Presentation Abstract

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Relational Needs Satisfaction and Employee Well Being: Links with Work Engagement, Job Satisfaction, and Burnout

Abstract
Interpersonal relationships in the workplace are strongly associated with employee well-being, motivation, and functioning. While prior research highlights the importance of social support and relatedness, less is known about how specific relational needs within coworker relationships relate to positive and negative work-related outcomes. This study examines the associations between satisfaction of relational needs and work engagement, job satisfaction, and burnout. Using the newly adapted Workplace Relational Needs Satisfaction Scale (W RNSS), data were collected from 273 employees and student workers. Participants also completed measures of basic psychological needs satisfaction, work engagement, job satisfaction, and burnout. Correlational analyses were used to examine relationships between overall relational needs satisfaction, its specific dimensions, and key work-related outcomes. Higher overall satisfaction of relational needs in coworker relationships was positively associated with work engagement and job satisfaction, and negatively associated with burnout. Relational needs satisfaction was also positively related to the satisfaction of basic psychological needs, particularly autonomy and relatedness. These findings suggest that unmet relational needs may represent an important interpersonal risk factor for burnout, while fulfilled needs function as a psychological resource at work. The results underscore the central role of coworker relationships for employee well-being and extend existing organizational theories by introducing a nuanced relational perspective. Assessing relational needs satisfaction may enhance workplace diagnostics, burnout prevention strategies, and interventions such as coaching and mentoring aimed at improving relational quality and sustainable employee functioning.

Professional Picture

