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The Impact of Managerial Practices Perception on Motivation and Performance at Work – An Analysis of Mediating Factors

Abstract. *This study examines the impact of managerial practices on employee motivation and performance, highlighting the mediating effect of the fulfilment and frustration of basic psychological needs. The research utilised a sample of 519 employees from several companies in Romania to investigate the influence of autonomy, relatedness, and satisfaction and frustration of competence on workplace motivation and performance, framed within the context of Self-Determination Theory. Correlation study demonstrated strong positive associations between managerial practices and the satisfaction of autonomy, relatedness, and competence, which were favourably connected with motivation and performance. A*

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parallel mediation analysis utilising the PROCESS Macro (Model 4) revealed that the fulfilment of autonomy and relatedness strongly mediated the relationship between managerial practices and both motivation and performance, although the frustration of needs did not. These findings highlight the importance of organisational policies that foster autonomy and relatedness to enhance employee engagement and performance.

Keywords: *managerial practices, satisfaction of psychological needs, motivation, performance, self-determination theory, mediation analysis.*

JEL Classification: J24, J53, M12.

1. Introduction

Historically, incentives and sanctions have been essential in influencing human motivation (Skinner, 1953). Early motivation theories, particularly those articulated by Frederick Taylor, prioritised external rewards, especially financial incentives, as the principal determinants of employee performance (Taylor, 1911). Nevertheless, scientists ultimately commenced investigating more intricate and inherent motivators. Maslow (1965) and Herzberg (1968), who turned attention from extrinsic rewards and toward the satisfaction of basic psychological needs like relatedness, competency, and autonomy, initially highlighted the relevance of intrinsic elements in employee motivation (Deci & Ryan, 2000). These qualities are more crucial than ever since the COVID-19 outbreak since organisational structures have evolved and remote work has disrupted the conventional workplace.

The fundamental framework of self-determination theory (Deci & Ryan, 1985) helps one to grasp internal motivators. This theory holds that enhancing worker productivity and welfare and increasing intrinsic motivation depend on meeting three fundamental psychological needs: autonomy, relatedness, and competence. Many studies have confirmed that leaders who help these goals to be accomplished create an environment at work that enhances motivation, job satisfaction, and performance (Baard et al., 2004; Niemiec & Ryan, 2010).

The necessity for competence, indicative of the aspiration to exhibit personal abilities and pursue ongoing enhancement, is intricately linked to employee development and advancement. Transformational leadership, which fosters employee development via feedback and resources, has been shown to significantly improve employees' perception of competence, hence augmenting their intrinsic drive (Deci & Ryan, 2000). Recent studies indicate that this necessity has intensified in settings where employees pursue avenues for personal and professional development, particularly amid swiftly evolving job requirements (Paraschiv et al., 2012).

The need for relatedness, or the aspiration to establish significant connections with others, has been significantly impacted by the epidemic. The growing prevalence of remote work among employees can profoundly affect their motivation and overall well-being, depending on the connection and support they receive from colleagues and supervisors. Research indicates that people who recognise substantial

social support in the workplace demonstrate increased motivation and improved job satisfaction (Assor et al., 2004; Miron et al., 2021). In the post-pandemic workplace, cultivating a sense of connection has become essential, particularly when professional isolation increases in remote work settings (Nemțeanu et al., 2021).

Similarly, autonomy, defined as the capacity to make decisions and manage work autonomously, has emerged as a critical element in the proliferation of remote work. Gagné and Deci (2005) discovered that leaders that provide staff with autonomy in task execution are likely to enhance intrinsic motivation. The COVID-19 epidemic has expedited this tendency, as employees pursue increased flexibility and autonomy in remote task management. Research indicates that efficient teleworking increases employees' autonomy and motivation; yet, diminished interaction and professional isolation may negatively impact performance (Miron et al., 2021; Nemțeanu et al., 2021).

Moreover, purpose, as articulated by Pink (2011), significantly influences employee motivation in addition to these fundamental demands. Leaders who articulate a persuasive organisational mission can motivate people to overcome obstacles and strive for better performance. The impression of meaningful work is intricately linked to heightened job satisfaction and organisational commitment, particularly in dynamic and uncertain contexts, such as those engendered by the COVID-19 pandemic (Paraschiv et al., 2012; Manea et al., 2021).

This study aims to investigate the influence of managerial practices on employee motivation and performance, emphasising the mediating effect of fundamental psychological requirements. Considering the alterations in organisational dynamics resulting from the pandemic, comprehending these relationships is essential for formulating leadership approaches that promote employee well-being and improve performance (Paraschiv et al., 2012; Miron et al., 2021; Nemțeanu et al., 2021).

2. Literature review

Although employee motivation is a major determinant of job performance, workplace motivation and performance are sometimes seen as separate entities (Gagné & Deci, 2005). Emphasising that intrinsic elements, such as the satisfaction of basic psychological needs (autonomy, competence, and relatedness), are fundamental for motivating and, hence, performance, theoretical frameworks such as Self-Determination Theory (SDT) provide a complete lens through which to examine the mechanisms of motivation. In this review, we shall combine performance and motivation into a single concept, therefore reflecting their entwined character in organisational environments.

Motivation is the process starting, guiding, and maintaining goal-oriented activities. SDT holds that motivation could be extrinsic, shaped by outside rewards and demands, or intrinsic, driven by internal needs and fulfilment (Gagné & Deci, 2005). Conversely, performance describes how successfully people finish their assigned work and satisfy organisational objectives. Modern studies generally agree

that motivation and performance have a positive relationship; this implies that inspired people produce better work (Dobre, 2013).

Much study supports the idea that performance is favourably correlated with motivation. Studies by Moran et al. (2012) and Howard et al. (2016) have shown that employees with high degrees of intrinsic motivation – especially those who experience autonomous regulation – that is, self-driven motivation – show typically better performance. William (2010) similarly discovered that increased productivity and job satisfaction resulting from intrinsic motivation – especially the fulfilment of the fundamental psychological requirements described in SDT – improve organisational success. These results complement Coccia's (2018) point of view, which holds that empowering workers by means of need satisfaction raises their performance standards and degree of commitment.

For example, studies on financial sector employees in Ghana carried out by Ibrahim and Brobbey (2015) found that employee efficiency, dedication, and job productivity are much improved by motivation – both intrinsic and extrinsic. According to their study, achieving employees' expectations by means of acknowledgment and chances for professional growth resulted in improved performance generally and motivation. Likewise, Shahzadi et al. (2014) found that performance was more driven by intrinsic rewards – such as meaningful work and chances for personal development – than by extrinsic elements as compensation or bonuses.

A useful perspective for analysing how several forms of motivation interact to affect employee performance is provided by SDT. Gagné and Deci (2005) suggested that employees who have autonomous control – that is, intrinsic motivation and identifiable regulation – are more likely to show excellent performance. On the other hand, limited control – that which comes from outside demands or obligations – is less successful in promoting ongoing performance.

Studies including those of Moran et al. (2012) and Howard et al. (2016) have also investigated the function of several motivation profiles. These research underline the importance of motivation clustering, in which mixtures of autonomous and managed motivation produce various results. Workers with profiles marked by high autonomous motivation routinely show better work performance and well-being than those motivated only by outside demands (Moran et al., 2012). This profile-based approach emphasises the complexity of motivation in practical environments, where staff members are hardly inspired by one element.

The work environment should be shaped to inspire motivation by managerial techniques, mostly. Dobre (2013) underlined that appreciating employees' efforts and empowering them will greatly raise their motivation, hence improving performance. Manganelli et al. (2018) concur that leaders who prioritise meeting employees' fundamental psychological needs – particularly autonomy and relatedness – build a workplace fit for natural motivation. In this sense, the creation of settings that let staff members flourish depends much on the leadership quality.

Moreover, Gagné and Deci (2005) underline the need of matching managerial practices with SDT ideas. They propose that managers who provide autonomy-

supportive leadership, build strong personal relationships, and create opportunities for skill development are more likely to produce outstanding teams. In same vein, Lohmann et al. (2018) discovered that managers that encourage autonomy and competence development in healthcare environments enhanced intrinsic motivation, which subsequently resulted in greater job performance.

3. Methodology

3.1 Participants

Using a convenience sample technique, the study sought personnel from different companies from all over Romania. 549 people in all answered the poll, offering information on their job environment, function, and motivation. The majority of respondents – 79.2% – said they worked for private sector companies; lesser numbers – 15.6% – said they worked for governmental institutions; still another 1.2% said they worked for NGOs or associations. Participants worked for companies in a range of areas; the most often mentioned sectors were energy, petroleum, and utilities (19.7%), financial and banking services (11.0%), and information technology, software, and telecommunications (7.5%).

Regarding organisation size, a good number of participants (28.3%) said they worked in small to medium-sized businesses (10–49 workers), while others were employed in much bigger companies with 2500–4649 employees (13.9%) or more than 5000 employees (10.0%). With 61.3% identifying themselves as contributors or employees without managerial responsibility, 27.7% in middle management, and 6.6% in top management, the participants reflected a spectrum of positions.

Participants from all throughout Romania were also included in the survey; Bucharest had the greatest percentage of responses (35.3%), Other areas were also highlighted: Timiș (5.2%) and Dâmbovița (15.4%). In terms of longevity inside their companies, the participants' experiences differed; many had three years (19.3%), while others claimed lengthier tenure – more than twenty years (2.9%). With 59.3% of participants identifying as female and 40.7% as male, the sample featured a well equal distribution in terms of gender. Most of the participants held a bachelor's degree (45.3%) or a master's degree (41.8%).

These participants gave a wide range of employees from all sectors, company sizes, and jobs, so providing insightful analysis of the interactions among managerial practices, psychological need satisfaction, and motivation in the Romanian workforce.

3.2 Instruments

The study used three main measures, all of which showed high internal consistency with Cronbach's alpha values above 0.85, indicating strong reliability.

The Basic Psychological requirements at Work Scale (BPNWS) was used first to evaluate employee satisfaction and dissatisfaction with regard to their

fundamental psychological requirements for autonomy, relatedness, and competence in the job. On a 7-point Likert scale, participants rated each statement between 1 (strong disagreement) and 7 (strong agreement). Cronbach's alpha scores of 0.88 for satisfaction of autonomy ($M = 4.428$, $SD = 0.855$) and 0.86 for frustration of autonomy ($M = 4.079$, $SD = 1.337$) showed good internal consistency on the satisfaction and frustration subscales. While frustration of relatedness ($M = 2.302$, $SD = 1.087$) had an alpha of 0.87, satisfaction of relatedness ($M = 5.789$, $SD = 0.929$) also showed great dependability with a Cronbach's alpha of 0.90. With an alpha of 0.85, satisfaction of competence ($M = 6.255$, $SD = 0.795$) showed dependability of 0.91; frustration of competence ($M = 3.033$, $SD = 0.844$) had a lower but reasonable reliance. Higher scores on the satisfaction subscales indicated better fulfilment of the corresponding psychological need; higher scores on the frustration subscales reflected unmet needs.

Comprising fifteen items (items 40 to 54) similarly scored on a 7-point Likert scale, Managerial Practices for Creating a Motivational Environment was the second instrument. Focusing especially on how well their managers created a motivating environment, this measure caught participants' impressions of the actions and leadership styles of their superiors. With a Cronbach's alpha of 0.92, the scale was quite internally consistent. With a mean score of 5.157 ($SD = 1.404$), most participants thought their managers were really well at establishing a motivating workplace. Higher ratings represented more favourable opinions of management techniques.

Comprising thirty items, the third scale evaluated performance and motivation using a 7-point Likert scale. With a Cronbach's alpha of 0.89, this scale – which gauged participants' job satisfaction, motivation levels, and views of their own performance – showcases great dependability. With a mean score of 5.194 ($SD = 1.127$), participants seemed typically driven and happy with their work performance. Higher scores on this measure indicated better perceived performance and so investigated how managerial strategies affected employee motivation and performance.

All three scales showed strong psychometric qualities, so they are quite appropriate for looking at the interactions among managerial practices, psychological need satisfaction, and employee motivation.

3.3 Data analysis

The data were analysed utilising SPSS (version 27) and PROCESS Macro (Model 4) to investigate the links among managerial practices, psychological need satisfaction, motivation, and performance. Initial descriptive statistics were computed to summarise the sample and the principal variables. This encompassed the means, standard deviations, and Cronbach's alpha for each scale to evaluate internal consistency. All three scales demonstrated good reliability, with Cronbach's alpha values surpassing 0.85, signifying robust internal consistency across all assessed variables.

Pearson's correlation analysis was performed to investigate the correlations among the variables, particularly examining the associations between satisfaction and frustration in autonomy, relatedness, and competence with managerial practices, employee motivation, and performance. The correlation coefficients offered a preliminary insight into these interactions, revealing substantial positive correlations between the satisfaction of autonomy, relatedness, and competence, as well as managerial practices and motivation. In contrast, the dissatisfaction of these requirements typically shows lower or non-significant connections with the same consequences.

Subsequent to the correlation analysis, a parallel mediation analysis was performed utilising Hayes' PROCESS macro (Model 4) to investigate whether the impact of managerial practices on motivation and performance was mediated by the satisfaction or frustration of the fundamental psychological needs of autonomy, relatedness, and competence. This methodology facilitated the concurrent analysis of several mediators.

The direct and indirect impacts were evaluated using bootstrapped confidence intervals (5000 samples), and the findings were analysed to determine the strength and importance of the mediated pathways. The mediation analysis demonstrated substantial direct effects of managerial practices on motivation and performance, alongside notable indirect effects mediated by the satisfaction of autonomy and relatedness. Nonetheless, dissatisfaction with these psychological demands did not substantially buffer the association between managerial practices and motivation, nor did the satisfaction or frustration of competence.

The comprehensive influence of managerial practices on motivation was evaluated to ascertain the overall effect of leadership behaviours on employee outcomes. The analyses considered both direct and indirect pathways, facilitating a thorough understanding of how psychological need satisfaction mediates the relationship between managerial practices and workplace motivation. All statistical analyses were performed at a significance threshold of $p < .05$, with confidence intervals established at 95%. The findings are displayed in both tabular and graphical representations to demonstrate the correlations among the variables and the magnitude of the mediating effects.

4. Results

The descriptive statistics describe the experiences of participants in terms of psychological need satisfaction, frustration, managerial practices, and their motivating and performance levels, therefore offering insights into the assessed variables. Based on the mean score of 4.428 (SD = 0.855) on a 7-point scale for autonomy satisfaction, participants usually show modest to high degrees of autonomy in their employment. On the other hand, the mean score of the dissatisfaction of autonomy was 4.079 (SD = 1.337), suggesting somewhat modest degrees of frustration. The answers ranged from 1.0 to 7.0.

Table 1. Descriptive Statistics

	Valid	Missing	Mean	Std. Deviation	Minimum	Maximum
Satisf autonomy	519	0	4.428	0.855	1.500	7.000
Frustr autonomy	519	0	4.079	1.337	1.000	7.000
Satisf relatedness	519	0	5.789	0.929	1.750	7.000
Frustr relatedness	519	0	2.303	1.087	1.000	7.000
Satisf competence	519	0	6.255	0.795	2.250	7.000
Frustr competence	519	0	3.033	0.844	1.250	7.000
Managerial practices for creating a motivational environment	519	0	5.157	1.404	1.000	7.000
Motivation and performance	519	0	5.194	1.127	2.000	7.000

Source: Author's processing.

With a mean score of 5.789 (SD = 0.929), the satisfaction with relatedness indicated that individuals at their workplace feel very connected and supported. By comparison, individuals did not usually feel particularly frustrated in their working interactions; the mean score for frustration of relatedness was 2.302 (SD = 1.087). The mean of 6.255 (SD = 0.795) for satisfaction of competence shows the individuals' apparent competency to be really high. However, with a mean score of 3.033 (SD = 0.844), the frustration of competency was low. With responses ranging from 1.0 to 7.0, demonstrating that opinions of the degree to which these actions assist motivation differ, the mean of managerial practices for producing a motivating atmosphere was 5.157 (SD = 1.404). With a mean score of 5.194 (SD = 1.127), participants usually felt driven and carried out their tasks satisfactorily. The responses were relatively diverse, ranging from 2.0 to 7.0. The significance of psychological need satisfaction in predicting motivation and performance is reflected in the correlation analysis, which reveals several significant relationships among the variables (Table 2).

Table 2. Correlation analysis

Pearson's Correlations

Variable	1	2	3	4	5	6	7	8
1. autonomy satisfaction	—							
2. autonomy frustration	0.130 **	—						
3. relatedness satisfaction	0.524 ***	0.034	—					
4. relatedness frustration	0.072	0.513 ***	-0.294 ***	—				
5. competence satisfaction	0.325 ***	-0.019	0.499 ***	-0.244 ***	—			
6. competence frustration	0.217 ***	0.277 ***	-0.058	0.482 ***	-0.292 ***	—		
7. managerial practices for creating a motivational environment	0.443 ***	-0.029	0.511 ***	-0.152 ***	0.330 ***	-0.027	—	
8. motivation and performance	0.530 ***	0.176 ***	0.560 ***	-0.029	0.365 ***	0.016	0.836 ***	—

* p < .05, ** p < .01, *** p < .001

Source: Author's processing.

When managerial practices support a sense of autonomy in employees, their motivation and performance increase greatly. Satisfaction of autonomy shows a strong and significant positive correlation with both managerial practices ($r = 0.443$, $p < .05$). This is consistent with Self-Determination Theory, which underlines the important part autonomy plays in raising intrinsic drive. On the other hand, frustration of autonomy is marginally and negatively connected with managerial practices ($r = -0.029$, $p > .05$), meaning that frustration in this domain has little effect on how managerial practices are seen or on motivation.

Furthermore, implying that managers who create supportive and linked work environments improve employees' motivation and performance, the association between satisfaction of relatedness and managerial practices is also substantial and favourable ($r = 0.511$, $p < .001$). This helps to underline how much maintaining high degrees of motivation and performance depends on human relationships and a feeling of belonging. On the other hand, dissatisfaction of relatedness has a negative

association with motivation ($r = -0.029, p > .05$), although this link is not significant, implying that frustration in relatedness does not play as major a part as satisfaction does.

Likewise, satisfaction of competence is favourably connected with both managerial practices ($r = 0.330, p < .001$) and motivation and performance ($r = 0.365, p < .001$), therefore showing that employees who feel competent have higher motivation and performance. The result is that satisfaction of needs rather than frustration plays a more important role in increasing motivation and performance; the frustration of competence is not significantly correlated with managerial practices ($r = -0.027, p > .05$) or motivation ($r = 0.016, p > .05$).

All of which are in turn linked with greater motivation and performance, the correlations show that managerial practices are essentially linked to the satisfaction of autonomy, relatedness, and competency. This strengthens the theoretical framework stressing the part psychological need satisfaction plays in generating intrinsic motivation and general performance results.

With multiple mediators conveying the satisfaction and frustration of basic psychological needs: autonomy, relatedness, and competency, the mediation analysis then investigates how managerial practices affect generating a motivating atmosphere for motivation and performance (Table 2). The study fits the ideas of Self-Determination Theory (Deci & Ryan, 2013), which holds that while the frustration of these requirements reduces motivation, addressing basic psychological needs increases intrinsic motivation.

Table 3. Table of mediation analysis

Effect	Estimate	SE	z-value	p-value	95% CI (Lower)	95% CI (Upper)
Direct Effects						
Managerial Practices → Motivation	0.514	0.018	28.567	< .001	0.479	0.549
Indirect Effects						
Managerial Practices → Satisf_Autonomy → Motivation	0.039	0.009	4.229	< .001	0.021	0.057
Managerial Practices → Frustr_Autonomy → Motivation	-0.003	0.005	-0.648	0.517	-0.013	0.007
Managerial Practices → Satisf_Relatedness → Motivation	0.043	0.011	3.758	< .001	0.021	0.065
Managerial Practices → Frustr_Relatedness → Motivation	-0.006	0.004	-1.606	0.108	-0.013	0.001

Effect	Estimate	SE	z-value	p-value	95% CI (Lower)	95% CI (Upper)
Managerial Practices → Satisf_Compotence → Motivation	0.007	0.006	1.147	0.251	-0.005	0.019
Managerial Practices → Frustr_Compotence → Motivation	0.001	0.002	0.582	0.560	-0.002	0.004
Total Effects						
Managerial Practices → Motivation	0.595	0.017	34.667	< .001	0.562	0.629
Total Indirect Effects						
Managerial Practices → Motivation	0.081	0.013	6.150	< .001	0.055	0.107

Source: Author's processing.

Managerial practices clearly and significantly impact motivation and performance ($B = 0.514$, $SE = 0.018$, $z = 28.567$, $p = 0.001$, 95% CI [0.479, 0.549]). This implies that, accounting for a good amount of the variance in employee motivation ($R^2 = 0.773$), managerial practices are a major determinant of the direct influence of motivation. The high, direct influence of this direct effect suggests that, independent of the mediators, leadership actions that give top priority to the development of a motivating atmosphere directly affect performance outcomes and motivation.

Managerial practices clearly have a significant overall indirect effect on motivation ($B = 0.081$, $SE = 0.013$, $z = 6.150$, $p = .001$, 95% CI [0.55, 0.107]). This indicates that they also influence motivation through indirect paths, including mediators. Though most of the influence is direct, the indirect effect is less important than the direct one, implying that the mediators are in charge of some of the relationship.

Satisfaction with autonomy ($B = 0.039$, $SE = 0.009$, $z = 4.229$, $p < .001$, 95% CI [0.021, 0.057]) greatly moderates the association between managerial behaviours and motivation and performance. This implies that when managerial strategies raise employees' autonomy, motivation is raised as well. As a basic component of Self-Determination Theory, autonomy significantly improves intrinsic motivation.

Satisfaction of relatedness ($B = 0.043$, $SE = 0.011$, $z = 3.758$, $p = .001$, 95% CI [0.021, 0.065]) also significantly mediates the relationship, thereby underlining the need of good personal interactions in the job. This implies that managers who foster supportive and connected work environments improve motivation and performance by satisfying employees' need for relatedness.

The path plot visually illustrates the connections between motivators and performance, mediators (satisfaction and frustration of autonomy, relatedness, and competence), and managerial practices. The direct path from managerial practices to motivation is clearly illustrated, as well as the indirect paths through the satisfaction of autonomy and relatedness, which are weaker but still significant. The relative importance of autonomy and relatedness in this paradigm is revealed by the non-significant paths through competence and the frustration of needs.

5. Discussion

The results of the correlation and mediation studies fit the theoretical framework of Self-Determination Theory (Deci & Ryan, 2013), according to which fostering intrinsic motivation and work performance depends mostly on meeting psychological needs, including autonomy, relatedness, and competency. The findings confirm this theory by showing that the satisfying of these psychological demands is significantly connected with managerial strategies meant to generate a motivating atmosphere, hence influencing employee motivation and performance.

The correlation analysis underlines important links between managerial practices and the fulfilment of autonomy, relatedness, and competency, so stressing the part of leadership in promoting these psychological requirements. More specifically, satisfaction of autonomy exhibits a high positive link with performance and managerial techniques, as well as with motivation and policies. This implies that when managers let staff members have autonomy in their work, their performance and motivation rise, therefore verifying the important part autonomy plays in intrinsic motivation and work performance (Ryan & Deci, 2000). On the other hand, dissatisfaction of autonomy does not clearly correspond to managerial practices or motivation, meaning that even if improving autonomy has obvious advantages, the absence or frustration of autonomy does not always translate into a drop in motivation and performance.

In the same vein, pleasure of relatedness is positively linked with both management techniques and performance, as well as with motivation and performance, so underlining the need of interpersonal interactions and a conducive workplace in advancing performance and motivation. Research by Baard, Deci, and Ryan (2004) which emphasises the need of social connection and relatedness for employee engagement and motivation is in line with this result. Although satisfaction of relatedness plays a vital beneficial function, frustration of relatedness does not show a significant correlation with motivation and performance, implying that frustration of relationships in the workplace does not significantly diminish motivation.

Furthermore, showing a good association with managerial practices and motivation and performance is the satisfaction of competency. This suggests that employees are more driven to carry out their roles when they feel knowledgeable and capable of them. Although encouraging competence can improve motivation, its dissatisfaction does not considerably reduce motivation in this organisational environment since frustration of competency is not much related to managerial

practices or motivation and performance. This is consistent with earlier studies implying that performance and motivation depend more on satisfaction of psychological demands than on their absence or dissatisfaction (Vansteenkiste et al., 2004).

The mediation analysis confirms these results even more. Independent of the mediators, managerial practices clearly and significantly affect motivation and performance. This indicates that leadership practices have a direct and major influence on these aspects. This result aligns with studies showing how directly transformative leadership affects employee performance (Bass & Riggio, 2006). Furthermore, the whole indirect influence of managerial strategies on performance and motivation points to their working via indirect routes, especially via the satisfaction of relatedness and autonomy.

The mediation results reveal that satisfaction of autonomy and satisfaction of relatedness significantly mediate the relationship between managerial practices and motivation and performance, thereby underlining the relevance of these two psychological requirements in raising motivation. Apart from enhancing team performance, managers that encourage autonomy and connectivity among their subordinates create an environment fit for natural drive and job output. These results fit Self-Determination Theory, which stresses the vital need of autonomy and relatedness in self-motivation and performance (Ryan & Deci, 2000).

Fascinatingly, satisfaction of competence does not significantly impact the relationship, implying that in this organisational environment autonomy and relatedness are more important in motivating and performing than competency. This could be a reflection of the structure of the workplace, in which workers might give more importance on having the freedom to make decisions and preserving good relationships with superiors and coworkers than on concentrating just on improving their competencies.

The data also show that the relationship between managerial practices and performance is not significantly mediated by dissatisfaction of autonomy, relatedness, or competence. This suggests that although the fulfilment of these psychological demands is very important for increasing motivation and performance, their dissatisfaction has no commensurate negative effect in this regard. This result is consistent with earlier studies that indicate avoiding dissatisfaction is less crucial for preserving motivation and performance than meeting psychological demands (Deci & Ryan, 2000).

The results of this study confirm the fundamental principles of Self-Determination Theory and underline the significance of creating a workplace that supports the fulfilment of psychological needs of workers. Rising motivation and performance depends on managerial actions emphasising on improving autonomy, relatedness, and competency. In particular, this study underlines the need for autonomy and relatedness as main mediators, whereas competency plays a rather lesser role. Future studies could investigate why competency satisfaction is less important in some organisational environments and how it could differ between other sectors or job kinds.

Practically speaking, the findings imply that by building settings that support autonomy and relatedness, managers may raise employee performance and motivation. Encouragement of a feeling of belonging inside teams and giving staff members decision-making power will help to greatly raise performance and motivation. Programmes for leadership development stressing these facets of managerial behaviour should be given top priority in organisations since they directly relate to employee engagement and organisational performance.

6. Conclusions

In conclusion, this research highlights the significant impact that managerial practices have in moulding the motivation and performance of employees, particularly through the satisfaction of autonomy and relatedness. The significance of leadership methods that encourage the fulfilment of psychological needs and the establishment of a constructive and inspiring working environment is brought into focus by these results' conclusions. Organisations have the ability to considerably increase both motivation and performance outcomes by putting an emphasis on fostering supportive relationships and emphasising the enhancement of autonomy.

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