that is partly an illusion. “Top View”, the company does not match the way it looks “bottom view”. The result is that the solutions that managers strive to implement are more or less ineffective, costly and more or less useless. Hence the need, when it is necessary to obtain a precise mapping of social risk, to carry out a social climate audit, which must be carried out on the basis of a precise reference framework, Scientifically validated and likely to allow comparisons with other companies.⁶²

Section two: The importance of social environment in the workplace

2.1. The Social Climate Auditing

The auditing of the social climate is one of the practices that allows to analyze the internal social systems of organizations and to observe their evolution over time. Indeed, the auditing of the social climate is an approach that aims *“to study the perceptions and opinions of employees. On the basis of qualitative and/or quantitative analysis, these perceptions are*

⁶² Hubert Landier, évaluer le climat social de votre entreprise, P155.

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flat, sometimes cross-checked and sometimes analysed in their evolution or in relation to «standards» or scores obtained in other companies”.

To situate it in the field of social auditing, the auditing of the social climate is an approach that is part of the auditing of human resources also called the auditing of social policies. Like the other tools of analysis and research in human resources management, the auditing of the social climate draws its methodological references mainly from psychology and marketing with which it shares several common themes such as motivation, satisfaction, commitment...etc.(Igalens&roussel, 1998, p.48).

In the absence of a specific framework that makes it possible to distinguish the approach of the auditing of the social climate from those proposed by management consultancies, the current use of the term “auditing” in terms of the social climate is subject to several criticisms. According to Martory, there is a confusion between the scope of the traditional auditing, i.e. *“a systematic, independent and documented process for obtaining audit evidence and assessing it objectively to determine the extent to which the audit criteria are met”* (Combelmale&igalens, 2005, p.15) and the approaches proposed by management consulting firms that reproduce the same investigation procedures (questionnaires, benchmarking, opinion polling techniques, observation of the field, graphic representations...etc.), which raises the problem of the legitimacy of the use of the term «audit» in the field of human resources and more particularly that of the social climate since in practice, there are no universally accepted guidelines or standards of effectiveness or efficiency that could serve as a reference as is the case for the effectiveness and compliance audits. They benefit from several types of reference systems validated by international organisations such as ISO (the international organisation for standardization), the international labour organisation or the OECD.

Therefore, we use the term audit to refer to the social climate assessment approach as defined by Roussel and Guillard (2005, p.1), i.e. *“a process whereby an internal or external expert auditor issues a diagnosis that serves as the basis for identifying improvement solutions and deploying recommendations”.*

In order to better understand the approach of the social climate audit, we will start by defining the different objectives of the approach, in other words, the different reasons that motivate the decision of the organizations to assess their social climate. Later, we will see

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how the evaluation approach is concretized in practice through the enumeration of the different tools that are used by the auditors as well as their methodological limitations.⁶³

2.2. Social audit and the quality approach

First of all, it is necessary to establish this quality approach. We will therefore say that the overall performance of the company aims to maximise the results expected by its various stakeholders, namely the providers of capital, customers, employees and public authorities in which its activity is located. In order to act in this direction, the managers have steering instruments, and it is among them that the social audit takes place.

For managers, the objective is to optimize the means at their disposal and thus reduce the risks that the company is likely to face. Optimise available resources ensure that they are implemented in accordance with the company's strategy and the resulting action plans, hence the need for compliance audits. But it is also a question of reducing risks, which are obviously of different kinds. There are first of all social risks (strike movements, for example) but above all, and mainly, the risks of disengagement of employees which lead to an increase in absenteeism and turn over as well as a decrease in collective efficiency and a deterioration of the service rendered to the customer. It is this prevention of social risks that will be taken into account in so far as they result in an explosion of hidden costs and therefore tend to reduce the performance of the company.

For its part, the quality approach implements various tools potential to reduce the risks of outages, and errors and faults have to continuously improve the results obtained and their ability.

The main tools of the quality approach are:

- the establishment, in the event of an incident, of a “Case Tree”.
- the implementation of preventive procedures.

⁶³ Hubert Landier, évaluer le climat social de votre entreprise, p145.

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– carrying out audits, possibly leading to certification, in order to ensure their effective implementation.

Today, these tools are mainly used to analyze processes that may lead to faults or failures. However, they can also apply to the quality of the social climate, as it has a direct effect on the way in which processes are or are not respected.

The social climate and the quality of relationships in the work team therefore have a direct impact on safety at within the institution. Therefore, an audit of social climate assessing the quality of working relationships within the team is thus an integral part of the envi-in a very comprehensive way. If you look at the cradle of the quality approach – Japan – only the two ideograms generally translated as “total quality” would be more loyal by «quality all together».

So, it would be impossible to affirm that quality is first and foremost a matter of quality in the relations of cooperation within the enterprise, considered globally, and, locally, within the working collective. It is very surprising that this human dimension of the proper functioning of the company, at least in the West, has not been taken into account any more and that the quality approach has focused more particularly on the organization and processes.

2.3. Objectives of the Social Climate Auditing

Three main reasons can justify the decision to carry out an audit of the social climate. This may be management’s willingness to control the evolution of employee opinions over time. It is a regular process that allows the organization to measure the satisfaction of its employees as well as that of its clients. The peculiarity of the organizational context can also justify the use of the social climate audit as is the case for organizations experiencing major organizational changes such as mergers and restructuring that may have an impact on the quality of the social climate.

The decision to carry out an audit of the social climate can also be justified by the management’s willingness to measure the consequences of a particular social policy on the evolution of the perceptions of its employees, The aim is therefore to measure the gap between the objectives set by the organisation and the reality on the ground.

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a) Diagnose employee perceptions:

In medicine, a diagnosis is defined as a procedure to recognize a disease based on symptoms (Le Nouveau Petit Robert, 2008 edition). In the organizational field, the foundation is the same. It is an observation of the state of human resources at a given time. It makes it possible to highlight internal strengths and weaknesses, sources of satisfaction but also causes of dissatisfaction» (Courret&igalens, 1988, p.6). The Social diagnosis is aimed at establishing the state of human resource management by answering the following questions (Igalens, 1991, p.33):

- How are perceptions structured? and according to which lines of force?
- What strategic direction should the company adopt in its social policy in order to strengthen its strengths and eliminate its weaknesses?

The answer to these kinds of questions therefore requires the carrying out of opinion surveys on a regular basis in order to follow the evolution of opinions over time. Staff questions may cover all aspects of social life within the organisation or be content with the most sensitive points.

According to Bartoli 1994 (Hereng, 2006, p.23), the main purpose of the social diagnosis «is to define the scope of the enterprise from the point of view of the employees». Social diagnosis is carried out via opinion polls. This is a similar approach to marketing surveys whose objective central is to detect the multiple sources of staff dissatisfaction in the conditions of employment offered to them by their organization.⁶⁴

b) Evaluating employees' opinions at a major event:

The evaluation of the social climate can also be exclusively ad hoc. The decision to organize a social climate survey may also be motivated by organizational change such as major strategic reorientations, major restructuring, or any other major event that may shake the stability of the organization. (Igalens, 1991, p. 34)

Indeed, whatever the nature of the change in question, its impact on the management of human resources is inevitable. The deterioration of the social climate due to employees' feelings of uncertainty and worry about their professional future.

⁶⁴ H.Landier, 2008,p.136.

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The increase in conflict and social blockages. Resistance to change can lead organizations to crisis situations and damage their social balance.

Managers may need to know the state of mind of their employees and the consequences of the change on their level of commitment and buy-in in order to be able to detect the aspects of the change that most require their attention and anticipate reactions likely to cause possible social problems (Combemale&igalens ,2005, p.76).

c) Measuring the impact of social policy:

The measurement of the social climate may also be motivated by the need for management to assess at a given time the results of one of its social policies and the level of achievement of its objectives (employment, remuneration, recruitment, training, communication, relations with the social partners...etc.)

The evaluation of the social climate in this framework covers a more targeted field of intervention as it analyses the consequences of the policy in question on the quality of the social climate in order to measure the evolution of employee behaviour and attitudes towards results expected. The following questions must therefore be answered:

- Is there an improvement in the state of human resources?
- Has the organisation achieved its objectives regarding the evolution of the opinions and attitudes of the groups targeted by the policy in question?
- Is the level of motivation, commitment, adherence to choices satisfactory

The audit of social policies makes it possible to assess the quality of a social policy, that is, its ability to meet the needs of the organisation, measured by the degree of motivation and satisfaction expressed by the employees in relation to the chosen themes, and then assess the gap between the objectives it has set and the reality on the ground in order to adapt its strategy to the results of the audit. (Igalens, 1991, p. 32)

To do so, the organisation must first define the axes of its social policy, the expert's intervention will in this case focus on the degree of respect of the axes chosen..

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The objectives of the social climate audit are defined by the organisation itself, according to its needs for social information. Igalens considers that the audit of the social climate makes it possible to meet strategic objectives by situating the approach at the level of social management. According to the author, the social diagnosis is a lover of the process of social steering because it makes it possible to establish an initial observation on which the management is based to define its orientations and objectives in social matters. The audit of social policies, on the other hand, comes at the end of the social planning process, since it makes it possible to measure the gap that exists between the objectives previously defined and the actual results in the form of a balance of employee perceptions.⁶⁵

2.4. Tools for measuring the social climate:

Theoretically, we distinguish mainly between two tools frequently invoked by the authors: **interviews** and **questionnaires**. If in the literature the tools are inseparable, this is not always the case in terms of the social climate. There is a real preference for standardized questionnaires.

- **Quantitative surveys of the social climate and their shortcomings methodological:**

To find out the perceptions of their employees, managers often use specialized survey institutes that offer standardised questionnaires containing a set of identical questions, including the IBM questionnaire developed by Bollinger and Hostede (1988) or the management survey of the Hay Group Human Resources Management Survey Institute are the most well-known.(Igalens, 1991, p. 53).

Social climate surveys enable organisations to assess the evolution of employees' views over time according to a breakdown by categories identified by the expert according to several socio-demographic criteria such as sex, age group, diploma, work experience...etc. (Labbé&landier, 1999, p.79).

The results are analysed by comparing the average of each response to the others. In this case, it is a picture of employee perceptions that allows the organization to detect subjects that are most or least satisfying for employees. The analysis of the results can also be carried out on the basis of benchmarking, that is, a comparison in the expert's data bank (Liger, 2004, p.48)in relation to the different participating organisations and to benchmark each other on

⁶⁵ The social climate and organizational performance: a case study of the company RM CONFECTION SARL. EL HARMOUCHI OUARDA, 2016.

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themes selected by the experts who designed the questionnaire. The comparison can also be made between subsidiaries or even between departments, as is the case for organisations where the score obtained at the level of a manager's work unit is a criterion for assessing the quality of his management (Labbé, Landier, 1999, p.79) In this case, the results of the Social Climate Survey allow a double assessment of both the quality of management and the effectiveness of social policy within the organisation.

The analysis of the results can also be made on the basis of the reference framework developed or used by the survey institute to interpret the results obtained. To define it, the repository "is a set of requirements (standards, objectives, guidelines), either imposed on an organization or set by it, and to which an auditor must refer" (Combemale&igalens, 2005, p2).

According to Landier Hubert, the repository, when it is accurate and validated by multiple experiments, makes it possible to go beyond statistics to measure the sensitivity of the various factors in the repository.

The use of questionnaires provides the organization with the opportunity to interview a significant number of employees, especially when they are located in different geographical locations. (Igalens&roussel, 1998, p.94). However, the use of opinion polls has several methodological limitations, the main of which are linked to the lack of consideration of the elements of the context in the interpretation of the results and the limits of the use of pre-established reference systems. (Landier, 2008, p.138) Indeed, as we have previously pointed out, the role of context in the assessment of social climate is an important element in the analysis of perceptions (Gadbois 1975). Landier Hubert considers in this respect that «it is doubtful in particular that the answers given to questions asked under different conditions can be compared, which leads the respondents to give them an equally different interpretation» (2008, p.139). This finding therefore calls into question the effectiveness of opinion surveys to respond effectively to the initial questions. If, for example, 65% of the participating staff consider that the internal communication policy is unsatisfactory, the survey institute's report would not allow the organisation to determine precisely, the real factors of dissatisfaction whose origins are theoretically very varied (the quality of the hierarchical relations, the informational channels, the languor of the hierarchical line...etc.). This can lead to errors of judgement on the part of experts followed by inappropriate action plans expectations of employees.

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The second limitation of opinion surveys is the need for an accounting of the reference systems used and the typology of the organisations involved, which must correspond to the expectations and organisational particularities of these. According to Landier Hubert, "the content of the repository is never independent of the intentions of the author and his apparent objectivity conceals intentions that are never neutral". According to the author, pre-established repositories may be incompatible with the reality of the organization being audited. Cross-cultural considerations make the use of universal evaluation criteria unproductive as the definition of these criteria is closely linked to the organizational context of the organization under investigation.

Indeed, if we take into account that organizations are specific subsystems characterized by complex structures (power plays, alliances, influence...etc.) that each organization includes information from different internal and external sources such as beliefs, norms, values, customs, institutions or ideology...etc., which significantly condition the behaviour of its members. (Bertrand, 1991, p.39). The repository can therefore express preferences subjective factors that may disorient the results of the investigation and distort the expert's judgement due to the failure to take into account local particularities which can only be observed by a thorough knowledge of the context of the intervention, hence the need for qualitative analysis via semi-directional interviews.

- **The need for qualitative analysis to conceptualize the social climate:**

According to Dorvil (2007, p.432) "Qualitative research is a proximity methodology" Qualitative analysis involves interviewing a defined number of employees through interviews. Compared to the other tools of qualitative analysis, Igalens considers that semi-directional maintenance is the most suitable tool for qualitative analysis, other authors such as Vachette and Peretti do not specify specific tools and consider that this depends on the assessment of the expert and the needs of his analysis.

In terms of the social climate, the interviews allow the questionnaire of the social climate to be adapted to the context of its intervention through a more detailed understanding of the reactions of staff to management initiatives. Without being able to quantify, according to what proportions, the judgments collected are repeated, the interview often reveals the existence of

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discourses and representations that are deeply inscribed in the minds of the interviewees and that can only rarely be expressed through the questionnaire.

The interviews thus provide a rich space for the listener to express himself or herself in identifying sources of dissatisfaction within the organisation. Indeed, according to his interview guide, which informs him of the various theoretically established causes of a problem invoked by his interviewees, the latter can trace the direct causes of the problem by asking specific questions and asking for examples of concrete situations to illustrate the problem in question, an opportunity that the questionnaire method cannot offer the auditor.

To understand the value of qualitative analysis of the social climate in the evaluation of the social climate, we will briefly see the main stages of qualitative analysis that begin with the phase of identification of the people who will participate in the interviews (sampling), then the conduct of the interviews and their methodological contribution to the construction of an adapted social climate questionnaire.

For the auditor, qualitative analysis assumes the broadening of his field of interpretation, which goes beyond the standard and traditional benchmarking techniques to that of semiology which cannot escape the subjective interpretation of the expert. According to the author, the complexity of qualitative analysis leads experts to favour objective measures because they are easier to explain. However, the author adds to this subject that it is vain, if not dangerous, to confuse an objective measure and a subjective measure or try to translate a complex social phenomenon, such as the satisfaction or mobilization of a sales team, into a single figure". However, it should be noted that the choice of climate assessment tools is often carried out by the organisation itself and can often be imposed by the auditor. ⁶⁶

⁶⁶ The social climate and organizational performance: a case study of the company RM CONFECTION SARL. EL HARMOUCHI OUARDA, 2016. [The social climate and organizational](#)

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Section three: The importance of social environment in the workplace

3.1 Social support and the employee's wellbeing:

3.1.1 Introduction:

Stress and health at work are important for two reasons, one economic and one humanitarian. The economic rationale for the concern for workplace stress is based on the direct and indirect organizational costs of workplace stress. Absenteeism, strikes, turnover, grievances, accidents, health care costs, and compensation awards are multicause organizational problems with direct economic costs to which stress may be a contributing causal factor⁶⁷.

In addition, communication breakdowns, faulty decision making, and poor quality of working relations are also multicause problems at work with in-direct economic costs to which stress can be a contributing causal factor (Kahn, Wolfe, Quinn, Snoek, & Rosen thal, 1964). The emotional suffering endemic to organizational life has both economic costs, even if hard to calculate, as well as a human burden (Frost & Robinson, 1999). Further, the humanitarian rationale for the concern for workplace stress is based on the moral and ethical grounds that employees should be treated as ends in themselves, with dignity and respect (Aristotle, 310/1998; Solomon, 1992). Right and fair treatment at work is important in and of itself, and contributes to good physical, psychological, emotional, and spiritual health.⁶⁸

3.1.2 Organizational Stress and Person-Environment Fit

Kahn et al. (1964) were the first to bring the stress concept into an organizational and work context with their seminal studies in role conflict and ambiguity. The original studies were concerned with the nature, causes, and consequences of these two kinds of organizational stress and, more broadly, with the impact of organization on individual. This social psychological adaptation of the stress concept in organizations focused attention on the

⁶⁷ Macy & Mirvis, 1976; Quick, Quick, Nelson, & Hurrell, 1997.

⁶⁸ Jerald Greenberg, Organizational behaviour the state of science 2nd edition, [organizational behavior](#).

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stressful aspects of role taking in organizations and was extended into a person-environment fit approach to stress (Edwards & Cooper, 1990).

In a more recent review of two competing versions of the person-environment fit approach, Edwards (1996) drew complimentary conclusions from impact of the two versions on strain. In both versions, person-environment fit was related to two forms of strain, which were tension and dissatisfaction. Further, the fit between environmental supplies and employee values (S-V fit) was primarily linked to dissatisfaction, whereas the fit between environmental demands and employee abilities (D-A fit) was primarily linked to tension. Quick, Nelson, Quick, and Orman (2001) extended the person-environment fit approach with an isomorphic theory of stress that examines dynamic effect spirals for improving fit and reducing strain.⁶⁹

3.1.3 Managerial Stress, Psychosocial Factors, and Preventive Medicine

Cooper and Marshall (1978) went beyond the problems of role conflict and ambiguity to focus attention on the additional sources of stress for managers in complex industrial organizations. Their expanded model of sources of managerial stress shown in Fig. 2.1 includes factors intrinsic to the job, career development, organizational structure and climate, interpersonal relations at work, and factors outside the organization, such as family demands, which have spillover effects into the workplace. This approach to organizational stress goes well beyond physical sources of stress and identifies a wide range of psychosocial demands of the workplace, which are contributing sources of stress for managerial and white collar employees.

3.1.4 The Demands-Control Model

A major theory of job stress that developed during this same time period came to be known most commonly as the demands-control model shown in Fig. 2.2. Jobs in the high-strain cell in the model are characterized by high job demands combined with low job decision latitude (low control) and pose the greatest health risk for job incumbents. The original health risks identified were exhaustion, depression, job and life dissatisfaction, illness days, and elevated consumption of tranquilizers and sleeping pills (Karasek, 1979).

⁶⁹ Jerald Greenberg, Organizational behaviour the state of science 2nd edition, [organizational behavior](#)

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Subsequent research on the demand-control model has focused on the cardiovascular risks associated with high strain job⁷⁰. A third dimension that is sometimes added to this model is social support. House (1981) was the first to extensively explore the issue of social support in the context of work stress. More recently, Lynch (2000) examined the extensive medical and psychological evidence concerning the health risks associated with social isolation.

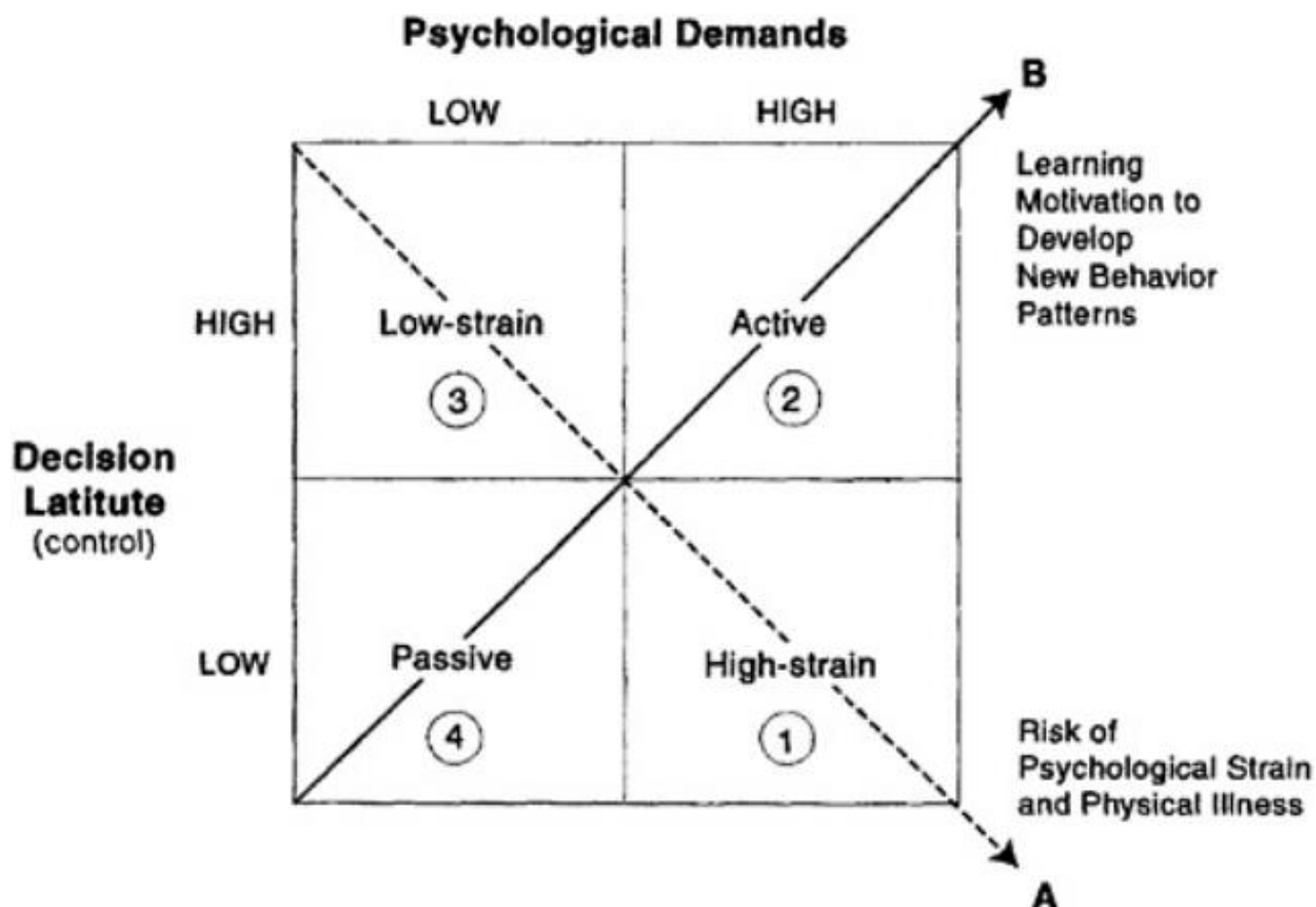


Figure4: representation of the psychological demand distribution

3.1.5 Healthy and Productive Work

A less historically well-known theme in workplace stress, health, and well-being is that of healthy organizations. Maslow called for healthy work environments as early as the 1960s, whereas Murphy and Cooper (2000) presented the most recent definition and evidence concerning healthy and productive work. Much happened in the intervening 40 years. An international tradition aimed at defining and encouraging the healthy workplace design through the identification of physical and psychosocial health risk factors coupled with redesign interventions to enhance mental health and psychological well-being grew up in that

⁷⁰ Karasek & al., 1988; Theorell & Karasek, 1996.

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time ⁷¹. The APA and NIOSH, through a cooperative agreement, stimulated these initiatives with a three-pronged strategy for healthy workplace design, health promotion at work, and surveillance of health risks (Landy, Quick, & Kasl, 1994).

Whereas this perspective focuses attention on attributes of the organization, individual characteristics cannot be ignored because some are inherently unhealthy. For example, Von Dusch (1868) was the first to call attention to excessive involvement in work as a health risk factor for cardiovascular problems. Rosenman and Friedman (1977) labeled this Type A behaviour pattern 100 years later and Rosenman (1996) explored in detail the role of personality and behaviour in cardiovascular disease. This view is broadly consistent with Lazarus's (1995) psychological theory of work stress and with Levinson's (1985) psychoanalytic theory of executive stress. These theories of stress look to the individual and the individual's responses to explain the experience of stress, at work and beyond.

[organizational behaviour](#)

3.2 Conflicts management: ⁷²

3.2.1 Introduction:

The term conflict has no single, clear definition. However, most people recognize it in the forms of tension, frustration, verbal or physical abuse, disagreement, incompatibility, annoyance, interference, or rivalry. Conflict can develop when two or more individuals or groups have differing interests, and they pursue these interests intensely. Conflict often involves one or both sides consciously interfering with the efforts of the other side to achieve its goals. However, conflict can also arise when individuals or groups are trying to cooperate in attaining a common goal but have differing opinions and beliefs about the best plan of action to pursue.

3.2.2 Conflict resolution approaches:

A conflict resolution approach is the method and manner in which a person attempts to eliminate or minimize a dispute between or among parties. Different individuals have

⁷¹ Hurrell & Murphy, 1992; Quick, Murphy, & Hurrell, 1992; Sauter, Murphy, & Hurrell, 1990.

⁷² [how to manage a conflict in an organization](#)

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different orientations toward resolving conflict. Thus, a conflict resolution approach is a combination of specific behaviours and specific orientations used to deal with a particular conflict situation. Let's turn now to an explanation of the five conflict resolution approaches: avoiding, accommodating, compromising, forcing, and collaborating via principled negotiation.

- **Avoiding:** *Avoiding* occurs when one or both sides recognize that a conflict exists but react by withdrawing from or postponing the conflict. This approach is a relatively passive one.
- **Accommodating:** *Accommodating* occurs when one side resolves the conflict by giving in to the other side at the expense of at least some of his or her own needs. This approach is also passive and could be called appeasement. Accommodating may be a rational approach if the other side has over-whelming power and the will to use it.
- **Compromising:** *Compromising* occurs when both sides gain and lose in order to resolve the conflict. Each side is partially satisfied and partially dissatisfied. The word *compromise* has both positive and negative connotations. In labor-management disputes, a party willing to compromise is considered fair and reasonable, while a party unwilling to compromise is thought to be stub-born and unfair. However, a person who compromises too frequently is sometimes categorized as unprincipled or, perhaps, as a wimp or pushover. Thus, many people do not wish to appear too willing to compromise. In dealing with organizational conflict, compromise is not inherently good or bad. The situation may not allow for clear-cut winners and losers. Both sides may need to save face and continue their relationship.
- **Forcing:** *Forcing* occurs when one or both sides attempt to satisfy their own needs regardless of the impact on the other side. It is an aggressive, no-holds-barred approach. When forcing alone is used to resolve conflict, the specific individuals involved in the conflict generally want to win totally.

Not surprisingly, there are some serious problems associated with the forcing approach. The loser will lose face as well as the particular issues involved in the conflict. If the other party in the conflict has equal power, he or she might respond to force with opposing force. This could result in an enormous struggle and end in a

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stalemate, with all involved—including the entire organization—becoming the eventual losers. Forcing can also produce hollow victories, in which the winners incur overly severe losses. In organizations, one side may win a particular dispute by forcing but thoroughly damage an ongoing relationship and, thus, destroy the possibility of future ventures with the other side. In every conflict resolution approach, there are conditions that make it rational to pursue. Forcing can be quite effective when the side adopting it has superior power.

- **Collaborating:** *Collaborating* is an attempt made by one or both parties to satisfy fully the needs of both. With collaboration, both sides can be winners. This approach assumes that both sides have legitimate goals and that creative thinking can transform conflict into an opportunity for both of them to achieve their goals.

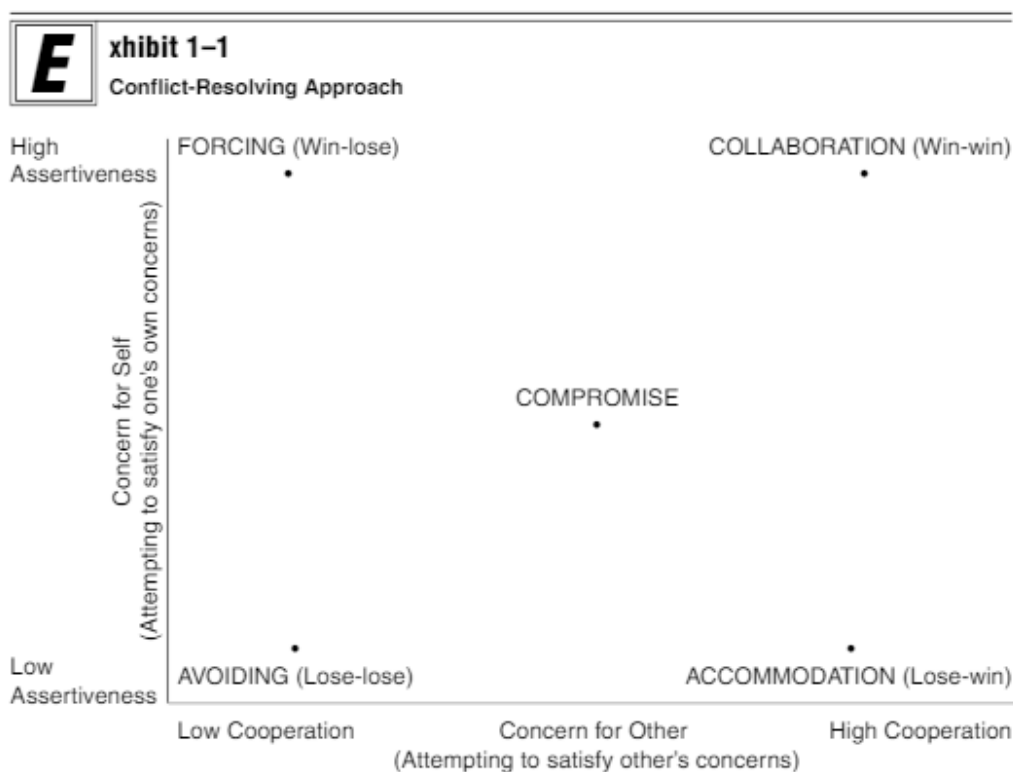


Figure 5: A graphic representing the conflict resolution approach

3.2.3 Interpersonal conflict resolution approaches:

A manager cannot change a person's personality or basic values. These fundamental traits and deep-seated beliefs can usually be changed only through a time-consuming therapeutic process. Nevertheless, it is possible for a manager to help an employee modify the

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behavioural consequences of his or her personality and values. The following behavioural approaches to conflict resolution can be effective if used by a knowledgeable manager.

1. Coaching:

One major element in the traditional process of management is directing subordinates. Telling them what to do is one form of directing, but coaching is more subtle. When managers coach subordinates, they are advising the subordinates on what should be done and why. Sometimes, just by asking the right questions, a manager can provide solid, albeit indirect, advice to an employee. If you are a team leader in your organization, your leadership style is expected to be like that of a coach; indeed, it is likely that you lack the formal authority to dictate or demand much of anything. But even if you are working within a traditional hierarchy and have the authority to resolve conflict via forcing (as described in previously), many organizational experts have come to the conclusion that the coaching approach is the best approach to management.

2. Modifying Behavior:

Behaviour modification is the shaping of another person's behaviour by controlling the consequences of that behaviour. Decades of research led B.F. Skinner, the father of behaviour modification, to conclude what has become a fundamental principle of human psychology: "Behaviour is a function of its consequences" (Skinner 1953). Most behavioural scientists believe that human behaviour is rational, self-serving, and goal directed. The goal of our behaviour is to satisfy our needs. If those needs are satisfied, we continue that behaviour; if not, we stop it.

If managers understand the fundamentals of behaviour modification, they can shape their subordinates' behaviour without getting involved in personality issues or deep-seated values. The same can be said for peer relationships—for example, a manager dealing with another manager, or a team member dealing with another team member. Behaviour modification is based on the following principles: People will continue behaviour if they are rewarded for it, particularly if the reward occurs soon after the behaviour; people will stop behaving in a certain way if they are not rewarded, or if they are punished for the behaviour. The rewards must be valued by the employee in other words, they must satisfy his or her needs.

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From the managerial perspective, the keys to modifying behaviour are the rewards, non rewards, and punishments managers can produce to reinforce or eliminate certain employee behaviours. In addition, the frequency and timing of these rewards, non rewards, and punishments are important.

Continuous reinforcement occurs when a manager responds with rewards or punishments every time an employee performs a certain behavior. For example, suppose an employee tends to be late returning from breaks. A manager could continuously reinforce acceptable behavior by praising this employee whenever he or she is not late or continuously punish unacceptable behaviour by scolding that person whenever he or she is late.

Intermittent reinforcement means that a manager responds to an employee's behaviour either randomly or at some regular frequency (such as every fourth or fifth occasion) with rewards or punishments. For example, if an employee is late returning from a break, the manager would scold that person only sometimes. If the employee returns on time, the manager would praise that person only occasionally. Research demonstrates that intermittent reinforcement tends to take longer than continuous reinforcement to produce acceptable behaviour, but the behaviour resulting from intermittent reinforcement will last longer and be more resistant to change.

3. Playing the role of mediator and the art of image exchanging:

In interpersonal conflict, people are very aware of what they dislike about each other. If asked to prove the other person is at fault, they probably could specify the offending acts and when they occurred. Yet these people are surprisingly unaware of their own contribution to the conflict. Image exchanging is a behavioural technique used to reveal the perceptions of each side in a conflict. The core of this technique is the exchange of perceptions, or images, about the people engaged in the conflict. Images are impressions and representations about yourself or others. Image exchanging is one of the tools often used by skilled mediators—as mediation generally begins by clarifying perceptions, which lays the foundation for defining the needs of the conflicting parties and of the eventual generating of options that might meet these needs.

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4. Diffusing emotions:

Interpersonal conflict is difficult to reduce when it's mixed with anger and hostility. As discussed in Chapter 2, interpersonal conflict is exacerbated by escalating conflict. A particularly nasty word or behaviour causes the other side to respond in kind. This in turn spurs the first party to respond with further intensity. This spiral will continue until either the participants or a mediator stops it. Escalating conflict tends to produce seemingly irrational behaviour. Instead of trying to achieve mutual goals, participants focus on getting even with the other side. Ultimately, the desire to get even can be costly for the organization.

Managers cannot totally eliminate the emotional reality of interpersonal conflict; nevertheless, they can institute rules and procedures to reduce escalating conflict and keep emotions in their proper place within the interpersonal conflict process. If a manager sees that an employee needs to let off steam—that is, if the manager sees that the employee has let his or her frustration build to intolerable levels—the best strategy is to find a private place and simply let it hap-pen. Control your urges to interrupt, listen quietly, provide “uh-huhs” to keep the employee talking (these don't necessarily connote agreement with what is being said), and occasionally prompt the employee to continue until he or she has spoken his or her last word. In this way, you minimize the inflammatory effects of blowing off steam, give angry employees every encouragement to vent all of their feelings, and leave little or no residue to fester.

Humor is helpful in reframing a conflict situation. The term reframing is taken from the art world. Changing a frame often changes the way a picture looks. The process works in the same manner psychologically. When a situation is reframed, the facts remain the same but are viewed differently. After hearing a pep talk, the glass of water that looked half empty looks half full. Because of its ability to put things into perspective, humor, as Malcolm Kushner puts it in his popular book *“The Light Touch: How to Use Humor for Business Success”* (Kushner 1990), provides an important frame for creating new meanings in conflict situations. The whole point of using humor to diffuse emotions when trying to resolve conflict is that you can't laugh and be angry at the same time.

5. Improving communication:

In analyzing conflict, someone usually makes this remark: “It all boils down to a problem of communication.” This is often true. People fight because they don't communicate well. Thus, if the communication problem is solved, people will understand each other and, therefore, stop fighting. The reason is that, in many cases, the participants in interpersonal

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conflict cannot or will not hear what the other side is saying. Both sides feel as if they're talking to a brick wall. In other cases, poor communication results in faulty attributions errors concerning the causes behind others' behaviour.

When an individual arrives at the first conclusion, resentment and the resulting conflict are very likely to occur; this conclusion is more likely to occur when communication is bad. As management expert Elwood Chapman concludes in his classic book on human relations *Your Attitude Is Showing* (Chapman 2001), "the lifeblood of good relationships in the workplace is free and open communication," and effective managers make this one of their most important goals. How can a person deal with significant communication problems? How can both sides in a conflict be sure they're really hearing what the other side is saying? The answer lies in active listening.

Carl Rogers and Richard E. Farson define active listening as the process of hearing and responding to other people in a way that makes it clear you understand and appreciate both the meaning and the feelings behind what others are saying (Rogers and Farson 1977). Talking less is essential to becoming a better communicator, but the weakest link in the communication process is receiving information, not sending it.⁷³

3.3 The importance of job satisfaction in enhancing the performance:

Job Satisfaction

Job satisfaction is essentially a positive feeling on the job due to an evaluation of the characteristics or in other words the feeling of pleasing someone after someone has assessed the work or related work. There are consequences if employees like work, and there are consequences when employees do not like work. A framework of thinking (framework out - influence - loyalty - dedication) is useful to understand the consequences of dissatisfaction (Robbins and Judge, 2013: 78). Job satisfaction has six dimensions, namely: the work itself with indicators: tasks, learning opportunities, and responsibilities, attendance; discipline, the desire to always be at work to work, current salary, with indicators; payroll and payroll justice system, promotion opportunities, with indicators: promotion opportunities, supervision, with indicators: leadership style, co-workers, and support from colleagues (Robbins and Judge, 2013:79).

⁷³ How to manage conflicts in the organization 2nd edition p 93. [how to manage a conflict in an organization](#)

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Employee performance

Employee job performance has always been an important concern for managers of organisations. Similarly, employee performance is key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinised critically by the organizations for them to succeed. According to Lee, et-al, (2011), in a study titled “The effects of internal marketing, job satisfaction and service attitude on job performance among high-tech has always been regarded as an important item in organizational management” defined job performance as workers’ total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Similarly Liao et-al, (2012), defines job performance as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employees to realize themselves. Ahmad and Khurram (2011), also argue that employee performance symbolises the broad belief of the personnel about their behaviour and contributions towards the achievement of the organization.⁷⁴

Employee Satisfaction and Job Performance

In the first place, we must emphasize the absence of a consensus on the nature of the relationship between job performance and job satisfaction. The study by Laffaldano and Muchinsky (1985) became a classic reference on this subject. It cast doubt not only on the nature of the link, but also on the level of correlation between these two variables. Based on a meta-analysis conducted on more than 200 empirical correlations in 24 studies, their results suggested that the average correlation between satisfaction at work and job performance was weak. Such a weak level of correlation tends to suggest that satisfaction at work is not a “reliable” predictive variable for job performance (Laffaldano & Muchinsky, 1985). Because of these results, it has become common to affirm that the link between job satisfaction and job performance is actually indirect rather than direct; however, it is shaped by other factors.

Consequently, certain researchers believe that employee satisfaction, as well as their well-being, are both linked to performance. Considering the recent studies on the link between

⁷⁴ Artical on reaserchgate, published by Mohammed Inuwa in December the 7 th 2016. [Job Satisfaction and Employee Performance: An Empirical Approach](#)

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job satisfaction and job performance, it seems appropriate to affirm that organizations having employees who are highly satisfied and involved, and who are not highly stressed undoubtedly will attain higher levels of performance than those organizations that have employees who are barely satisfied and involved, and who suffer from stress.

In the study made by Alidou Ouedraogo and André Leclerc, in the University of Moncton in Canada, they have confirmed the existence of a link between job satisfaction and employee performance at work. It suggests that training and information influences job satisfaction of employees as well as their autonomy, knowledge and judgment in the exercise of their duties. It also aims to confirm that the determinants of job satisfaction as presented in HR literature (with the exception of personality and life satisfaction) are appropriate and indeed have an influence on job performance, notably knowledge and judgment as well as autonomy at work.⁷⁵

75 Job Satisfaction and Organizational Performance: Evidence from Canadian Credit Union, Alidou Ouerraogo & André L in January 2013. [JOB SATISFACTION AND ORGANIZATIONAL](#)

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Theoretical Framework of the link between Job Satisfaction and Individual Performance:

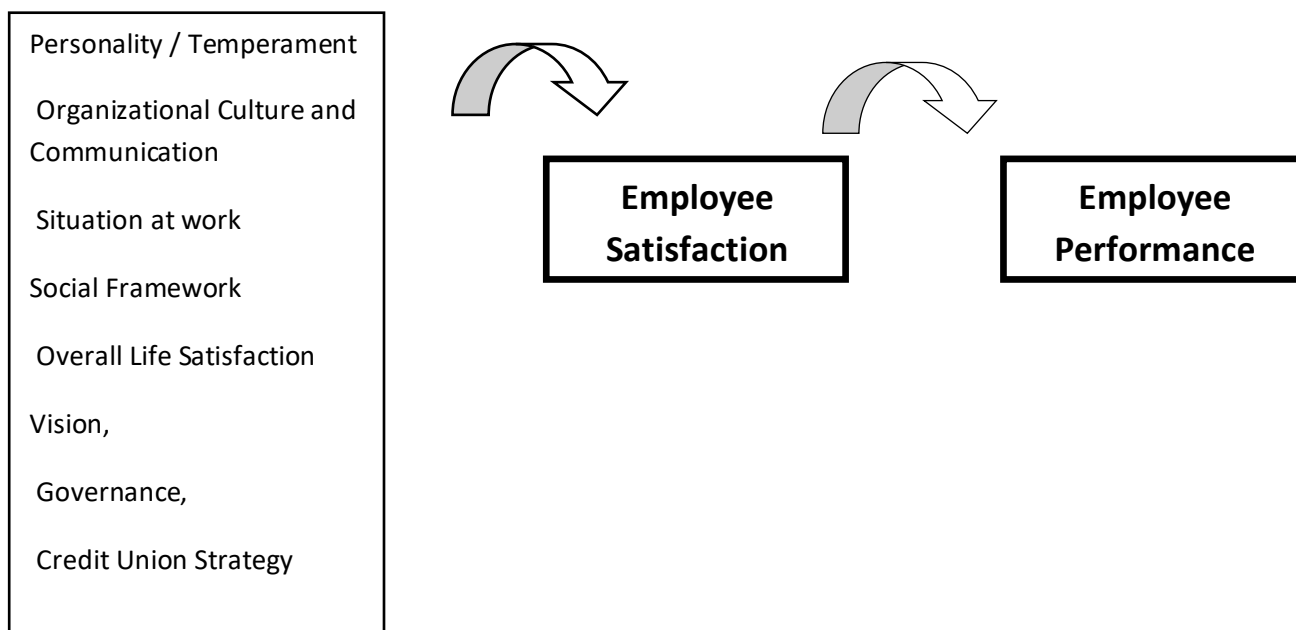


Figure 6: A graphic representing the theoretical Framework of the link between Job Satisfaction and Individual Performance

We conclude that the social climate is a very important element that must be considered, it determines the working path for every business, also determines the quality of the internal environment in the company.

Maintaining a suitable working environment was always a huge challenge for all companies, and in order to win that challenge you need to prepare your employees and work on their engagement, loyalty, motivation and their satisfaction in work place to ensure the maximum ability and the top efficiency.

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Introduction

Human resources sciences in our days are focusing to find the best coordination of all the organization's activities in order to provide goods or services that can satisfy best specific needs of customers, but companies needs first to focus on how can they provide the best working environment for their employees' in order to give back the maximum and work smoothly with each others.

One of the biggest challenges of management in service industries is providing and maintaining the skills to creat a good social environment to their employees'.

This demand on soft skills has in recent years become increasingly evident to professionals in the tourism and hotel industry. For this purpose, we chose Sheraton resort hotel Algeria as a case study for our research, which allowed us to have a closer look and analyze the impact of soft skills on the social environment.

For this last chapter, in order to put into practice our theoretical achievements in the previous two chapters in which we tried to cover the most relevant concepts and notions that are related mainly to soft skills and social environment, we will present in this third chapter the Sheraton resort hotel, followed by a profound explanation of our methodology that has been used in our practical part of our study using the qualitative research method through an online survey addressed to the employees' of Sheraton resort hotel Algeria, for the purpose of answering our research questions and confirm or refute our hypotheses.

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Section 1: Presentation of Sheraton resort hotel Algeria

The Sheraton resort is the single hotel in Algiers located by the sea with a private beach and the first five-star tourist complex in Algeria. The Sheraton is a part of the Marriott group Recognized as the world's largest groups in the hospitality, tourism and leisure sector, Marriott International, Inc. As of 2020, it brings together 30 internationally renowned brands.

1. Sheraton resort hotels:

The Sheraton resort hotel Algeria enjoys an ideal location at the western end of the city in the fully secure “Club des Pins” district, the Sheraton resort hotel is all first five-star tourist complex in Algeria and the only one enjoying the only private beach in the state.

2. Sheraton’s hotel creation:

The Sheraton resort hotel has opened its doors to the general public on June 24, 1999, a 5-star luxury hotel representing one of the most prestigious and luxurious international hotel brands and which also represents a modern meeting space in a sea side resort near the capital. The Sheraton Club des Pins used to be a fully Algerian investment hotel and rightfully belongs to the owner company S.I.H "Society of hospitality and investment". Since 2016, it is owned by both S.I.H and Marriott international with 51% and 49% share respectively.

The opening of the Sheraton in Algiers coincided with the holding in its salons of the A.U. (African union) summit in July 1999 with the presence of 54 African states, and since this opening, the Sheraton resort hotel has continued to receive high profile personalities and other personalities from the political, artistic and cultural world.

3. Sheraton’s spec sheet:

The hotel holds a variety of facilities that will be explained below:

- **Rooms:**

Sheraton resort hotel contains in general 419 room in total. Containing rooms with garden view or sea view.

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Guest room: Spacious rooms with a modern, elegant and comfortable decor, including a choice of a large "King Size Bed", or two "twin-size" beds of the "Sheraton Sweet Sleeper" type with the possibility of choosing a room with a sea view. Each of the 281 guest rooms is meticulously designed, each bathroom also offers a hairdryer and toiletries and it contains all kind of 5-star service that one will find in all the other rooms or suites (LCD 32 screen, air conditioning, Shine toiletries and free access to the gym).

Club lounge access guest room: Located on the 6th, 7th and 8th floors, the spacious Sheraton Club rooms offer upscale amenities and free access to Sheraton Club services. Club Floor customers also have special access to the Club Lounge. An upscale space, the Sheraton Club offers private check-in and check-out service, free breakfast, and a choice of drinks (6pm to 7pm) and they have the same sorts of 5-star service.

Club level suite: Guests on the Club floors also have special access to the Club Lounge. An upscale space, the Club Lounge offers private check-in and check-out service, free breakfast, and a choice of drinks (6pm to 7pm). There is also a private "Club Lounge" where you can connect with friends, meet your team, or just relax and watch your favorite show.

Junior Suite: Each Junior Suite is decorated with a modern and light design, features a 42 LCD screen with cable TV, DVD and CD player, individual bedside reading lights, as well as a minibar including delicious chocolates, pistachios, drinks etc. All junior suites offer magnificent views of the Mediterranean Sea and private balconies to relax and enjoy the view and the sun all day. The bathroom has a tub and a shower and a large desk will help you work.

Diplomatic suite: The beautiful modern decor gives the room a most pleasant light and atmosphere. The bedroom and living room are completely separate, which makes our Diplomatic suites ideal for hosting a private meeting, a small date, or just for relaxing. In your suite, you can enjoy the latest technology, two 42 "LCD televisions and high-speed internet access, allowing those who wish to stay in touch with their friends and families while enjoying the unparalleled comfort of the Diplomatic Suite.

Presidential Suite: offer 200 m² of luxurious space and an incredible view of the Mediterranean. They each have a large bedroom, a dining room, a living room, a private balcony, a kitchenette, a study and a large bathroom. The design is sleek, modern and timeless and elegant, it is the perfect layout for all travelers with exclusive needs, the Presidential Suites are also ideal for organizing business lunches or important dinners. In the Presidential

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Suites, you will also find the latest technology, two LCD TVs of 42 "each, and high-speed internet access.

- **Dining:**

The hotel provides customer with different cultural restaurants to meet with the expectations of different nationalities:

Brasserie: this restaurant offers an all-you-can-eat buffet from 6 a.m. to 11:30 p.m. and 7 days a week. Theme evenings are organized there throughout the week with musical entertainment.

Tassili: Algerian gastronomy restaurant. The restaurant opens during the summer season (from 5th June until the end of September)

Nautilus (seasonal restaurant): Mediterranean and Asian high-end cuisine of sushi, fish and lobster, Asian and Mediterranean menu.

Panasia: Asian restaurant sushi bar, moved to Nautilus during the summer season

Night sands club: located by the beach, opens from June to the end of September during the summer season with live DJ nights

Lobby cafe: located at the main entrance of the hotel (lobby), serving cold drinks, light snacks and assortments of pastries in a calm atmosphere.

1001 nights: an American Cocktail Bar -smoking lounge- hosted by a rock, pop or disco musical group. It opens all week long

Trattoria: Italian à la carte restaurant opens for lunches and dinners from 7:00 p.m. to 11:30 p.m. except Sundays animated by ambient Italian music.

Petit bleu: poolside restaurant offering a selection of salads, snacks, sandwiches and pizzas, crepes / waffles and ice cream ...

- **Recreation centers:**

Night club “star studio”, opens every Thursday and Friday from 11 p.m. to 5 a.m. Massage, pedicure, manicure, sauna, gym, 4 tennis courts and beach games like volleyball. Indoor and outdoor swimming pools and a private equipped beach.

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- **Events and meetings:**

The hotel can host events for up to 700 guests. Three of the meeting rooms have a sea view with natural light. Congress hall « Auditorium » with 700 seats, press room and an integrated simultaneous translation booth, 08 meeting rooms for 50 up to 450 attendees and a Ballroom.

- **Other services:**

The Sheraton resort hotel also contains a CPA Bank, tobacco and newspapers booth, car rental services, jewelry store and a tourism and flights agency.

4. Management of the Sheraton resort hotel:

The Sheraton's management is a coordinating unit operating on an ongoing basis to achieve hotel goals and accomplish hotel missions.

4. Sheraton's mission:

The mission of the Sheraton Hotel is to provide all services related to catering, accommodation, reception, conferences, conventions, etc. As part of the national economic and social development plan, the hotel has very specific objectives, the main ones focusing on the profitability of the hotel, customer satisfaction, contribution to tourism promotion, improving service quality to attract as many customers as possible and to be market.

5.1. Missions for each department:

In order for the hotel to improve its service quality, all its staff are required to perform their duties:

5.1.1. General management:

It is headed by its general manager (GM), his tasks consists of establishing strategies for the evolution and development of a structure; Supervise and manage the material, human and financial resources of the hotel; Give instructions and decisions in order to achieve the set objectives and to ensure the proper functioning of the hotel.

5.1.2. Finance and accounting department:

This department is responsible for ensuring the financial and accounting management of the hotel, in particular monitoring the profitability and solvency of the hotel and anticipating the financing and future investment strategy.

Third chapter: studying the impact of soft skills on the social climate.**5.1.3. Equipment and maintenance department:**

The management of the hotel's equipment, the staffing of the Operational Departments and it's responsible and accountable for maintenance. It is responsible for the way equipment runs and looks and for the costs to achieve the required level of performance, establish an effective maintenance plan for hotel equipment and machinery, supply of sufficient spare parts covering the annual maintenance plan and check for minor or major repairs and improvements.

5.1.4. Accommodation department:

It is responsible for everything relating to the hotel rooms, as it also takes care of the reception, concierge, checkout and laundry.

5.1.5. Human resources department:

Human resources constitute the most important element in the hotel, the know-how of its people allows the company to improve the quality of service and profitability, and their behavior with customers contributes a large part to their loyalty, so this direction is supposed to; Improve staff efficiency through training and integration according to positions and environmental requirements; Improve working and living conditions in the hotel and to ensure remuneration, promotion of employees and career plans.

5.1.6. Marketing and sales department:

The hotel's Marketing and sales department is responsible for identifying clients, companies and groups and for recording hotel room reservations, meals and related receipts. This department is at the heart of the hotel because its decisions affect all services and it's essential for the overall success of the hotel, the brand portfolio and Marriott as a whole; Detects new market and product opportunities and study the competition; Analyzes and anticipates customers' needs and expectations; Draws up the marketing plan in which it defines very precisely the "marketing-mix" or the lines of development; Takes charge of communication; Develops the marketing strategy to improve the quality of service.

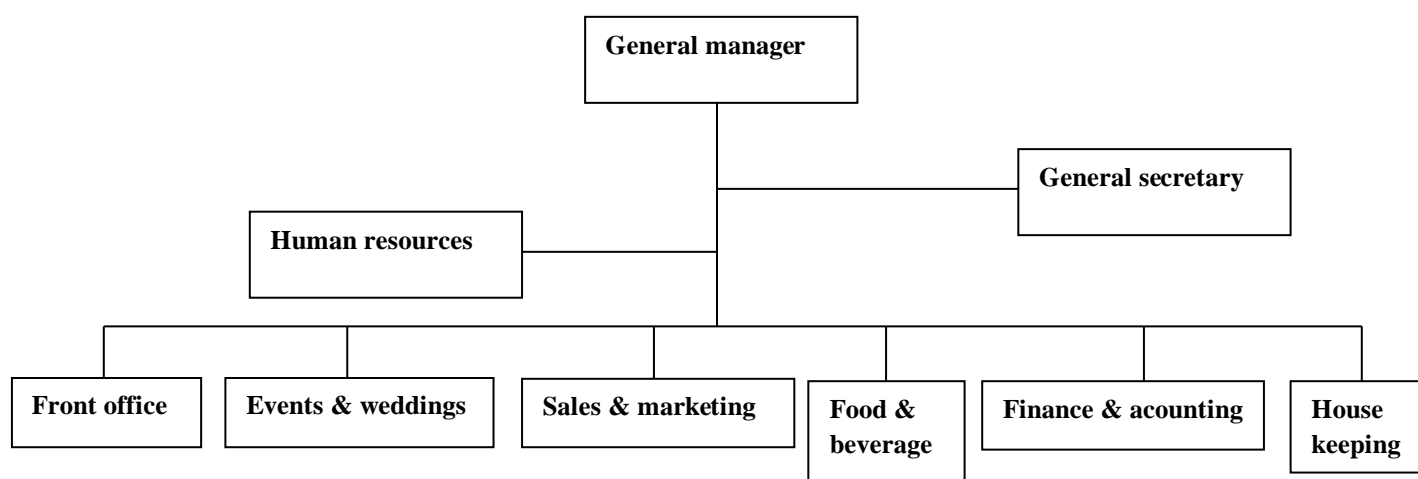
5. The company's organizational chart

Figure 7:A graphic representing the organizational chart of The Sheraton resort hotel Algeria

Section 2: Methodological framework:**1. Introduction:**

The purpose of this chapter is to present our study on the impact of soft skills on the social climate within The Sheraton resort hotel Algeria. First of all, we conducted a qualitative study that allows us to understand the actions and interpretations of the companies' sellers on the degree of contribution of soft skills on the social climate. As a result, we will be able to test our hypotheses by understanding the reality of the concepts involved in theoretical research in the field. Indeed, this study answers the questions "How?" and "Why?"

We have also carried out a qualitative study, which aims to question the company's workers in order to determine the possibility of adopting new working skills. The objective of this study is to determine the effect of soft skills on the workplace.

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The objective of this chapter is to make the link between the first two chapters (the theoretical foundations of soft skills and the social climate) and the host companies Sheraton resort hotel Algeria in order to better understand the impact of soft skills on the social environment.

2. Qualitative study:

A qualitative study is a study designed to collect qualitative elements, which are usually not quantifiable by the individuals interviewed or studied.

A qualitative study is most often carried out by group interviews (focus group) or individual interviews or by observations in a small sample situation. It is generally intended to provide an in-depth understanding of attitudes or behaviors. It can also be conducted in the laboratory. The notion of qualitative study is generally opposed to that of quantitative study, although in practice qualitative studies are often carried out as part of exploratory studies in order to prepare the surveys used in subsequent quantitative studies.⁷⁶

In this part we will precede to the general description of the study the choice of the method of data collection and the implementation of the interview guide. Finally, we will analyze the results.

3. Data Collection Techniques:

There are many data collection techniques in the qualitative study, there is:

3.1. Individual interviews:

*«The interview is a technique for obtaining unstructured information. The interviewed expresses himself or herself more or less freely, and the information collected must be used with caution because of the multiple interactions between the interviewer and the interviewed».*⁷⁷

3.2. Group interviews:

«Most of the time, it is a question of creating synergy between individuals in order to obtain even more constructive answers than those collected in individual interviews. Indeed, a sum of eight individual interviews is in no way equivalent to a group meeting of eight

⁷⁶ <https://definitions-marketing.com/definition/etude-qualitative/> (publié le 05/04/2017)

⁷⁷ LADWEIN (Richard) : *Les études Marketing*, ECONOMICA, Paris, 1996, p 47.

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*members. The information resulting from the sharing of group discussions is often much richer than that obtained during the individual interviews».*⁷⁸

3.3. Associative techniques:

*«They aim to produce associations from an inductor... such techniques are particularly suitable when it is necessary to compare several inductors or different types of respondents on the basis of the same inductor ... unlike individual or group interviews, associative techniques often meet quantified objectives...»*⁷⁹

3.4. Projective techniques:

*«Projective techniques are mainly used when individual interviews do not yield satisfactory results, or when paradoxes arise between what is observable and survey results... Projective techniques often refer to psychoanalysis. They are difficult to handle, but they remain essential when conventional techniques fail... The analyses governing information collected by projective techniques are not very formalized. The information can be used in a basic way by carrying out an inventory of the themes or associations collected».*⁸⁰

Our research involves studying the impact of soft skills on the social climate within Pmg and Great Way. This means getting closer to the employees. As a result, we opted for group interviews as a data collection tool.

4. Data collection tool:

In order to collect as much information as possible from the interviewees, we chose to conduct interviews.

4.1. What is an interview?

An oral, one-on-one, one-on-one relationship between two people, one of whom shares information on a predetermined topic, is called an interview. It is a guided discussion, an investigative process using a process of verbal communication, to gather information in relation to set objectives. Then the interview consists of a questioning session addressed to a

⁷⁸ ROCHE (Didier) : *Réaliser une étude de marché avec succès*, Edition d'Organisation, Paris, 2009, p 45.

⁷⁹ LADWEIN (Richard): Op.cit, p 55

⁸⁰ LADWEIN (Richard): Op.cit, pp 57-58.

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person or to several persons chosen incidentally in order to collect the information allowing to confirm or to refute the hypotheses of research.

So the interview allows collecting personal and intimate information on a given subject or on the personality, the mentality or the conduct of the person interviewed, and requires a direct contact with it⁸¹.

4.2. Types of interviews:

There are many types of maintenance based on varying degrees of directivity:

- **Non-Directive interview:**

There is usually a central theme broken down into a few major sub-topics identified in advance and discussed, in turn, by the interviewed. This type of interview is therefore a little more structured and the degree of freedom is a little less. It is used for a search for information or opinions of a fairly general level in order, for example, to determine the bases of pre-established hypotheses to be checked more systematically.

It leaves a lot of room for the interviewee to express himself or herself freely on the subject presented to him or her. This guy can help define a subject on which you know nothing or almost nothing.

- **Semi-directional interview:**

It is close to the previous one but the degree of freedom is reduced: the interviewee will have to answer as directly as possible to specific questions (but which are still quite broad); he must not deviate from the framework of each question or associate freely according to his inspiration as in the previous types of interviews.

This type of interview is, as the name suggests, midway between the non directive and the directive. In practice, it is often a combination of these two forms that is used. The aim is to obtain information, but at the same time to verify, with the help of questions, specific points related to certain pre-established hypotheses.

⁸¹ CHABANI, (Smain) et OUACHERINE,(Hassane) :Guide de Méthodologie de le Recherche en Sciences Sociales,1ère édition, 2013, p.72

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In this type, the researcher asks few questions and leaves the choice to the interviewee, but asks for explanations; arguments and examples.

- **Direct interview**

This is the form of interview where the degree of freedom is the most reduced; it is almost a questionnaire that is passed orally. All the questions are planned and not mostly improvised during the discussion as in previous cases. The purpose of this type of interview is the verification of specific points or the collection of detailed information. In this type the researcher directs the communication; he asks questions related to the subject of his research. This type allows deepening the subject of research.

For our study we chose the semi-directive interview as a tool for collecting information because it offers more freedom to the respondent, unlike the directive interview, which makes it possible to deepen and enrich the responses. Also, the semi-directional maintenance is more structured than the non-direct maintenance because it is based on a maintenance guide that includes different axes to address.

5. The interview's guide:

We have prepared an interview throughout an online platform (GOOGLE FORMS) in which we have asked a group of 27 people several questions in order to do our study on the impact of soft skills on the social environment in workplace.

We have separated our study into four major axes which are:

Axe one: introducing the soft skills;

In this axe we have tried to know if people are familiar with the term **soft skills** and if they know at first what these **soft skills** are?

Axe two: The faces obstacles in the workplace

The aim of this axe is to determine the difficulties encountered in the employees environment.

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Axe three: Best practices to be adopted

The aim of this axe is to know what are the best formations can an employee do to face his problems in the workplace.

Axe four: the reflection of the formation

In this axe we wanted to know if there is any progress after doing the formation and how that affects the employee in his workplace.

6. The online interview's analysis:

Note: We didn't put all the answers in some questions in order to avoid repetition.

Axe one: introducing the soft skills;

Question 1: Did you ever hear about soft skills before?

Analysis: we notice that 26 out of 27 people answered yes and only one person said no, in which we conclude that the term soft skills is well known among the majority of our sample of studies which contains different social classes (Junior auditor, Social media manager, Senior manager, researcher, Community manager, Co-director...).

Question2: have you done any formation in soft skills before?

Analysis: almost all people in our sample had a formation in soft skills before only one person didn't which means that these people are looking to improve theme selves by getting formed and learning more about soft skills and also means that companies are aware of the importance of soft skills in enhancing the performance by providing formations for their employees.

Question 3: in what skill did you specialize yourself?

Answers:

Skills	Number of answers
organization	12
Creativity	11
Self confidence	13
Motivation	12

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Communication	14	
Stress management	14	
Team spirit	18	
Adaptability	8	
curiosity	3	

Table 2: number of employees in each soft skills formation

Analysis: about this question we can see clearly the major problems faced in work place and their frequency, which are mainly (the lack of organization, self confidence, communication, motivation, team spirit) which leads us to conclude what are the shortcomings that people are trying to fix in themselves in case of self formation and others in case of organized formations(companies).We notice also that **stress management** and **team spirit** was the most appearing in the answers which shows the most common problem in general.

Axe two: The faces obstacles in the workplace;

Question 1: Do you have any sort of problems in your workplace?

Analysis: we can see that 20 out of 27 people answered “yes” meaning that they witness every day many problems in their workplace, admitting that most of these problems has a relation with the soft skills according to the flow of the questions, and this amount of people is considerable comparing to the number of our sample.

Question 2: What are these problems?

Answers:

Problems	Number of answers
can't handle pressure	5
get very impulsive	1
stress a lot	5
can't manage to work with your team	7

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lose self confidence	2
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Table 3: the most common employee problems in the hotel

Analysis: the main reason of this question was, knowing what are the most frequent problems that our employees are facing often in workplace? And we see that **stress management** and **pressure handling** and **team spirit** was the most repeating problems, which gives us an idea about what are these employees usually if not daily facing at work.

Question3: What are the main problems that your company suffers with?

Answers:

The company's issues	answers
Poor communication	9
Lack of awareness	8
Difficulties of comprehension	6
Absence of clear direction	4

Table 4: the most common problems in the hotel

Analysis: the purpose of this question was, knowing the employee's vision of his company, and knowing what kind of problems our company is facing from an internal prospective .So we see that **poor communication and feedback** and **the absence of clear directions** was the most common problem among all the employees, we can see that these problems are all an outcome of a lack of one of the most important soft skill which is communication. This makes the link between soft skills and the working environment clearer.

Question 4: How did you handle these problems before the formation?

Answers:

- I just adapt few days latter.
- By keeping calm.
- Handle my own work.
- Couldn't found a solution, so I kept hanging over.

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- I just followed my instinct.
- I asked so many people and that really stressed me out.
- Just deal with it with my personal experience.
- By getting angry and lose my nervs.

Analysis: in this question we wanted to see the employee's reaction to the possible problems that he could face in his workplace before any formation, where we can chose some answers like: **I just go ahead and do the work , getting angry, I just deal with it...** We can see that the majority of the answers wasn't founded on a good base, only instinctive reactions and what first came to their minds , which proves the lack of formation and experience in the field also proves the need of a formation in the domain for each problem at its own. Admitting that among these people there are some who answered quite formally but it represents the smallest portion of the responds.

Axe three: Best practices to be adopted;

Question1: Do you prefer to work alone on a project or as part of a team?

Analysis: 24 of 27 people prefer to work with their team mates; we conclude that the most of the people are aware that teamwork is the best way to finish a task and to keep the social environment close together and that's the main point of the formation.

Question2: Did you have the formation alone or with your co-workers?

Analysis: 10 of the responses were from managers that had the formation alone to well manage their tasks, but the other 17 were (sellers, hotel stuff ...) and that put a mark that companies are aware by encouraging team work and there's a will to improve the social climate.

Question3: How do you go about rearranging your schedule if something unplanned occurs?

Answers:

- Do some research and find the best way to fix it.
- Have some me time to calm myself down, anger and stress are the first enemy in such situations

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- Just go and ask a colleague with more experience.
- I start by important stuff that should take place first then the less important come later in the scale
- Priorities came always first.
- I do my best to adapt and came up with a new schedule.

Analysis: due to the responses of our samples (**planning to find solutions, Giving more importance to priorities...**) the best thing to do is to stay calm and focus on how to organize your schedule to avoid being stressed out, it proves that the formation has a huge impact on how the employees' think under the pressure of such problems in the workplace

Question4: How do you stay motivated when working on a project that doesn't interest you?

Answers:

The majority of the answers were like:

- Think that the project can give me more knowledge.
- Always think that the companies profit is my profit.
- Figure out a way to have fun while working on the project.
- My team is the source of my motivation; we always try to see the bright side.
- Project like those can add more experience to my carrier.

Analysis: the responses have so many point of view, the majority said: **that doesn't matter if the project suits me or not if is it in the profit of the company** and that's a positive way to manage things, but also others see that they have to motivate their selves (financially or by getting new knowledge), in all that we can say that the formation has reached its point (the best for the company).

Axe four: the reflection of the formation;

Question1: How did you handle these problems after the formation?

Answers:

- Listen to all the opinions and try to find the best solution out of them.
- I used many techniques that i learnt in the formation.

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- With better awareness and understanding the situation.
- I learnt how to manage my stress and delegate tasks to other people.
- I think the best way to resolve a problem is by facing it.
- I applied all what i has learned after the formation.
- Ask for another opinion from an expert.

Analysis: the answers were all like (**being calm, asking our colleagues for help...**) we can see that the employees are more aware and think more wisely after having the formation, that can only show us the huge effect of soft skills on the social climate.

Question2: How do you manage to work with them (your co-workers)?

Answers:

- Communication is the key we take time to hear each other's ideas and opinions and have to respect them.
- By being attentive respectful and helpful.
- I like to work as a team and to lead them to be as productive as possible.
- Professional and mutual respect.

Analysis: After the formation employees became more focused on their objectives than on the other disturbing details around them, the majority said that they feel way better working with their colleagues because together they can see things differently and can get a better result in other words the formation learned them that team work and adaptability are the key to work with any environment with different people.

Question3: What are the changes that you noticed apparently on you or your personality?

Answers:

- I'm more confident, and less stressed
- I'm more optimistic, and I'm learning how to manage my stress during the hard periods
- I trust people more now and listen to them, consider their opinion.
- More confidence, i can express more ideas and ability of stress control

Analysis: according to their answers the employees are more optimistic and way more self confident, and the most important as we see that they can manage their stress in the

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sensitive matters, that conclude that the formation has made them a better person's before making them more productive.

Question4: How do you deal with differences of opinions in the workplace?

Answers:

- Try to give more arguments
- I accept the other opinion.
- With communication.
- I believe that different personalities and opinions make a business stronger, so I always try to find a middle ground se we can move to the next step.
- Respectfully and focusing on the good of all staff.
- By taking the best of every opinion.
- With debates, try to convince the other part.

Analysis: the most frequent answer is (**the good communication**), if that could refer to something it refers that the employees' are becoming wiser and put in their hands the communication skills that can be an added value in any giving company.

Question5: How can you rate the working environment before and after the formation?

Answers:

- Figures that speak, we became more productive.
- It improved a lot , we listen to each other more.
- More productive although it needs time to adapt and provide more.
- It is way much smoother now.

Analysis: every person responds to this question by his own point of view and his experience, we can only say that the most of the employees' that responds to this question are managing to work in a best way after the formation.

Question6: What are the skills that you found more useful after the training?

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Analysis: the most repeated answers were: **communication, teamwork, self confidence** and **stress management**, and from that we conclude that everyone is more comfortable in his job after having this formation.

Question7: What do you suggest to improve the social environment in your company?

Answers:

- Watch and develop the Human Resources.
- Try to put the communication as the main topic in your company and especially that will allow making the feedback way much easier.
- More formations for the staff of the company and stay awake with every future changement.
- Focus in communication.

Analysis: all the responders are with the idea that soft skills are the best way to improve the social environment in any company and they're asking for more formation in the field.

Question8: Are you more integrated in your job after the formation?

Analysis: all the answers were "yes", that means soft skills are the key to provide the best social climate for the employees' to do their jobs.

7. Interviews summery:

From the interviews conducted at Sheraton hotel and resorts employees, it can be noted that:

- Employees became able to communicate more effectively with each other and with the clients. Soft skills equipped them with the skills to express themselves more clearly, listen, and tackle difficult conversations.

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- Sheraton hotel and resorts managers are always being formatted in soft skills, the thing that gave them the advantages to keep their service at its best and to serve the client the best way they can.
- The workers after the formation are better able to delegate, provide feedback, accept feedback, take responsibility, and motivate themselves and others to reach their targets.
- The soft skills formation cleared for the employees' the ability to be proactive when it comes to recognizing problems and potential barriers to projects, tasks, and goals. Furthermore, they'll be able to identify and implement solutions or offer alternative fixes.
- Soft skills empower the employees to collaborate and work together in order to collectively meet company goals and objectives. In turn, this leads to improved efficiency and heightened productivity.
- The social climate within the company also changed to the best, where we have seen that all the employees had a positive reaction after having the formation so we conclude that the working environment can be controlled by identifying the problems and then prepare formation sessions to each problem.
- In the present time all the companies are seeking to get a soft skills formation to their employees, after the huge effect that have been made by these skills in all the industries

Section 3: Finding and recommendations

There are many strengthen points, from the qualitative study that we made we can count:

- The transferability of soft skills from a person to another just by daily contact (the employees' can change their behavior and their personal skills by observing and learning from their colleagues).
- Soft skills are the skills that employers are looking for in every employee.

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- Sheraton hotel and resorts is one of the biggest hotel chains thanks to his well formed and the strength of his staff members.
- Soft skills are the major key for success in the hotel industry thanks to its effect on the social environment.
- The desire to diversify by offering innovative digital services

We found the following negative areas requiring improvement:

1. Communication barriers:

- **The language in the hotel:** working in a multinational hotel can cause a massive language problems, the case of Sheraton is the lack of understanding caused by the diversification of its staff, also the use of way too much technical words with workers that have a less knowledge in your field can disturb them or worse than that they can understand you differently.
- **Over loading communication:** it is a common face to face communication issue, its due to talking too much to a person and not giving him the chance to give his opinion or his point of view that what causes the disturbing of the other part until he don't follow you in your discussion.

1. Demographic problems:

One of the most common demographic problems is the cultural and generational differences:

- **Cultural differences:** these differences can cause problems in the workplace, for example an Algerian and an Indian don't have the same way of thinking, and one of them can press the other's red button without even feeling.
- **Generational differences:** the age gap is one of the main issues in the workplace, because from a generation to another it's not the same way of thinking, and every detail can cause a provocation or a disturbance (the way of talking, the words using, the dressing ...).

Third chapter: studying the impact of soft skills on the social climate.

2. The formation cost :

- The formation of soft skills is a really a big benefit and in favor of the hotel and all other companies but the cost of the it is huge every year, hats why they have to find a solution for this issue.

2. Absence of auto evaluation:

- The hotel is forgetting to know itself because it does not carry out auto-critical assessment that would allow it to highlight its strengths and weaknesses and better know the things that must be done to give more.

Following the qualitative analyses carried out through the interviews and the questionnaire, we came up with a number of recommendations for Sheraton Hotel and Resorts.

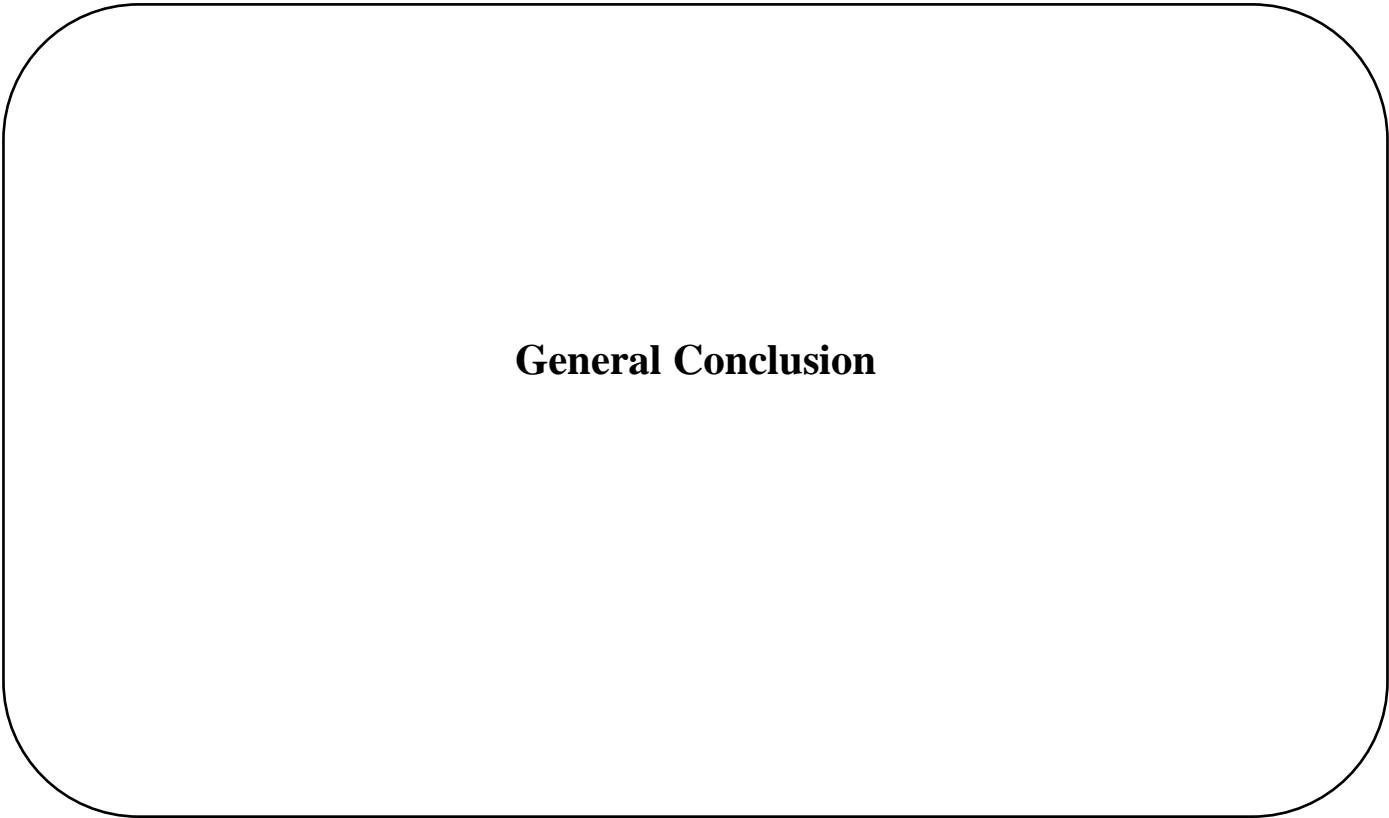
Our recommendations are as follows:

- To fix the language barrier in the Hotel the human resources must take decisions such as accepting employees who know the basics and the minimum at least of the English language so they can well communicate with each other.
- To get over overloading communication, the employees must learn how to communicate with other (colleague or client) by giving them notes, and the best solution in this case it to bounce the discussion between the two sides.
- The demographic problems are the easiest one's to avoid in the two cases (cultural or generational), the employees' must be well informed by the others cultures and the way different generations think to avoid the miss understanding of things.
- The formation cost is the biggest problem in our time where technology leads over everything, for example in Japan they found a new way to form

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their employees by using virtual reality technology, they put them in virtual situation and see what are the lacks in their personalities, so they can form them using the same technology.

- Determine its strengths but especially its weaknesses by making a critical self-assessment of its employee's performance. This will enable it to identify areas for improvement and take corrective action to be more competitive.



General Conclusion

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General Conclusion:

Nowadays, Work climate is the prevailing workplace atmosphere that depends on the skills of employees, the work they do, and the resources they have. Also, having opportunities for team building, creating policies for conflict resolution, and providing coaching or mentoring are great modalities to create a positive climate. Workplace should guide employees to work on what is expected of them in terms of their performance and indicate the value and rewards of behaviors which has a direct relation to staff competency and skills.

The purpose of our study is to analyze the impact of soft skills on the social climate to achieve that we had done our research focused on two parts. The first is purely theoretical and the second is practical. The first part allowed us to identify our research topic and to understand the concepts and the importance of soft skills and the main reason why they should be developed in every agent.

The survey we carried out among the workers of the Sheraton resort hotel made it clear that having soft skills is now a condition of continuity for the hotel the importance of implementing formations for employees to develop their soft skills.

Thus, the second part permitted us to define the link between soft skills and social climate which Represent the aim of our study and lead us to conclude with positive results.

The method used in our study is a qualitative study destined for the company's workers in order to confirm or refute our research hypotheses; in this regard we obtained the following results:

The stabilization of the social climate in the company is duo the good application of all the soft skills.

The results of our research confirmed this hypothesis, for the reason that they insure a suitable working environment according to our study almost all the workers in the company

General Conclusion

suggested that the best solution to improve themselves and their company was to have a formation in some kind of a soft skill.

We have seen in our survey that the majority of the employees noticed better changes on them and their workplace due to the formations that they had on their soft skills.

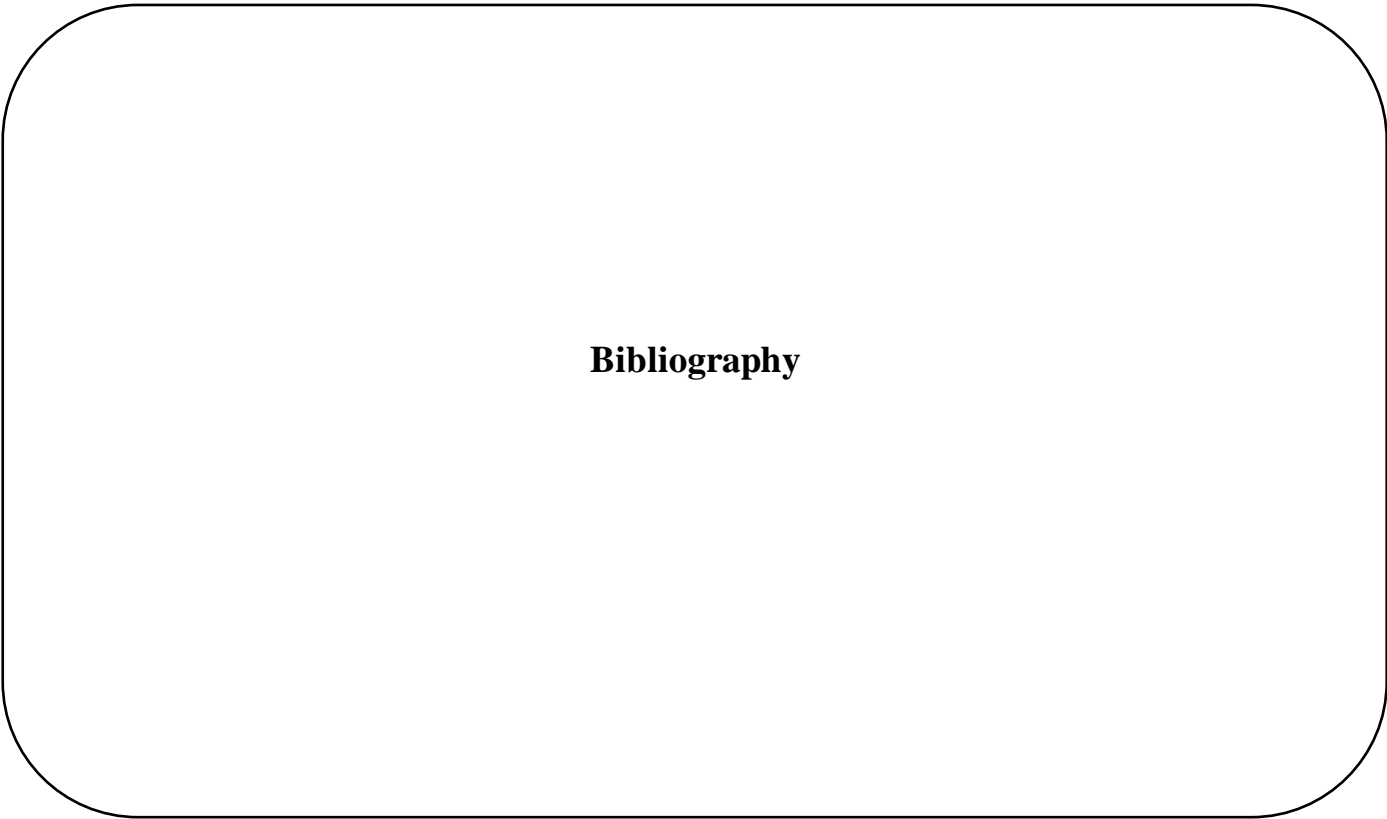
The social environment is at its best due to the personal hard skills of the staff.

The results of our research refuted this hypothesis, for the reason that the majority of the employees that answered our survey said that they felt a big difference to the best by comparing the phases before and after having the formation that's why we confirmed the first hypothesis because it must have been a coordination between the employees and to do this they need to be having the right knowledge to do it.

Admitting that we are unable to generalize these results, because of the limitations of this study which are; Respondents are only among Algerian employees of Sheraton resort hotel, so it is not wide enough to cover a global perspective, also the findings of this study can't be generalized to other hotels because of the different social and economic status of respondents of Sheraton resort hotel.

Finally, admitting that this work is our first scientific research experience but it allowed us to acquire knowledge in theory, in practice, as in methodology. As we wish that other works come to enrich ours. Taking this into consideration, our work should be completed by; studying the impact of soft skills on the social climate.

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Appendix

The interview's guide:

As part of our Master 2 thesis in International Affairs, we are conducting a study on the soft skills and its impact on the social environment.

First of all, we would like to thank you for the time you have allotted for this interview and for your contribution in providing answers to our questions.

Our study aims to understand the way can a formation in soft skills affect the social climate. During this interview, we wish to cover the list of topics listed below:

Axes to aboard:

Axe one: introducing the soft skills;

Did you ever hear about soft skills before?

Have you done any formation in soft skills before?

In what skill did you specialize yourself?

Axe two: The faces obstacles in the workplace;

What are the main problems that your company suffers with?

What are these problems?

Do you have any sort of problems in your workplace?

How did you handle these problems before the formation?

Axe three: Best practices to be adopted;

Do you prefer to work alone on a project or as part of a team?

Did you have the formation alone or with your co-workers?

How do you go about rearranging your schedule if something unplanned occurs?

How do you stay motivated when working on a project that doesn't interest you?

Axe four: the reflection of the formation;

How did you handle these problems after the formation?

How do you manage to work with them (your co-workers)?

What are the changes that you noticed apparently on you or your personality?

How do you deal with differences of opinions in the workplace?

How can you rate the working environment before and after the formation?

What are the skills that you found more useful after the training?

What do you suggest to improve the social environment in your company?

Are you more integrated in your job after the formation?

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