

WORK MOTIVATION OF HEALTHCARE WORKERS FROM THE PERSPECTIVE OF SELF-DETERMINATION THEORY

Jelena Milić, Danijela Jokanović

University PIM, Faculty of Philosophy, Despota Stefana Lazarevića bb, 78 000 Banja Luka, Bosnia and Herzegovina, jelamiljanic@gmail.com, djokanovic404@gmail.com

ABSTRACT

This paper examines the relationship between different forms of work motivation of healthcare workers, whereby the motivation is conceptualised as a multidimensional construct shaped by the interaction of individual needs, organisational characteristics and the broader social context. The theoretical framework of the research is based on contemporary approaches to managing work motivation, including Frederick Herzberg's Motivation-Hygiene Theory: Two-factor Theory and Self-Determination Theory (Ryan & Deci, 2020), which emphasises the importance of the autonomy continuum in the regulation of behaviour.

The empirical research was conducted using a survey method on a sample of healthcare workers, using the adapted version of the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). The collected data were analysed by using descriptive and inferential statistical procedures. The results indicate a statistically significant positive correlation between the intrinsic motivation and the identified regulation, while no significant correlations were found between the other dimensions of motivation. Furthermore, a statistically significant difference was identified between the intrinsic and the extrinsic motivation, whereby the intrinsic motivation is more pronounced among the respondents. Although work performance and engagement were not measured directly, the findings have been discussed in the context of their potential significance for the work functioning of healthcare workers.

The findings suggest that the internal motivational factors, such as the experience of meaningful work, professional satisfaction and autonomy contribute more strongly to employee engagement and work performance than external incentives. In accordance with the principles of Self-Determination Theory, the results highlight the importance of fostering autonomy, competence and relatedness in the work environment.

In conclusion, for improvement of work performance of healthcare workers, an integrated approach to motivation is recommended, combining material and non-material strategies, with a particular focus on strengthening intrinsic motivation through improvements in organisational climate and opportunities for professional development.

Keywords: intrinsic motivation, extrinsic motivation, Self-Determination Theory, healthcare workers, work performance, employee engagement.