

Re examination of The Validity of Motivational Approaches At Work, An Imperative In The Crisis Context of The Covid19 Pandemic: The Beginnings of New Post-Crisis Concepts

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Abstract: Approaches to job satisfaction relate to the consideration of the overall work environment as a major determinant, in stimulating the level of achievement or involvement of human resources. Furthermore, the abundance of work in this disciplinary field does not provide managers with alternatives in order to stimulate the workforce in crisis situations. Which brings us to an examination of the motive behind the massive mobilization of the workforce in the search for alternatives to ensure continuity of services. We focus on characterizing the motivation for employee engagement in this context of the covid19 health crisis, which has invariably imposed a partial, total, temporary or permanent activity freeze on organizations. What is the source of their motivation: Satisfaction, Resignation, or survival instinct? The present work answers these questions by examining the strengths and limitations of the concepts of motivation and job satisfaction. The goal is to trace the patterns of interdependence between the multiple factors of the psychological framework of work and the impact on individual and collective performance

Keywords: Satisfaction - Work environment - human behavior - health crisis

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Statement Of The Problem :

Motivation theories have been developed in an attempt to explain the factors inhibiting motivation and worker satisfaction in the work context. These approaches take into consideration the variation in the status, framework and nature of functions in order to support managers in better channeling HR strategies. However, this only applies to organizations that operate in a relatively stable environment. The motivation and job satisfaction approaches do not foresee a general modification of the overall framework of the work “ atypical circumstances ” or the threat to physical and mental health is essential at all organizational levels.

The Covid 19 pandemic calls into question the validity of these approaches to accurately identify behavior at work, as well as all the integrative models that result from it.

Questioning :

- What are the most legitimate motivational approaches to explain the motivation for engagement at work?
- What are the sources of job satisfaction?
- Do these classic motivational motives explain the persistence of worker mobilization?
- What are the strengths and limitations of these approaches?
- Is there a need to reconstruct new models of motivation by integrating other motivational motives?

I. Introduction

The Covid 19 pandemic has brought about profound social and economic changes whose impact on organizations cannot be ignored (Neeraja&Bhatara, 2020) . The implications of this pandemic have affected the world's population invariably by imposing a highly unstable psychological climate (Knifin& all, 2020) . This imposes a questioning on the level of motivation of workers in the workplace. The readjustment and attempts to adapt organizational structures in response to the influences of the crisis has consequently impacted workers' behavior.

The overall working environment is undeniably a key factor in influencing human resource behavior (Karmani Farhan, Karmani Nabila, &KarmaniFarukh, 2020) . Our vision of explanatory motives for the level of involvement of internal actors in the organizational system is based on the definition of motivation and job satisfaction as two distinct variants (PERRIN, Gilibert, & Gillet, 2008) . These are two different states, which occur in different patterns. But whose interdependent link is incontestable (COLLINS, 2004) . Research has established several explanatory approaches to the explanatory factor of the level of motivation : Theory of

mobile needs and values (Ryan & Deci, 2017) , self-regulation or metacognition approaches (Bandura, 1986) , the concept of mobilization and involvement and of well-being (Schaufeli & Bakker, 2015) etc. The concept of satisfaction is interwoven with theories of need as an inhibitor of motivation. However, hasn't the covid-19 health crisis eroded these relationships between the plurality of psychological dimensions at work?

This review of the concepts of motivation and satisfaction goes beyond a discussion of the validity of these approaches, or a prioritization of their importance in the mobilization of human resources. The covid19 health crisis brought about a new economic situation on a planetary scale (OECD, 2020) , which was characterized by a total or partial freeze of all activities, a modification of workspaces, a reconstruction of 'a new relational work dynamic, salary freeze, as well as a strong restructuring or closure process (OECD, 2020) .

This leads us to question ourselves on the motive of engagement and mobilization of human resources in an emotional framework characterized by : Fear- Mistrust- Stress (Mengin& al., 2020) . This dynamic has been accentuated by an ambiguity of the future of organizations that operate in a globalized economic context.

This work focuses on the analysis of the limits of the different approaches. And is structured around four axes : Review of motivational approaches, definition of sources of satisfaction, characterization of the crisis context , . This is a new tracing of the emotional frame.

The Covid19 pandemic requires us to examine the capacity of motivation and satisfaction approaches in justifying the level of involvement of members of the organization in an economically unstable, physically threatening, and psychologically exhausting context (Cahuc, Carcillo, & M, 2020) .

The general mobilization of employees during the first of the health crisis leads us to question the reason for the involvement of people despite: insecurity, fear, the threat to physical health, and the loss of reference point (Cahuc , Carcillo, & M, 2020) . What was the motivation behind the motivation at work? Can we speak of job satisfaction in a highly unstable context? The return to the first motivational approaches will therefore provide us with a first response to these questions.

1- The strengths and limitations of the motivation as an explanatory variable of the level of commitment to work in the event of a crisis :

1.1. Theories of needs :

The hierarchy of needs structure assumes that the motivation of any person comes from the desire to meet needs. It is an internal force that emerges from the perception of a need (Maslow, 1943) . So motivation is above all a deployment in order to meet needs. Which supposes a variation in the intensity of the motivation vis-a-vis these last. This variation in itself is explained by the concept of valence, that is, the value given to the mobile variably according to the needs of each member of the organization, in an economically and socially stable context.

Maslow's approach argues that a person's motivation in the workplace comes from five sources :

- Physiological needs (survival instinct)
- Security needs (Stability)
- Love needs (links with the social group, need for affection, need for identification and belonging to a group, etc.)
- A need for esteem (The need for recognition)
- And finally the need for self-realization.

The originality of Maslow's work is based on the structure of these needs. To motivate a person, the five needs would have to be satisfied (Maslow, 1943) . In this case the physiological need is placed at the base of the structure of needs, aided by the need for security or stability. The person who has not reached the satisfaction of these minimum vital needs " of health is physiological and of safety " could not be motivated by the three other sources of motivation placed at the top of the structure.

Moreover, this view of the sources of motivation remains limited. It loses its validity with the change in the socioeconomic framework of the organization (Omotayo Olugbenga, 2014) . For example, the right to health, safety and integrity in the workplace could not be considered as an incentive but an acquired right (ILO, 2010) . The needs of the people have changed along with the new socio-economic configuration.

A health crisis, a political crisis, or an economic collapse lead to varying reactions in the workplace (Lee, 2019) . The degree of resignation, frustration or acceptance could therefore be explained by the adoption of a common or divergent vision according to other variants other than the satisfaction of minimum needs for survival instinct or stability (Porter & al. in, Zeena, & Poojary, 2018) . However, a common stake which consists in ensuring the sustainability of the organization could be assimilated to the basic needs of survival or stability. What remains to be validated through more empirical study.

The weakness of the hierarchical approach to needs, in this specific context of a pandemic, lies in its ignorance of all the work variables that interfere in the relationship between the organization and the members, including the relational dynamic raised by Alderfer and other.

Alderfer's ERG model, for its part, traces three groups of needs or internal sources of motivation (Alderfer & Clayton, 1969) :

- " *Existence needs* " the existence of requirements : These requirements refer to minimum and health security needs that Maslow placed the principle of motivation.
- " *Relatedness needs* " the needs of social relationships : the person feels a need to belong to a group. The quality of the relationship with this group is very decisive in the motivation to work.
- " *Growth needs* " Personal development needs : Refers to the pursuit of a sense of accomplishment.

The principle of the ERD concept "ERG " differs from that of Maslow in its mode of operation. Insofar as the satisfaction of a need remains independent of the other and puts forward the notion of valence " a motivation guided by a valuation of one issue more than the other, variably according to the people " (Arnolds & Boshoff, 2002) . For example, an employee can develop an intense emotional relationship with his work group, without exercising a function that gives him a feeling of intense accomplishment. Yet this person may be motivated at work by the importance they attach to social ties (Alderfer, 1972). This same person could also be motivated at work by the feeling of security, by the work environment or otherwise, without having a particular interest in the need for development. Alderfer emphasizes that the difference in expectations and perceptions of each person govern the intensity of motivation (Alderfer & Clayton, 1969).

According to this approach, the hierarchy of needs has no validity since it groups together three spheres of human needs all of equal importance. However, there is a principle of " *Regression-Frustration* " which explains the link between the level of frustration at work and the level of motivation in the event of dissatisfaction . The drastic containment measures pushed organizations to make an immediate readjustment, which generated massive frustration (Knifin& all, 2020) . The isolation of people, the partitioning of the workspace has certainly led to a need for reconnection with the professional collective, since man is a being who asserts himself through interaction with the collective (Mengin, et al., 2020) . However, a primary analysis of the approach reveals its strength in explaining the variable behavior of the members of the organization, during the first weeks of confinement depending on the status, the sectoral framework, and the level of job satisfaction (Riyanto&Setyo, 2020) .

This observation is based on the observation of the level of availability and organizational performance which always show a strong interdependence link (Setyo in, Asykara, &Riyanto, 2020) . As soon as one of these needs is affected the level of motivation decreases. And conversely when these needs are satisfied the level of motivation is strengthened. The fear experienced during the weeks of confinement emerges an interdependent link between the sources of satisfaction and the attitude at work which changes significantly (Karmani Farhan, Karmani Nabila, &KarmaniFarukh, 2020) .

1.2. Analysis of the strengths of hygiene theory in the context in strengthening the level of satisfaction in the face of the health crisis :

1.2.1 . Hygiene Theory : Orientation and Conceptual Foundation

Hertzberg proposes the bi-factorial theory of job satisfaction as an explanatory model of job motivation. And highlights the link between motivation and satisfaction (Ezenwakwelu, 2017) . This is also called the theory of hygiene.

The basis of Hertzberg's concept rests on the existence of two sources of job satisfaction. These provide satisfaction to people, and even push them to perform (Hertzberg, 1982) .The first source of motivation is the elements that could fuel employee satisfaction. These motivating factors will animate the process of seeking satisfaction. And bring a feeling of satisfaction once these needs are met (Roussel, 2000).

The second category of source of motivation does not have this capacity to influence the level of job satisfaction (Hertzberg, 1966) . But it could generate indifference or dissatisfaction in the event of a positive non-response on the part of the organization (Hertzberg, 1971) ; (Fried & Ferris, 1987) . The motivating factors are listed in Table 1 in the following order :

Table 1
Summary of satisfaction factors

• <i>Self-realization " Achievement "</i>	<i>It comes from individual development at work.</i>
• <i>Recognition " Recognition ":</i>	<i>Refers to the attribution of a significant value of the person's contribution.</i>
• <i>The nature of the work " Work itself ":</i>	<i>Refers to the perception that the person has of the nature of the function performed.</i>
• <i>Responsibility " Responsibility "</i>	<i>It is based on the importance of the assigned role and the level of impact on the momentum of the organization.</i>
• <i>The opportunity for advancement " Advancement " :</i>	<i>Career prospects.</i>
• <i>The development " Growth " :</i>	<i>The possibility of personal development and fulfillment.</i>

Hertzberg argues that the second category has less influence on the level of job satisfaction. All these factors will be classified as hygiene factors, which can cause dissatisfaction :

- **Quality of Supervision** : *The Nature of Subordinate Relationships*
- **Rules** : *Includes the rules that govern the functioning of the organization*
- **Working conditions** : *It refers to the physical framework of the work*
- **Salary** : *The remuneration received*
- **The relationship with peers** : *The quality of relationships established with people who perform a similar function*
- **And security** : *The feeling of security at work refers to stability.*

We retain three variables out of the six advances that emerge as a carrier of more potential to influence the level of involvement of people in an unstable context, but with a great degree of responsibility. Studies in this direction are being activated to better understand the motivation for engagement and the measurement of the intensity of involvement in this pandemic context through a sectoral categorization (Knifin& all, 2020) .

<i>Working conditions : It refers to the physical framework of the work</i>
<i>The relationship with peers</i>
<i>Safety at work</i>

1.3. Analysis of the strengths of hygiene theory in the context in strengthening the level of satisfaction in the face of the health crisis :

The concept of Hertzberg is the foundation of our work on job satisfaction factors in the coaching staff (Hertzberg, 1982) . However, we believe that the dissociation of these factors into two categories with an unequal effect on the level of motivation and satisfaction cannot be supported. Because we are forced to note that many other variables lead us to revise the classification of needs and obviously the conception of satisfaction and motivation in an organizational environment. Hence the insufficiency of the Hertzberg model in explaining the factors of job satisfaction. This, however, is essential for strengthening the feeling of well-being . To rule on the motive of satisfaction in the context of confinement and under threat, we believe that the feeling of balance or well-being is inappropriate. However, it should be emphasized that certain factors put forward by hygiene theory deserve an empirical comparison in order to validate their consistency even in a context of similar crisis.

The pandemic has brought new constraints to be considered in evaluating the new properties of the organizational psychological framework (Neeraja&Bhatara, The Economic, Psychological and the Social Impact of Pandemics and Social Distancing in a Globalized World, 2020) . Therefore, we must consider the changes in the organization and all approaches to motivations or job satisfaction taking into account: the new work configuration ; complexity of functions ; the higher level of education of employees and managers ; more intense stress level ; changes in work and interpersonal relationships ; multiculturalism, multiethnicity ; greater and more extensive competitiveness ; innovation of human resources management policies ; new forms of work organization etc (Knifin& all, 2020) .

Locke and Latham go in the same direction as Hertzberg , focusing their work on job satisfaction (Locke, Latham, & in Dalmas, 2007) . In addition, he approaches job satisfaction as a result of the person's appreciation of his work. " This satisfaction is the result neither of the person alone, nor of the work alone, but of the individual within the framework of his work, as it is evaluated by him " (Dalmas, 2007) .

Let us note already that this approach of Locke and Latham is more similar to the theory of objectives than the theory of needs (Locke, Latham, & in Dalmas, 2007) . It presents an integrative model which attempts to explain the sources of satisfaction and motivation on the basis of a conjunction of two theories. However, the very foundation of the construction of integrative models or " metamodels " (Katzel& Thompson, 1990) is

failing in this context of crisis. Because the validity of the reference approaches are questionable in this specific pandemic framework.

These authors propose a highperformance cycle model. This places personal and organizational **goals** as the starting point of the cycle. That is, to achieve overall performance, the person should first set goals. When the person achieves their goals, this is where the process of achieving performance begins.

This resulting performance is in turn influenced by **Moderators** whose role is questionable in times of crisis. These moderators are variables of the work context which will act on the intensity of the performance. We could therefore consider the capacity of the person and the properties of the working environment as moderators.

There is also another source of influence on performance "The **Mediator** Effect " which acts in the same way as the first on performance. This was represented by the direction, the energy invested, etc. It is undeniable that all these theoretical and conceptual configurations are modified and must be the subject of an in-depth examination since the context validating these postulates has changed (Neeraja&Bhatara, The Economic, Psychological and the Social Impact of Pandemics and Social Distancing in a Globalized World, 2020) .

The achievement and the evaluation made of the performance will condition the contingent reward variable which will in turn lead us to the creation of the feeling of satisfaction. A satisfaction that ends up permeating the relationship of the person with his organization (Locke and Latham ; 1990 in Dalmas).

In addition, we are forced to note the inadequacy of Locke and Latham's model with the function of the manager. These authors associate the role of management with moderating facts in the performance process. So the resulting problem is how could we retrace this cycle of creation of satisfaction, taking into account that the management " the manager " is the main actor in the model imposed by the covid19 health crisis ?

Motivation is a result of the perception of a need to be filled or a goal to be achieved. It triggers a psychophysiological dynamic which promotes the achievement of a goal for the motivated person (Rukh, Choudhary, & Abbasi, 2005) . The level of activation of the person varies according to the specific value that each person places on the inhibitory stake " The valence " (Arnolds & Boshoff, 2002) . This elementary definition reminds us that at the end of the unstable context of the Covid19, another psychological dimension to examine which the common motive which animated the need to collaborate and the degree of motivation of each one.

II. The concept of satisfaction : Analysis and discussion

The determinants of job satisfaction are strictly linked to the overall framework of the work : Leadership style , group work, the relationship with the supervisor, the working environment and conditions, stability and security, the degree of satisfaction , career management, compensation and insurance plans, organizational growth and others (Sageer, Rafat, & Agarwal, 2012) . Otherwise a modification of the framework will have an impact on the modification of the level of worker satisfaction.

The concept of Waytt motivating people is placed in a perspective of stimulating people (Waytt, Stock, & In Wright, 2006) . What distinguishes the concept of job motivation from job satisfaction is not only the sustainability of the person's investment. It differs from motivation by the psychological impact it has on his attitude at work.

The job satisfaction is an emotional state of pleasure resulting from the appreciation that the person did his job (Locke & in Brief & Weiss, 2001) . It expresses an emotional reaction of the person towards his organization. Job satisfaction is not only a result of a set of variables but it is above all an attitude that characterizes, expresses and guides the behavior of the person within the organization.

It is said to characterize the behavior of the person at work because it allows us to distinguish a satisfied person from a dissatisfied person. This is reflected in his emotional state (feeling of stability, feeling of well-being, ease, confidence, etc.).

Satisfaction is also expressed through behavior. Because satisfaction is manifested by the adoption of specific and variable attitude or behavior, linked to the level of evaluation that the person attributes to his work situation.

We also believe that the satisfaction guides the behavior of the person in the work, because it permeates his emotional state, in addition to generating an impact on the nature of the emotional relation which binds him to his organization; particularly in the context of the covid19 health crisis.

Weiss and Brief (Brief & WEISS, 2002) explain that job satisfaction includes two equally important aspects : The reflective side and the emotional side. We think that the reflective aspect of job satisfaction refers to the rational construct, to the judgment that the person establishes of his situation at work. This judgment relates essentially to the evaluation of the capacity of the organization to stimulate " the quality of the incentives to work " and on its capacity to satisfy the need created or animated in the person.

Through this definition of job satisfaction, we finally retain three inseparable aspects : the emotional aspect "affective : the affect ", the behavioral aspect " job attitude " and the cognitive aspect which challenges the rational construct.

From there, job satisfaction becomes an indicator that undeniably explains the stability or instability of a person's behavior at work, as well as their level of performance. Experience has shown that organizational performance is based on the level of individual contributions made in a common sense , more particularly in a context of change (Delarue, Hootegem, Procter, & Burrige, 2008) . Locke and Latham present an integrative model that traces the nature of the links between job satisfaction and the multiple dimensions affecting the person and performance. However, at this level, we should question the validity of any integrative model, since the elementary basis of the approaches has been shaken by the health crisis.

As we have previously pointed out, the study of job satisfaction holds its survival from its direct impact on individual and organizational performance. These are also factors that strengthen the bond between the person and the organization (WH, Shih, & Liang, 2009) . In this case, research has shown that job satisfaction can also have an effect on the person's balance outside the professional framework.

The health crisis has also impacted the family environment, leading to a situation of distress in the professional and personal sphere (Cahuc, Carcillo, & M, 2020) . Which leads us to conclude that all the dimensions of life of the worker, regardless of the level of its exercise within the organization must be subjected to a screening of the new mobile satisfaction as a means of calming distress manifested e during this planetary health crisis.

The level of satisfaction marks the emotional stability in the person. And also has an impact on family life. As it is strongly imbued with it (Boyar, Mosley, & Donald, 2007) . The health crisis has brought another challenge for the family that had to reconfigure the roles and accompanying means of years as part of the crisis.

Another challenge which brings us once again to the deduction that human resources management must take a new step towards risk mapping and prevention of means in order to counter the effects of crisis of a similar intensity to covid19, even if this risk is minor. Because it emerges from previous work that there is no barrier between job satisfaction and family satisfaction. A person who is satisfied at work would also be satisfied within the family (Muse, Harris, & Field, 2008) . And conversely, a person who is satisfied in his personal life will bring this balance back to his professional environment (Judge, Thoresen, Bono, & Patton, 2001) . Thing which justifies the urgency of the prevention of support means in atypical circumstances.

The largest studies of job satisfaction have focused on the affective side (Muse, Harris, & Field, 2008) . And it is in this line that we believe that the reassessment of the global framework of work is an imperative. Because the health crisis has led to a distortion of traditional approaches to motivation and job satisfaction. This in itself requires a relaunch of work in this area.

III. Conclusion:

We conclude our work with a summary of our diagnosis of approaches to job satisfaction, which traces the interest shown in the motives of job satisfaction. A set of work in this context of crisis voi in t confront several limitations in interpreting the real motives at work in a highly volatile environment.

It should be emphasized that the psychological factor is a major determinant in satisfaction in the professional space. Stability is an uncharacteristic variant of this health crisis, faced with the two stages in the evolution of covid19.

As a result, a judgment on the particularities of this crisis leads us to rule on the inadequacy of existing approaches to identify the sources of satisfaction in an unstable context. This opens the way to a plurality of experimental studies on the impact of the crisis on the behavior of workers, varying according to the sector of activity, the type of organization, and the status employed.

An enlarged comparative study could also bring a view on the cultic effect on the perception of the crisis, as well as the means of adaptation of the workers to similar situations variably according to : The national cultural, economic, and political attribute.

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