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PSYCHOLOGY OF PERSONNEL MANAGEMENT AND THE THEORY OF SELF-DETERMINATION

Abstract

The complex interaction between leaders, employees and the work environment determine the success of an organization. In this regard, the purpose of the work is to study new forms and methods of labor organization taking into account modern changes to improve the civil service of Kazakhstan. To achieve these goals of the new public administration, the public service is interested in various forms of organization called flexible, such as matrices and teams. These new ways of organizing inevitably lead to questions that relate to the impact on the role of managers in public service and action strategies for groups as well as employees.

The scientific and practical significance lies in the fact that this area of knowledge has not been sufficiently studied within the framework of determining the model of public service management in Kazakhstan, taking into account modern trends in management. In the course of scientific work, the authors studied the organization models and offered some recommendations for the introduction of new methods in the management of traditional organizations undergoing transformation. The study also used an online survey among civil servants to assess the level of management measures to ensure high standards of behavior and professional tactics.

The theoretical and methodological basis of the research is presented both by general scientific methods that allow studying phenomena in their development, taking into account the relationships that arise between them, and by private scientific analytical methods (description, comparative analysis, systematic review, search strategy, system analysis).

The authors of the work came to the conclusion that the management vertical is losing its relevance in the light of changing working conditions, and it is being replaced by autonomous and semi-autonomous teams led by a manager who is endowed with hybrid powers, as well as with employees who must have multidisciplinary functionality and some degree of independence, and therefore greater responsibility. The authors have developed a 6-point roadmap for use by senior managers switching to a flexible mode in order to maintain the interest and motivation of their middle managers. These recommendations can also be used as part of training in specialized disciplines in universities, as well as in advanced training courses, and to all interested experts and scientific community.

Key words: business relations, management psychology, theory of self-determination, the head and subordinates.

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ПЕРСОНАЛДЫ БАСҚАРУ ПСИХОЛОГИЯСЫ ЖӘНЕ ӨЗІН-ӨЗІ АНЫҚТАУ ТЕОРИЯСЫ

Аңдатпа

Басшылар, қызметкерлер және жұмыс ортасы арасындағы күрделі өзара әрекеттестік ұйымның табыстылығын анықтайды. Осыған байланысты жұмыстың мақсаты Қазақстанның мемлекеттік қызметін жетілдіру бойынша заманауи өзгерістерді ескере отырып, еңбекті ұйымдастырудың жаңа нысандары мен әдістерін зерттеу болып табылады. Жаңа мемлекеттік басқарудың осы мақсаттарына жету үшін мемлекеттік қызмет матрицалар мен командалар сияқты икемді деп аталатын ұйымдастырудың әртүрлі нысандарына деген қызығушылығын танытуда. Ұйымдастырудың бұл жаңа тәсілдері сөзсіз мемлекеттік қызметтегі менеджерлердің рөліне, топтар мен қызметкерлердің өзара әрекет ету стратегияларына әсер ететін сұрақтарды қарастырады.

Тақырыптың ғылыми-тәжірибелік маңыздылығы осы білім саласындағы менеджментті басқарудағы заманауи тенденцияларды ескере отырып, Қазақстандағы мемлекеттік қызметті басқару моделін анықтау шеңберінде жеткілікті түрде зерттелмегендігінде. Ғылыми жұмыс барысында авторлар ұйымдық модельдерді зерттеп, трансформациядан өтіп жатқан дәстүрлі ұйымдарға менеджменттің жаңа әдістерін енгізу бойынша нақты ұсыныстарды ұсынады. Зерттеу барысында мемлекеттік қызметкерлердің мінез-құлық мен оны алдын алудың жоғары стандарттарын қамтамасыз етудегі басқару шараларының деңгейін бағалау онлайн сауалнама жүргізген.

Зерттеудің теориялық және әдіснамалық негіздерін қарастыруда олардың арасында туындайтын байланыстарды ескере отырып зерттеуге мүмкіндік беретін жалпы ғылыми әдістермен қатар нақты ғылыми аналитикалық әдістермен де (сипаттау, салыстырмалы талдау, жүйелі шолу, іздеу стратегиясы, жүйелік талдау және т.б.) сабақтастыра отырып қарастырылған.

Мақала авторлары жұмыс жағдайларының өзгеруіне байланысты басқарудың күшті көлденең бағыты өз өзектілігін жоғалтып, оның орнына гибридтік өкілеттіктерге ие менеджер басқаратын автономды және жартылай автономды командалар басып жатқандығын, сонымен қатар көпсалалы функционалдылық пен белгілі бір дәрежеде тәуелсіздікке ие болуы үлкен жауапкершілікті қажет етеді деген қорытындыға келген. Авторлар желілік менеджерлерді қызықтыру және ынталандыру үшін ептілік ортаға ауысатын аға менеджерлер өолдау мақсатында 6 тармақтан тұратын жол картасын әзірлеген. Бұл ұсынымдар жоғары оқу орындарында бейіндік пәндер бойынша оқыту шеңберінде, сондай-ақ біліктілікті арттыру курстарында және барлық қызығушылық танытқан сарапшылар мен ғылыми қауымбастықтарда пайдаланылуы мүмкін.

Кілттік сөздер: іскерлік қатынастар, басқару психологиясы, өзін-өзі анықтау теориясы, жетекші және бағыныштылар.

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ПСИХОЛОГИЯ УПРАВЛЕНИЯ ПЕРСОНАЛОМ И ТЕОРИЯ САМООПРЕДЕЛЕНИЯ

Аннотация

Сложное взаимодействие между лидерами, сотрудниками и рабочей средой определяет успех организации. В связи с этим, цель работы заключается в исследовании новых форм и методов организации труда с учетом современных изменений для совершенствования государственной службы Казахстана. Для достижения этих целей нового государственного управления государственная служба заинтересована различные формы организации, называемые гибкими, такие, как матрицы и команда. Эти новые способы организации

неизбежно приводят к вопросам, которые касаются влияние на роль руководителей в государственной службе и стратегии действий для групп, а также сотрудников.

Научная и практическая значимость заключается в том, что данная область знаний недостаточно изучена в рамках определения модели управления государственной службы в Казахстане с учетом современных трендов управления менеджментом. В ходе научной работы авторы изучили модели организации и предложили некоторые рекомендации для внедрения новых методов в управлении традиционным организациям, переживающим трансформацию. Также в исследовании использовался онлайн-опрос среди государственных служащих по оценке уровня управленческих мер по обеспечению высоких стандартов поведения и профилактике.

Теоретическая и методологическая основа исследования представлена как общенаучными методами, позволяющими изучать явления в их развитии с учетом возникающих между ними взаимосвязей, так и частнонаучными аналитическими методами (описание, сравнительный анализ, систематический обзор, стратегия поиска, системный анализ и др.).

Авторы работы пришли к выводу, что сильная вертикаль управления теряет свою актуальность в свете меняющихся условий труда, и на смену ему приходят автономные и полуавтономные команды во главе с менеджером, который наделен гибридными полномочиями, а также с сотрудниками, которые должны обладать многопрофильным функционалом и некоторой степенью независимости, а значит и большей ответственностью. Авторы разработали дорожную карту из 6 пунктов для использования старшими руководителями, переходящими на гибкий режим, чтобы поддерживать заинтересованность и мотивацию своих руководителей среднего звена. Данные рекомендации также могут быть использованы в рамках обучения по профильным дисциплинам в вузах, а также на курсах повышения квалификации, и всем интересующимся экспертам, и научному сообществу.

Ключевые слова: деловые отношения, психология управления, теория самоопределения, руководитель и подчиненные.

INTRODUCTION

Traditional public administration is characterized by a bureaucratic form of organization. The movement for a new State administration, which has shaken the structures and functioning of States over the past thirty years, seeks to make State structures more flexible and efficient. Indeed, bureaucracy is accused of being cumbersome and difficult for it to adapt and transform as society develops.

"By its nature, a bureaucratic organization seems insufficiently open and impervious to the changes that surround it. Working in a stable environment, where work processes are repeated, and the requirements of citizens are clearly defined, it turns out to be ineffective, like any mechanical design, in changing conditions, when the ability to adapt takes over. This is due to the fact that the bureaucratic approach to civil servants leads to the search for protection in relation to colleagues, managers or users, as well as to the lack of cooperation between individuals and between services" [1].

The relevance of the chosen topic is due to the fact that the approach of the new public administration is still in the spotlight, since after the last economic crisis, state organizations are striving to maximize the use of available resources. The reforms appointed within the framework of the New Public Administration are aimed at the evolution of the roles of managers in the public service in the direction of two main principles: accountability through greater freedom of action of managers, greater power and greater accountability for results; and the logic of participation based on the expansion of communication between various subjects of public service and with the user. The new public administration is also a transition from administration to customer service, where the mission is built around the value for the citizen, who is now seen as a customer of public services.

To achieve these goals of the new public administration, the public service is interested in various forms of organization called flexible, such as matrices and teams. These new ways of organizing inevitably lead to questions of influence on the role of community leaders in public service and action strategies for their groups.

The chosen scientific topic has been well studied, as well as introduced into the state apparatus of developed and developing countries. However, in Kazakhstan it is currently a mixture of traditional Soviet methods with modernized Amagoh standards. As significant reforms continue in the country, personnel practices are also changing. This is especially important given the increased diversity and interaction with foreigners. Therefore, understanding how business managers interact with their employees is necessary to increase the efficiency of the civil service apparatus once again emphasizes the theoretical and practical significance of the topic.

The purpose of the work is to study new forms and methods of labor organization taking into account modern changes for more effective work of the civil service of Kazakhstan.

The purpose of the study formed the following tasks:
• Briefly summarize the new forms of organization of public service;
• explore new forms and contents of autonomous and semi-autonomous teams;
• identify the key roles of managers in these new ways of managing;
• identify the various implications of these new management practices;
• develop some recommendations for the transition to new management methods

The object of the study, in accordance with the set goal and certain objectives of the study, is the process of forming organizational management structures in the public service system of Kazakhstan. The subject of the research is managerial relations, theoretical, methodological and practical issues of the formation of organizational management structures in the modern system of public administration.

The theoretical and methodological basis of the dissertation research was the works of domestic and foreign scientists and specialists on the problems of theory and practice of management organization, as well as methodological, reference, statistical, instructional materials.

The hypothesis of the study. The effectiveness of managing organizational changes in the civil service depends on improving the forms and methods of labor organization, in particular, changing the vertical form of management to a horizontal one with the creation of autonomous or semi-autonomous teams, giving new competencies and powers to middle managers, as well as reforming the expansion of employee competencies with a corresponding change in the level of responsibility and remuneration. The results of scientific work will be of interest to the management of organizations, can also be used as part of training in specialized disciplines in universities, as well as in advanced training courses, and to all interested experts and the scientific community.

MATERIALS AND METHODS

The following methods were used in the course of scientific research:

• method of comparison, analysis and synthesis, method of deduction, description, generalization, typology, classification, statistical methods and calculation methods. Sociological methods of obtaining information used for collecting and processing empirical data: survey and analysis of documents. - Examination and theoretical method of the documentation studied by science related to human resources, verification and analysis of the results obtained, other scientific data for a systematic description and presentation of the state of affairs in the field under study.

• based on the method of comparative analysis, an assessment of the personnel of the Apparatus of state bodies, the activities of personnel services, the experience of working abroad in this area is given.

• the statistical method, the method of monitoring and interviewing, generalization and grouping of the materials obtained made it possible to identify not only cases of civil service Personnel, but also to identify certain trends in their maintenance or development, where solutions are required to improve personnel management.

The paper also uses concepts, provisions, conclusions and proposals contained in scientific publications of domestic and foreign scientists on the problems of social management, public service and personnel policy

A survey was also conducted, which included online questions sent to participants by e-mail. The participants were different civil servants from different departments of the treasury sector. The participants understood the essence of the project, but did not know the questions they were asked in order to preserve the authenticity of their answers. The surveys took a month, and the questions were open to receive adequate answers from civil servants and their managers. The questions concerned what motivated them and how they interacted with their managers. The goal was to understand the impact of relationships with leaders on their motivation and performance.

Data analysis first involved analyzing responses to identify errors. Out of 150 responses, 10 questionnaires were incomplete. The remaining 140 responses were coded for categorization. Coding was supposed to help in thematic analysis, where it would be possible to identify patterns in the responses of respondents. In addition, statistical analysis helped to establish correlations of various variables. Key variables that demonstrated the manager's relationship with government employees include open communication, transparency, empowerment, recognition, fairness, cooperation, respect, ethical leadership, flexibility, and professional development.

LITERATURE REVIEW

The theory of self-determination in relation to work [2] and his concept of managerial support for the psychological needs of employees stands out among leadership theories by the emphasis he places on the optimal individual functioning of employees. While leadership theory tends to focus on the overall effectiveness of an organization, self-determination theory aims to, through employee interaction with their manager, promote individual academic achievement while maintaining a high level of psychological well-being

Scientific work carried out within the framework of the application of the theory of self-determination in the workplace indicates the influence of various forms of motivation at work. On the one hand, controlled motivation, that is, the urge to act, feeling compelled to engage in any activity, whether for monetary, social reasons or due to internal pressure, is associated with burnout and psychological disorders. This is a type of motivation associated with the traditional form of employee management (salary, bonus bonuses, punishment, pressure, guilt, promotion/status). On the other hand, autonomous motivation, that is, participation in activities at work because of the interest we show in it or the satisfaction we receive, is, among other things, associated with improved productivity as well as improved psychological health in the workplace [3].

In order for an employee to feel self-motivated at work, the work environment (for example, the behavior of managers) must provide the opportunities necessary to meet three basic and universal psychological needs: their psychological needs from autonomy, their competence and belonging (Figure 1). The need for autonomy is determined by the consistency of one's choice with oneself and one's values, felt as a result of one's own influence. The need for skills lies in trust in his ability to achieve his goals or successfully complete his tasks by interacting effectively with the environment. The need for affiliation refers to the need to feel connected to the members of the group you feel you are a part of and to maintain a mutually positive relationship with them . Satisfaction of these needs at work contributes to autonomous motivation in relation to the performance of individual functions.
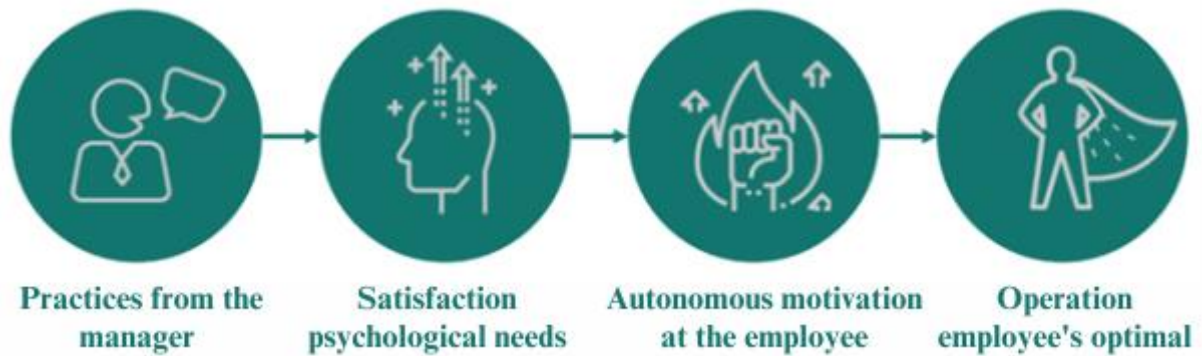
Figure 1 – The process by which a manager's management practices contribute to the optimal functioning of an employee

Thus, managerial support for the psychological needs of employees is a management style manifested in the adoption of behavior that supports the psychological needs of employees for autonomy, competence and belonging through managerial functions. This behavior contributes to the autonomous motivation of employees. This is because managers who adhere to behaviors that support psychological needs help their employees realize the value of their work and their responsibilities [4].

The theory of self-determination asserts that each of the management practices that support the psychological needs of employees are aimed at meeting a specific need. To support the need for autonomy, a manager can theoretically offer choices to his employees, accompanying requests with an explanation explaining his rational, encouraging employee initiatives and recognizing employee feelings and perspectives.

Need competence of employees could potentially be supported by the following practices: set clear expectations for performance, offer an uncontrolled positive feedback, demonstrate sincere confidence in the ability of employees to achieve success, offer feedback is important without being judgmental and regular communication with employees about their activities. Finally, managers will support their employees' need for affiliation by offering them a warm interpersonal environment and expressing concern about their needs [5].

Thus, the needs support practices listed in the scale collectively support the three psychological needs of the employee base. In addition, the results show that five management methods, the main ones will contribute to meeting the psychological needs of employees in a variety of positions:

1. Its orientation: To provide clear guidance and orientation regarding expected performance.

2. Flexibility: Giving employees flexibility on how to manage their time and the way they complete their work.

3. Recognition: Recognition of the contribution of employees and their industry work experience.

4. Consideration: Develop caring professional relationships with employees.

5. Skill Development: Facilitating learning and skill development through opportunities and discussions.

In recent years, efforts have been made to better define how authority figures can contribute to meeting basic psychological needs, especially in the fields of education, parenting and sports. The current state of knowledge about how this support is expressed in the work environment, however, has the following limitations. Firstly, most of the management methods supporting the satisfaction of the psychological needs of employees proposed in the scientific literature are taken from other fields besides work, without any empirical assessment of their relevance. Research conducted specifically in the field of managerial support for psychological needs has brought this concept to life by transferring to the workplace practices obtained from laboratory experiments, or other areas such as education or parenting.

Secondly, researchers disagree on the choice of practices that should be preferred from all the proposed ones for the practical implementation of managerial support for the psychological needs of employees. Notably, some studies identify and measure managerial support for employees'

psychological needs through a single practice, while others use a list of several practices that vary from study to study [6].

Thus, the lack of a clear operational consensus and consistent indicators among authors makes it difficult to compare research by topic, as well as to develop guidelines and recommendations for organizations. This further proves the need to develop a universal methodology for diagnosing the relationship between the head and subordinates.

RESULTS AND DISCUSSION

As part of the scientific work, the task is to develop a list of managerial behaviors that support the basic psychological needs of employees. In this regard, the first qualitative study was conducted to collect a rich and diverse set of managerial behaviors that support the psychological needs for autonomy, skills and belonging of employees. This was done using focus groups.

Thus, three focus groups were conducted with a total of 17 employees and managers: two focus groups consisted of six and five employees, respectively, and one focus group was implemented with six managers. The people who participated in these focus groups were recruited in order to be able to capture various behaviors of management materials that can be applied in many work contexts. Thus, the participants did not work together and were from different sectors, industries and from different organizations. Each focus group lasted about 2 hours and 30 minutes and was aimed at identifying specific behaviors of managers while maintaining satisfaction of three basic psychological needs. The participants were asked the following questions (Table 1):

Table 1 — The questions were asked to the participants [7]

Questions asked to employees: What does your manager do that allows you from…	Questions asked to managers: What are you doing to allow your employees of…
1. Be the source of your actions and act freely as you wish in your job?	1. Be the source of their actions and act freely as they wish in their jobs?
2. Develop and apply in a way improve your skills in your job?	2. Develop and apply in a way effective their skills in their job?
3. Have social interactions positive, mutual and meaningful with your manager and/or your colleagues?	3. Have social interactions positive, mutual and meaningful with you and/or their colleagues?

After the focus groups, the content of the discussions was deciphered, and then a qualitative content analysis was carried out by researchers using NVivo 11 software.

The results revealed 141 managerial behaviors reported by participants, a total of 118 items describing managerial behavior were developed based on 141 behaviors reported by focus group participants. Some behaviors were not retained because they were considered unecthodox and at risk of not being representative enough for most workers. Other subjects were designed according to the behavior presented in other scales measuring psychological support needs, such as the Work Climate Questionnaire [8], the Perceived Autonomy Support Scale [9] and Need-Supportive ManagementScales [10].

This analysis made it possible to develop a diagnosis of the relationship between the head and subordinates based on the concept of three basic needs of employees. Table 2 shows the scale sizes and the elements that make up each of these measurements.

Table 2 — Dimensions and items of the managerial support Scale for psychological needs [11]

Orientation	My supervisor gives me clear instructions so that I may carry out my work.
	My supervisor gives me additional instructions when I need it.
	My supervisor checks my understanding of the work to be done.

	My supervisor guides me when I encounter difficulties.
	My supervisor explains the expected result to me.
Flexibility	My supervisor allows me to choose how I do my work.
	My supervisor allows me to decide in what order I do my tasks.
	My supervisor gives me latitude in the realization of my job.
	My supervisor gives me options in the management of my time at work.
	My supervisor allows me to explore different ways to carry out my work.
Recognition	My supervisor tells me what I do well at work.
	My supervisor highlights my successes.
	My supervisor takes the time to tell me when he/she is satisfied with my work.
	My supervisor the initiatives I take.
	My supervisor consults with me about what I am doing well at work.
Consideration	My supervisor discusses common interests with me.
	My supervisor informs himself about what is happening in my life.
	My supervisor talks about topics other than working with me and my colleagues.
	My supervisor pays attention to my interests.
	My supervisor pays attention to my well-being.
Development	My supervisor encourages me to test different solutions when I face a problem.
	My supervisor asks me to reflect on what I have learned in my work.
	My supervisor meets with me to discuss the development of my skills.
	My supervisor tells me that my mistakes are opportunities of learning.
	My supervisor gives me tasks so that I can develop.

Interpretation of the scale measurements:

Orientation. This factor lies in the behavior that helps employees to do their job properly. This behavior may occur at an initial stage (for example, when setting expectations for a desired result) or while completing tasks and fulfilling one's responsibilities (for example, when discussing how to overcome difficulties that arise, or when providing additional explanations).

Flexibility. This factor refers to behavior that leaves employees free to act on how to manage their time and their way of doing their job. In particular, this includes behaviors such as giving employees the opportunity to prioritize what tasks they should do on their own and allowing them to decide how to do their job.

Confession. This factor consists of behavior that recognizes the contribution of employees and their experience. This can manifest itself in employees expressing satisfaction with their work, as well as asking employees for advice regarding their area of expertise or knowledge.

Consideration. This dimension consists of managerial behavior that allows you to establish a close professional relationship with an employee. They demonstrate that the manager cares about the interests and well-being of the employee.

Development. The latter dimension refers to behaviors that promote employee learning and skill development, either through discussions or through experience opportunities offered in connection with employment. Behavior may consist of setting tasks for employees with the explicit goal of developing their skills, encouraging them to test new solutions and review them when they make mistakes, presenting these failures as learning opportunities.

In addition, the management support scale for psychological needs has been adapted so that managers can evaluate their own supportive behavior. So, instead of defining the behavior displayed by their manager, they fill out a scale according to the behavior they exhibit towards their employees.

Filling in the scale should be performed individually within 5 to 10 minutes. Using the given response scale, the employee must answer to what extent the employee agrees or disagrees with each

of these statements regarding the behavior of the supervisor. Each of the 25 statements should be evaluated according to the following response scale (table 3):

Table 3 — Evaluation of the management support scale [12]

1	2	3	4	5	6
Absolutely disagree	Disagree	Slightly disagree	Slightly agree	Agree	Absolutely agree

Calculation of measurement scores and total score.

The average scores for each of the dimensions are calculated in a simple average way by summing the numbers corresponding to the answers of the elements of one dimension, then dividing the sum by five (the number of elements in each dimension). Estimates in this way, sizes range from one to six. The total score is also calculated by a simple average by dividing the sum of the digits matching the answers for all points by 25. The total score also varies between one and six.

Given the nature of the response scale used, scores from 4 and above suggest a strategy. This means that the manager behaves in the following way to support the psychological needs of his employees. Conversely, a score of 3 or less indicates a lack of strategy, suggesting that this behavior is practically not practiced by the manager.

Practical application:

Use in the context of search

Given its satisfactory psychometric properties, the scale can be used in the context of research to measure managerial support for employee psychology needs. Depending on the research objectives pursued, the overall score or grades in five dimensions may be the subject of analysis.

Use in an organizational context

Organizations wishing to contribute to the optimal functioning of their employees at work can do this by encouraging their managers to conduct behaviors aimed at meeting the psychological needs of employees. Indeed, adopting behaviors from managerial support to psychological needs promotes employee self-determination by meeting psychological needs for autonomy, achievement, and belonging. Various interventions can be performed using this psychometric tool to assist managers in acquiring and consolidating healthy management practices.

Leadership Development

The organization can assess the degree of support for psychological needs that the organization provides. In this context, the manager provides his employees by asking the supervised employees to evaluate their manager's behavior. Since the scale measures five strategies of different behaviors to support psychological needs, it is possible to offer feedback on the support provided to employees as part of identifying strengths and areas of improvement for managers. In this way, organizations can target and offer development opportunities for managers based on their individual results.

Self-assessment

The manager can also assess the degree of support for psychological needs that he/she provides by self-evaluating various behaviors measured by the scale. Based on his self-assessment, a manager can identify by themselves his strengths and areas for improvement in relation to various management strategies borrowed to manage his employees. Thus, a manager can set goals for himself to develop his leadership by striving for a greater demonstration of behavior that he/she is less likely to practice with his/her employees.

Commitment and mobilization.

Managerial support for the psychological needs of employees is a lever to influence which organizations can take actions to increase employee engagement, productivity and well-being and reduce the intention to quit. Thus, an organization can include this scale of managerial support for

psychological needs in its mobilization survey in order to assess the presence and impact of this lever on employee engagement.

Bottom-up feedback (upward feedback)

An employee can individually use the scale to identify support practices that are accepted or not accepted by his manager sufficiently to meet his needs for self-learning, competence and belonging. This way, they will be able to share with their manager specific ways in which they could be better trained within the scope of their employment. Although upward feedback is not a common practice, empirical research shows that employees who communicate their managerial expectations from their manager can positively affect the latter's effectiveness.

CONCLUSION

The complex interaction between leaders, employees and the work environment determines the success of an organization. This psychometric tool arose from the desire to identify and understand specific actions that managers benefit from taking in order to promote not only the commitment and psychological health of their employees, but also their productivity at work. In this quest, the theory of self-determination has proved to be a valuable ally. This theory reconciles the existing duality between well-being and productivity through the concept of intrinsic motivation and provides three levers of action according to which managers can direct their behavior in order to support their employees: basic psychological needs for autonomy, competence and belonging.

Although the theory of self-determination is widely used in the context of research in the field of organizational psychology, one question still remained unanswered: how to implement and measure management support in psychological needs specifically in the context of work? The tool proposed in this paper is specifically aimed at answering this question, and it is done with the support of empirical data collected in the organizational environment.

Author hope that the psychometric tool, the information contained in this work, will allow many managers to acquire and consolidate managerial behavior that supports the satisfaction of psychological needs and internal motivation of their employees in such a way that they will contribute to constructive and sustainable work for both managers and employees of the organization.

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