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Enhancing Work Health and Motivation in the Medico-Social Sector through Self Determination Training

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Introduction

Identification, whether at the group, organization, or professional levels (Lammers et al., 2013), plays a central role in shaping work-related attitudes and behaviors. According to social identity theory, membership in a group endows individuals with a sense of pride and legitimacy, thereby influencing their engagement and motivation at work (Ashforth & Mael, 1989). Concurrently, research grounded in Self-Determination Theory (Deci & Ryan, 2000) demonstrates that the state of basic psychological needs—satisfaction, need thwarting, or unfulfillment—significantly impacts well-being. This raises the question of how identification and need-fulfillment contribute to positive effect of identification on occupational health. The “Housing First” program (Un Chez-soi d’abord; UCSD) is a medico-social housing intervention based on mental health recovery principles (Tsemberis et al., 2004) that emphasizes both group and organizational identities of workers. The present study aims to evaluate the effect of an intensive SDT-based training on identification target (i.e. team, organization, professional) and to test the mediating role of need-state in preserving employee health.

Method

A total of 62 employees ($M_{age} = 39.8$; $SD = 9.97$), divided into two groups, participated in this study by completing an online questionnaire. The sample was predominantly female (62.9%).

| | EG | CG1 |
|----|----|-----|
| T1 | 29 | 33 |
| T2 | 29 | 33 |

The experimental group (EG) received training (UCSD). Control Group 1 (CG1) did not receive any training (UCSD). The questionnaire comprised the following instruments: the Psychological Need State Scale (Huyghebaert-Zouaghi et al., 2021), an identification measure (Lammers et al., 2013), the Utrecht Work Engagement Scale (Schaufeli et al., 2017), the Job Satisfaction Scale (Shimazu et al., 2015), and a burnout scale (Berjot et al., 2022).

Results

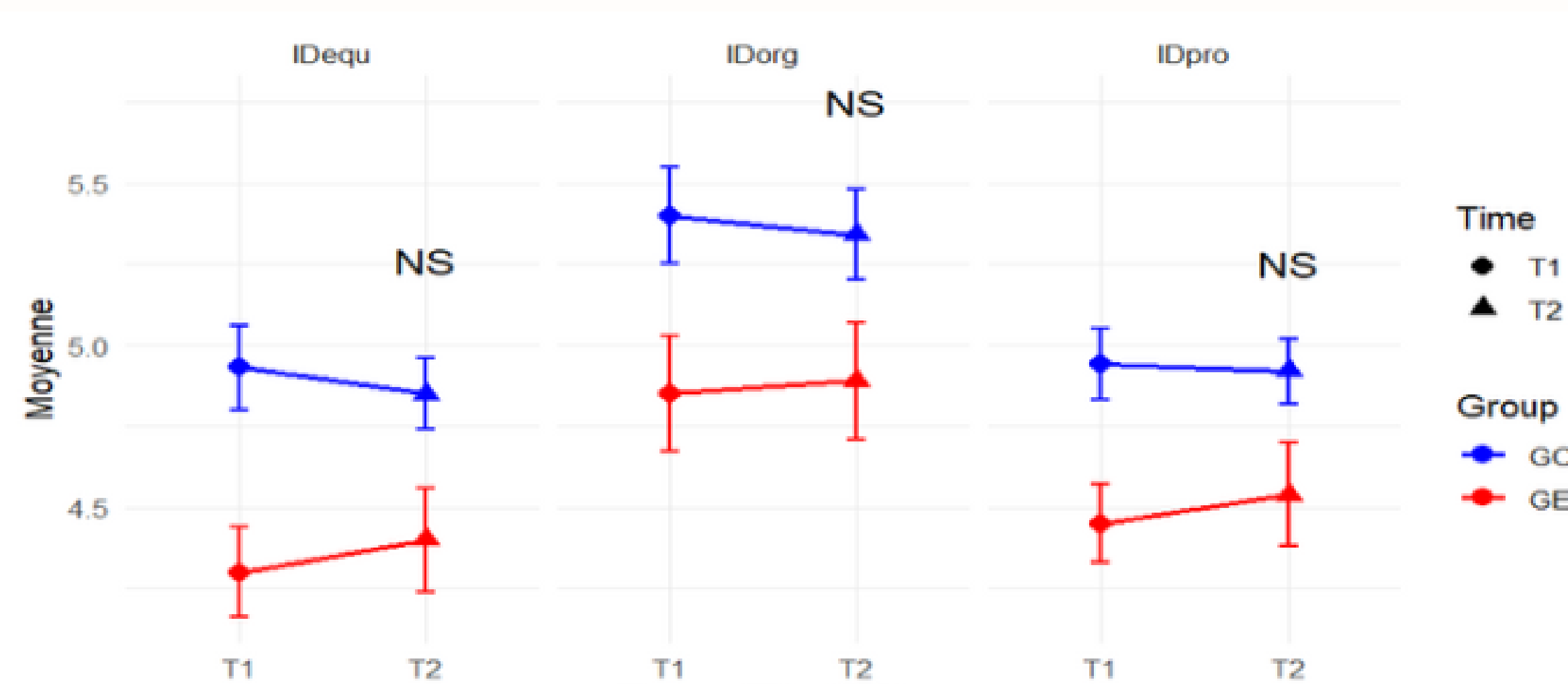


Figure 1. Evolution of identification scores between Time 1 and Time 2.

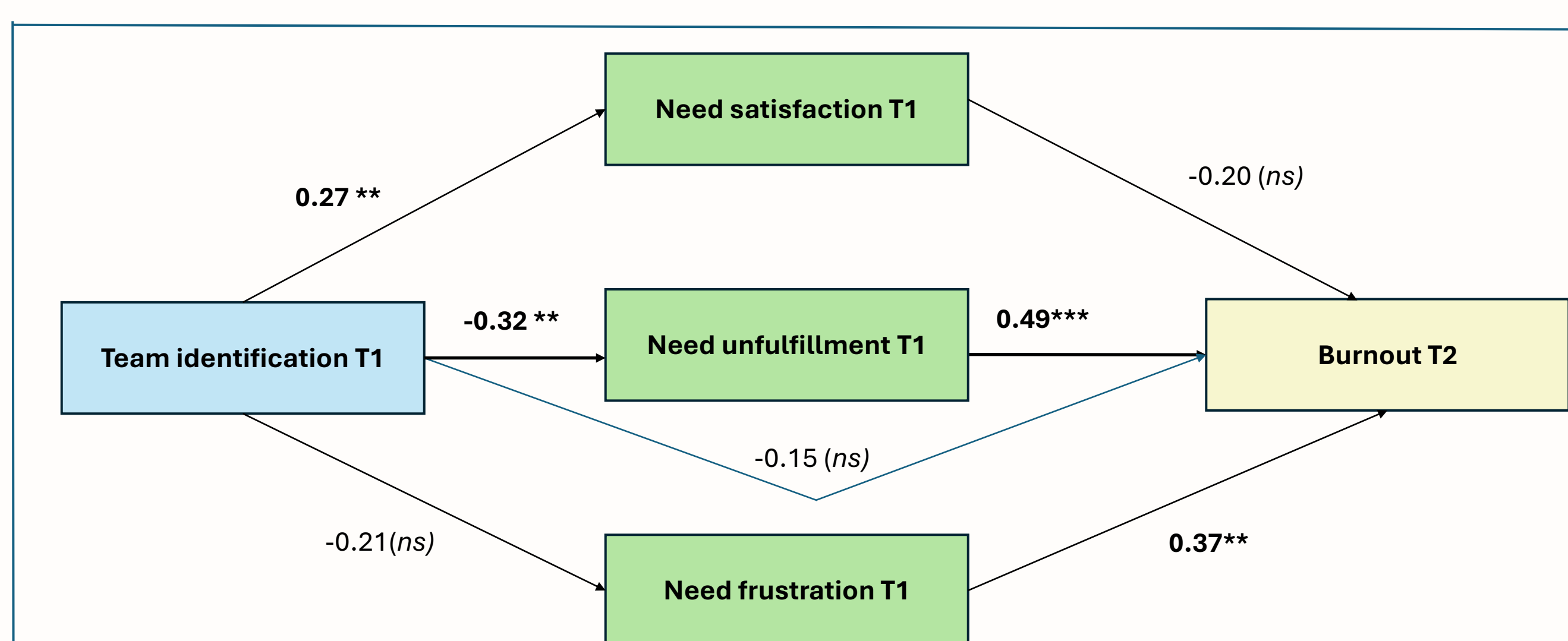


Figure 2. Mediating effect of psychological need state on the relationship between team identification and burnout.

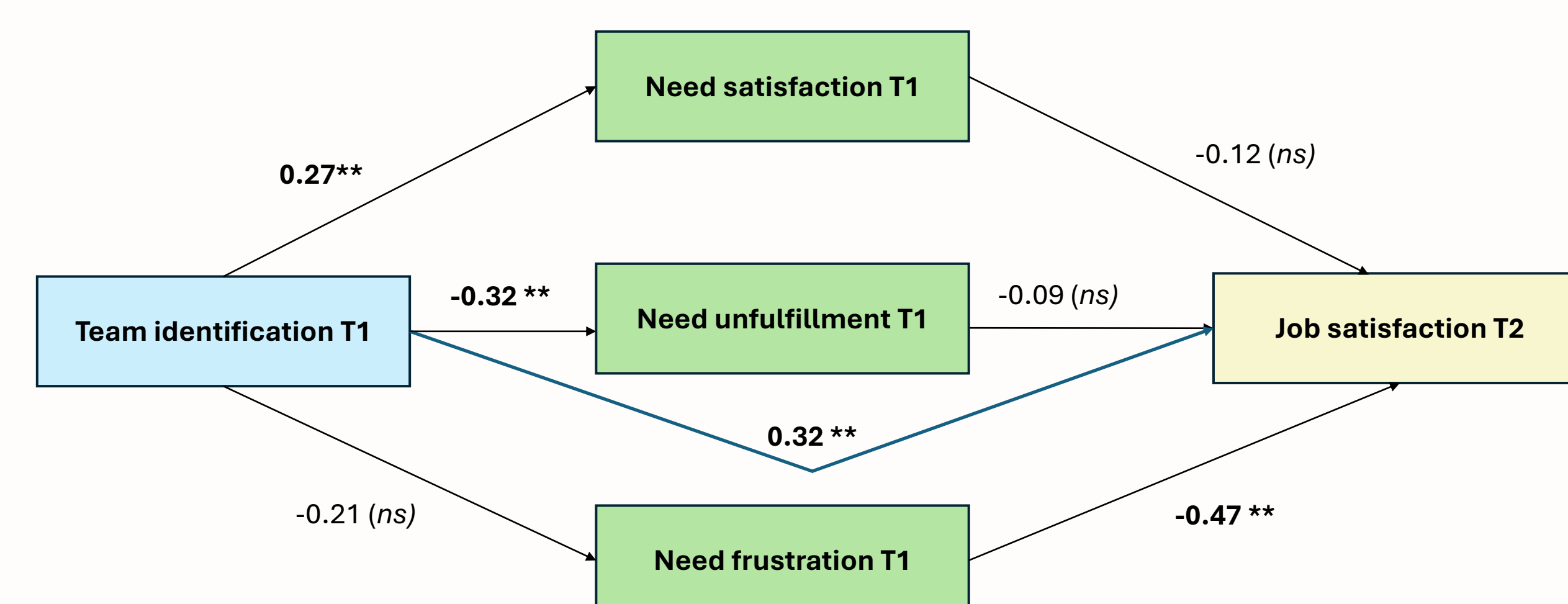
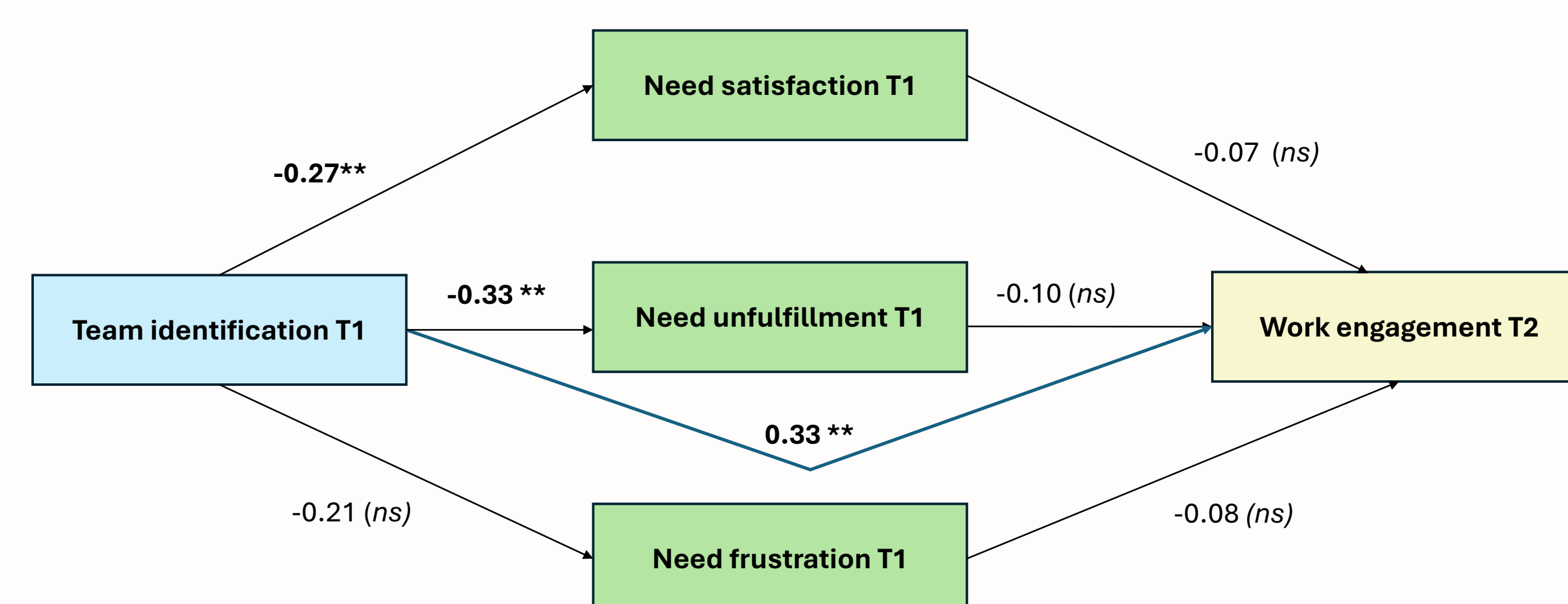


Figure 3. Mediating effect of psychological need state on the relationship between team identification and job satisfaction.



<0.05*, <0.01**, <0.001***, ns = non-significant

Figure 4. Mediating effect of psychological need state on the relationship between team identification and work engagement.

Discussion

Corporate training programs are generally intended to enhance both employees’ competence and their perceived competence. However, our data suggest that interventions aimed at reinforcing the integration of UCSD values into employees’ identity may not be the most effective strategy. Since identification is a long-term process, the time interval between T1 and T2 may not have been sufficient to observe identity-related changes. Moreover, the work context may not have been conducive to enacting these values at the identity level (Salas et al., 2012), particularly due to the management of urgent demands. It is also possible that the training had a greater impact on how employees support their clients. That said, our results show that team identification is a protective factor against burnout and contributes positively to job satisfaction. In this regard, fostering identification with the team appears to be a promising avenue for preserving employee well-being and improving job satisfaction (Haslam et al., 2005). Surprisingly, neither organizational nor professional identification predicted any health outcomes measured at the three-month follow-up.