

## **Expanding employees' psychological need states and their associations with positive and negative work outcomes**

Research based on Self-Determination Theory (SDT; Ryan & Deci, 2017) has consistently demonstrated the importance of the basic psychological needs for autonomy (need to feel volitional and responsible for one's actions), competence (need to feel capable and to have opportunities to express one's abilities), and relatedness (need to have good relationships and to be able to rely on others) in endorsing individuals' well-being. Researchers within SDT have demonstrated that there is both a beneficial and a detrimental facet to these needs, with need satisfaction reflecting the positive experiential state of feeling that one's psychological needs are satisfied, and need frustration referring to the negative experience where the needs are actively undermined.

In a work context, need satisfaction has been related to adaptive functioning and need frustration to maladaptive outcomes, but they do not sufficiently explain individuals' functioning. Thus, recently, a third psychological need state, need unfulfillment (the experiential state of lack of need fulfillment) has been presented to gain a profounder understanding of the motivational mechanisms leading to employees' well- and ill-being.

In this project, we build on this background in order to provide evidence to support a conceptual model of the distinct experiential states of satisfaction, frustration, and unfulfillment, relating to each of the three needs for autonomy, competence, and relatedness in the work context.

A second goal of the project is to explore the multidimensionality of ratings on a newly developed scale that tap on all three states in the work context

A third goal of the project is to consider these multidimensional need states simultaneously to advance our understanding of their respective relations with theoretically proposed antecedents (e.g. supportive and thwarting behaviors of managers and coworkers) and consequences (e.g. job satisfaction, work motivation, work-related stress).

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### **Suggested references:**

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The project will active until spring 2023