

# The Qualities Expected as Characteristic Traits of a Good Chef

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**Abstract:** *This study is a diagnosis of the qualities of a leader through the opinions expressed by subordinates. To be qualified as "good", subordinates expect him to have certain personality traits through which he manages to: a) encourage involvement at work; b) mobilize members to achieve the targeted objectives; c) Demonstrate the absence of a divide between his speech and reality. Depending on his ways of being and acting, the leader is judged competent by those he commands. He is qualified as good or not by those who depend on him. Given the complexity of the personality of the leader, the expected qualities have been subdivided into four categories in an ideal construction. We have: physical, relational, technical and moral qualities. It is in this perspective that a questionnaire of twenty-four items, six per category, was designed to identify the expected qualities. A semi-structured interview, as a data production tool, made it possible to confirm the predominant category and even its raison d'être by using statistical calculations through analysis of variance and correlations.*

**Keywords:** Trait, quality, personality, social judgment and leader

## 1. General Introduction

In a workplace there are several individuals involved: those who command and others who carry out the order received: these are the subordinates. The actions of each other, according to J- C Deschamps and P. Moliner cited by Kanfer F.H. & Saslow G. (1969), are behaviors which can be of an affective, cognitive or psychomotor nature. Emotional behaviors are related to each person and vary from group to group. They are manifested in the relationships between people who are in a common activity and involve relationships of various kinds: sympathy, antipathy, friendship, rivalry ... It is a fact that these behaviors relate to the atmosphere of the environment in which is made work. The relations of subordinates to their leaders or vice versa are determined by social considerations. Behaviors of an affective nature are different from those of a cognitive nature which relate to the performance of tasks: they are acquired by mastering certain knowledge necessary for the nature of the work. In general, they are acquired through on-the-job training. On the other hand, psychomotor behaviors relate to the exercise of tasks in their aspect of the movement of organs of the human body and the coordination of these. By way of illustration, combined movements, manual or digital dexterity, the use of the upper or lower limbs in a professional task. They are linked to the physical activity of the body in the exercise of a trade.

In short, these various behaviors are involved in all professional activities. It is obvious that they are considered normal or disturbed according to the demands of the work environment or according to the judgment of the professional environment in which they occur. It is easy to see how they manifest themselves in companies which, according to Joulain (2009, p. 7), are human communities and hierarchical groupings.

The work done in these professional environments has two sides: rewarding, in the sense that it promotes the development of the personality and, on the other hand, the demeaning side because of professional constraints.

Operationally, there is nothing to prevent the assumption that these environments change the behavior of workers. On the side where labor is seen as a source of income and development, recent research shows that to achieve maximization of production, it is not enough to assemble a set of competent employees or to provide them with tools of production. On the other hand, the actors of production should be cohesive. It is true that by being in harmony with his colleagues, the worker will feel encouraged to develop new skills to maintain him and even ensure his professional development.

When several agents perform a task together, as is often the case in modern businesses, one of them takes the role of leader: he is the head of the group or work team. We turn our attention to this character to find out how he is viewed by other members of the company. Undoubtedly, the subordinates pass their judgment on the leader and more particularly on his characteristics and on what he does because he influences everyone. What it is or is not, what it does and does not do determines the behavior of members in the workplace.

After having observed frequent resignations and the abandonment of workstations in the Régideso and Bralima companies where the employees deplore a bad working climate caused by those who have the power to organize the work and direct the functioning of these organizations, we formulated two following questions:

- What qualities do employees expect from the person who will be in charge of them?
- Which category of desired qualities occupies the most important place?

The opinions from the field, expressed by the participants, shed light on the situation which seemed ambiguous at the beginning. Interested in our study, the agents approached thus gave appropriate answers to these questions which guide our prospecting.

## 2. Presentation of Fundamental Terms

The expected qualities or traits that characterize a good leader reflect a complex problem primarily related to social perception. It is essential to elucidate the terms: trait, quality, personality, social judgment and leader which serve as the basis for this study in order to specify them.

### 2.1 Line

Robert Illustrated (2015, p.1930) defines the word trait in terms of a characteristic element that allows identification or recognition. In the context of this study, the term trait designates a sign: an element that distinguishes differentiates an object, a person or a personality.

It is the workers of the companies in Lubumbashi who, by answering the questionnaire and participating in the semi-structured interview, expressed the traits of a good leader in their opinion. When a trait reflects a moral value or virtue, it becomes a quality in this study. By grouping these traits into four categories of qualities, our research revealed the dominant category. A leader who presented the traits of this category could no longer be the source of the agents' discontent or their resignation.

### 2.2 Quality

By quality, Robert Illustrated (2015, p. 1577) means the way of being, not measurable, which gives a greater or lesser value. The personality traits of a leader that correspond to a moral value, as said above, are qualities in the current study. She looks for the qualities that a number one line of business in a company should have to be considered a good leader.

The workers questioned gave their opinion on four categories: physical, moral, relational and technical qualities. The first three categories are qualities closely related to the leader's personality: what he is and what he has. But the last category, which of technical qualities, has to do with what the leader does: command, the act of leading or leading others by exercising power. Since our wish is to know the predominant traits, as opposed to the recessive ones, it behooves us to clarify their respective meanings.

#### 1) Physical qualities

In judging others, physical qualities are constantly involved. They relate to the appearance or outward appearance of the human body. Some of them are: beauty, state of health, dress and tone of voice.

#### 2) Moral qualities

Morality, in philosophy, is a science of the separation of good and evil; and reason designates a mental faculty which allows this separation. Moral qualities bring together the traits of the leader by which he is considered to be a personality or a role model. Among these qualities, we cite probity, humility, eagerness to serve, incorruptibility, patience, etc.

#### 3) Relational qualities

Relationships between a leader and other members of the company can be satisfying. They are tense and even non-existent in the situation of uneasiness at work. When they are expansive or satisfactory, agents maintain

collaborative relationships: horizontal and vertical. They are easy to observe in the work environment where everything takes place in discipline, order and calm. The literature of psychology most often cites availability, understanding, understanding and regular disposition among the relational qualities.

#### 4) Technical qualities

In the image that workers have of a good leader, technical qualities relate to the ability to organize work and conduct both activities and subordinates. All leaders are judged by how they lead, how they exercise authority. This is how it is usually cited the skill referred to by G. Vergniaud (2019), decisions and the quality of work. Technical qualities require a qualification coupled with professional experience.

### 2.3 Personality

The concept of personality is used in a number of spoken and written languages. It is also a central theme of psychology. This is why it is encountered in the branches of this science: genetic psychology with the development of the ego, social psychology with the personality as a result of the relations between the individual and the culture.

J. Stœtzel (1963, p. 141) describes personality as the psychological totality which characterizes a particular man. All port cited by LubambaFwanda (1985, p.10) presents fifty different definitions of personality. From a narrow perspective, a leader is a personality if he has influence over subordinates: they obey him and carry out his orders. When he is in this state, he feels psychically secure. Otherwise, he lacks confidence and is no longer at ease.

### 2.4 Social judgment

When a member of our group and a member of another group both put on an obviously brilliant performance, we tend to overestimate the performance of the outsider. Conversely, if the performance of both of them is equally poor, it is that of the stranger that we judge worse. This relevant discourse leads straight to the definition of social judgment given by H. Bloch (1997): the set of evaluations carried out about others; whether it is human individuals or groups. Judgment is not social only by its object. It is also through the factors that influence it such as the social context, the role and the status of the judge. This study involves this type of judgment. The major difficulty is that the observer may not be aware of what determined his judgment. The present investigation did not prevent the intervention of this parasitic variable, the effect of which was reduced by the affinity of several data production tools.

### 2.5 Chief

Etymologically, the word chef comes from the Latin "pop" which means head (Robert Illustrated, 2015, p. 152). It is the head that thinks and sees, it is the head that acts in the best interests of the whole body. We believe that the leader is the one who leads the group to accomplish its task despite obstacles: he is a personality. In acting, he uses a style of command, the typology of which is given in point 4 below.

Our study assigns the term leader the following equivalent concepts: leader, leader and number one.

### 3. State of the Matter

The qualities that a governor should have in order for him to be qualified as a good leader by his subordinates are the subject of this study. In Africa, we got our hands on two studies related to this theme: one is carried out in the Democratic Republic of the Congo by E. Mbembe Chongolamba (2015) who looked after the image of a good teacher according to students from the University of Kinshasa. And the second, in Cameroon where Seliuma Gestor quoted by K. MulandaOmba (2009), highlights the leadership desired by the employees of twelve production companies for their participation in the decision-making process in their professional circles. These studies have come to the conclusion that the personality traits that make the manager able to organize his own work and find the time necessary to deal with the problems posed by his subordinates are of a determining influence. The results of these studies are confirmed in the adult population and in Western society where personality traits enjoy a certain favor that hardly seems to die out.

In Canada and in the same vein, G. Vergniaud (2019) says that current organizations in Quebec require more than before the competence of the leader to be up to his task. Considered, by this author, as taking initiatives and taking responsibility for professional situations, the competence of a leader is manifested by the understanding and management of the difficulties encountered, his style of command which is motivating, his deep interest in quality work.

### 4. Theoretical Basis

The social perception developed by A. D'Souza (2005, pp. 46-49), our reference theory, is different from the perception of objects. His target of judgment is himself a perceiving subject: a human being who asserts himself as a source of actions and reactions. The choice fell on this theory by the fact that one is effectively a leader only insofar as, as S. T. Fiske, quoted by Meirieu P. (2010), has underlined:

- We have a head and we are the head;
- Act in the best interests of the whole group;
- A group is brought to achieve the objectives despite the obstacles and;
- One exerts a decisive influence on others.

Being a leader therefore does not consist in gathering sentimental adherents around you. Rather, it is to be able to work together, recognize and make the best use of each other's capacities, awaken the feeling of solidarity and equality in the task for which one is responsible. A leader who wants to be up to his task will first have to organize his personal work and find the time necessary to deal with the problems that lie with him as the guarantor of the effectiveness of his group. We cite the division of labor, the judicious distribution of activities according to the aptitudes of its various subordinates and the coordination of movements according to the guiding idea. After organizing

his work, it is then that he allows himself to be in charge: advice and guide. To demonstrate his authority over subordinates, the leader uses a style of command, the type of which is selected from the following three main ones: autocratic, democratic and laissez-faire. They are presented by A. D'Zouza (2005, p. 168) in his book leadership: being a leader.

#### a) The autocratic leadership style

Its principle is: "do what I tell you to do". According to M. Ferdinand (1999, p. 41), this is a style in which the leader, as an autocrat, comes across as the perfect man who has all the answers to organizational problems. He makes decisions and gives orders without consulting anyone.

There are three types of autocrats: the strict autocrat who is stern but fair. He does not delegate his authority, behaves as completely devoid of affectivity and generosity. He is conservative. The benevolent autocrat: he displays a certain conscience and feels responsible for his collaborators. He acts for their good while being conservative, more centralizing than the previous one and he wants us to like him. The incompetent autocrat: he has neither the means nor the emotional balance to command. He often humiliates his subordinates whose talents he envies and he systematically denigrates them.

#### b) The democratic style of command

Its formula is: "let us agree on what we are going to do". This style constitutes a form of management which encourages the active participation of the members in the life of the group and the making of appropriate decisions. On a practical level, it is characterized by direct consultation with subordinates in making important decisions. Through mechanisms of reward and motivation of the leader, the group becomes a participatory work site where everyone, in their field, is asked to get involved, to give suggestions and to participate effectively.

There are, not like the situation above, two types of Democrats:

- The genuine democrat: he acts as a conductor. He delegates his authority and seeks to really create the conditions for the group's participation in the development of decisions;
- The pseudo-democrat: he lacks emotional maturity and acts as a manipulator.

#### c) The laissez-faire style of command

It is based on: "do as you want", writes O. Devillard quoted by Duru-Bellat M. (2004). It is a management technique that facilitates and maximizes the intelligence, ingenuity, initiative and innovation of subordinates. The leader role is simply to provide the means and facilitate the realization of the ideas of his subordinates. In this style of command, the leader is in the background: he intervenes only on demand and does not participate in activities.

### 5. Assumption

Knowing the results, from the literature review, which emphasized the particular importance of personality traits

and leader competence, we formulate the following hypotheses:

- Workers, for their job stability and improved teamwork climate, would like leaders who have interpersonal, technical, moral and physical qualities as well;
- The technical qualities would predominate over the others as opposed to the physical qualities which could occupy the minor position in the materials of the judgment of the employees.

The position occupied by the qualities, in the above hypothesis, is proposed in relation to the following objectives:

- Determine, according to workers in Lubumbashi companies, the traits that characterize a good leader according to their judgments and;

- Identify the dominant qualities based on the characteristic traits and those which are worth less than others.

### 6. Individuals Concerned and Participants

In one of his most consulted publications, Caplow T. (1970) asserts that the human groups involved in scientific research and investigated form a study population. The agents of two local companies, the Water Exploitation Authority (REGIDESO) and those of the Limonaderie and Malting Brewery (BRALIMA) constitute the target population. In either of these human organizations, the abandonment of workstations by agents and their resignations which stigmatize the heads of departments raise concerns about the survival of these companies. These are the common characteristics that justify this article.

**Table 1:** Structure of the research population

Company name	Number of staff							Total
	Agences	Kenya	Kamalondo	Lubumbashi	Centrale	Ruashi	Kampemba	
La REGIDESO	Staff	30	30	275	17	65	35	452
La BRALIMA	Departements	Commercial	Technical	Financial	of production			48
	Staff	09	16	12	11			
Total								500

The population thus defined is composed of 500 agents distributed as follows:

- 452 REGIDESO workers who are spread over the following six agencies: Kenya, Kamalondo, Lubumbashi, Centrale, Ruashi and Kampemba;
- 48 BRALIMA workers who are in four departments: commercial, technical, financial and production.

The difference in the perception of the qualities of the leader is made possible by the nature of the activities that take place in each of these two organizations. We have extracted a representative sample of the population both quantitatively and qualitatively: it has 61 participants. The proportional stratified random sampling method was applied to achieve this. It is a great guarantee of luck of success since it allows having a group well indicated to generalize the results. The proportion of 0.12 resulted in Table 2 below:

**Table 2:** Composition of the research sample

Company name	Number of staff							Total
	Agences	Kenya	Kamalondo	Lubumbashi	Centrale	Ruashi	Kampemba	
La REGIDESO	Staff	04	04	33	02	08	04	55
La BRALIMA	Departements	Commercial	Technical	Financial	of production			06
	Staff	01	02	02	01			
Total								61

REGIDESO agents appear to be more numerous than those of BRALIMA in this sample because of the way in which they appear in the target population and the related part of the n / N proportion.

### 7. Methods and Techniques

Achieving the objectives that respond to the theme studied required the use of descriptive and statistical methods. The gist of the first was to designate the aspects or what are the traits gathered in qualities under analysis: it is the mental representation of a good leader who would be a model by his characteristic elements. The description given is careful because it allowed us to understand and discover the relationship between the stated traits. In addition, each quality explored covered six traits that make up and define it. It is with this in mind that we have constructed a questionnaire, for direct administration, of twenty-four items

grouped into six groups of four traits each. Traits expressing the same quality are presented in separate statements. And, they do not find themselves in the same place in the different groups so that the participants are forced to think before responding and therefore to avoid automatism.

To know what quality an item relates to, we have designed this configuration:

**Table 2:** Structure of the questionnaire

Groups	Qualities	Physics	Morals	Relational	Techniques	Total
	I.		1	2	3	4
II.		4	1	2	3	4
III.		3	4	1	2	4
IV.		2	3	4	1	4
V.		1	4	2	3	4
VI.		4	2	3	1	4

This configuration is also essential for data analysis. The instruction consisted of writing the alphabetical letter A, B or C in the parentheses placed at the end of each item. These responses express both the participant's judgment and the number of points each personality trait scores. Their meanings and numerical values are: A = very important quality = 3 points, B = important quality = 2 points and C = less important quality = 1 point.

For each worker, we established the score by quality. This made it easier, in the statistical method, to compare the qualities by means of the parametric test of simple analysis of variance and to calculate the Bravais-Pearson correlation coefficient  $r$  whose application conditions were met.

## 8. Results

### 8.1 General results

In relation to workers' expectations, we looked for the place of each of the four categories of qualities based on two statistical indices: the arithmetic mean and the standard deviation. The respective importance of the qualities is defined in the following table:

**Table 3:** Distribution of general results

	The categories of expected qualities	The standard deviation
Techniques	15,68	1,53
Relationals	14,89	1,78
Morals	13,41	1,79
Physics	08,85	1,81

It emerges from this matrix that the technical qualities occupy the first position: they are predominant. Characteristic traits of a relational order are at the second level. They play an important role in the perception that subordinates have of their leader. These personality traits are followed by moral qualities while physical qualities come last. This observation prompted an in-depth analysis carried out by means of statistical tests, the procedure of which we present below.

### 8.2 Comparison of general results

To be precise about the distribution of traits that determine the personality of a good leader, we used the statistical method. Simple analysis of variance is well suited to find out whether workers reacted differently to traits gathered in different qualities.

**Table 4:** Analysis of variance of general results

Sources of variation	The sums of squares of the deviations	dl	Las mean squares	F
The variance between groups	1797,53	03	599,17	48,83*
The variance in groups	712,06	58	12,27	
Total	2 509,59	61		

This result of  $p < .001$  expresses a significant difference between the calculated means. Therefore, the four categories of expected qualities are classified in a hierarchy: they scientifically occupy different places. In accordance with

this table, we retain that a good chef, at Régideso and Bralima, is one who primarily demonstrates the following technical qualities:

- A recognized professional qualification;
- Experience in his job;
- Creates new working methods;
- Shows concern for doing one's job well and;
- Is interested in technological developments.

As the semi-structured interview led to the same observation, we confirm our hypothesis according to which technical traits are essential in the mental representation of workers. These various traits are linked to the leader's relations with his subordinates. Let's read what the participants say according to the content of the following table:

**Table 5:** The interpersonal skills of a good leader

The items	The labels
I <sub>3</sub>	Is affordable, always willing
II <sub>2</sub>	Understands the issues referred to him
III <sub>1</sub>	Likes discipline and order
IV <sub>4</sub>	Accepts opinions from colleagues on duty
V <sub>3</sub>	alms conflicts in the workplace
VI <sub>3</sub>	Maintains good relations with his subordinates

In this matrix and even during the interviews, the workers interviewed want their boss to be approachable, understanding, orderly and competent in the management of professional conflicts: on the relational level.

### 8.3 Moral qualities

Being at the third level, the moral qualities of Table 3 teach us, according to the participants, that a good leader is one who is honest, is not tribalism, practices a religion, is not proud, does not make himself corrupt and want a climate of understanding between the agents. They reveal that a good leader has a spirit of discernment: he is committed to doing what he should do, differentiating between right and wrong. This is also confirmed by the interview.

### 8.4 Physical qualities

Not very important but not negligible, the physical qualities that a good chef should have are mentioned in this matrix.

**Table 6:** The physical traits expected of a good chef

The items	The labels
I <sub>1</sub>	Beard
II <sub>4</sub>	Is well dressed
III <sub>3</sub>	Has a good size
IV <sub>2</sub>	Has a deep voice
V <sub>1</sub>	Pratice sport
VI <sub>4</sub>	Is in good health

Since the arithmetic mean of the physical qualities is 8.85, they are of minor importance for a leader to be qualified as good by his subordinates. It should be remembered that a leader who wears a beard, is well dressed, whose voice is deep and who is in good health will not claim to be qualified as good by the staff working in his organization.

**8.5 The qualities expected of the leader and the companies**

We investigated the difference between the qualities identified in the general results and the companies considered as independent groups. The data in the table below made it possible to take a position on this concern.

**Table 7:** Analysis of the difference between the qualities revealed and the companies

Sources of Variation	The sums of squares of the deviations	dl	Las mean squares	F
•The qualities	1777,50	3	592,50	44,95*
•Businesses	16,51	1	16,51	1,25
•Their inter-correlation	03,52	3	1,17	0,08
•The mistak	712,07	54	13,18	
Total	2509,00	06		

\*p <0.001

The greatest variance in scores in this table comes from qualities and not from companies. This means that the workers place a lot of importance on the qualities of the leader so that he is considered good or even competent. However, companies do not designate a leader whose qualities correspond to the expectations of the workers. They decide without referring to the appetites of their agents. Indeed, it is the concern for performance that concerns them and not the well-being of the officers in their work environment. Hence, the weak interaction between qualities and companies in the table above. It is also one of the sources of resignations and even dropouts.

**8.6 The correlation of revealed qualities**

Another concern was to seek the correlation between the four categories of qualities given their apparent proximity. The Bravais-Pearson correlation coefficient r was most suitable. Its conditions of application being met, we applied its mathematical expression:

$$r(X, Y) = \frac{NEXY - (EX)(EY)}{\sqrt{[NEX^2 - (EX)^2][NEY^2 - (EY)^2]}}$$

**Table 8:** The correlation between the qualities expressed

Qualities	Physics	Morals	Relationals	Techniques
Physics	.....	0,36*	0,34*	0,42*
Morals		.....	0,34*	0,38*
Relationals			.....	0,21
Techniques				.....

\*p < 0,001

In this symmetrical matrix, there appears a moderate correlation or a constant relationship between the technical and physical qualities which occupy the two extremes of the scale in the social perception of the leader. It is therefore not possible to predict the technical qualities of a chef from his physical appearance despite their simultaneous variation. The reverse is not allowed. Their correlation with other qualities is low. A singularity is marked between the technical, relational and moral qualities: they evolve in the ascending direction despite their difference.

**General Conclusion**

The problem posed at the start of this study is very real. We wanted to know the causes of frequent resignations and abandonment of jobs in two local companies: REGIDESO and BRALIMA located in Lubumbashi. We felt that these unexpected professional behaviors would be triggered by the personality traits of their bosses at odds with the expectations of the officers they command. This is how we encouraged the participants to express, through a questionnaire and a semi-structured interview, the qualities that the person who is at the head and under the leadership of whom they wish to work should have.

According to responses from the field, the image of a leader that they describe as good has four aspects organized according to this hierarchy: technical - relational - moral and physical. Our analysis revealed that these four categories of qualities are of unequal importance. In relation to the mental representation and according to the social perception, the technical qualities occupy the first place: they are the most desired for a conductor likely to be a reference model. For example, having experience in one's job, inventing new working methods, being concerned with doing one's job well, having a recognized professional qualification and being interested in technological development

Another observation is that interpersonal skills follow on from the first. For example, being approachable and always willing, understanding the problems that are submitted, giving importance to discipline and order, accepting the opinions of colleagues, calming conflicts in the workplace and maintain good relations with his subordinates.

The explanation of these results becomes complete when we refer to the Bravais-Pearson correlation coefficient r according to which these two categories of qualities of a good leader have a constant correlation. Like Mbembe Shongolamaba and Seliuma Gestor, subordinates place great importance on the qualities of the one called upon to command them. But companies do not designate a leader whose personality traits are in line with the expectations of subordinates. Resignations and abandonment of workstations thus find their justification. On the other hand, physical qualities such as being healthy, being well dressed, and having a deep voice do not feature prominently in the social perception of a good leader. Without rejecting them, they have a minor influence.

Our results on the personality traits of the leader considered to be the head who makes act in the interest of the group, the person who brings this group to achieve the objectives notwithstanding the obstacles could validly be generalized. We are certainly not forgetting that the reactions of the subordinates were obtained by means of a questionnaire and an interview: two instruments of data production with biases that are difficult to overcome. We have avoided a few, however. In replicated or experimental research, one could use tools which have the metrological characteristics of a test to obtain answers less tainted with subjectivity and which would certainly not be in contradiction with what has just been discovered by this study.

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