CROSS-CUTTING MANAGEMENT FOR BETTER PERFORMANCE: WHAT ARE CHALLENGES FOR TRANSFORMATIONAL MANAGEMENT OF MANAGERIAL PRACTICES IN MOROCCO?

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Abstract

Between turbulence and crises, several companies face situations of loss of reference and meaning (Koninckx, 2010). The solution for many researchers is the use of transversal management to be able to bounce back and maintain the sustainability of the organization in a market characterized by strong competitiveness.

The loyalty of the players and the development of their spirit of belonging through good governance and participatory and adaptive leadership will be the best current response to the needs of Moroccan companies in terms of seeking the performance of the team.

Our article aims through a literature review a semi-directional interview and a questionnaire distributed at the level of 100 companies to give a concrete answer as to the practices of cross-approaches leading to the maintenance of team performance.

Keywords: Cross-cutting management, adaptive leadership, good governance, team performance

Introduction:

Currently, the pyramid structure is less and less favored by companies. In fact, organizational structures seek the evolution of hierarchical power in relation to the management line.

The real challenge then becomes getting the employees to join when it comes to cross-cutting management. Without hierarchical authority, the need is on the ability to convince to move membership beyond authority.

As part of any competitive strategy, the role and interests of the employees must aim towards common objectives for the good of the company. There are often visible disparities between personal objectives and common objectives, especially when there is apparent partitioning within the same enterprise. From the image of the holder of power, or the absolute leader to whom all employees are devoted, a new vision of management comes in contrast to it, namely: cross management. The latter is not well-known but is slowly emerging as a new type of management that meets the expectations of a changing company.

Since individuals cannot be assimilated or treated like robots, and hierarchical managers are aware today that it is difficult for employees to leave their feeling and desires at the door of the company, the challenge then is to succeed in motivating this employee to maintain his performance.

The intelligent manager will be able to follow the strategy of a cross-cutting management to succeed in mobilizing this part of subjectivity present in any individual, in order to obtain his involvement of its team members and on the issue of recognition and compensation.

The confrontation of employees with the fact that promotion becomes less-since there is less hierarchical level- and that expertise no longer has value in itself because it is judged on the basis of the contribution, will lead them to one conclusion: the evaluation is done through the result obtained, and this may in a sense motivate them to aim for performance.

This research topic is part of managerial and organizational problem that is directly linked to the importance of creating a spirit of belonging and loyalty among employees and collaborators in the Moroccan enterprise, and especially the Casablancaise enterprise. If the manager has the tools of cross-cutting management, he will be able to better understand his teams to better manage them. The aim is to maintain their performance. We are then looking for sustainable performance!

The obvious question before us is: "How can cross-cutting management be a lever for the growth of the company, and lead to the maintenance of the maintenance of team performance?"

It will be wise to first discover how cross-cutting management can be lever for growth for the company. We will begin by studying the terminology plurality of the concept and lead us directly to the discovery of new approaches applied in the company.

In addition, it will be useful to analyze the role of cross-cutting management in maintaining teal performance. We will present the results of our survey and a number of recommendations to try to inform any manager about the key to maintaining the performance of his teams.

1. Cross-cutting management: business growth lever:

1.1Terminological pluralism:

Moroccan companies are now trying to renovate their management style for better performance. It is useful to be on board to detect the multiple terminology of this new concept that appeared in Morocco. It is no longer disputing that several Moroccan SMEs are the archetype of the bureaucratic organization. Here we can think of the birth of bureaucracy with Smith, who advocates the division of labor, or with another iconic figure like Max Weber who conceives the theory of bureaucratic organization, or Taylor who encourages the rationalization of production.

Often stiffness is excessive, labor alienation is a reality, and performance is too low, hence the need for reform to perform better. Therefore, several SMEs are starting to build a new management model, namely" cross-management". This is not a utopia, but a new strategy implemented gradually by Moroccan managers.

To try to understand or situate this concept of transversal, which remains particular and ambiguous, it is worth noting that it is a new element that "crosses" what already exists. For Laurent Ménégoz (2004) "transversal carries the utopia of ideal coordination" (for him it is a new way of seeing organizations).

For Mintzberg, he defined it as: "the structure of an organization can be defined simply as the total sum of the means used to divide the work into separate tasks and then to ensure the necessary coordination between those tasks. Transverse organization is more concerned with movement, reactivity and results. And as Laurent Ménégoz (2003) states "the operation will be more futuristic, because it will focus on coordination" and therefore the transverse organization comes to oppose the vision of Mintzberg.

In this way, cross-cutting will lead to a new era in which priorities are reversed. This new vision of bureaucratic organization requires us to reflect on the right organization that reains for the manager. The organizational chart is in response to this concern to "organize well"! In fact, structuring, stabilizing functions and, above all, delegating and distributing tasks according to skills, levels of study and age remain necessary. Within this framework, without flexibility and adaptation, the organization will be perceived by many as an obstacle as complexity becomes more and more complex.

The idea in fact is that the company is removing trades, removing a hierarchical level and moving some people from its staff to new trades. The main concern here is that the staff is losing their credentials. The priority is left much more for the coordination symbolized by the cross management. The objective is to obtain an organization in a problematic form much closer to a "process" which is a dynamic structure presented as a "flow", as stated by Philippe Lorino"(1997)who emphasizes: "The flow is like the set of activities connected between them by flows of information or material that are significant and that combine to provide an important and well-defined material or intangible product".

Also, to better discover this cluster, we refer to Jacques Lemonnier (2014)who states in his book"the cross-cutting manager" that the cross-cutting management is exercised horizontally and not vertically, which implies that it is not a priori based on a hierarchical link, and that it is generally "trans-trades, trans-departments, trans-poles" and therefore cross–cultures. In fact, according to the author, the absence of a basic culture related to the profession leads to misunderstandings that can go as far as rejection. In the same vein, Jacques Lemonnier argues that "we must create a "cross-cultural" culture that goes beyond and encompasses the cultures of trades or markets.
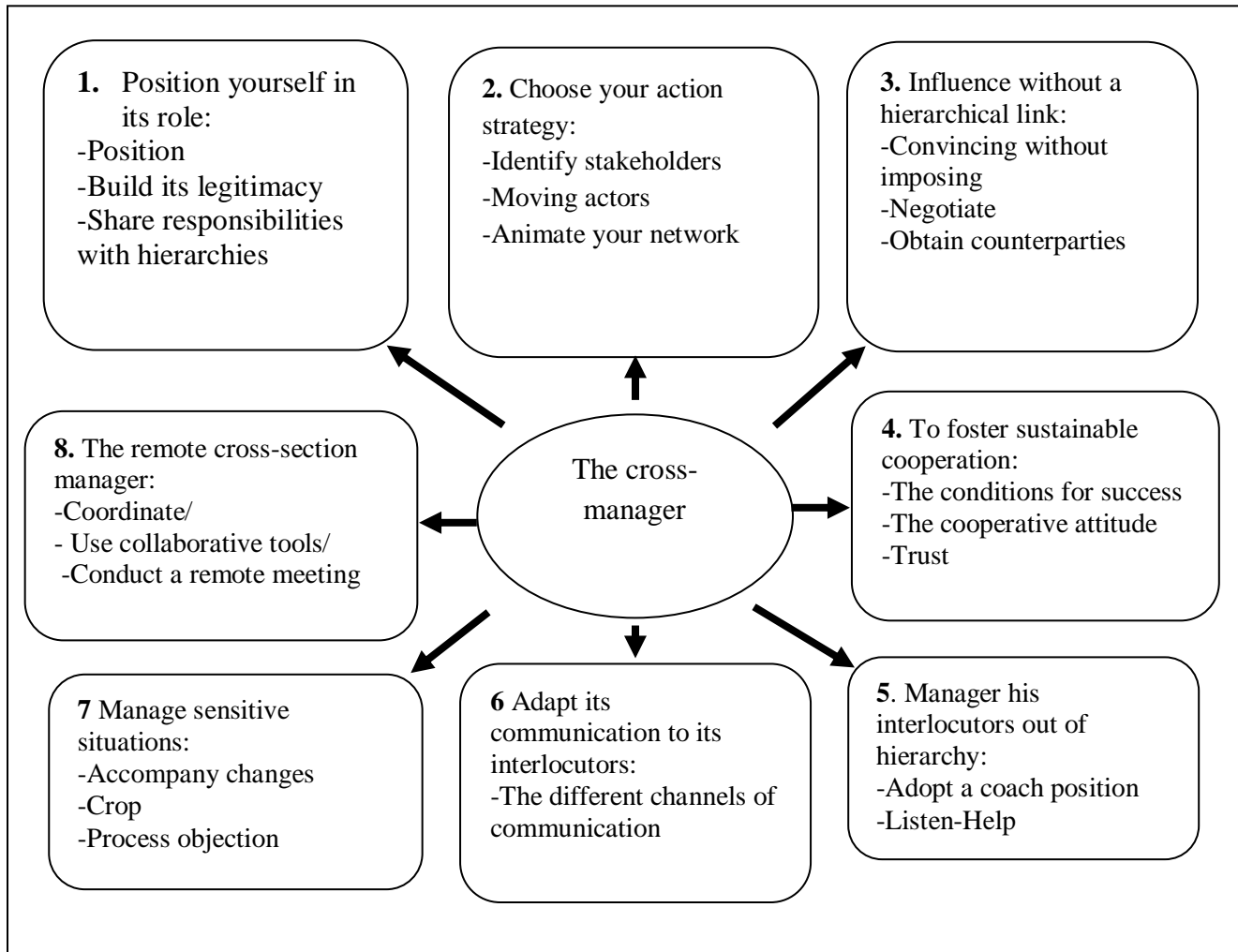
Thus, cross-cutting management refers to project management but also covers constant and recurring activities, which include functional activities (such as HRM, accounting, finance, communication, etc).

We can point out on the basis of Vincent Disecca's vision (2013) that it is possible to speak of cross-cutting management when there is no hierarchical link between the person managing and those he manages. The transversal, according to the author at the time, often involves peoples of different services, which is a factor of complexity".

If we wish to transpose to the Moroccan context, the reflections of Moroccan managers today are part of a new managerial and organizational logic in direct connection with the importance of creating a spirit of belonging and loyalty among employees and collaborators. The Moroccan manager is beginning to be aware of the importance of having the tools of a cross-cutting management, to better understand his teams and finally to better manage them. The aim is to be integrated in research and performance.

Géraldine Michel (2013) points out through his research on the issue that cross-cutting management is an answer for better team performance. If you wonder why? The answer is straightforward and clearly compelling as the need for efficiency, outcome and cost-effectiveness has increased. To meet these needs, companies have developed increasingly sophisticated management tools, we will choose to group together the elements most relevant to our sense that define the role and interest of this type of management for the manager and for the company in the table below:

Figure 1: Role and interest of cross-cutting management

1. Position yourself in its role:
-Position
-Build its legitimacy
-Share responsibilities with hierarchies

2. Choose your action strategy:
-Identify stakeholders
-Moving actors
-Animate your network

3. Influence without a hierarchical link:
-Convincing without imposing
-Negotiate
-Obtain counterparties

8. The remote cross-section manager:
-Coordinate/
- Use collaborative tools/
-Conduct a remote meeting

The cross-manager

4. To foster sustainable cooperation:
-The conditions for success
-The cooperative attitude
-Trust

7 Manage sensitive situations:
-Accompany changes
-Crop
-Process objection

6 Adapt its communication to its interlocutors:
-The different channels of communication

5. Manager his interlocutors out of hierarchy:
-Adopt a coach position
-Listen-Help

Adapted by Géraldine Michel, Transversal management of the brand(2013)

The advantages of cross-management for a team are based on the 7"C". The manager takes care of the following seven actions: research and deployment of "skills", research of "clients", "communication", "cooperation", "coordination", "connection", and "trust". It can thus overcome inter-service barriers, develop organizational agility, promote responsiveness, and ultimately mobilize dispersed resources. As Koninckx (2010) states, the solution for several researchers is the use of cross-cutting management to be able to bounce back and maintain the sustainability of the organization in a market in the sign of high competitiveness.

1.2 New approach to business:
In his book, Jacques Lemonnier presents several company structures and advises to adapt his management according to the type of organizational structure. We will present some principles to

fail in cross-management, in order to explain how with some seemingly simple errors, the cross-management strategy can be doomed to total failure:

Table 1: Errors that may lead to a failing transversal management:

	Principles
1.	Time is an admission of disobedience
2.	The deadlines notified shall be negotiated: on the one hand, we demand very advanced deadlines, on the other, we doubt that we can meet them
3.	Any work received from another department is subject to careful review and a request for refurbishment, with regret for not having been consulted before
4.	Each reviews the deliverables they receive with a negative priori based on their own values and priorities
5.	We have to be late to meeting to show that we are very busy
6.	The meeting exceeds the scheduled end time, which proves the intensity of the meeting and triggers cascading delays, witness a very intense activity.
7.	Meetings are often devoted to reviewing the work done by their facilitator, sometimes the only one who has worked because others have not had time
8.	Each one makes his schedule more flexible and so by rigidifying other's schedule
9.	Flooding email partners until harassment

Jacques Lemonnier, Vuibert, Paris, 2014

From these failures, we notice that communication between the manager/Leader and his partners on the rules of the game is extremely important. The group that transforms itself into a team thanks to the cross-cutting management can summarize the actions to be followed for each entity. It will therefore be useful to formalize the difficulties to be overcome, the rules of the game to be implemented, the information sought, the information proposed and the possible enrichments and development together.

2. Role of cross-cutting management in maintaining team performance:

2.1 Team performance: terminology plurality:

Attempting to understand the team dynamics, performance and relationships between the manager and his team, underpins a good knowledge and management of the human being. Human resources management has undoubtedly become a strategic activity in recent years, creating a critical competitive advantage for the company (Arcand, 2006). As a result, the employee is no longer seen as a replaceable gear for the company, but rather as an intangible asset that managers want to train, motivate, guide, develop and above all, achieve sustainable performance (Dlimi, 2017)

Several researchers considered organizational performance as part of the overall performance of the company. The latter, like any other performance, is a polysemic and complex concept, which contributes to the difficulty of proposing a consensus definition of it and makes its measurement a difficult task (See, 2006). It explains both the performance of an organization and the

performance related to its internal activity. For our research, this is the second dimension that interests us in particular, and especially the performance of the teams.

The notion of performance refers to the idea of taking action. It is clearly a matter of undertaking and ensuring that the action is completed, without any explicit prediction as to the nature or level of the result to be achieved. According to Annie-Bartoli, (2005), la performance est précisément le fait d'obtenir un résultat, ce qui sous-entend bien entendu que ce résultat doit être « bon ».

Le concept de performance correspond à l'atteinte des objectifs et/ou des résultats attendus, et plus spécifiquement à la création de valeur. According to Sirotte C, Denis JL, and Béland (1998), in order to be successful, an organization has to perform four major functions on an ongoing basis: achieve legitimate goals, adapt to its environment, produce with quality and maintain and create values. Achieving goals reflects the organization's ability to achieve its mission. This function is achieved when the work team is performing. The team therefore has the capacity to acquire new resource, innovate, transform and adapt to the needs of management.

Adaptation is the process of producing individual services and collective interventions. We refer here to the quality of services, optimization of production processes (productivity). The production also links us directly to the coordination between the team members, and the continuity of their performance, the collaboration between each individual forming the team, and the investment of each individual to present an optimal result.

The creation of values and standards within the team facilitates or constrains the accomplishment of the three previous functions. These values help guide and justify the team's strategic choices, support development projects, as well as the various claims against any delivery (Dlimi 2016).

Fairness, freedom and efficiency remain three key values for team performance. Equity combines the concepts of equality and solidarity by adding a normative dimension, which seeks to ensure a fair distribution of fundamental rights among the individuals forming the team. As for freedom, it refers to three notions: the autonomy of the action (to be able to choose freely without harming others); independence of action (having the resources to make choices), without omitting the integrity and dignity of the individual (an integral part of the tea).

As for efficiency, it links the results with the means mobilized to achieve them. It becomes a values when applied to make the best use of the skills of each player in the tea, to maximize collective advantage, to account for decisions, and thus to maintain a collective performance (Contandriopoulos AP, 2008).

In addition, SMEs are operating in an increasingly constrained environment, where human resources and their management are viewed as levers of action on organizational performance. Several authors and researchers try to link performance with human capital, and reflect on team performance, but without agreeing on conceptual and operational clarifications (Pauuwe, 2004); Richardson, 1997).

The performance of the teams is seen as a component of the company's performance (Carassus et al.2011). In this context, we think of the overall concept of "HR Performance", which was initiated within a stream of Anglo-Saxon literature. In fact, it consists of a set of attitudes of an organization's staff in response to its organizational incentives (internal procedures, management practices, HRM practices, etc.)

Previous research (Boselie, Dietz, Boon, 2005; Sangers, Paauwe, 1996, Beer et al. 1984;) showed in addition to maintaining positive links between them, that each of these attitudes has a

significant and positive influence on the performance of the organization. For performance criteria, it is useful to define what is a performance criterion? This is a quantitative instrument (e.g a number, a ratio, an index, a percentage), giving an indication of the performance of a specific organization, process or result (O'Leary, 1994).

If there are different criteria that can be used in the evaluation of the performance of the players within the team, we will only retain three, in relation to our research subject relevance, effectiveness and efficiency. Relevance is to link the issues of the project to the objectives. It is more about measuring how the objectives defined meet the expectations of the beneficiaries and the identified needs. In terms of effectiveness, it measures the effectiveness of the team, and thus it is useful to bring the result achieved to the original objective. This criterion is used to measure whether the objective of the action have been achieved or are being achieved.

With respect to efficiency, as mentioned above, this criterion allows the team to be cost-effective in term of resources mobilized(Fund, expertise, time, etc.).
The mere gathering of individuals is not enough for a real team. Rather, the true strength of the team lies in the diversity of approaches that it is capable of providing. Its performance thus depends on the balance of roles held by each of the members. Now let's move on to the discovery of the key to maintaining team performance. We will also present the result of our investigation in the next section.

2.2 Maintenance of performance in the Casablancan enterprise through cross-cutting management: study result and recommendation:

Maintaining the performance of its teams is the challenge of any manager. Indeed, the loyalty of the actors and the development of their spirit of belonging through good governance and participatory and adaptive leadership will be the best current response to the need of Moroccan companies in terms of the search for human performance.
In the sens of our research on the issue, we should remember what a process is a manager. The manager using the Process approach focuses on the results to be achieved and the means to be mobilized. This approach is rather linked to the notion of collective effectiveness and can be considered as a cross-cutting management approach. However, for processes, they provide results related to the objectives, derived from the strategic objectives of the organization. They are part of the management and planning tools.
In fact, as part of the process approach, and based on our findings from the collection of respondents data: the workflows of the teams studied in our survey focus on problem solving. When there is an Event X, the "Business Actors" are active to succeed in "feeding" that leads to "exploitation". The "Business Experts" then study the context and use their "Experience" in a collaboration with a "multidisciplinary committee" by establishing "rules" of operation. Eventually" broadcast" takes place.
For the managers we interviewed, they use the process identification strategy as part of the cross-cutting management. The objective is to answer the following four questions in order to achieve a satisfactory result. On this, the questions that arise are:
-"Who" are the skills and responsibilities?
- "Dos what" to identify the sequence of activities

- "How "to find out the procedure and instructions

And finally, "with what", and " to provide what " to characterize input and output data. The cross–sectional approach is used here to identify risks, actions, and ways of controlling the process.

As a result of the summary of the responses collected, the following points are inferred. Five ingredients of success are used by the managers interviewed, we classify them as follows:

-Stakeholders involved focusing on a mostly participatory management style:

-A specific framework for each actor, which defines the missions, objectives, tasks and responsibilities of each, with clear rules of operation.

-A large team that meets the needs, with skills and personalities able to working in cross-border management.

-A team spirit that allows the team to be coherent through joint actions.

-Maintenance of relationship with peers, supervisors, the various services of the company and external interlocutors.

On the other hand, the observation that emerges from our study is that the responsibilities are more distributed, so the organization becomes less vertical and transversal.

The performance of a company is linked to the quality of its cross-cutting management, which must respond to a paradox, that of providing more framing but also more flexibility in the teamwork environment.

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The performance of the Casablancan company is entirely possible thanks to a cross-cutting manager who relies on a tripartite relationship, since the dominant relational mode will be as follows: N+1 actor, Actor and Transversal Manager. It will probably play multiples roles, and its action will be to pool, consolidate and capitalize on a time (frame related to the policy being implemented. The cross–cutting Manager will thus be able to maintain the performance of his teams by following indicators on the implementation of methods, standards and results while operating through influence and cooperation.

The following table clarifies the difference between the position of hierarchical manager", "project manager", "network driver", and "cross-cutting manager". Their common point is "make it happen"! They manage to get the workers to do their jobs, but several differences remain to be noted in their actions and strategy:

Table 2: Differentiate cross-management from other types of management:

Position	Dominant Relational mode	Principle of Actions	Time Horizon	Measure Control	Functioing determined by
Dual Relationship	Outline Manager: to Manager /Collaborate	Lead Evaluate Change	Persistent Character	individuel performance	Employee Autonomy
Project Leader	Tripartite Relations hip: N+1 Team/ Team/Preoject Leader	Delegate/ Enroll/ federate	Project duration	Result project	Interdependancy
Network driver	Tripartite relationship: N+1 member/ Member/ network driver	Make sens/ Pilot/ Develop	Network goals	Indicators of contribution to strategy	Interaction/ Matching resources
Cross-cutting Manager	Tripartite relationship: N+1 actor/ Actor/Cross-cutting Manager	Mutualize Consolidate Capitaliz	Time related to the policy implemente d	Indicators on implementatio n of methods	Influence/Cooper ation

Jean-Pierre TESTA, Bertand DEROULEDE, La boite à outil du management transversal, DUNOD, 2017

If the results of our investigation are to be summarized in more detail and recommendations to be made, it is useful to clarify the following points: It should be noted that the evolution in the enterprise can be achieved if there is need for federation and membership of resources, without hierarchical link, when there is real need for membership. In this sense, and in contrast to the manager/ collaborator relationship, cross-management is a way of seeing organizations horizontally, focusing on the ability to collaborate and work together.

Although this may seem simple, as it is part of a " work together" logic, certain skills and qualities are essential to be better manage a team and to maintain its performance outside of any guideline (such as leadership that remains essential to motivate and involve employees).

In our survey, the phrase that most often redundant from the respondents to our interviews is:" I don't have to do action X, because the person who asked me is not my boss!". This refusal to collaborate is a feeling felt by respondents when they receive requests from other departments or entities of the company. Of the 100 respondents, 79 indicated that they only responded to requests from their "n1" or direct supervisor. This is also to say that some employees can be horizontal management brakes, as they have become accustomed to receiving orders, not requests.

Also, of the 100 respondents, the teams surveyed in our survey, which consisted mainly of men, expressed a categorical refusal to perform the tasks if the request was horizontal. They stressed "we only follow the workbook and the weekly missions highlighted in the meeting of the briefing on Monday".

In addition, they said" we are not supposed to respond to the inquiries of other stakeholders". The only person who was important to them was "the boss"(as they named him- when I asked:

why? One of the respondent replied, "When there are several tigers, it is better to wait for orders from one lion to avoid war, because each of us has his ego". We asked them what they expected to do to make the performance better and, above all, to maintain it. The answers we have had are s follows: More confidence/Employee's commitment to decision making/more involvement/ more communication/ Positive influence with arguments.

We notice that male teams involved more sensitivity than logic, which could certainly be brake on the new type of management, namely cross-management. They are only men on the same team and may have felt unaware of the competitors in hyper-competitive competition with each other before even talking about order or pressure from outside.

By contrast, the women's teams that answered our questions were much more open to dialog between departments and showed much more flexibility. They unanimously stressed that "working or collaborating in horizontal management is very beneficial for moving forward".

However, in their response they did not attempt to come forward or contradict one of the key point raised in the questions, and competitiveness or energy or motivation were almost absent. In response to this observation that I shared with them, they replied that "you know, over time, we know each other very well, whether the directives come from the top or from the horizontal: it doesn't matter". Another respondent replied: "who of us still has the desire or the energy to oppose or manifest? We're here for the salary, so doing the job. But for the motivation: it is a dream. We conclude that women's teams lacked an element that could instill positive waves and encourage them in a cross-cutting management. In this case of a typical figure, it becomes a necessity. We did not want to focus groups with teams that were made up of only men or women, because the original aim was not to check the problem from a gender perspective. We asked HR to disseminate information: that the interviews begin at 9:00 am, and that each team will be made up of 10 people. 10 interviews would give 100 respondents. For precision, the duration of each exchange was one and a half hours.

Our surprise was then that 7 teams were either male or female. Only 3 teams were composed of men and women. In fact, the 3 diverse teams that had different types of employees- mixed teams- were much more relaxed, stress-free, serene and smiled as soon as they entered the meeting room. The smile and laughter were their allies throughout the interview. Their responses were unanimous for a cross-cutting management.

Indeed, these three teams stated:

-"Transverse management allows much more productivity".

-"We are all for a common mission, so if it is led by a collaborative leader: it's the top"

-"The leader becomes a leader, and the leader becomes a collaborator, who then becomes a friend, and nothing can be denied because he gains our respect and trust ant not out fear"

We note that men's teams were more in the process of closing down and refusing to collaborate horizontally, lest they unconsciously hit their ego and sensitivity, they expected more motivational confidence in the context of cross-cutting management. However, the women's teams were more part of the "yes, no problem" culture. Mixed teams cultivated more horizontal openness and promoted cross-cutting management. In the end, we see the importance of finding "the right person" or "the right driver" in the transversal management framework that will be able to manage for maintain the performance of the teams. As the teams are so diverse, the better

it will be for group productivity as each team member will have a role to play in creating a perfect balance.

Our study shows that it is necessary to identify the elements that can have a positive influence on the employees 'own objectives and to motivate them to achieve them by encouraging cooperation. The intelligent and skillful leader will be able to lead everyone into a common mission. If the leader or manager can show everyone the mission's interest in success, and it's not left to see that interest, then the employees may be involved in the collective.

We find a perfect symbiosis between the elements studied in the literature review and the results of our empirical part. We have repeatedly identified the need for communication and sharing on the progress of results from the responses collected. Indeed, these points are undoubtedly important for the realization of a real cross-cutting management. On the other hand, through our empirical study, we have discovered that the Moroccan company, and more specifically" Casablancaise SME's", is now moving towards technological innovation, taking into account competition and the challenges of globalization. She is aware of changes related to customer expectations, the ICT revolution and the sociological evolution typical of Moroccan society. Indeed, the employees in the companies are assertive, more autonomous and more free-ranging. The 100 people we interviewed have between Baccalauréate+2 or

For most of the respondents in the position of manager, they told us that they have several internal concerns. They represent $50°/°$ of respondents and occupy one of the following positions: Operational managers, functional managers, or internal or external experts. There barriers were grouped in the following table to further clarify the obstacle and its effect:

Table 3:The obstacles faced by managers and their effects on their internal management

Obstacle	Effect
Misunderstandings	That lead to many errors
Interpretations	That lead to dysfunction
Disagreements between departments, between officials, or between project groups	That often leads to duplication of work, loss of efficiency, delays, and conflicts

Source: ourselves

The methodology applied:

We have chosen the epistemological posture "interpretativism", and the research approach 'hypothetical deductive". The questionnaire and semi-directional interviews will be the preferred materials allowing a real analysis of the concrete.

We consider it useful to support and follow the Churchill methodology (1979), which proposes an approach to construction rigorously measuring instruments such as multiple-scale questionnaire(and thus, to identify variables useful for understanding the subject of study, to retain for each variable the measure generally accepted in the literature, to develop a draft questionnaire, to submit it to an expert panel on SMEs and performance, to collect date, estimate the reliability and validity of the questionnaire, calculation of scores for each scale of the questionnaire).

Fiel of study: Moroccan SME –in Casablanca city-:

Why did this land attract our attention? Simply because the SME represent 95°/° of the Moroccan economic fabric and the Casablancan company is an economic center. It is present in all sectors of economic activity: agriculture, industry, handicrafts, the BTP, businesses and finally services that include tourism, transport and financial services.

We aim to follow the approach most commonly used in management sciences (Hlady-Rispal, 2000): this is the deductive model, which, in our humble opinion, is a royal way of the so-called 'hard" sciences. To this end, and as Wacheux (1996) argues, the deductive method process begins with theoretical analyzes, translated into testable proposals, and then verifies them on the ground, from a representative sample.

The conceptual model that we were able to draw from our study is as follows:

Figure 2: The Conceptual model of our research
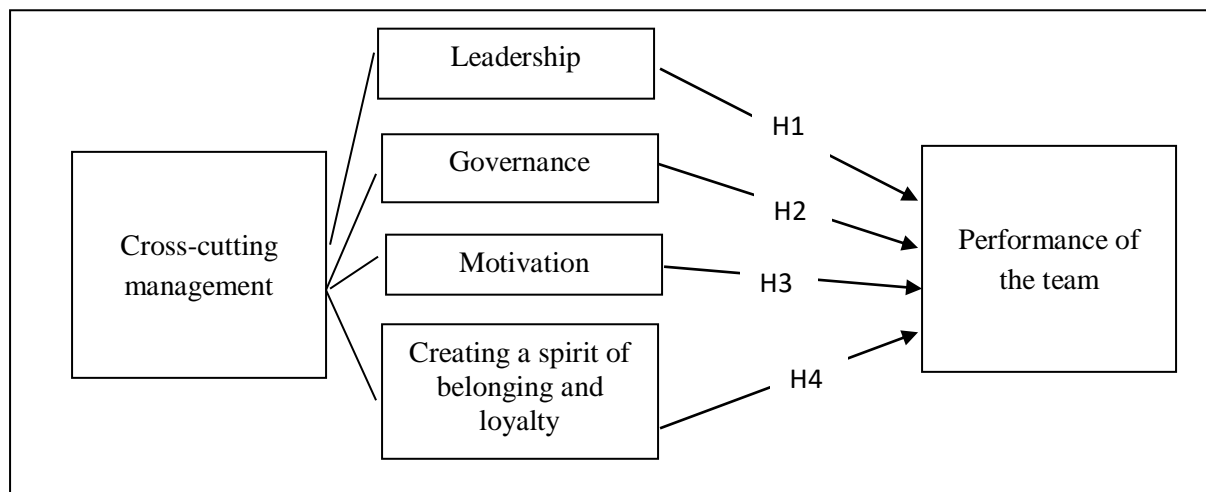
Source: ourselves

For the central hypothesis on which we have focused, it consists in considering " cross-management" as an explanatory factor for the performance of the teams, and thus for the sustainable maintenance of their performance and profitability. We have identified four hypotheses as follows:

-Assumption 1: the cross-cutting management is reflected in good leadership that will maintain a sustainable performance of the teams.

-Assumption 2: cross-cutting management is a tool for improving the competitiveness of SMEs, through good governance, and a solution for managers to make decisions about the performance of their teams.

-Assumption 3: The constant motivation of the teams within the framework of a cross-cutting management allows the maintenance of the performance, despite the increased competitiveness of the Casablancan SME.

-Assumption 4: The creation of a spirit of belonging and loyalty in the context of a cross-cutting management within the SME influences the performance of the teams, and thus promotes and maintains their performance.

For the performance indicators for the teams that have raised our interest and on which we worked, we grouped them in the following table:

Table 4: Performance indicators

Type of performance	Indicators used in the literature	Authors
Personal performance	Social recognition Personal heritage Quality of life Independence and autonomy	Gray (2002) Greenbank (2001) LeCornu & al. (1996) Reijonen & Komppula (2007) Walker & Brown (2004)
Sustainable team performance	Efficiency/Efficiency Profitability/Productivity Job Maintenance Investment in Society Quality of life for employees Reputation	Getz (2005) Peterson (2005) Greenbank (2001) Gundry & weksch (2001) Morris & al. (2006) Szekely & Knorsh (2005)

Source: ourselves

Effects of HTM on orgnizational performance in Moroccan enterprises :

Through the result of our empirical study, we conclude that the path of competitiveness of Moroccan companies is taking the path of performance research. This performance, supported by the efforts of HRM, remains the permanent deal of managers.

Indeed, we conclude that HRM has real effects on performance. Cross-cutting management in this sens promotes the creativity of employees, and forces them to be always looking for what can distinguish them from their competitors.

Challenges of transformational management on the management practices of organizations in Morocco during and after the COVID-19 pandemic.

As part of our field study, we have targeted different sectors of activity, and companies of different sizes to get a global idea of the strategies deployed by managers and managers to save themselves from the effects of the crisis. We have addressed mainly team managers, managers, and project managers.

Digitalization:

Some Moroccan companies went bankrupt during confinement. Unfortunately, those who have been able to keep themselves alive no longer have the right to hide incompetence or lack of

expertise or even the non-productivity of an employee. Companies that have survived the pandemic and containment crisis have told us in our semi-directional interviews that digital technology has been one of the innovative ways in which transformational management has taken place.

Indeed, home delivery was a revolution in all sectors in Morocco. The confined client was entitled to new services that were created in record time to deal with crisis. Creation and development of company website for a better visibility, and customer contact, online advertising, home services. The customer felt like king because, as M/L/K says" we thought about approaching our products to the customer even he is confined to his home". The same strategy was carried out by the textile company led by M.L.K, who told us "we don't wait for the customer anymore, we go home, and all the means are good to push him to buy".

A well-equipped HRM leads to a sustained performance especially when setting up a cross-cutting management.

The conversion:
Seizing opportunities, or rather taking advantage of the crisis to convert, was the strategy of 80°/° of our respondents. Indeed, they have chosen to keep their activity but, also specialize in products with a tendency to high consumption " Covid masks", "COVID Gels", "Cleaning products" etc… in connection with the pandemic.

Creativity:
In the same direction of transforming crisis into opportunity, we noticed that several Textile companies launched the momentum of their creativity and began to make high-seam creation accompanied by Covid mask (fabric with precious stone, colors depending on the outfit, unique piece…) to allow customers to remain chic and trendy despite the circumstances. The fear of the pandemic is gradually turning into a booster of creation, motivation and a lot of marketing. The teams then perform well, and the company maintains its performance in the same direction.

Communication:
Communication has played a major role in maintaining relations in Moroccan companies. Internally, bringing managers closer to their employees, to get through the crisis "together", was an intelligent behavior of many Moroccan managers. Our respondents in our qualitative survey told us that ongoing, daily communication about each decision-making process has reduced stress during the period of telecommuting and confinement.

Employees felt supported, understood and listened to, which further enhanced their performance and cultivated their sens of belonging to defend the interests of the company and enable it to face the crisis. Externally, communication with customers (via social networks and adversting) has helped maintain sales. Better yet, for some products, sales have climbed.

Retention of key elements or strong links:
It is no longer to dispute that the companies, which were able to maintain themselves despite the confinement dating from 2020 to July 2020, were based on competence and xcellence only a few

elements that the leaders in the interviews called "link strengths", or "key elements". We deduce from our discussions with managers, directors and managers that the new system put in place will be focused on motivating the "elite".

The latter will be a kind of adrenaline rush for all employees. These key elements will benefit from training, to stay up to date, and will receive motivating salaries to double their efforts and lead the teams and the company towards performance. In fact, local management and listening to employees are no longer a luxury, but are becoming an emergency, and what we noted in the background in most of the responses collected from our survey.

Employee training:

Several companies suddenly went out of business because their employees were not ready to face the crisis. The major problem was the lack of skills and the lack of training in new technologies. Indeed, they were not equipped at the technological level, at the technical level, at the HRM level with the latest innovations to be up to date.

Thus, the new philosophy that now reigns in Morocco, especially since last March, the date of the first confinement is: training. All of the companies interviewed for our survey raised this point as a failure in 2020 and a success factor for the new year 2021. K.L general manager of an industrial factory in Casablanca told us:" training is the weapon of tomorrow, if I have trained and up-to-date employees, I will have no fear about the future".

A new risk management architecture:

"When he risk is well managed, we think in a forecasting management system of solutions, then the HR system and the top management do not allow the risk to turn into a crisis", such was the response of manager JK during our interviews. This is an interesting proposition since forward planning of jobs and skills is no longer the only field of action, but risk management becomes a necessity.

Security measures, curfews, the closure of snack bars, restaurants, sports halls, etc.., so many restrictive measures for the protection of citizens have led to an upheaval in HR practices. In this sense, transversal management makes it possible to prevent risks and prepare a new architecture to better understand them.

Conclusion:

In the context of transversal management, the leader becomes balanced in an exciting game of collaborator instead of absolute leader. He will need some skills that give him the ability to be and tactically and strategically. He uses his influence to be able to unify the collaborators towards a common goal. Indeed, this ability to influence becomes the daily motor that allows it to drive any activity because it can simply convince and generate the support of others.

With this strategy, the manager who practices cross-cutting management sharing data on the progress of results with employees will be able to boost exchanges and mobilize resources to become more involved in the adventure. The role of cross-cutting management is necessary to maintain team performance.

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