

# Exploration of the antecedents of the collective mobilization of human resources in festival.

## The case of territorial agents of a public festival

*Exploration des antécédents de la mobilisation collective des ressources humaines dans les organisations festivalières. Le cas des agents territoriaux d'un festival public*

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### ABSTRACT

This article analyzes the actions and organizational tools enabling collective mobilization of public festival agents. This kind of organization is confronted with paradoxes and specificities that hinder collective action. This case study proposes new antecedents and variables of support for collective mobilization, a

requalification of festival logic beyond the art versus management dichotomy and opens up different research perspectives.

### Key-words

*Collective mobilization of human resources, cultural event organizations, festival*

### RÉSUMÉ

Cet article étudie les antécédents de la mobilisation collective des agents d'un festival public. Cette organisation est confrontée à des paradoxes et des spécificités freinant l'action collective. Cette étude de cas propose des nouveaux antécédents et variables de soutien de la mobilisation collective, une requalification

des logiques festivalières dépassant la dichotomie art versus management et ouvre à différentes perspectives de recherche.

### Mots-clés

*Mobilisation collective des ressources humaines, organisations événementielles culturelles, festival*

## INTRODUCTION

The festival organization is at the crossroads of two industries: event and cultural. In short, it can be seen as a catalyst for the specificities found in organizations in both sectors. Moreover, it finds a double insertion, as it goes beyond the boundaries between private and public management. Private management, because there are private organizations representing various legal statuses that will carry or be stakeholders of the festival, and public management, because public cultural action at the local level is based on an increase of cultural events in the territories, whose privileged form is the festival (Arnaud, 2012). In addition, these organizations are also part of the social and solidarity economic sector, as the associative fabric plays a major role, whether in terms of carrying or supporting cultural events. The public and territorial approach, which we are mobilizing in this research, is justified, as the increased competition between territories (Serval, 2015), invites them to define and implement strategies. One of them is based on building portfolios of cultural events (Arnaud, 2012; Arnaud & Soldo, 2015).

In order to be successful, festival must be able to mobilize their resources. We will focus in this paper on human resources, their attitudes and behaviors. This research on organizational behavior, therefore, aims to study the collective mobilization of human resources in a public festival, which can be defined as “a critical mass of employees who perform actions (part or not of their employment contract, paid or unpaid) that benefit the well-being of others, their organization and the accomplishment of a collective work” (Tremblay & Wils, 2005). Faced with the specificities and paradoxes of festivals, however, the traditional framework of collective mobilization presents limits. Indeed, the festival is the scene where many management paradoxes are played out. Its adhocratic structure and project management means that it relies on mutual adjustment, mobilization, motivation and commitment of human resources to ensure event performance. Nevertheless, the pluralistic nature of festivals and their specific management characteristics may hinder collective action. Therefore, the objective of this research is to bring out new antecedents in favor of

the collective mobilization of the human resources of festival organizations. The approach we propose includes organizational levers and psychological variables that enable the deployment of collective mobilization behaviors (Tremblay *et al.*, 2005).

We therefore propose to answer the following question: what are the current existing antecedents for studying the collective mobilization of human resources in festival organizations?

Our research, based on a unique holistic case study (Yin, 2008), focuses on a young public festival. We conducted two non-participating direct observations and six semi-directive interviews with members of the cultural service of the territorial community that is leading the event.

This article is divided into four parts. The first proposes a conceptual framework aiming to demonstrate the difficult reconciliation between the traditional framework of analysis of collective mobilization and the organizational context of festivals. In the second part, we will explain and justify our methodological choices. The third part includes the presentation and analysis of the results. Finally, in the fourth and last part we will discuss the new information resulting from our study.

# 1. THE DIFFICULT RECONCILIATION

between collective mobilization of human resources and the organizational context of festivals.  
Proposal for a conceptual framework

Our conceptual framework is constructed in two separate parts. The first aims to characterize the organizational context of festivals. Those organizations juggle with multiple paradoxes, specificities and management tensions. This analysis of festival offers us the opportunity, in a second part, to provide a critical reading of the work on the antecedents of collective mobilization and to justify the exploratory nature of our research.

## 1.1. The festival, a cultural event organization. Organizational Context Analysis

Festivals are forms of cultural events (Deschamps, 1973; Arnaud, 2012; Arnaud & Soldo, 2015) which can be defined as “punctual and repetitive events in the field of culture” (Dechartre, 1998).

They have been assigned several organizational objects: project (Arnaud, 2012), pulsatory organization (Salaun *et al.*, 2015), pluralist/hybrid (Arnaud, 2012), networked (Salaun *et al.*, 2015), virtual ephemeral (Salaun, 2014)... Festivals are at the heart of a dilemma: they oscillate between the need to collectively mobilize human resources and the existing obstacles putting a brake on collective action (Arezki *et al.*, 2016).

Festivals are adhocratic organizations (Mintzberg, 1982, Benghozi, 2006, Arnaud, 2012). Thus, the work teams are multidisciplinary and the members of the organization use mutual adjustment as coordination lever. This method of coordination is one of the dimensions of collective mobilization (Bichon, 2005). In addition, festivals also function on a project management methodology (Getz, 2013, Arnaud, 2012; Goldblatt, 2013). This implies that local managers encourage the mobilization of human resources, through involvement or commitment (Larose & Corriveau, 2009). Although project management seems to be the most important tool to ensure the

success of an event (Loo, 2003, Rutherford Silvers, 2008, Goldblatt, 2013), it can suffer from the different temporalities of an event, such as the integration of human resources at different times (Rutherford Silvers, 2008). Therefore, human resource management and team management practices are of the utmost importance (Bowdin *et al.*, 2007; Getz, 1997; Goldblatt, 2013; Van der Wagen & Carlos, 2005; Rutherford Silvers, 2008).

Faced with this need to mobilize human resources, festivals encounter obstacles that put a brake on collective action. These obstacles are linked to the specificities of these organizations. For example, these structures are pluralistic (Denis *et al.*, 2001) and manage a tension between two conflicting logic: art versus management (Chiapello, 1998: Evrard & Colbert, 2000, Abdallah, 2008; Arnaud, 2012). Artistic logic refers to professional logic. This implies, in particular, the presence of a professional group that may come into conflict with the administrative group (Abdallah, 2008), or even create role tensions, and thus render collective mobilization difficult. The different specificities lead us to provide a critical reading of the antecedents, which will be the topic of the next section.

## 1.2. A Critical Reading of the History of Collective Mobilization in the Context of Festivals' Organizational Context

This second section aims to provide a critical reading of the background of collective mobilization. To do this, we will begin by presenting the concept of collective mobilization and then deconstruct the antecedents based on the specificities of festival structures.

### 1.2.1. Collective Mobilization, Presentation of a Strategic Lever

It should be recalled that collective mobilization refers to “a critical mass of employees who perform actions (whether or not they are part of their employment contract, paid or unpaid) that benefit the well-being of others, their organization and the accomplishment of a collective work” (Tremblay & Wils, 2005). This discretionary behavior (Keramidas, 2005) is built

through other concepts: “behaviors outside the role, citizenship performance, organizational citizenship behaviors, contextual performance, organizational spontaneity and pro-social behaviors” (Tremblay & Wils, 2005), which makes it a particularly promising subject to study in organizational behavior. It enables organizations to increase their performance and achieve sustainable competitive advantages (Tremblay & Wils, 2005; Aït Razouk, 2014).

Collectively mobilized employees will develop discretionary behaviors (Zeller, 2015), which will be materialized through behaviors and attitudes. The latter follow three trajectories according to their target: individual to the position (e. g., continuous improvement), collective to the group (e. g., cooperation and support) and organizational to the organization (e. g., carrying out work to meet the priorities of the structure (Wils *et al.*, 1998; Bichon, 2005). However, these three trajectories and targets must be qualified in pluralist organizations<sup>1</sup>. Indeed, pluralism can lead to new targets (Grenier & Zeller, 2014; Zeller, 2015) and new mobilization movements. Thus, the manager of a pluralist organization must manage to bring these movements together in order to achieve an

aggregated collective mobilization that encompasses all the dynamics.

The traditional model of collective mobilization (Tremblay *et al.*, 2005) can be structured around three dimensions: background, forms of expression, and impacts. The first dimension questions the antecedents, which are made up of organizational levers and psychological variables (or necessary conditions) that trigger collective mobilization behaviors. The second dimension aims to understand the forms of expression of collective mobilization, or to answer the following question: “how do individuals collectively mobilize?” Reference should therefore be made to the content of the latter (Zeller, 2015). Finally, the last one questions the impacts of these behaviors on the organization.

In this article, we propose to focus on the first dimension and study the antecedents of collective mobilization, which are the psychological variables and organizational levers. In the following section, we will deconstruct the antecedents by providing a critical reading of the work on collective mobilization in order to justify our problematic and exploratory nature of our research.

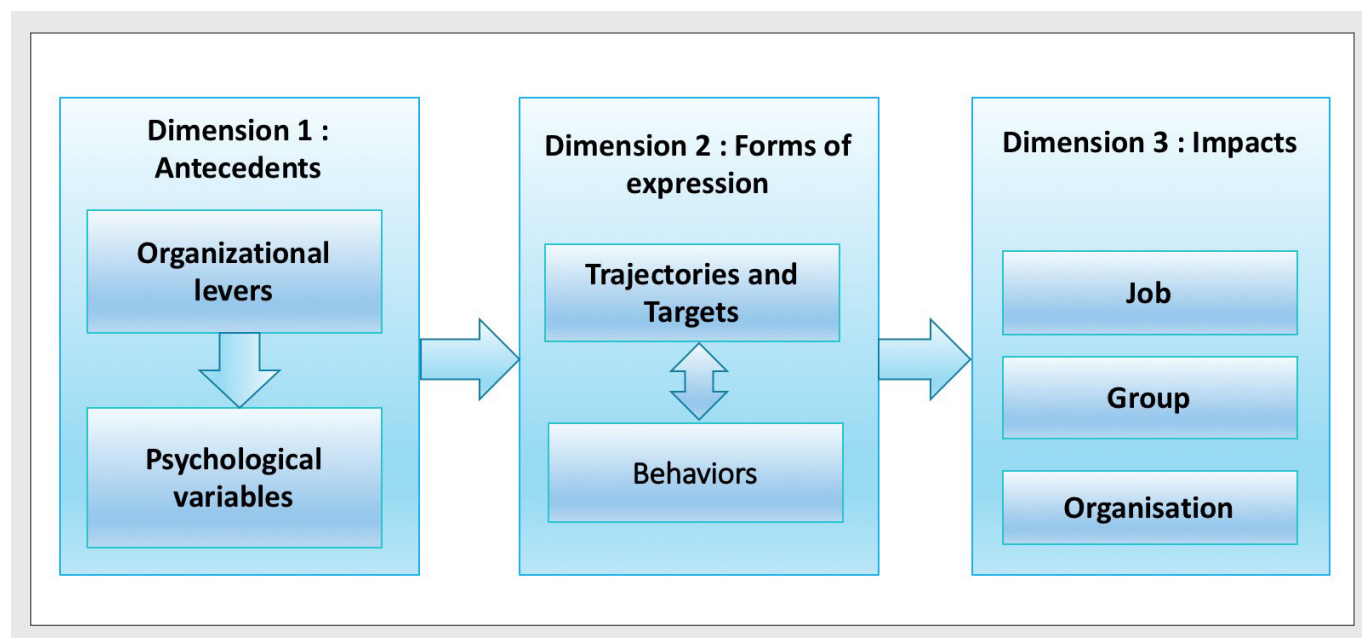


Figure 1 – Proposal for a model of collective mobilization  
Source : Authors

<sup>1</sup> It should be remembered that collective mobilization is based on research involving large North American companies (Aït Razouk, 2014), elements of a different context.

### 1.2.2. An analysis of Festivals based on the collective mobilization of human resources: Looking for a new background

Our critical analysis of the work on the history of collective mobilization, summarized by Tremblay

*et al.* (2005)<sup>2</sup>, suggests the need to rethink the conceptual framework by exploring the field. Indeed, by putting into perspective the antecedents, specificities and paradoxes of the festival organization, we notice that it is mandatory to explore the terrain in order to bring out antecedents applicable to the festival organization.

LEVERS (Tremblay <i>et al.</i> , 2005)	COMPONENTS (Tremblay <i>et al.</i> , 2005)	EXAMPLES OF EFFECTS (Tremblay <i>et al.</i> , 2005)	EXAMPLES OF APPLICABILITY TO FESTIVAL ORGANIZATION
<b>VISION</b>	Mission that is communicated and included in daily life  Clear objectives allowing spontaneity  Humanistic values	Trust  Synergy effect  Commitment  Empowerment  Perceived fairness	<b>Lever not easily applicable:</b> <ul style="list-style-type: none"> <li>Pluralism induces different and possibly contradictory visions (Denis <i>et al.</i>, 2001). This is the duality of art versus management (Chiapello, 1998; Evrard &amp; Colbert, 2000; Abdallah, 2008).</li> <li>The vision of an event becomes clearer as its realization approaches (Midler, 2004). This is related to the effects of project uncertainty.</li> </ul>
<b>LEADERSHIP</b>	Transforming Leadership	High mobilization  Facilitated cooperation  Well-being  Positive stress	<b>Lever not easily applicable:</b> <ul style="list-style-type: none"> <li>pluralism induces two types of antagonistic leaderships: administrative and technical (Bathurst &amp; Ladkin, 2012)</li> <li>Lack of leaders (Chaney, 2008)</li> </ul>
<b>HUMAN RESOURCES MANAGEMENT PRACTICES</b>	Recruitment and socialization  Training and skills development  Information sharing and training feedback  Reward and Recognition	Growth in organizational performance  Long-term psychological contract  Commitment  Recruitment of individuals with mobilization potential	<b>Lever not easily applicable:</b> <ul style="list-style-type: none"> <li>HRM practices are individualized, because there is a diversity of statutes (employee/public agent, intermittent of the show, intern, volunteer)</li> <li>Recruitment is carried out on an urgent basis in a very short time and for a limited period of time. Organizational socialization is a long and difficult process to implement in the context of collective mobilization (Rutherford Silvers, 2008), but it is more a matter of professional socialization.</li> <li>-Skills development is more often done through experience than through training. Furthermore, the training that would be initiated by the organization is not present for all the statutes. For example, "intermittents" of the show do not ask the temporary employer for an individual right or leave of absence for training (DIF/CIF) but for AFDAS<sup>3</sup> (Assurance Formation des Activités du Spectacle).</li> <li>The different status of human resources (employee/public servant, intermittent performance, trainee, volunteer) creates different pay systems, which can affect the perception of equity.</li> </ul>

<sup>2</sup> Lawler, 1986; Rondeau *et al.*, 1993, Dvir *et al.*, 2002...

<sup>3</sup> Joint collecting body approved by the State to collect training contributions from employers in culture, communication, media and leisure.

<b>LEVERS (Tremblay et al., 2005)</b>	<b>COMPONENTS (Tremblay et al., 2005)</b>	<b>EXAMPLES OF EFFECTS (Tremblay et al., 2005)</b>	<b>EXAMPLES OF APPLICABILITY TO FESTIVAL ORGANIZATION</b>
<b>ORGANIZATION OF WORK</b>	Flexible structure for decision-making	Autonomy Decision-Making	<b>Applicable and necessary lever:</b> <ul style="list-style-type: none"> <li>The adhocratic structure gives rise to multidisciplinary teams with strong autonomy and increased power.</li> </ul>

**Table 1** – Antecedents of collective mobilization of human resources in the organizational and managerial context of festivals

Source : Authors

Tremblay *et al.* (2005) explain that four levers (vision, leadership, human resources management practices and work organization) can positively influence some psychological variables; the latter being necessary conditions for the deployment of collective mobilization behaviors.

However, by comparing the identified levers with our analysis of the festival’s organizational context, we note that most of them are difficult to implement. The following table illustrates this point.

The same applies to psychological variables. Tremblay & Simard (2005) make the distinction between individual psychological variables and those at the employee-employer interface.

<b>PSYCHOLOGICAL VARIABLES</b>	
Employee	Employee/employer
Commitment Motivation	Trust Empowerment Justice Recognition Support

**Table 2** – Examples of psychological variables: conditions necessary for the deployment of collective mobilization behaviors

Source : Adapted from Tremblay & Simard (2005)

Again, some of these seem difficult to apply. For example, organizational climate is an essential variable for individuals to deploy behavior. However,

pluralism induces moments of tension and friction between groups belonging to different logic present in the organization (Abdallah, 2008). These conflicts can undermine the perception of support. At the same time, one of the variables required for behavioral deployments is commitment to the organization. Professionals, however, make up a large part of the operational core and may favor a commitment to the profession (Zeller, 2015). We could also take as an example the fact that volunteers may have a shift in positioning, one of the risks being that they become festival clients (Rutherford Silvers, 2008). Finally, and as with human resources management practices, the various human resources statuses result in different pay systems that can undermine the perception of fairness, recognition and justice.

## 2. RESEARCH DESIGN

First, we propose to explain and justify our research strategy, followed by our methods of analysis and data collection.

### 2.1. The Single Holistic Case Study as a Research Strategy

This research is exploratory, qualitative and comprehensive (Roussel & Wacheux, 2005), the form of the research being justified by its purpose. Indeed, our objective is to bring out new antecedents of collective mobilization. Our research strategy is based on a unique case study, a young public festival in the south of France.

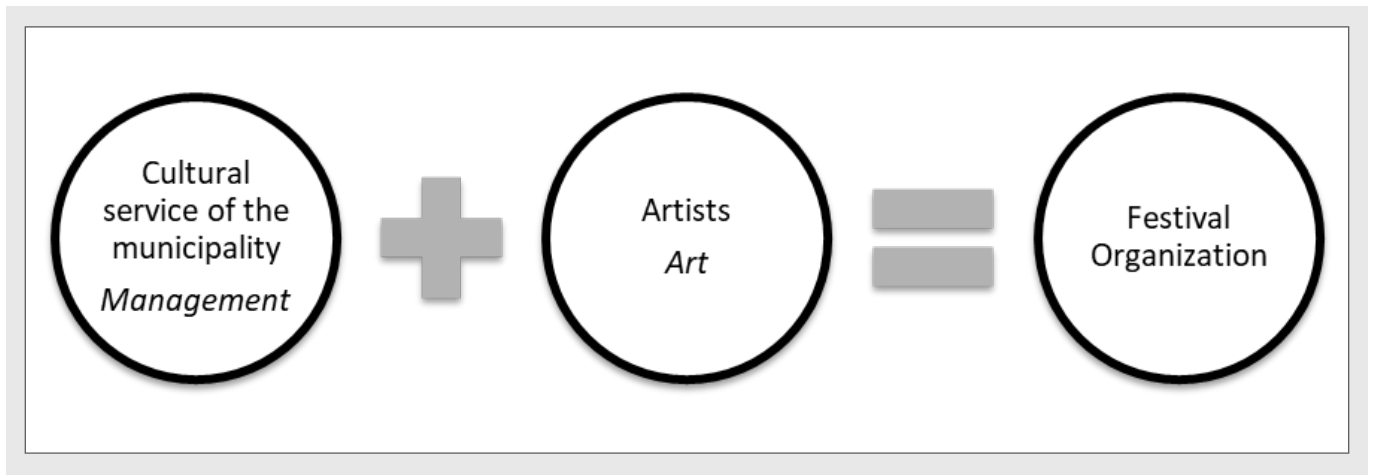


Figure 2 – Festival organization  
Source : Authors

This choice of case study is imperative to our research, because:

- -We are in an exploratory and comprehensive logic. We would like to identify new antecedents of collective mobilization.
- We try to answer a question like “why”: “why do individuals mobilize themselves?” The case study is considered useful in addressing this type of question (Yin, 2008).

The festival is a co-production between a local authority, which carries out the project and is in charge of the managerial logic, and a collective of artists, in charge of the artistic logic.

More specifically, we are studying a local event (Arnaud, 2012), because it is a young festival (1st edition), aimed at intramural stakeholders of the territory. This event is an “opening” festival (Deschamps, 1973) and a “discovery” festival (Grisel, 1993), because it emphasizes on an emerging art: The digital arts. Its nature is to break down existing barriers (Pulh, 2002), because it is carried by a public organization and is accessible to the general public. Finally, it can be seen as being public-oriented because each user can “build their own programming” (Chaney, 2008), by going to different activities.

Let us add that this case is instrumental (Stake, 1995; David, 2004) and has an explanatory aim (Yin, 2008), because our problem is analytical and not descriptive. We do not only seek to describe the

antecedents, but also to understand their dynamics in a paradoxical context.

Finally, it is unpublished and exemplary (David, 2004) as our analysis of the literature highlights the fact that history is understood differently in festivals, even though collective mobilization has been dealt with to a greater or lesser extent in previous research.

## 2.2. Methodology: *Triangulation of qualitative data and qualitative analysis*

This qualitative research is based on a triangulation of qualitative data (Jonsen & Jen, 2009). Secondary data are the primary source of evidence, and have for main objective to help us contextualize the research.

We also decided to implement an ethnographic method: non-participating direct observation. The decision to observe without being a part of the event itself is rooted in our willingness to be neutral and to maintain a degree of objectivity because “the non-participating observer presupposes that his or her presence and actions have little influence on the object and subject matter of his or her research” (Vàsquez, 2013). The first observation was made on the last evening of the festival. Neutrality was also ensured by the fact that this observation was hidden. Indeed, the interviews took place a posteriori, and the respondents could not put a face on the

researcher because there had only been exchanges of e-mails until then. We were close to key places like backstage to identify behaviors and interpersonal dynamics through note-taking. The series of interviews provided an opportunity for a half-day of floating observation.

The third and final source of evidence is a clinical method: semi-directive interview. It “leads the respondent to communicate numerous, detailed and high-quality information on research-related subjects, with very little influence, and therefore with guarantees of freedom from bias that promote good scientificity” (Romelaer, 2005). As the artists’ collective did not wish to be part of the research, we conducted interviews with all the members of the local authority’s cultural service. The interview guide is based on two themes. The first concerns the work done by each team member we interviewed. The aim was to understand the content of the work of each member of the service in order to identify collective mobilization. The second theme refers to the history of collective mobilization. We questioned why individuals engaged in discretionary conduct.

### 3. ANALYSIS OF RESEARCH RESULTS

#### Towards a new history of collective mobilization

This last part is structured in three sections. The first aims to present the collective mobilization of human resources in the chaotic situation of the festival. The second focuses on the history of collective mobilization. Finally, we highlight a new dimension of collective mobilization: its support.

#### 3.1. A Collective Mobilization in a Festival in a Crisis Situation

The festival studied has for main ambition to spread a digital culture. The implementation of the event was a source of intense tension between community members and the artists’ collective, because the artists wanted to take precedence over elements of managerial logic such as communication or the budget. The cancellation of the festival was even discussed at J-15.

Nevertheless, we were able to observe a collective mobilization of territorial agents.

Respondent	Age	Sex	Administrative / Technical	Job	Duration of the interview
R1	46	M	Administrative	Head of cultural action	50 minutes
R2	36	W	Administrative	Programming Manager	42 minutes
R3	52	W	Administrative	Administrative Technician	30 minutes
R4	48	M	Technical	Technical Manager	48 minutes
R5	24	W	Administrative	Trainee - Support to the organization of the festival	33 minutes
R6	31	W	Administrative	Communications Officer	45 minutes

Table 3 – Description of the sample  
Source : Authors



Collective mobilization follows trajectories and expresses itself through behaviors and attitudes: it is the content of collective mobilization. More specifically, three trajectories were highlighted: individual, collective and organizational. Our results tend to indicate that the organizational trajectory blends with cultural and public service institutional logic, and that a “temporary organization” trajectory appears, which directly refers to the festival. Finally, we highlight moments of reduced mobilization and even demobilization.

### • Individual Trajectory

To begin with, it seems interesting to note that we are in a situation where human resources appear to be really mobilized collectively. Service agents demonstrate continuous improvement, become involved in the work, and take on several functions that go beyond the prescribed roles, as R3 explains: *“Since we are practically all on two positions, it requires a great deal of involvement... a great deal of involvement from each of us. I mean, it’s... I think it’s everyone’s feeling.”* Thus, there is a difference between the job title and reality. For example, the ticketing manager is also responsible for the administration of temporary HR (she carries out the contracts for the show’s intermittent staff) and also acts as general manager. Faced with the tensions created by loss of meaning, respondents readapt, take a lot on themselves to avoid conflicts, readjust their working methods, are able to cope with the unexpected and manage to maintain the same level of mobilization. R6 explains, *“but I took it upon myself (laughs). It’s an effort not on my workload, it’s an effort on how I work. Because usually the urgency of the situation, the fact that we are at the end of the chain, means that at a given moment, we have to know how to say stop and say no to the one we are facing. Otherwise, the project will never see the light of day, or the support will never see the light of day. This was not possible because we were too many actors around the table.”*

### • Collective Trajectory

Respondents have behaviors and attitudes that follow a collective orientation. They align their work with the strategic goals of their department. This seems to be explained by the fact that they work together both

horizontally and vertically, as R5 explains it: *“Then all my work is collective, almost, with uh... with everyone after that it is also the functioning of the service. We work a lot like that and, uh... because it’s a very small team and if we don’t centralize the skills, it’s not possible”*. In addition, they perform tasks in groups and adjust to each other, as R1 indicates: *“but it still creates, to a lesser extent for some, depending on their place in the equipment, but still generally speaking, taking into account the work of the other”*. They also engage in pro-social behavior with solidarity, aid, cooperation and collaboration. R3 says *“we’re really a team and we’re together, if someone needs it, even if it’s not in my job, uh, I happen to be there, it can happen to me to go into technique and help, uh... to hold something or take something apart. Yes of the efforts we had to make it yes”*. Finally, a form of loyalty to the band seems to have been created: R5 *“on my efforts well it’s... it’s the same as what... if I make an effort and I know everything, because if I don’t make an effort and my mission is not perfectly accomplished, they will feel it in their work, they’ll feel it on the... the festival”*.

### • Organizational and Institutional Trajectory

Human resources also display behaviors that follow an organizational orientation. To begin with, their work is strongly user oriented. This focus on working for the public of the festival also makes it possible to compensate for the tensions in the face of the collapse of the meaning of the festival, as R4 points out: *“Somewhere, at some point, the public doesn’t have to feel the differences, if there are problems and if it is as transparent as possible”*. In addition, the human resources take part and help in the decision, take initiatives and propose solutions, as R4 explains it *“for example for a work of 10 men to be carried out, by experience now, I put 6/7... it complains a little bit in the negotiations in the technical meetings and in the end it tells me yes you were right finally”*.

### • Temporary Organization Trajectory: A Festival Trajectory

The last orientation brings together two trajectories. To begin with, human resources deploy specific and

additional behaviors and attitudes for the festival: maintaining relations with the collective, helping and working with its human resources, and negotiating with all stakeholders, as R1 explains: *“There was a lot of mediation, that is to say an interface also works with the city, with the inhabitants who were involved in the project, with the volunteers, with the intermittent technicians, etc. A lot of mediation”*. Outside the festival context, individuals develop artist-oriented behaviors in which they make efforts to provide quality reception and support. R4 gives an example: *“I still receive a phone call yesterday, where X (artist) thanks us for the welcome we were able to give him while keeping the very friendly, very er... very human side of the room, and also the professionalism behind it”*.

#### • Decreased mobilization

Finally, respondents report elements that refer to collective demobilization:

- The presence of periods of demobilization: *“when I had a small drop in diet they felt it because they too, but they are on 20 missions, so they can't uh... be 100% on everything. But they felt that I had a little loss of motivation”* R5.
- The refusal to compensate the co-organizing team's work: *“No, because for me things were very clearly defined. My workload on the cultural season was sufficiently heavy, to which we must add all the communication with the city outside the cultural field. I couldn't afford to overflow. For me things were framed, there for the occasion my interlocutor was the director of cultural affairs. I didn't want to overstep my duties, and bypass him in his role of piloting the artists' collective. I had clearly defined things, and he totally agreed with me. About what was my role”* R6. Thus, although R6 remains mobilized in his work, the festival dimension is removed.

Finally, it seems interesting to note that the recruited people who do not have a mobilizing potential leave the municipal structure, as R3 explains: *“There were other people who passed by, who did not stay, who were not so involved, who were not able to join our team or the team...”*.

In this sense we can think that collective mobilization can be resilient.

Thus, these initial results highlight the manager's ability to collectively mobilize human resources when the context is not conducive to triggering behaviors. In the following section, we propose to analyze the elements that enable, trigger and support these behaviors.

### 3.2. History of collective mobilization of festival human resources: between organizational levers and psychological variables

#### • Mobilizing levers

Our results highlight several levers of collective mobilization: vision and organizational culture, a participative management that fosters autonomy, career development, workplace ergonomics, communication tools and symbolic rewards.

Indeed, two variables seem to constitute the beginnings of a collective vision. A common sense of action and a common desire to work for the cultural service seems to be shared within the team. R1 explains that *“few decisions are imposed on my team, it's always shared interests that we work on”*. Added to this is the diffusion of a cultural logic: a strong cultural logic seems to go from the operational center to the elected representative. R4 informs us that he reports *“to my structure director, and I also report to my director of cultural affairs, and at the same time we report to our elected representative for culture, who also happens to be the part, in quotation marks, because he is also, he touches very closely, the world of entertainment”*.

The organization having multiple roles (cultural service, theater), this implies the creation of rules and standards distinct from the rest of the municipality:

- R1 *“or even the opposite is the case, i. e. that the very great freedom, the management, the fact that there are no schedules within the place, that we can reach ... some days we will arrive at 3 pm and finish at 4 am. It will be clearly perceived that, even so, to arrive at 3 p.m. here... There is a*

*functioning so atypical compared to the rest of the municipality that all the operating modes that are developed, in terms of management, services, etc. are not transposable finally on the rest of the city”.*

R1 uses participatory management. He explains that his team *“is built, it is a team that creates, so we have constructive and participative management”*. R2 also states that all members participate *“collectively in decision-making”*.

Team management practices relating to work organization are also emerging. R1 lets his agents choose their positions and activities; he tends to delegate and lets individuals have autonomy on their missions. Here is one of the illustrations: R1 *“everyone has taken up his position on the structure, in the final analysis, according to his skills, also depending on his talents at times”*. Moreover, the organization appears to be a lever of transition and professional evolution: R2 *“before I was Public Relations at the X Theatre and it is still quite rare to move from Public Relations to Programmer, normally there are a lot of steps, secretary general, uh ... in charge of ... production, etc.”*.

The ergonomics of the workspace seems to be a support for collective mobilization. In order to promote collective work and communication, the entire service works in an Open Space. We also found that they used walkie-talkies to promote communication and mutual aid.

Finally, the recognition of the work done does not follow the traditional employer/employee trajectory. In particular, each agent seems to give himself the praise for the work he does.

- R1 *“I would almost say I don’t need to do it, everyone rewards themselves. Everyone is autonomous in his or her involvement, so everyone puts what he or she wants or doesn’t want and what he or she will get out of it. (...) So everyone pays himself, rewards himself for the work he has done that he has built and organized himself...”*

### • HRM Practices That Are Little or No Mobilizing or Even Demobilizing

Beyond the emerging variables, we can see that certain HRM practices do not seem to have a positive

influence on the deployment of collective mobilization behaviors. Here two practices are mentioned by respondents: the annual individual interview, which should encourage employee/employer dialogue and monetary reward systems with bonuses:

- R6 *“Encouraging is a big word, we don’t have every week, the leader who tells us it’s going on, but yes I know. Finally, yes, at the time of the annual evaluation, when there is a balance sheet and we set the objectives for next year, yes, we can say that there is a form of encouragement, I know that I am an agent who meets the requirements of my employer”*.

Moreover, bonuses seem to be a source of dissatisfaction that reminds us of the Soufflet study (2013):

- R6 *“So theoretically, we have a system in which individual interviews are part of the process of assessing the quality of the work done and whether or not we meet the objectives set for us a year before. In this system, there is a part of what we call the indemnity system, which is one of the components of our salary as a variable part that must be, finally, which can be reduced if it is proven that after X warnings, we still do not meet the objectives and that we always provide less than what we are paid for and, conversely, a variable part, in the form of bonuses, which must be rewarded. In fact, uh ... this is the first time it’s been attributed. The way it’s attributed and the people to whom it’s attributed, it’s still pretty obscure. I think there is a lot of us who feel that we are doing more than we were expected to do and not being proposed on the list of agents to whom we are going to award this bonus. Thus, there is a financial mechanism in the form of bonuses or sanctions that can influence the effectiveness of agents and the quality that the agent provides. In practice, it’s still pretty obscure.”*

### • Politics, a New Lever for Collective Mobilization

A new lever has to be taken into account in collective mobilization: politics. We distinguish it from other organizational levers as it is rooted in the political and non-administrative logic of the local authority:

- R2 “we have great trust and, uh ... and cultural policy is driven almost internally by the director of cultural affairs, the elected representative of culture obviously and, uh ... co-opted by my office as well. So what makes it nice too, we have a very good agreement with the cultural representative who really trusts us, the mayor as well. So it is also in our interest”.

• **The psychological variables of collective mobilization.**

With regard to psychological variables, the literature identifies two types: individual variables and variables at the interface between the individual and the organization. Our analysis of the body of qualitative data collected indicates a new classification of variables:

- an individual trajectory that connects the individual to his or her work,

- a collective trajectory that connects the individual to his or her working group,
- an individual/festival trajectory that connects the individual to the temporary organization,
- an individual/service trajectory that connects the individual to his or her service,
- an individual/logical trajectory of public service that links the individual to public service as an institution,
- a cultural individual/logical trajectory that links the individual to culture as an institution,
- an individual/logical trajectory of cultural public service that links the individual to cultural public service..

The following table summarizes the variables according to their trajectory.

PATHWAYS OF PSYCHOLOGICAL VARIABLES	PSYCHOLOGICAL VARIABLES	VERBATIM
<b>INDIVIDUAL/JOB (INDIVIDUAL TRAJECTORY)</b>	Pleasure of the job	<b>R2:</b> “I think we have a lot of fun in our work because we set the bar high enough and we give ourselves the means to reach it, uh... sometimes even if we physically have to suffer a little bit because, uh... we have hour counters and, uh... most of the team finishes at 200,300 overtime hours a year”.
	Soft skills	<b>R3:</b> “I really am someone who puts himself at their disposal. It’s, it’s in my temperament, it’s not in my job description, huh”.
	Vision of Work	<b>R6:</b> “I worked in an agency for about a year, it’s not the same for me. I consider that communication, in any case public communication, is a fully-fledged public service in the same way as early childhood care or the organization of public transport. Our job is to give the right information to the people to meet their expectations, here we are... today communication, in the broadest sense, consultation, citizen debate and others is essential to the good living together”.
	Willingness to have sportsmanship (creation and satisfaction of one’s own objectives)	<b>R6:</b> “I would say it’s the love of a job well done. I don’t work with carrot and salary. That’s what I get out of it, that is to say first and foremost the satisfaction of having accomplished my work, with the degree of requirements that I set for myself, which can sometimes be more important than the one my employer sets for me, and that’s what I get out of it right now and tomorrow for another position, possibly another employer”.

PATHWAYS OF PSYCHOLOGICAL VARIABLES	PSYCHOLOGICAL VARIABLES	VERBATIM
INDIVIDUAL/GROUP (COLLECTIVE TRAJECTORY)	Trust	<b>R6:</b> "We work with confidence".
	Social climate of the service	<b>R3:</b> "... here we are in the festival, what is important for us and what makes us move forward is that... we are boiling up each other and we're happy to work together, to meet each other, we're in the same energy here".
	Commitment to the team	<b>R5:</b> "it comes from a small team that I'm there, uh... personally involved".
	Team Recognition	<b>R3:</b> "But then the first recognition is from the team, the team itself".
	Team mobilization	<b>R6:</b> "It's the desire to evolve, they are people that I appreciate that I know they give as much of themselves as I do on aspects that are theirs, and here and now, at some point, we all move forward in the same boat. Basically I would work with lazy people, I wouldn't push so hard".
INDIVIDUAL/ FESTIVAL (TEMPORARY ORGANIZATIONAL TRAJECTORY)	Willingness to make the event a success	<b>R5:</b> "I want the event to be good".
INDIVIDUAL/ SERVICE	Willingness to perpetuate the structure and keep the service alive	<b>R1:</b> "Generally speaking, to make this place exist as we think it exists, that with regard to the means allocated to us, as we imagine it deserves to exist, we are in this logic all together. That is to say, the building was taken empty, empty and empty, and the building was opened. As far as I am concerned, I've seen it built, I'm following the construction site, etc., so we're really in trouble".
PUBLIC SERVICE INDIVIDUAL/LOGIC	The obligation to achieve results	<b>R1:</b> "it is generally a characteristic of all the agents who intervene on the structure, we all have a mobilization, we are all engaged today in an obligation of result".
	Moral remuneration of the public service	<b>R1:</b> "Serving the public there is still a moral reward".
INDIVIDUAL / CULTURAL LOGIC	Moral reward of culture	<b>R1:</b> "It is a certain number of concepts of living together, we have education in culture all these things. Here, it makes sense. Already this makes sense for all agents, we are not there, we are not operators of cultural services. There is a real cultural project on the city, uh... so there is a real moral reward".
	Appetence for culture	<b>R2:</b> "I think the work is exciting... anyway in culture... we're... we're necessarily going for passion, it's not an environment where we're going to make a lot of money, so uh... it's passion".
	Willingness to satisfy a user orientation	<b>R4:</b> "that it is done in the best conditions for an audience (...) the ideal is to provide the best in general, but it's really in the first place, which is what everybody wants, uh... here mainly, but which are related to the entertainment world in general".

PATHWAYS OF PSYCHOLOGICAL VARIABLES	PSYCHOLOGICAL VARIABLES	VERBATIM
INDIVIDUAL / LOGIC OF PUBLIC CULTURAL SERVICE	Public cultural service value: towards a motivation for public cultural service	<b>R4:</b> “I would say that it is in our interest to put both of them forward, i. e. public service and culture... that is to say, public service of any kind, already at first, it is to give the best of them... and then, culture is a part of dreaming, so somewhere to make people dream, it is also necessary to dare sometimes, and to go to the end of one’s dreams...”.

Table 4 – Propose taxonomy of the history of collective mobilization  
Source : Authors

### 3.3. Supporting collective mobilization: a new dimension

sensemaking practices (Weick, 1995), as the table show it.

In order to maintain collective mobilization, the manager deploys support levers. These are

Finally, two psychological variables intervene to maintain collective mobilization:

TO CREATE MEANING AT ALL TIMES	<b>R1:</b> “In terms of project management then, generally speaking, uh, a questioning, uh... practices beh... really space management of shared interests. That is to say, we had to constantly, uh... redefine, not what the object is, but the perception that each of us, partners, had of it. Here we are, uh... both in all that concerns strategy, uh... until the general strategy to the management of means, so it was really an euh... active pedagogy of several months for uh... at each concept, which emerged, a new objective that could appear, uh... the need to verify and readjust especially, uh... according to the reality of...”.
TO REMIND THE OBJECTIVES OF THE FESTIVAL	<b>R1:</b> “First of all a reminder to the stakes, to what led us to the emergence of a festival, the emergence of digital arts, we had stakes that were shared, beh... anyway that I shared with the whole team really. They were different”.
TO REMIND EVERY TEAM MEMBER OF THE OBJECTIVES OF THE STRUCTURE	<b>R1:</b> “A differentiated relationship with the administrative supervision from public institutions, there was really the will to see how the place could be identified by the public institutions financing our activity. There was the will of hum... to engage, a will of visibility, a new in the territorial cultural fabric”.
TO REMIND CONVERGING ISSUES	<b>R1:</b> “It means that even if we don’t necessarily share some of the issues I was dealing with for the organization (...) which were a little hard for the rest of the team to accept, but at that time, it was they who came, who continued to act because these issues were taken into account, because, in return, I also take into account all of these issues, for my colleagues, we are in the process of making a decision on this issue. It allowed us not to blow up to pieces”.
TO REDEFINE COMMON INTERESTS	<b>R1:</b> “The redefinition of shared spaces of interests, and to spread them with your collaborators... Really we have only worked on this, the common denominators”.
TO REDEFINE PATHWAYS	<b>R1:</b> “precisely, very precisely, here is how many days at what time, in what way, for how long, what kind of service, what type of facilities, how many means of contribution, what budget line, what purpose, you need how many technicians... if you want me to, I can hire them, but we make a counterpart on the sale costs of the show, how much, but in return for what time, etc...”.

Table 5 – Sensemaking  
Source : Adapted from Arezki et al., 2016

■ organizational support:

R4 “So we had everyone on the discouragement team. Then what is rare in a theater, in a theater, in a public service, in a municipal hall, is that there is really a willingness to support, when there is someone being hit by the blues, the others are really there to support him, even if only in small sentences or when there is an overflow, whatever it may be, yes... no... there was really uh... there. There has been a lot, a lot of support, which extends several times, and then, most of all, our trick was to say at one point, we’re there, we’re basically going to the end.”

■ the desire to avoid negative repercussions on the group image:

R6 “there was the image of the team that was likely to suffer”.

## 4. DISCUSSION

Our results tend to indicate similarities and differences between the traditional framework of analysis of collective mobilization and the case studied, thus confirming the initial postulate. This dichotomy between the concept and our results can be linked to the fact that the concept of collective mobilization was built on research on large North American companies. Research on this concept, applied to public management, shows that there are other factors that encourage agents to mobilize, such as public service motivation (Grenier & Zeller, 2015, Olivaux *et al.*, 2017).

This case also brought out a new dimension of the concept, which is the importance of support in order to increase collective mobilization. We observed that the manager uses sensemaking practices when an event that can slow down collective action occurs.

Moreover, the manager seems to have not only a transformational leadership, but also a hybrid nature, in the way that he allows the different and conflicting logics to work together: artistic logic, cultural logic, cultural public service logic, public service logic, managerial logic. Furthermore, this case questions the very definition of the different logics present in cultural organizations. Research to this date has shown a duality between art and management, most often resulting in a conflict between art/culture versus management/market. The analysis of the respondents’ discourse tends to indicate a continuum between five logics: art, culture, cultural public service, public service and management. The more these logics are pulled away, the more likely they are to conflict and be contradictory. Let us recall that in the case studied, the collapse of meaning was caused by artistic logic. However, this element of discussion is perhaps peculiar because we are dealing with an event on a direct basis. It may be interesting to duplicate this research in other public festivals, or other cultural activities that are carried out directly by public bodies, in order to ensure the validity of this proposal.

It may also be interesting to study the ability for being ambidextrous when performing their activities of these organizations in order to better analyze the management of paradoxes by festivals. The ability to be ambidextrous in terms of management and work organization explains, in its traditional approach, how organizations can simultaneously manage the exploration and exploitation of innovations (Tushman & O’ Reilly, 1996; Gibson & Birkinshaw, 2004). It can be a response to the limitations of different traditional ways of managing paradoxes such as compromise, dilemmas and occultation (Lewis, 2000; Clegg *et al.* 2002; Smith & Lewis, 2011). The ambidextrous ability also refers to organizations capable of managing paradoxes where choice is not permitted (Grimand *et al.*, 2014), or even strategic

<b>STRATEGIC MANAGEMENT &amp; ORGANIZATIONAL THEORY</b>	<b>The Organizational Context of Festivals</b> <ul style="list-style-type: none"> <li>▪ The festival organisation is resilient: ability to solve a crisis situation</li> <li>▪ In addition to art and management, several logics are emerging: cultural, public service and a hybrid logic of cultural public service. The latter lead to new targets and trajectories for collective mobilization behaviors.</li> <li>▪ Analyze the ambidextrous capacity of festivals</li> </ul>
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<p><b>MANAGEMENT OF HUMAN RESOURCES &amp; ORGANIZATIONAL BEHAVIOR</b></p>	<p><b>Collective mobilization of human resources in festival organization</b></p> <ul style="list-style-type: none"> <li>▪ <i>Levers of collective mobilization</i> They are based on organizational levers related to work organization, vision, or relational and psychological levers (including plural and hybrid leadership). The psychological variables follow several trajectories: individual, collective, temporary organization, public, cultural and cultural public service. Development of hybrid transformational leadership.</li> <li>▪ <i>Practices to support collective mobilization</i> Faced with a crisis situation, sensemaking practices and the strengthening of hybrid leadership make it possible to maintain collective mobilization.</li> <li>▪ <i>Forms of expression of collective mobilization</i> Collective mobilization behaviors and attitudes follow several trajectories: individual, collective, organizational and institutional, temporary organization. There are phases of reduced mobilization.</li> </ul>
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Table 6 – Synthesis of research results, contributions and proposals  
Source : Authors

contradictions (Smith & Tushman, 2005). Let us also add that ambidextrous organizations have characteristics very close to festivals. Indeed, “managers must manage contradictory goals, hold many different roles, have both a short and long term orientation” (Grimand *et al.*, 2014).

## CONCLUSION

The purpose of this article was to present the results of a case study on the history of collective mobilization of human resources in a public festival dealing with a loss of meaning of its action.

This paper offers several contributions. To begin with, we propose theoretical contributions. Indeed, we emphasize that the festival organization is ambidextrous. In addition, we propose a deconstruction of the antecedents of collective mobilization. Indeed, our critical reading of the research work available regarding this concept highlights the difficulties faced when trying to implement most of the traditional organizational levers in the specific context of festivals.

In addition, our results give more strength to this concept. Indeed, we propose new levers, which are psychological variables, targets and trajectories of collective mobilization.

Ultimately, we expand our knowledge of the organizational context of festival structures and their application in the public sphere. We propose a requalification of festival logic that goes beyond the dichotomy between art and management. It is important to notice that our propositions are also broadened by managerial implications.

Our results allow us to propose several managerial recommendations. The first, which is intended to be



general, is to encourage management training in organizations and cultural events to take into account the pluralism of individuals in the organization and its problems. Indeed, and as shown with our case study, individuals are the vectors of the logic and forces of pluralism. Training in pluralism and its implications on the human, psychological and relational level, in individual, collective and organizational perspectives, can prevent the threat of seeing crisis situations appear and contribute to a good hybridization of logic. In addition, decentralization of decision making and work organization, management of adhocratic teams, HRM practices promoting empowerment, and hybrid transformational leadership also offer interesting opportunities for team training. In this context, role-playing and serious games are examples of appropriate training modules.

More pragmatically, pro-social behaviors and attitudes such as empathy and attention to others have positive effects on collective mobilization. In this sense, the manager must deploy levers in their favor and also give an important place to non-monetary remuneration.

A common work of constructing meaning between politics and administration also has positive effects on the mobilization of agents.

There is an essential limitation in this work: external validity. Nevertheless, it is part of a more global work initiated recently, whose research protocol is based on a multiple case study, which will lead us to develop quantitative studies.

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