

## The impact of intrinsic motivation on psychological health at work

تأثير الدافعية الداخلية على الصحة النفسية في العمل

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**Abstract:** This article examines the impact of intrinsic motivation on the psychological health of healthcare professionals at Sidi Aich Hospital in Bejaia. It focuses on the three fundamental psychological needs identified by self-determination theory: autonomy, competence, and social connection. The aim is to assess the extent to which satisfaction of these needs influences well-being at work, an essential factor in the demanding context of the healthcare sector.

A quantitative survey was carried out among 40 professionals, enabling us to measure their level of intrinsic motivation and its link to their well-being. The results show that when these three needs are met, employees report greater resilience in the face of work challenges, reduced psychological distress, and accumulated satisfaction. These findings confirm that motivation is a fundamental lever for promoting sustainable psychological health and high levels of professional commitment.

The practical implications are clear: healthcare organizations must integrate managerial practices that support autonomy, reinforce professionals' skills, and cultivate a sense of social connection. By creating a motivating environment, employee well-being and the quality of care provided to patients are improved. Thus, this research highlights the strategic importance of engaged motivation as a key factor in meeting the healthcare sector's challenges and ensuring sustainable performance.

**Keywords:** Intrinsic motivation, need for belonging, need for autonomy, need for competence, mental health,

**المُلخَص:** يُلقِي هذا المقال الضوء على تأثير الدافعية الداخلية على الصحة النفسية للعاملين في القطاع الصحي بمستشفى سيدي عيش بولاية بجاية. تستند الدراسة إلى إطار نظرية التحديد الذاتي، التي تحدد ثلاث احتياجات نفسية أساسية: الاستقلالية، الكفاءة، والانتماء الاجتماعي. تسعى الدراسة إلى فهم العلاقة بين إشباع هذه الاحتياجات والرفاهية المهنية، والتي تُعد عنصراً أساسياً في بيئة العمل المتطلبة للقطاع الصحي.

تم جمع البيانات من خلال استبيان كمي شمل عينة من 40 عاملاً في المستشفى، حيث تم قياس مستويات الدافعية الداخلية ومدى تأثيرها على الصحة النفسية والرفاهية المهنية. أظهرت النتائج أن تلبية الاحتياجات

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النفسية الثلاثة ينعكس بشكل إيجابي على صحة العاملين النفسية، مما يساهم في تعزيز قدرتهم على مواجهة التحديات، تقليل مستويات الضغط النفسي، وزيادة الرضا المهني. أبرزت النتائج أن الدافعية الذاتية ليست فقط عاملاً مؤثراً في تحسين صحة العاملين، بل تساهم أيضاً في تعزيز جودة الخدمات الصحية المقدمة. توصي الدراسة بضرورة تبني المؤسسات الصحية ممارسات إدارية داعمة، مثل تعزيز الاستقلالية، تطوير المهارات المهنية، وتشجيع التواصل الاجتماعي الفعال. من خلال ذلك، يمكن خلق بيئة عمل مُحفزة تُسهم في رفاهية العاملين وتنعكس إيجابياً على الأداء المؤسسي. تشير الدراسة إلى أهمية الدافعية الذاتية كأداة استراتيجية لضمان استدامة الأداء المهني في القطاع الصحي، مع التأكيد على أن رفاهية العاملين تُعد ركيزة لتحسين جودة الرعاية الصحية المقدمة. الكلمات المفتاحية: الدافعية الداخلية، الحاجة إلى الانتماء، الحاجة إلى الاستقلالية، الحاجة إلى الكفاءة، الصحة النفسية.

## 1. Introduction:

In human resource management, the central concern is the impact of intrinsic motivation on employees' psychological health. This study aims to further explore the influence of intrinsic motivation within a hospital structure in Bejaia on workers' mental well-being.

The hospital environment, marked by its intrinsic demands and responsibilities, profoundly influences employee motivation. The tasks performed in these institutions often involve significant emotional and cognitive demands. According to the literature, intrinsic motivation, from satisfying basic psychological needs, plays a role in maintaining workers' psychological well-being.

Psychological work, such as Deci and Ryan's (1985) work on the self-determination theory, highlights the importance of intrinsic motivation in fostering long-term engagement at work. The authors point out that satisfying basic psychological needs such as autonomy, competence, and social relations is associated with better psychological well-being.

This study raises questions about hospital management strategies and suggests guidelines for human resource management in the health sector. Understanding the factors influencing intrinsic motivation can guide the development of organizational policies to improve working conditions, promote the satisfaction of psychological needs, and, therefore, promote better psychological health.

The fundamental objective of this study is to establish a question around the possibility of a correlation between the level of intrinsic motivation of employees, the satisfaction of their basic psychological needs, and their psychological well-being in a hospital facility in Bejaia. In parallel, this study aims to formulate practical recommendations for optimizing the efficiency of human resources management, taking into account the complexity inherent in the hospital sector. Thus, the research question for this study is as follows:

Is there a statistically significant relationship between the level of intrinsic motivation and the psychological health of employees in the hospital in the Wilaya of Bejaia?

## **2. Assumptions:**

### **2.1 Main assumption:**

- Intrinsic motivation has an impact on psychological health at work.

### **2.2. Partial assumptions:**

-The satisfaction of the three motivational needs (autonomy, social affiliation competence) positively impacts well-being at work.

- Psychological distress at work is due to the lack of satisfaction with the motivation needs (autonomy, social affiliation competence).

## **3. Review of the literature on mental health in hospital settings:**

We present three studies on our theme demonstrating the clear link between motivation and psychological health at work. Thus, the study by A. Sowunmi (2022) explores motivation dynamics within the context of mental health work. This research, published in the South African Journal of Psychiatry, focuses on the relationships between motivation, job satisfaction, and personality traits among mental health staff at the Aro Neuropsychiatric Centre, Abeokuta, Nigeria. The results indicate a positive correlation between high scores in pleasantness and openness with motivation at work, while neuroticism is negatively correlated. Married individuals and those with a higher level of education have shown greater motivation. These

findings suggest that HR departments could target employees with positive personality traits to stimulate motivation at work.

Another study by Windarwati et al. (2020) explores stress, management mechanisms, and the motivation of workers and health in Indonesia in the face of the COVID-19 pandemic. Based on an online survey of 236 health workers, the results highlight the importance of family support as a critical driver in coping with the pandemic. Health professionals expressed a strong sense of duty and appreciated hospitals' recognition of their work. The daily use of personal protective equipment was a significant stress factor, but collaboration between health professionals helped to reduce the stress. Coping strategies included maintaining a positive attitude, seeking information, and taking self-protection measures.

The study by Broetje et al. (2020) also focuses on identifying critical professional resources and demands of nurses. Based on the Analysis of 14 quantitative and qualitative journals, this research highlights three main professional demands and six professional resources for nurses. Work overload and work-life interference are among the top demands, while supervisor support and transformational leadership are among the top resources. These results highlight the importance of leadership practices and organizational support in maintaining the well-being and motivation of nurses.

These studies demonstrate the impact of various factors on caregiver motivation, including positive personality traits, family support, institutional recognition, and organizational resources. These elements are also crucial to maintaining mental balance within health facilities, especially in the face of challenges such as the COVID-19 pandemic or managing mental health services. Investing in the motivation of caregivers can not only improve their well-being and job satisfaction and enhance the quality of patient care and overall health facility performance. Thus, understanding and promoting caregivers' motivation is a crucial issue for the

continuous improvement of the health system. This will allow us to formulate the above assumptions.

#### **4. Definition of concepts:**

##### **4.1. Intrinsic motivation:**

Intrinsic motivation stems from high opportunities for self-determination in behavioral choices. Thus, the individual with an excellent need for self-determination, that is to say, in whom the needs of autonomy, competence and relationships are predominant, will direct his actions towards activities he will choose because they give him pleasure and satisfaction. This intrinsic motivation is familiar to what Herzberg formulated. It is actually a higher motivation that encourages people to act freely, without constraints or seeking external rewards. The behavior or activity is an end that immediately provides a sense of well-being. This form of motivation mainly guides our leisure choices but can also be at the origin of our professional behaviors. Thus, when a task or project is a source of appreciation, recognition, or pleasure, it is seen that the worker performs it with an intrinsic motivation. Managers are looking for this type of motivation, as it ensures that the potential of workers is fully exploited and that sustained efforts are made to achieve the organization's objectives. ( Gosselin, E., Simon, L., Dolan, S. L., & Morin, D. 2017)

Deci and Ryan (1985) found that intrinsic motivation is composed of three essential needs for the development of the individual and his or her mental health: relationship, autonomy, and competence. Meeting these three needs is necessary to ensure the person's growth, integrity, and psychological well-being (Deci & Ryan, 2000). Failure to meet any of these needs can negatively affect the individual. Because they are associated with growth needs, meeting the need for relationships, autonomy, and competence generates energy, increasing the level of available energy. (Estelle M. Morin, Caroline Aubé, Kevin J. Johns, 2015).

#### **4.1.1. The need for relationship:**

The importance of feeling connected, attached, and united to others is not in the sense of dependence on others but in the sense of affiliation and community. It is the need for love and attention Baumeister and Leary (1995). Satisfying the need for a relationship creates a sense of belonging.

#### **4.1.2. The need for autonomy:**

Is the volition, the manifestation of the will, the desire to act by oneself. Deci and Ryan (2000) insist that it should not be confused with the style of attribution (locus of control), independence, or individualism. The need for autonomy is equivalent to hunger for freedom, the desire to exercise one's free will to act by one's image. The satisfaction of the need for autonomy engenders a sense of coherence.

#### **4.1.3. The need for competence:**

This corresponds to the need for efficiency (reflectance) discussed above. It is the tendency to affect one's environment and achieve desired results. Satisfying the need for competence creates a sense of efficiency.

According to Deci and Ryan (1985), intrinsic motivation leads individuals to engage freely in activities that they find interesting, new, or challenging. Anything that can make them feel autonomous and competent should stimulate their intrinsic motivation, and the opposite should also be: anything that makes them feel dependent or incompetent should lead to a decrease in intrinsic motivation. Moreover, what is the need for a relationship in all this?

Although autonomy and competence have a strong influence on intrinsic motivation, theory and research suggest that the need for a relationship also plays a role, but a distant role. Indeed, the theory of self-determination states that intrinsic motivation is more likely to flourish in life in contexts characterized by a sense of security generated by relationships with those around it (Deci & Ryan, 2000).

## **4.2. Psychological Health at Work: Well-being and Psychological Distress**

Psychological health at work is a crucial issue affecting individuals, organizations, and society. It encompasses concepts such as psychological well-being and psychological distress, each with significant implications for productivity and quality of work life.

According to the World Health Organization (WHO), psychological health is «a complete state of physical, mental and social well-being and not only by the absence of disease.» (World Health Organization, 1946).

GILBERT defines psychological health as “the ability of an individual to satisfy his or her basic psychological needs from a perspective of well-being (lived) and adjustment (behaviour) at work, through personal and organizational resources.” (GILBERT 2009).

The researcher, therefore, places the satisfaction of basic psychological needs at the interface; we can say that it is a middle ground between the capacities based on personal psychosocial and organizational resources of the individual on the one hand and health as a result on the other

### **4.2.1. Well-being at work:**

Psychological well-being at work is defined as a positive subjective experience where employees feel valued and engaged in their tasks. This includes personal fulfillment, competence, recognition, and positive interpersonal relationships. A supportive work environment can reduce absenteeism, improve employee retention, and increase productivity (Dagenais-Desmarais et al.; C. 2010).

### **4.2.2 Psychological distress:**

Psychological distress informs about the level of impairment in psychological health. Symptoms are visible, such as anxious and depressed reactions to work and life, decreased intellectual abilities (memory and concentration), aggression, irritability, fatigue, insomnia, absenteeism, withdrawal, cognitive problems, excessive consumption of alcohol, drugs, or medications (Marchand et al., 2005).

Psychological distress is critical to address as it can lead to self-destructive or dangerous health problems such as alcoholism, cardiovascular disease, suicide, etc. This psychological health indicator does not assess burnout.

### **5. Survey location:**

The choice of location for the survey was determined by our desire to study the impact of intrinsic motivation on psychological health at work. Therefore, we decided to conduct our survey at the EPH de Sidi Aich in Béjaia to test our research hypotheses concerning our theme. EPH de Sidi Aich, located 45 kilometers from the city center of the wilaya of Bejaia, in the upper part of the town of Sidi Aich, the "Rachid Belhocine" public hospital provides medical assistance to some 1,618,37 people. The hospital covers an area of 10634 m<sup>2</sup>, with 5742 m<sup>2</sup> built and 4892 m<sup>2</sup> unbuilt. It comprises ten departments, by ministerial decree N 0 2739 of 26/01/2008, which establishes technical capacity. The former Sidi Aich hospital, built in 1965 and now transformed into a local public health establishment (EPSP), was moved on March 1, 1986.

The EPH occupies a strategic position in Sidi Aich, with around 400 employees and a significant economic contribution. The EPH de Sidi Aich's operating and equipment budget is dedicated to salaries, recalls, pharmaceutical products, etc. Revenues come from the population's contribution to X-rays, biological analyses, and hospitalization costs. This EPH covers approximately eight Daïra, with 504 beds divided into ten departments.

### **6. The method used:**

In our research, we opted to use a quantitative method to understand the impact of intrinsic motivation on psychological health at work. The quantitative method makes it possible to gather comparable information from one element to another on a set of elements, thus facilitating data enumeration and Analysis. We chose this method to measure and quantify the data collected throughout our survey, particularly the responses obtained on our measurement scale.



We analyzed the data objectively using the quantitative method and provided statistically significant results to meet our research objectives. This approach will enable us to obtain accurate and reliable information on the impact of intrinsic motivation on psychological health at work.

### **7 Pre-survey:**

The preliminary survey phase is fundamental in developing rigorous, well-structured academic research. It ensures that the research is well conceived, feasible, and relevant, thus increasing the likelihood of producing meaningful and reliable results. Our preliminary phase occurred from 24/04/2022 to 23/05/2023 at the Sidi Aich "Rachid Belhocine" hospital. The aim was to obtain relevant information to better define my research objectives and understand the specific functioning of the hospital. This approach enabled me to design a data and information collection scale with features tailored to my specific needs.

Thanks to this preliminary phase, I was able to:

- By examining the hospital context and identifying the key issues, I was able to refine my research topic to make it more precise and relevant.

The information gathered helped me formulate clear and specific objectives for my study, aligning with the hospital's realities and needs.

- I designed a data collection tool adapted to the hospital environment's particularities, ensuring the information's relevance and accuracy.
- This period gave me an in-depth understanding of hospital operations, staff interactions, and specific challenges, which is crucial for relevant, contextualized Analysis.

### **8. Data collection technique:**

In the context of our study, it is essential to choose an appropriate and carefully selected data collection technique to obtain information in the field. Indeed, the choice of this data collection technique will directly influence the final results of our survey.

For our research, we opted to use a scale as a data collection technique. Specifically, we used the Likert Scale, the Attitude Scale. This scale takes its name from the American psychologist Rensis Likert, who developed it in the early 1930s to analyze questionnaire responses in greater detail.

The Likert scale enables us to measure respondents' attitudes toward different statements by asking them to indicate their degree of agreement or disagreement on a predefined scale of values. This technique enabled us to gather quantitative data on participants' perceptions, opinions, and attitudes in relation to our research theme.

The use of this technique enabled us to obtain comparable information and quantify the responses collected. It also enabled us to systematically analyze the data obtained, facilitating the interpretation of results and the formulation of relevant conclusions.

### **8.1. The scale:**

A measurement scale is used in research studies to assign numerical values to variables of interest to quantify and compare observations. It transforms abstract concepts into measurable data, facilitating statistical Analysis and interpretation of results.

The choice of measurement scale depends on the nature of the variables being studied and the research objectives. Selecting an appropriate scale to capture the necessary information and yield relevant results is essential.

Our scale was applied to a representative sample of managers, supervisors, and operatives at the Sidi Aich "Rachid Belhocine" hospital.

### **8.2. Scale presentation**

The scale used in this study is composed of three main axes:

**Axis I:** Socio-demographic data This axis includes 5 questions to gather general information about the participants: Gender, Age, Education, Occupational category, Year of experience

**Axis II:** Psychological health This axis consists of 19 questions divided into two subscales: Workplace well-being (9 questions): Assesses participants' level of satisfaction and fulfillment in their work.

Psychological distress at work (10 questions): Measures the level of stress, anxiety, and depression experienced by participants in their work context.

**Axis III:** Intrinsic motivation needs This axis comprises 12 questions divided into three subscales, corresponding to the three fundamental needs of intrinsic motivation:

Autonomy (4 questions): Assesses the degree of autonomy perceived by participants in their work.

Competence (4 questions): Measures participants' sense of competence and efficiency in carrying out their tasks.

Social affiliation (4 questions): This assessment assesses the feeling of belonging to a group and the level of positive social relationships at work.

### **9-Sample:**

The sample for our study consisted of participants from the company's various occupational categories, i.e., managers, supervisors, and operatives. Of the 65 questionnaires distributed, 40 were collected. Analysis of the data revealed a breakdown of the population by gender, age, level of education, professional category, and experience.

Regarding gender, men represent 52.5% of the sample, while women account for 47.5%. Men are more likely to occupy operational positions, while women are more present in administration.

The most numerous employees are those aged 31 to 40 (40%), followed by those aged 20 to 30 (30%). This distribution can be attributed to a recruitment policy based on professional experience.

Regarding education level, most participants (57.5%) have a university degree, followed by those with a high school diploma (30%). Primary and intermediate levels represent lower percentages.

In the professional category, managers make up the majority (60%), followed by supervisors (30%) and operatives (10%).

Almost half of the participants have between 1 and 5 years of experience (37.5%), followed by those with between 6 and 10 years (27.5%). Employee experience is an essential criterion in the structure of employment at EPH.

In short, these data highlight the diversity of the sample studied and indicate the composition of the plant's human resources and recruitment and human resources management policies.

## **10. Analysis and interpretation of hypotheses:**

### **10.1. Analysis of assumptions:**

To test the hypotheses formulated, a quantitative study was carried out with 40 participants. Data were collected using a questionnaire measuring Intrinsic motivation, Well-being at work, and psychological distress.

Statistical analyses were carried out with SPSS software, using tools such as descriptive statistics and regression tests.

#### **10.1.1. Analysis of the first sub-hypothesis**

Satisfying the three fundamental needs of motivation (autonomy, competence, and social affiliation) positively impacts well-being at work.

#### **Hypothesis objective**

This hypothesis aims to test whether feeling autonomous in one's work, competent, and part of a social group contributes to employees' higher sense of well-being.

#### **Statistical results**

**Table 1: Summary of the regression model**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard error of the estimate
1	0,732**	0,536	0,494	0,454

Note: Correlation is significant at the 0.01 level (two-tailed).

**Table 2: Model significance test (ANOVA)**

Source of variation	Sum of squares	DDL	F calculated	Sig.
Regression	7 867	3	12 706	0,000
Residues	6 811	36	/	/
Total	14 678	39	/	/

**Table 3: Regression coefficients**

Variables	Non-standardized coefficients ( $\beta$ )	Standardized coefficients ( $\beta$ )	Sig.
Constant ( $\beta_0$ )	1 323	/	0,000
Autonomy ( $\beta_1$ )	0,377	0,462	0,000
Competence ( $\beta_2$ )	0,009	0,004	0,964
Social affiliation ( $\beta_3$ )	0,289	0,346	0,017

The multiple linear regression analysis results indicate that satisfying basic motivational needs (autonomy, competence, social affiliation) explains 49.4% of the variance in well-being at work (adjusted  $R^2 = 0.494$ ). The model is globally significant (Sig = 0.000,  $p < 0.01$ ). Of the three needs, autonomy and social affiliation contributed significantly to well-being at work (Sig = 0.000 and Sig = 0.017, respectively). Conversely, competence has no significant impact in this model (Sig = 0.964).

These results confirm the hypothesis that satisfying the three basic needs positively influences well-being at work. Although competence plays a minor role in this context, autonomy, and social affiliation are major levers for improving employee well-being.

### 10.1.2. Analysis of the second sub-hypothesis

Psychological distress at work is caused by the failure to satisfy basic motivational needs.

#### Hypothesis objective

This hypothesis explores the causal link between the failure to satisfy basic work motivation needs (autonomy, competence, social affiliation) and the onset of psychological distress. More specifically, it aims to determine whether failure to meet these basic needs (e.g., lack of task autonomy, feeling incompetent or isolated) can lead to disorders such as stress, anxiety, or depression.

## Statistical results

**Table 4: Summary of the regression model**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard error of the estimate
1	0,424	0,180	0,105	0,559

Note: Correlation is significant at the 0.01 level (two-tailed).

**Table 5: Model significance test (ANOVA)**

Source of variation	Sum of squares	Degrees of freedom (DDL)	F calculated	Sig.
Regression	2 266	3	2 415	0,084
Residues	10 323	33	/	/
Total	12 589	36	/	/

The results show that the regression model is insignificant ( $p = 0.084 > 0.05$ ). This means that failure to satisfy basic motivational needs does not significantly explain psychological distress at work in this specific context. The coefficient of determination ( $R^2 = 0.180$ ) indicates that only 18% of the variance in psychological distress is explained by non-satisfaction with basic needs, which is relatively low. None of the independent variables (autonomy, competence, social affiliation) significantly contributed to psychological distress in this model. These results allow us to reject the alternative hypothesis that failure to satisfy basic motivational needs is a determining factor in psychological distress. On the other hand, the null hypothesis (absence of a significant relationship) is confirmed.

### 10.1.3 Analysis of the Main Hypothesis

Motivation has an impact on psychological health at work

#### Hypothesis objective

This hypothesis explores the link between motivated motivation and employees' psychological health at work. It seeks to understand how self-determined forms of motivation, based on satisfying fundamental needs for autonomy, competence, and social affiliation, can positively influence mental health and well-

being at work. The aim is to identify levers for improving working conditions and fostering an organizational climate conducive to employees' psychological fulfillment.

### Statistical results

Table 6: Summary of the regression model

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard error of the estimate
1	0,469**	0,220	0,199	0,349

Note: Correlation is significant at the 0.01 level (two-tailed).

Table 7: Model significance test (ANOVA)

Source of variation	Sum of squares	Degrees of freedom (ddl)	F calculated	Sig.
Regression	1 306	1	10 687	0,002
Residues	4 643	38	/	/
Total	5 949	39	/	/

Table 8: Regression coefficients

Variable	Non-standardized coefficients (B)	Standardized coefficients ( $\beta$ )	Sig.
Constant ( $\beta_0$ )	2 705	/	0,000
Self-determined motivation ( $\beta_1$ )	0,295	0,469	0,002

The simple linear regression model shows that motivation explains 19.9% of the variance in psychological health at work (adjusted  $R^2 = 0.199$ ). Although this proportion is moderate, it remains statistically significant. ANOVA analysis indicates that the model is significant ( $p = 0.002$ ,  $p < 0.01$ ). This confirms that the relationship between aroused motivation and psychological health at work is not due to chance. The standardized regression coefficient ( $\beta_1 = 0.469$ ) and significance value ( $p = 0.002$ ) show that for every 100% increase in intrinsic motivation, psychological health at work increases by 29.5%.

These results confirm the central hypothesis that motivation has a positive impact on psychological health at work,

## 10.2. Discussion of results:

The study's results confirm the main hypothesis that intrinsic motivation positively influences psychological health at work. Statistical Analysis revealed significant means for several dimensions. Participants perceived well-being ( $M = 4.04$ ) to be relatively high, reflecting an overall favorable work environment. Although at a moderate level, psychological distress ( $M = 3.81$ ) highlights certain constraints, such as pressure or high expectations, which need to be monitored. These results align with the work of Maslach and Leiter (2016), who highlight the importance of individual resources in coping with professional demands. Similarly, Haberey-Knuessi (2011) applies Demerouti's model to nursing, suggesting that improving internal and external resources can improve adaptation to professional demands.

Perceived autonomy ( $M = 3.90$ ) and competence ( $M = 4.26$ ) testify to a stimulating environment that fosters initiative and a sense of personal efficacy, two central elements of self-determination theory (Deci & Ryan, 2000). Finally, high social affiliation ( $M = 4.18$ ) highlights interpersonal solid relationships, which act as a resilience factor in the face of professional challenges, as indicated by Baumeister and Leary (1995).

These data illustrate the importance of supporting intrinsic motivation through initiatives such as task enrichment, skill enhancement, and the promotion of an organizational culture focused on autonomy and social support. These results corroborate research by Gagné and Deci (2005), who showed that such practices improve employee well-being and commitment.

The study's results confirm the first partial hypothesis, which states that satisfaction with the three basic motivational needs - autonomy, competence, and social affiliation - positively influences well-being at work. With a significant correlation of 73.2%, these results highlight the central role of these needs in improving employee well-being. This is consistent with the work of Gagné and Deci (2005), who showed that satisfying basic psychological needs, as defined by self-



determination theory, promotes psychological health and professional commitment and performance. These researchers point out that when individuals perceive a high level of autonomy, a sense of competence in their tasks, and strong social relationships, they develop self-determined motivation that promotes overall well-being.

These findings are in line with studies by Baard, Deci, and Ryan (2004), who established that satisfying these needs in the work context improves job satisfaction and reduces symptoms of psychological distress. For example, an environment offering a high degree of autonomy and social support tends to reduce burnout, as demonstrated by the work of Maslach and Leiter (2016).

In practice, organizations should implement strategies to enrich tasks, strengthen employee skills, and create work environments where social relationships are valued. These initiatives can include mentoring programs, training to develop autonomy, or opportunities to strengthen social ties, such as collaborative activities.

Analysis of the data invalidated the second partial hypothesis, which postulated that psychological distress at work resulted from failure to satisfy basic motivational needs (autonomy, competence, and social affiliation). The statistical insignificance of the model ( $p > 0.05$ ) indicates that no direct relationship was established between these variables in this study. This finding departs from previous research, such as that of Van den Broeck et al. (2008), which demonstrated that unmet psychological needs can lead to accumulated distress and adversely affect employees' mental health. The absence of a significant relationship in the context studied may be explained by contextual factors specific to the hospital environment or by variables not considered, such as organizational support or personal coping strategies. These results underline the need to explore the complex mechanisms between motivation, need satisfaction, and psychological distress.

However, the results confirm that other factors, such as intrinsic motivation, play a key role in well-being at work, reaffirming the observations of Deci and Ryan

(2000). These researchers highlighted that the satisfaction of basic psychological needs primarily correlates with positive outcomes, while a wider set of external and internal conditions can influence distress.

## **11. conclusion**

Our study of intrinsic motivation among employees at EPH Sidi Aich showed that it positively impacts their psychological well-being. By interviewing 40 employees, we found a significant correlation between satisfaction of the needs for autonomy, competence, and social affiliation and a high level of well-being. Although we found no direct link between failure to satisfy these needs and psychological distress, our results confirm the importance of intrinsic motivation in fostering a healthy work environment.

This research, conducted using a quantitative approach, enabled us to quantify the impact of intrinsic motivation on well-being at work. It underscores the importance of implementing actions aimed at reinforcing this motivation among employees to improve their quality of working life.

In conclusion, our study significantly contributes to understanding the link between intrinsic motivation and psychological health in the occupational context.

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- Scientific articles

- Appendices :

**1. The measurement scale:** The impact of intrinsic motivation on psychological health at work

XIS I: Personal (social) data:						
1. Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>						
2. age: [20- 30y] <input type="checkbox"/> [31-40y] <input type="checkbox"/> [41-50y] <input type="checkbox"/> [51y and over] <input type="checkbox"/>						
3. Marital status: Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/>						
4. Level of Education: Primary <input type="checkbox"/> Secondary <input type="checkbox"/> Middle University <input type="checkbox"/>						
5. Professional category: Senior <input type="checkbox"/> manager Middle <input type="checkbox"/> manager Supervisor <input type="checkbox"/> Foreman <input type="checkbox"/>						
Instructions: Read each sentence carefully and put a cross (X) next to the one that best describes you. For each line, put only one cross (X).						
N	XIS II: Psychological health issues	Almost never	Rarely	Half the time	Frequently	Almost always
1	If I feel physical pain or emotional discomfort at work, I ask myself questions and consult an occupational physician if necessary.					
2	I know how to stop working if I get bored - I only work late once I'm exhausted.					
3	I don't experience any permanent pressure daily; I do not know stress.					
4	I have never felt sick to my stomach when I arrived at work in the morning.					
5	I only get support from my colleagues if I ask for it.					
6	My work schedule and organization fit in well with my private life.					
7	I'm lucky enough to have a job that allows					

	me to learn new things regularly.					
8	I benefit from autonomy in my work.					
9	I regularly receive recognition for my work from my superiors.					
10	I tend to isolate myself, to cut myself off from the world.					
11	I've missed my career.					
12	I feel disinterested in my work.					
13	I feel useless.					
14	I need more initiative in general; I'm less of a go-getter.					
15	I lose my patience quickly.					
16	I feel like letting go, abandoning everything.					
17	I don't feel like doing anything more.					
18	I find it hard to face my problems.					
19	I'm easily irritated, reacting rather badly and angrily to comments made to me.					
<p>Instructions: Read each sentence carefully and put a cross (X) next to the one that best describes you.</p> <p align="center">For each line, put only one cross (X).</p>						
N	AXIS III: Questions relating to the three needs of intrinsic motivation	Rarely	Rarely	Half the time	Frequently	Almost always
1	My job allows me to make decisions					
2	I can use my judgment to solve problems in my work					
3	I can take responsibility for my work.					
4	At work, I feel free to carry out my tasks in my own way					
5	I have the skills to do my job well.					
6	I feel competent at my job.					
7	I can solve problems at work.					
8	I do well in my job					

9	With the people around me in my workplace, I feel understood.					
10	With the people around me in my workplace, I feel listened to.					
11	With the people around me in my workplace, I feel I can trust them.					
12	With the people around me in my workplace, I feel like a friend to them.					