



APPLICATION OF SELF-DETERMINATION THEORY ON THE MOTIVATION STRUCTURE OF HOTEL MANAGEMENT EMPLOYEES

Nataša Stanišić* and Slobodan Čerović

Singidunum University Belgrade, Danijelova 32, 11000 Belgrade, Serbia

(Received 19 April 2021; accepted 03 November 2021)

Abstract

Self-determination theory that was used as a starting point of this paper, indicates the existence of different types of motivation that are distributed along the motivational continuum and which differ according to the degree of self-determination, the formation of which is under the influence of the environmental and individual factors. This research presents the applicability of the basic postulates of self-determination theory on a sample of 150 employees within the hotel sector in Belgrade. The aim of this paper is to determine the extent of which environmental factors, such as work climate, affect the satisfaction of basic psychological needs of employees and through them, the structure of motivation (autonomous/controlled/amotivation). The results of this research show that the work climate, which is defined as perceived autonomy support, significantly affects the satisfaction of psychological needs and motivation for work, where the satisfaction of basic psychological needs has a mediating role, thus creating conditions for developing autonomous forms of motivation.

Keywords: basic psychological needs, autonomous motivation, controlled motivation, amotivation, work motivation

1. INTRODUCTION

Employee motivation is extremely important for service industry such as hotel management. In order to understand employee behavior, managers must be aware of the fact that there are needs and motives

that will motivate their employees to work. They need to know which motivators drive human potential and which of them will contribute to the successful performance of tasks. Motivation is defined as the process of satisfying a need which means that when an individual's needs are satisfied by certain

* Corresponding author: natasastanistic@singidunum.ac.rs

factors, the individual will put in more effort to achieve the set goals (Robbins, 2001).

Although motivation is a complex concept and the contemporary literature provides for a large number of definitions of motivation, all of them unite three psychological processes on which motivation is based: stimulation (awakening), direction and intensity of activity (Vujić, 2010). In terms of specific motivation for work it is important to point out that managers in companies are faced with one of the most significant challenges - in which to motivate employees to engage in different working conditions and circumstances (Nohria et al., 2008). The motivation system in every company should be established so that it will lead to the satisfaction of both management and employees in order to achieve the goals of the company that will have positive outcomes for both the company and its employees (Čerović, 2013). Managers and leaders in companies recognize the importance of motivation, but on the other hand there is a large number of different opinions and attitudes about what actually motivates employees.

In this paper, the self-determination theory is depicted and in accordance with its premises the motivation and needs of employees will be defined (Deci & Ryan, 2008a). The aim of this paper is to determine how and in what way does the work climate affect the structure of motivation (autonomous/controlled/amotivation), and to what extent does it meet the psychological needs for competence, autonomy and relatedness to other people. The results of this research can help hotel managers create a work environment that will enhance employee motivation, improving work outcomes and overall well-being.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Self-determination theory of Edward Deci and associates (Deci & Ryan, 2000; Ryan & Deci, 2017) is a theory of motivation that is applicable in many domains of life (Olafsen et al., 2018). It is a typical example of the theory of internal motivation, which sets forth the degree of self-determination and the degree of autonomy and self-regulation (Deci & Ryan, 1985; Ryan & Deci, 2006). Self-determination theory describes the autonomous and controlled motivation on the continuum of motivation, whereby indicating the influence of environmental and individual factors (basic psychological needs and causal orientation) on the formation of an autonomous or controlled behavioral pattern (Gagné & Deci, 2005; Deci & Ryan, 2008a; Majstorović, 2008).

At one end of the continuum is the intrinsic motivation, as the most autonomous form of motivation, and at the opposite end is the amotivation. In order to explain the influence of external factors on an individual, primarily the manner of adopting socially acceptable rules and forms of behavior, Deci and Ryan introduce four types of extrinsic motivation that differ according to the degree of autonomy and self-determination - external regulation, introjected regulation, identified regulation and integrated regulation. The most autonomous form of extrinsic motivation is integrated regulation. This form of motivation is still conditioned by external factors because the individual does not perform a certain activity because of his/her own interest, but because of a personal goal. This form of motivation is especially interesting for application in organizations, given the fact that the tasks in companies are

set externally and that most of these tasks are not interesting per se, i.e. do not involve intrinsic motivation. If the task is internalized and integrated into the system of personal goals and values, it becomes personally important for the individual and thus encourages intrinsic motivation (Deci & Ryan, 2000). According to Deci and Ryan (2000), intrinsic motivation and well-internalized extrinsic motivation are the basis for autonomous and self-determined behavior. Intrinsic motivation will depend on the satisfaction of basic psychological needs (competence, autonomy and relatedness) that are influenced by external factors. According to self-determination theory, all individuals have three innate basic psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 1985, 2000, 2002, 2008b). The need for autonomy represents the aspiration of the individual to make his/her activities self-determined and self-willed (deCharms, 1968; Deci, 1975; Deci & Ryan, 1985). The feeling of autonomy is the main precondition for the emergence of intrinsic motivation and is a key element of integration and internalization. The degree of internalization will precisely depend on the degree of satisfaction of the need for autonomy (Deci & Ryan, 2000). According to the authors of SDT, the need for competence is an innate aspiration to achieve competence, i.e. activity success. When events from the external environment lead to perceived competence, intrinsic motivation increases and vice versa. The third, significant prerequisite for the development of intrinsic motivation is the need for relatedness. The self-determination theory states that the feeling of security and relatedness will positively affect intrinsic motivation.

At one end of the continuum is the

intrinsic motivation, as the most autonomous form of motivation, and at the opposite end is the amotivation. In order to explain the influence of external factors on an individual, primarily the manner of adopting socially acceptable rules and forms of behavior, Deci and Ryan introduce four types of extrinsic motivation that differ according to the degree of autonomy and self-determination - external regulation, introjected regulation, identified regulation and integrated regulation. The most autonomous form of extrinsic motivation is integrated regulation. This form of motivation is still conditioned by external factors because the individual does not perform a certain activity because of his/her own interest, but because of a personal goal. This form of motivation is especially interesting for application in organizations, given the fact that the tasks in companies are set externally and that most of these tasks are not interesting per se, i.e. do not involve intrinsic motivation. If the task is internalized and integrated into the system of personal goals and values, it becomes personally important for the individual and thus encourages intrinsic motivation (Deci & Ryan, 2000). According to Deci and Ryan (2000), intrinsic motivation and well-internalized extrinsic motivation are the basis for autonomous and self-determined behavior. Intrinsic motivation will depend on the satisfaction of basic psychological needs (competence, autonomy and relatedness) that are influenced by external factors. According to self-determination theory, all individuals have three innate basic psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 1985, 2000, 2002, 2008b). The need for autonomy represents the aspiration of the individual to make his/her activities self-

determined and self-willed (deCharms, 1968; Deci, 1975; Deci & Ryan, 1985). The feeling of autonomy is the main precondition for the emergence of intrinsic motivation and is a key element of integration and internalization. The degree of internalization will precisely depend on the degree of satisfaction of the need for autonomy (Deci & Ryan, 2000). According to the authors of SDT, the need for competence is an innate aspiration to achieve competence, i.e. activity success. When events from the external environment lead to perceived competence, intrinsic motivation increases and vice versa. The third, significant prerequisite for the development of intrinsic motivation is the need for relatedness. The self-determination theory states that the feeling of security and relatedness will positively affect intrinsic motivation.

In terms of work motivation, it is assumed that favorable environmental factors and management that supports employee autonomy, lead to the satisfaction of basic psychological needs, intrinsic motivation and complete internalization of extrinsic motivation. According to the authors Gagné and Deci (2005), environmental factors / social environment in an organization include the work content, work context and the work climate. Autonomous motivation for work will depend on the social environment and the satisfaction of basic psychological needs.

In the past two decades, a large number of empirical papers have been published, which dealt with motivational processes in the context of work (Gagné & Deci, 2005; Olafsen et al., 2018). There are over 150 publications based on the self-determination theory that have applied the concept of basic psychological needs and motivational regulations to explain motivational processes

in a work context (Olafsen et al., 2018). According to SDT, there are different types of motivation that regulate and direct behavior, while the basic psychological needs boost behavior. Therefore, defining basic psychological needs provides a basis for predicting which aspects of the social context will encourage intrinsic motivation and facilitate the internalization of extrinsic motivation (Deci & Ryan, 2000; Ryan & Deci, 2000; Deci et al., 2001).

Socio-contextual factors involving job design and work climate can enhance or disable autonomous motivation. A work context that allows for the satisfaction of basic psychological will enhance autonomous motivation (Ryan & Deci, 2000). Providing choice and feedback, and a positive work environment that can be linked to organizational culture and managerial leadership styles, are examples of an autonomously supportive social context (Gagné & Deci, 2005). Gagné and associate, 2005, state that autonomy support is the most important social-contextual factor that predicts identification and integration, and therefore autonomous behavior. Through empirical research, Baard et al. (2004) and Deci et al. (1994) identified three factors that enhance autonomy support and thus the process of internalization: meaningful rationale for doing the task, respect for opinion and providing choice.

Within a work environment, SDT assumes that autonomous motivation predicts more positive work outcomes than controlled motivation, such as job satisfaction, feelings of professional efficiency, and general mental health (Gagné & Deci, 2005). On the other hand, it negatively correlates with emotional exhaustion and mistrust (Fernet et al., 2004; Judge et al., 2005). A number of studies have

confirmed that autonomy support provided by managers also leads to greater satisfaction of basic psychological needs. An autonomously supportive leadership style encourages the satisfaction of the needs for autonomy and competence, while a controlling style thwarts the satisfaction of such needs (Richer & Vallerand, 1995). When autonomy is supported by the environment, employees feel that they can follow their interests and decide on the importance of social values and norms (Deci & Ryan, 2008a). The degree of satisfaction of basic psychological needs assumes positive work outcomes such as job satisfaction, better performance evaluation, greater persistence, greater acceptance of organizational change and better adjustment (Kasser et al., 1992; Ilardi et al., 1993; Gagné et al., 2000; Deci et al., 2001; Baard et al., 2004).

Ryan and Deci (2019) state that the SDT is increasingly accepted in organizations, because the leaders of modern organizations recognize the value of employees who are engaged and perform work tasks (Deci et al., 2017; Ryan & Deci, 2018). The self – determination theory, which serves as a conceptual framework for researching the motivation of hotel employees, poses a comprehensive and validated theory (Deci & Ryan, 2000; Vansteenkiste et al., 2010). In line with the aforementioned framework and the objectives of this research, the following hypotheses have been set:

H1: The work environment, which implies meaningful rationale for doing the task, providing choice and feedback on work efficiency and autonomy to employees by managers, will be in a positive relationship with both types of autonomous motivation: intrinsic and autonomous, fully internalized

extrinsic motivation.

H2: The perceived autonomy support will be in a positive correlation with the satisfaction of basic psychological needs for autonomy, competence, and relatedness.

H3: Satisfying basic psychological needs for autonomy, relatedness, and competence is negatively associated with extrinsic motivation with external regulation.

3. RESEARCH METHOD

The aim of this research is to determine how and to what extent does the work climate affect the satisfaction of basic psychological needs and through them, the structure of motivation. The research was conducted on a sample of 150 respondents employed in the Belgrade hotel sector. The survey was completed electronically.

The degree of satisfaction of basic psychological needs of employees was measured using the instrument called the Basic Psychology Need Satisfaction at Work Scale (Kasser et al., 1992; Ilardi et al., 1993; Deci et al., 2001). The instrument contains 21 items that are divided into three subscales: autonomy (7 items), competence (6 items) and relatedness (8 items). Respondents, using a five-point Likert scale, assessed the extent to which certain basic psychological needs were satisfied at work. The assessment of the work climate from the point of view of perceived autonomy support provided by the immediate supervisor was measured using the instrument - The Work Climate Questionnaire (Baard et al., 2004). It is intended directly for employees who assess whether the working climate is the one that supports their autonomy or not. The

questionnaire contains 15 items that describe the respondents' experience with the immediate supervisor on a five-point Likert scale. The third instrument was MAWS / The Motivation at Work Scale (Gagné et al., 2010) and it was applied to examine the employee motivation. Using a five-point scale the respondents indicated the extent to which each of the following statements currently corresponds to one of the reasons why they are committed to the work they do in the hotel. The questionnaire consists of 12 statements, 6 of which assess the autonomous motivation (3 statements refer to intrinsic motivation, 3 refer to autonomous extrinsic motivation (identified regulation) and the remaining 6 to controlled motivation (3 statements refer to introjected regulation, and 3 to external regulation). For this research, 3 another statements which refer to the absence of motivation – amotivation were added (Tremblay et al., 2010). For each of the respondents, the average grade given is determined in relation to the statements representing certain forms of motivation. To test the validity of this instrument, the authors used the Gagné and Deci model according to which managers, job design, and rewards influence the satisfaction of three basic psychological needs for competence, autonomy, and relatedness, which in turn affect the autonomous motivation (Gagné & Deci, 2005).

The collected data were processed using the statistical program SPSS, version 23. For data analysis, descriptive analysis (arithmetic mean, standard deviation), Cronbach's Alpha coefficient to determine the reliability of the scales used on the examined sample and inference statistics were applied. In order to examine the correlations as well as the differences in the

measured properties, the Pearson correlation coefficient was applied. The level of statistical significance was set at $p < 0.05$.

3.1. Descriptive indicators of the research examined variables

For the purpose of this study, the independent variable is the work climate, which is defined as the respondents' assessment of the degree of perceived autonomy support, based on their own experience with the immediate supervisor. The dependent variables are: the structure of motivation and the satisfaction of basic psychological needs for autonomy, competence and relatedness. On the basis of SDT, work motivation is observed through 3 basic categories: autonomous motivation, controlled motivation and amotivation. Autonomous motivation leads to psychological well-being, which can be defined through the degree of satisfaction of these psychological needs.

Following the analysis, it was determined that the variables do not deviate significantly from the normal distribution (supported by the index of curvature and flatness of distributions, which are within the values -1 and +1, except for flatness values for variables Intrinsic motivation and Autonomous motivation, which are close to the critical limit) (Table 1). The reliability indices of almost all used subscales are satisfactory, except for the Extrinsic motivation scale with external regulation, whose scale reliability is on the limit of acceptability ($\alpha > 0.60$) (Ursachi et al., 2015).

3.2. Population and sample

In order to show the demographic characteristics of the respondents, the

Table 1. Descriptive indicators of the research examined variables (in parentheses, the number of items in the composition of each scale is provided)

Variables	Min.	Max.	AS	SD	α	Curvature	Flatness
CQ (15)	1.40	5.00	3.9877	.07619	.963	-.984	.218
BPNS (21)	2.05	5.0	3.7953	.05617	.908	-.428	-.644
BPNS Autonomy (7)	1.43	5.0	3.5864	.06783	.819	-.416	-.099
BPNS Competence (6)	2.33	5.0	3.9175	.06208	.701	-.397	-.911
BPNS Relatedness (8)	2.0	5.0	3.8879	0.6327	.865	-.319	-.775
MAWS – IM (3)	1.0	5.0	3.4795	1.14441	.879	-.531	-.655
MAWS-EM-identified r. (3)	1.0	5.0	3.2318	1.22721	.888	-.280	-.928
MAWS-AM (6)	1.0	5.0	3.3559	1.11739	.922	-.444	-.648
MAWS-EM- introjected r. (3)	1.0	5.0	2.9091	1.15998	.753	.067	-.744
MAWS – EM- external r. (3)	1.0	5.0	3.5355	.91075	.619	-.368	-.145
MAWS – Controlled m. (6)	1.33	5.0	3.2218	.82740	.683	.314	-.397
MAWS – Amotivation (3)	1.0	4.67	1.7926	.99546	.842	1.141	.446

method of statistical analysis was applied. The largest number of respondents is between 30 and 40 years old (41.3%), 34.7% of respondents are under 30, 13.3% are older than 50, while every tenth respondent (10.7%) is between 40 and 50. In terms of the work experience of the respondents, gained at a hotel, where they are currently working, every second respondent (49.3%) has relatively little work experience, between 1 and 3 years, while only 4.7% of the respondents, have been working at the hotel for more than 10 years. More than half of the respondents have graduated from a college or university (55.3%), 27.3% have secondary education, 16.7% have a master's degree, while one respondent has elementary education only. One third of respondents (35.3%) work in the accommodation sector, 22.7% in the food and beverage sector, 16% in marketing and sales, 13.3% in support services, while 12.7% work in human resources. More than half of the respondents are at the position of a manager (56%), 21.3% at the position of a receptionist, 14% of respondents are workers in the hotel household and technical maintenance

service, while 8.7% are at the position of a waiter.

4. FINDINGS

To check H1 the WCQ - Work Climate Questionnaire and MAWS - Motivation at Work Scale was applied. The Pearson's correlation coefficient shows that there is a strong positive correlation between the work climate variables and the autonomous forms of motivation ($r(150)=+0.65, p<.01$). As the level of perceived autonomy support increases, so does the autonomous motivation and vice versa. A strong positive correlation was also found between the work climate and intrinsic motivation ($r(150)=+0.65, p<.01$), the work climate and the motivation with identified regulation ($r(150)=+0.57, p<.01$). A moderate positive correlation was found between the work climate variables and controlled motivation ($r(150)=+0.36, p<.05$). A mean positive correlation was found between the work climate variables and controlled motivation with introjected regulation ($r(150)=+0.50$,

$p < .01$), whereas no correlation was found between the work climate and controlled motivation with external regulation. A medium negative correlation was found between the work climate and amotivation ($r(150) = -0.36$, $p < .01$), which indicates that with the increase in the degree of perceived autonomy support, amotivation decreases, and vice versa (Table 2). Thus, the hypothesis that the work climate that supports employee autonomy affects employee motivation, has been confirmed. The greater the perceived autonomy support, the more developed intrinsic motivation is, as well as forms of extrinsic motivation with a greater degree of internalization and integration. This is especially true for extrinsic motivation with identified regulation and to a lesser extent for extrinsic motivation with introjection (Table 2).

To check H2, the WCQ - Work Climate Questionnaire and BPNS - Basic Psychological Need Satisfaction Scale were applied. The obtained results in Table 3 show that a strong positive correlation was found between the variables of work climate (WCQ) and satisfaction of psychological needs (BPNS) ($r(150) = +0.63$, $p < .01$), which implies that with the increase of the degree of the perceived autonomy, the satisfaction

of the basic psychological needs increases and vice versa (Table 3). When analyzing the correlation between the work climate and subscale (for autonomy, relatedness and competence), the results show that the highest degree of dependence was found between the work climate and subscale - autonomy ($r(150) = +0.68$, $p < .01$), which indicates that with the growth of the degree of perceived autonomy support, the satisfaction of their needs for autonomy grows and vice versa. A high positive correlation was also found between the work climate and the subscale competence ($r(150) = +0.65$, $p < .01$), while a medium positive correlation was found between the work climate and the subscale relatedness ($r(150) = +0.31$, $p < .01$). The Table 4 shows that the interrelationship of results on subscales of BPNS is high, the largest being between subscales of autonomy and competence ($r(150) = +0.72$, $p < .01$), and the lower ones, but still statistically significant, are between subscales of autonomy and relatedness ($r(150) = +0.45$, $p < .01$), as well as competence and relatedness ($r(150) = +0.53$, $p < .01$). It was confirmed that the perceived autonomy support is related to the satisfaction of basic psychological needs - the greater the autonomy support, the more

Table 2. Review of the effect of work climate on motivation

	WC	IM	Identified regul.	AM	Introjected regul.	External regul.	Controlled m.	Amotivation
Work climate	1	.653**	.574**	.649**	.500**	-.074	.310*	-.365**
IM	-	1	.778**	.939**	.653**	-.165	.367**	-.477**
Identified regul.	-	-	1	.947**	.753**	.054	.557**	-.356**
AM	-	-	-	1	.747**	-.055	.493**	-.440**
Introjected regul.	-	-	-	-	1	.267*	.848**	-.224
External regul.	-	-	-	-	-	1	.737**	.069
Controlled m.	-	-	-	-	-	-	1	-.119
Amotivation	-	-	-	-	-	-	-	1

** Correlation significant at level 0.01 (2-tailed)

* Correlation significant at level 0.05 (2-tailed)

likely it is that psychological needs will be satisfied, primarily for autonomy and competence and to a lesser extent for relatedness and vice versa.

Hypothesis H3 was tested through Pearson's correlation coefficient, which found that no statistically significant correlation was found between the satisfaction of basic psychological needs for autonomy, relatedness and competence and extrinsic motivation with external regulation (Tables 5, 6). Respondents with a high degree of extrinsic motivation with external regulation, as well as the respondents with a lower degree of this form of motivation may have both higher and lower levels of satisfaction of basic psychological needs. Similarly, it was found that even the perceived autonomy support is not related to this type of motivation. Explanation is in line with SDT. For persons who are more motivated by motives that are not work related and who have not internalized the goals and rules of conduct of the work organization, it is not necessary for the basic

psychological needs to be satisfied to a greater extent. On the other hand, people with a lower level of this motivation may have basic psychological needs satisfied to varying degrees. In line with the aforementioned, we dismissed the third hypothesis.

5. CONCLUSION AND DISCUSSION

The key concept behind self-determination is that various environmental factors impact employee motivation alongside the usage of basic psychological factors (Deci et al., 2017). The workplace climate, created by company management which, for this research, is defined as perceived autonomy support, significantly influences the fulfillment of psychological needs and work motivation according to the results of said research. That influence depends on the structure of the motivation. It has been established that the correlation between employees' perceived autonomy support and their motivation levels is greater when the degree of goal internalization and work behavior of the company, as well as the integration with personal needs, values, and objectives, is greater. Therefore, the greatest degree of correlation is achieved through intrinsic motivation, followed by extrinsic motivation with the identified regulation,

Table 3. Work climate and satisfaction of the psychological needs

	WCQ	BPNS
WCQ	1	.630**
BPNS	-	1

** Correlation significant at level 0.01 (2-tailed)

Table 4. Overview of the correlation between the work climate and the subscales (need for autonomy, competence and relatedness)

	WC	BPNS-autonomy	BPNS-competence	BPNS-relatedness
Work climate	1	.680**	.646**	.310**
BPNS-autonomy	-	1	.717**	.449**
BPNS-competence	-	-	1	.529**
BPNS-relatedness	-	-	-	1

** Correlation significant at level 0.01 (2-tailed)

which is then followed by introjected regulation. This research has not established the correlation between employee perceived autonomy support and extrinsic motivation with external regulation, which is consistent with the SDT (Gagné & Koestner, 2002; Gagné & Deci, 2005) – among employees, for whom external regulation prevails, while job and goals of the company are less important to them, the rules of behavior are not internalized, and they are not integrated with their needs, goals, and rules of behavior. As such, the quality of the workplace climate does not significantly affect them. The moderate negative correlation encountered between perceived autonomy support and amotivation confirms the importance of the workplace climate for employee motivation - if there is little support for employee autonomy, the chances are greater for lack of motivation to appear, and vice versa - if there is greater support for the autonomy of employees, there is a smaller risk for amotivation at workplace. No correlation was found between the satisfaction of basic psychological needs and the motivation with

external regulation, which means that for employees, for whom external regulation is prevalent, the degree of satisfaction for autonomy, competence, and relatedness do not affect their levels of work motivation. Autonomously supportive workplace climate leads to greater satisfaction of basic psychological needs to the greatest extent among those employees who have internalized the rules of behaviour and the goals of the company more, that is, among those who have more developed intrinsic motivations, as well as extrinsic motivation with identification and, to a lesser degree, introjection, as a type of behavior regulation. This does not apply to those with external regulation, for whom their motivation levels are not related to satisfying basic psychological needs, nor with employee perceived autonomy support.

This research has demonstrated how certain stances and managerial behaviors, in terms of providing support to employee autonomy, appreciating their competencies, creating an environment which promotes connecting their members, can influence the satisfaction of their psychological needs and, therefore, their work motivation, as well as other positive effects for the company. By creating an environment which acknowledges and supports the needs of the employed throughout their workday, their satisfaction is incentivized, which is manifested through autonomous motivation. This is of crucial significance, as a great

Table 5. Satisfaction of the psychological needs and external regulation

	BPNS	External regulation
BPNS	1	-.197
External regulation	-	1

Table 6. Overview of correlation of the basic psychological needs and external regulation

	BPNS-autonomy	BPNS-competence	BPNS-relatedness	External regulation
BPNS-autonomy	1	.680**	.745**	-.063
BPNS-competence	-	1	.733**	-.300
BPNS-relatedness	-	-	1	-.198
External regulation	-	-	-	1

** Correlation significant at level 0.01 (2-tailed)

amount of research has confirmed the influence of autonomous motivation for work on optimal performance and well-being (Deci et al., 2017). From a practical standpoint, the Theory of Self - Determination finds its application in the work environment since, within its subtheories, it distinguishes between types of extrinsic motivation, which is considered very useful when it comes to carrying out work tasks which, in and of themselves, are not interesting (Cerasoli et al., 2014). If the task is internalized and integrated into a system of personal goals and values, it becomes personally important for the individual and, therefore, incentivizes autonomous motivation, which has been proved by this research.

The empirical model within the framework of this research encompasses one indicator of the workplace climate - the level of perceived autonomy support, based on the experiences of employees with their immediate supervisor. In addition to this indicator, others should be scrutinized, such as providing the opportunity for promotion, a rewards system, and supporting greater connection between employees who would represent the workplace climate as a whole. In terms of sociodemographics, the sample consists of a majority of employees working temporarily at part - time jobs, with relatively little experience at the hotel in which they are currently working. Although the survey included all categories of employees, the greatest number of them work at the managerial position.

Considering the given limitations of the paper, the future research should include more diverse sample of the respondents, whereby the sample size would be more representative by including nearly all categories of employees, as well as a greater

number of employees varying in terms of work positions and years of work experience.

By expanding the indicators of the workplace climate and work outcome, the surveying could potentially enable the surveying of new variables that could be significant for confirming the postulates of the SDT in the work context (Gagné & Deci, 2005; Deci et al., 2017).

Researching the influences and employee perceived autonomy support on satisfying the psychological needs and motivations for work among employees at varying work positions in hotels and applying the results of the research by the managers could contribute to greater work productivity, greater loyalty, lesser absenteeism and fluctuation, greater cohesion of the collective, and greater cooperation among employees for realizing the company's goals. The application of SDT to the hospitality industry can be used as a good framework for understanding which types of motivation affect the behavior of hotel employees and which conditions support or thwart motivation.

Acknowledgement

This study is derived from PhD thesis "The role and significance of employee motivation in hotel company business politics" defended at Singidunum University.

References

- Baard, P.P., Deci, E.L., & Ryan, R.M. (2004). Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings. *Journal of Applied Psychology*, 34 (10), 2045-2068.

ПРИМЕНА ТЕОРИЈЕ САМОДЕТЕРМИНАЦИЈЕ НА СТРУКТУРУ МОТИВАЦИЈЕ ЗАПОСЛЕНИХ У ХОТЕЛИЈЕРСТВУ

Наташа Станишић, Слободан Черовић

Извод

Теорија самодетерминације коју је узета као полазна основа овог рада указује на постојање различитих типова мотивације који су распоређени дуж мотивационог континуума и који се разликују према степену самоодређености на чије формирање утичу индивидуални фактори и фактори окружења. У овом истраживању применљивост основних постулата Теорије самодетерминације је приказана на узорку од 150 запослених у хотелијерском сектору у Београду. Циљ овог рада јесте утврђивање у којој мери фактори социјалног окружења попут радне климе утичу на задовољење базичних психолошких потреба запослених а путем њих и на структуру мотивације (аутономна/контролисана/амотивације). Резултати овог истраживања показују да радна клима која је дефинисана као перципирана подршка аутономији запослених, значајно утиче на задовољење психолошких потреба и мотивацију за рад, при чему задовољење базичних психолошких потреба има медијаторску улогу, тиме стварајући услове за развијање аутономних облика мотивације.

Кључне речи: базичне психолошке потребе, аутономна мотивација, контролисана мотивација, амотивација, мотивација за рад

- Cerasoli, C.P., Nicklin, J.M., & Ford, M.T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta analysis. *Psychological Bulletin*, 140 (4), 980-1008.
- Čerović, S. (2013). Human resource management in the hotel industry (in Serbian). Univerzitet Singidunum. Beograd.
- deCharms, R. (1968). Personal causation. Academic Press. New York.
- Deci, E.L. (1975). Intrinsic motivation. Plenum Press. New York.
- Deci, E.L., & Ryan, R.M. (1985). Intrinsic motivation and self-determination in human behavior. Plenum Press. New York.
- Deci, E.L., & Ryan, R.M. (2000). The "What" and "Why" of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, 11 (4), 227-268.
- Deci, E.L., & Ryan, R.M. (2002). Handbook of self-determination research. University of Rochester Press. Rochester, NY.
- Deci, E.L., & Ryan, R.M. (2008a). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology*, 49 (3), 182-185.
- Deci, E.L., & Ryan, R.M. (2008b). Facilitating optimal motivation and psychological well-being across life's domains. *Canadian Psychology/Psychologie canadienne*, 49 (1), 14-23.
- Deci, E.L., Eghrari, H., Patrick, B.C., & Leone, D.R. (1994). Facilitating internalization: The self-determination theory perspective. *Journal of Personality*, 62 (1), 119-142.
- Deci, E.L., Olafsen, A.H., & Ryan, R.M. (2017). Self-Determination Theory in Work Organizations: The State of Science. *Annual Review of Organizational Psychology and*

Organizational Behavior, 4, 19-43.

Deci, E.L., Ryan, R.M., Gagné, M., Leone, D.R., Usunov, J., & Kornazheva, B.P. (2001). Need Satisfaction, Motivation, and Well-Being in the Work Organizations of a Former Eastern Bloc Country: A Cross-Cultural Study of Self-Determination. *Personality and Social Psychology Bulletin*, 27 (8), 930-942.

Fernet, C., Guay, F., & Senécal, C. (2004). Adjusting to job demands: The role of work self-determination and job control in predicting burnout. *Journal of Vocational Behaviour*, 65 (1), 39-56.

Gagné, M., & Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behaviour*, 26 (4), 331-362.

Gagné, M., & Koestner, R. (2002). Self-determination theory as a framework for understanding organizational commitment. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Toronto, Canada.

Gagné, M., Forest, J., Gilbert, M.-H., Aubé, C., Morin, E., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70 (4), 628-646.

Gagné, M., Koestner, R., & Zuckerman, M. (2000). Facilitating the acceptance of organizational change: the importance of self-determination. *Journal of Applied Social Psychology*, 30 (9), 1843-1852.

Ilardi, B.C., Leone, D., Kasser, T., & Ryan, R.M. (1993). Employee and Supervisor Ratings of Motivation: Main Effects and Discrepancies Associated with Job Satisfaction and Adjustment in a Factory Setting. *Journal of Applied Social Psychology*, 23 (21), 1789-1805.

Judge, T.A., Bono, J.E., Erez, A., &

Locke, E. A. (2005). Core self-evaluations and job and life satisfaction: The role of self-concordance and goal attainment. *Journal of Applied Psychology*, 90 (2), 257-268.

Kasser, T., Davey, J., & Ryan, R.M. (1992). Motivation and employee-supervisor discrepancies in a psychiatric vocational rehabilitation setting. *Rehabilitation Psychology*, 37 (3), 175-187.

Majstorović, N. (2008). Application of the theory of self-determination in research of work motivation (in Serbian). *Primenjena psihologija*, 1 (1-2), 5-18.

Nohria, N., Groysberg, B., & Lee, L.-E. (2008). Employee Motivation, A Powerful New Model. *Harvard Business Review*, 86 (7-8), 78-84.

Olafsen, A.H., Deci, E.L., & Halvari, H. (2018). Basic psychological needs and work motivation: A longitudinal test of directionality. *Motivation and Emotion*, 42 (2), 178-189.

Richer, S.F., & Vallerand, R.J. (1995). Supervisors' interactional styles and subordinates' intrinsic and extrinsic motivation. *Journal of Social Psychology*, 135 (6), 707-722.

Robbins, S.P. (2001). *Organizational behavior*. Prentice-Hall, New York.

Ryan, R.M., & Deci, E.L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development and well-being. *American Psychologist*, 55 (1), 68-78.

Ryan, R.M., & Deci, E.L. (2006). Self-Regulation and the Problem of Human Autonomy: Does Psychology Need Choice, Self-Determination, and Will? *Journal of Personality*, 74 (6), 1557-1586.

Ryan, R.M., & Deci, E.L. (2017). *Self-determination theory: Basic Psychological Needs in Motivation, Development, and Wellness*. Guilford. New York.

Ryan, R.M., & Deci, E.L. (2018). Research on intrinsic and extrinsic motivation is alive, well, and reshaping 21st Century management approaches: Brief reply to Locke & Schattke. *Motivation Science*, 5 (4), 291–294.

Ryan, R.M., & Deci, E.L. (2019). Chapter Four - Brick by Brick: The Origins, Development, and Future of Self-Determination Theory. In Elliot, J.A. (ed.) *Advances in Motivation Science*, Vol. 6. Elsevier. 111-156.

Tremblay, M.A., Blanchard, C.M., Taylor, S., Pelletier, L., & Villeneuve, M. (2010). Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research: Correction to Tremblay et al (2009). *Canadian Journal of Behavioural Science / Reveu canadienne des sciences du comportement*, 42 (1), 70.

Ursachi, G., Horodnic, I.A., & Zait, A. (2015). How Reliable are Measurement Scales? External Factors with Indirect Influence on Reliability Estimators. *Procedia. Economics and finance*, 20, 679-686.

Vansteenkiste, M., Niemiec, C.P., & Soenens, B. (2010). The development of the five mini-theories of self-determination theory: An historical overview, emerging trends, and future directions. *Advances in Motivation and Achievement*, 16 (A), 105-165.

Vujić, D. (2010). Work psychology (in Serbian). Unija fakulteta jugoistočne Evrope, Fakultet za pravne i poslovne studije "Dr Lazar Vrkatić". Novi Sad.