
| RESEARCH ARTICLE

Balancing the Dialectic Gap in the Social Context of Work: Integrating Self-Determination Theory with Theory of Heedful Interrelating

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| ABSTRACT

With limited studies available to understand the human dimension of organizational sustainability, the present study contributes to the knowledge base by identifying what can be done to enable thriving at work among services sector employees by exploring the concept of heedful interrelating. Self-determination theory posits that individuals are autonomously motivated when the social context in which they function satisfies their basic psychological needs of competence, autonomy, and relatedness, causing them to not just survive but thrive towards effective functioning and enhanced positive outcomes. Research on self-determination theory highlights an unplugged dialectic gap that exists between the individual and social context, which arises when the same social context tends to support and thwart the forward momentum of an individual toward active engagement and psychological growth. Through semi-structured interviews and textual analysis conducted among service professionals, evidence of a dialectic gap and the mindset adopted to overcome the gap were tacitly identified. Using the knowledge of agentic work behaviours that are crucial to thriving at work, the researcher tries to plug this gap by introducing heedfulness as an agentic work behaviour to be engaged in by the employees as they collaborate in a social setting. A conceptual model was designed to validate the mediating role of heedful interrelating as self-determined behaviours facilitate thriving at work. This conceptual model utilizes a self-empowerment perspective, helping service professionals move from an a motivated to a thriving state in the course of their group tasks.

| KEYWORDS

Self-determination theory, Dialectic gap, Heedful interrelating, Thriving at work, Service professionals.

| ARTICLE INFORMATION

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1. Introduction

Work is central to an individual, with a substantial portion of time spent engaging with aspects of work. In this context, it can be argued that the social environment within the workplace plays a pivotal role in work motivation (Hinsz, 2008; Shen-Miller & Smiler, 2015). The Covid-19 pandemic outbreak exposed the services sector employees to newer ways of working. In the new normal that prevails, the influence of the social context of work and human sustainability in the workplace are discussed from a new perspective within the services sector. The extent of the social context of work for services sector employees includes not just the nature of social exchanges and interactions that are part of the job within the organization but also social interactions with customers and clients outside the organization. The extent and quality of relatedness among the stakeholders outside the organization depend much on the camaraderie among the stakeholders within the organization. Deci & Ryan (2014) suggest that many workplaces are structured, and job roles are assigned in ways that interfere with employees' fundamental psychological needs satisfaction from the purview of the self-determination theory. Work in contemporary settings requires simultaneously balancing and achieving both individual work tasks and group collaborative tasks. A lack of which can manifest in maladaptive behavioural responses and ineffective functioning (Dweck & Leggett, 1988), which is a state of being contrary to thriving at work. Spreitzer et al. (2012)

attributes that thriving at work is a measure of the human dimension of organizational sustainability. With limited studies available to understand the human dimension of organizational sustainability, the present study addresses this knowledge gap.

Self-determination theory (SDT) states that as people hustle in a social context, one such being the workplace, to satisfy their needs of competence, relatedness, and autonomy, the same social context also tends to thwart the satisfaction of these psychological needs, blocking forward momentum. This is referred to as the dialectic gap in the social context of work. Focusing on this attribute, the current research aims to identify what can be done among services sector employees in the new normal to thrive at work by focusing on the aspect of balancing individual work goals and group work goals. The argument of this research work posits whether a dissonance in exercising individual goals over team goals creates a dialectic gap that hampers optimal functioning, psychological growth at work, and thriving. The research aims to develop a research model to help services sector employees thrive by balancing these individual and collective goals, thereby overcoming the dialectic gap and promoting optimal functioning and psychological growth.

1.1 Theoretical Framework

The organismic integration theory (OIT) assumes that any active organism is inherently oriented and has the drive toward mastering its environment using experiences, internal processes, and structures referred to as *self* which promotes autonomous motivation and behaviours (Deci & Ryan, 1985). Applying this theoretical viewpoint to the workplace, employees would show intentions and motives to exercise proactivity (Strauss & Parker, 2014) or mastery-oriented patterns of response (Dweck & Leggett, 1988). Along with OIT, SDT points out an important facet of being autonomously motivated across a continuum, explaining ongoing, high-quality performance and psychological health in individuals while functioning in a social context like the workplace. Based on the organismic integration theory and self-determination theory, we put forth an argument that a self-determined employee would thus built-up intentions and self-efficacy in the workplace based on their capabilities, exposure, and skills considering other affective factors present, such as confidence, courage, and presence of mind. A combination of individual drive and intrinsic motivation through the organismic integration theory supplemented by the internalization of extrinsic motivation on a continuum of self-determined behaviours through the self-determination theory (Deci & Ryan, 2014) promotes optimal functioning and psychological growth at the workplace.

In certain events and situations, irrespective of self-determined behaviours and psychological needs being satisfied and the employee being suitably competent, situations are seen as languishing, being stagnated, showing responses of maladaptive and ineffective functioning in the work tasks. Keyes (2002) states that with such a languishing state, employees' psychological growth stagnates, and at the further end of the continuum, it becomes a depressed state of being. Tacit knowledge points out adopting specific behaviours to deal with situations of challenge and uncertainty. Here in this study, the researcher propose the behaviour of heed from the purview of the theory of heedful interrelating to balance the conduct of oneself in a work group setting. Stephen & Lyddy (2016) posits heedful interrelating to achieve the benefit of carrying out both individual work tasks and group work tasks, facilitating work goal achievements. The researcher aims to address the stated research question by integrating self-determination theory with the theory of heedful interrelating. The implications of this linkage is further argued to promote organizational sustainability through its human dimension.

2. Literature Review

Extant literature speaks of propelling forces that lead to positive outcomes for an individual at the workplace. Albeit, instances are witnessed where employees who are generally happy with their work do suffer a loss of enthusiasm and fulfilment (Xanthopoulou et al., 2012). In addition, Ashforth & Humphrey (1993) elaborate on workplace experiences where the employee, in the course of their working, loses touch with the inner-self and perceives that they are acting, doing, and becoming contrary to that central, valued, and salient self. Research work by O'Donohue & Nelson (2012) examines and argues that a combination of this adopted artificial *self* due to organizational life and the existing inner real self sometimes leads to a negative state of self-estrangement, affecting an individual's personal growth, self-actualization, and meaningful interpersonal relationships. The above scholarly work attributes that employee's behavioural responses due to this include contradictory consciousness, resulting in deviant behaviour, unconscious resistance leading to mental disorders, development of individual capacities and interests outside of work, and participation in collective actions against management and even peers. Hence, in line with the above scientific claims and rationale, the study investigator proposes to look deep into an individual's psychological built-up in line with human agentic theories, which speak of 'human agency' as the sense of personal empowerment, which involves knowing and having what it takes to achieve one's goal.

Considering human agency, the organismic approach of human agentic theories speaks of the interface between the self and the context, leading to self-determined behaviours versus mindless behaviours, where the former is self-regulated and goal-directed (Wehmeyer et al., 2009). Seminal studies by Locke and Angyal on human functioning argue that causality and autonomy form the basis of the science of personality and are a precursor to volitional behaviour. Volition is the capability of conscious choice, decision,

and intention leading to self-determined behaviour. Self-determination theory captures this aspect by using three universal psychological needs: competence, autonomy, and relatedness. Deci & Ryan (2000) suggest that these three universal innate and evolved needs provide the essential psychological nutrients for agentic behaviours. Spreitzer et al. (2005) mention that there are three agentic work behaviours which are heedful interrelating, work-task focus, and exploration. Engaging in these tasks produces resources like positive affect, knowledge, and learning (Feldman, 2004).

Of the three, heedful interrelating is a group-based activity or a relational mechanism to achieve both individual goals and group goals. Weicks & Roberts (1993) point out its importance in organizations that have a higher focus on reliability in their work tasks along with concerns for efficiency where the task programmability is low and the task interdependency is high. This is achieved when employees construct their actions (contribute) while envisioning a social system of joint actions (represent) and interrelate that constructed action with the system that is envisaged (subordinate) based on the principle of a collective mind. Abid et al., (2016) argue that such interaction at work plays the role of a social force to achieve work goals. Furthermore, interaction at work leads the way to new learning and refining of skills (Paterson et al., 2014). This essence captures a state of being that resonates with thriving at work (Riaz et al., 2019). Spreitzer & Porath (2014) empirically state that self-determination is a significant predictor of thriving at work.

3. Methodology

To achieve the aim of the study, a semi-structured interview technique was used for the study. Five employees were randomly selected belonging to the education, healthcare, banking, and insurance domains. The research problem and research objective were explained to the five participants, following which participants consented to confidentiality of information. Face-to-face and virtual platforms were used to conduct the interview sessions. The voice data was transcribed into text form and organized into tabular questions and responses format. Textual analysis was done on the transcribed text using NLP-R programming. Sentiment analysis captured the feelings of the participants through their words showing their relatedness with the research problem being studied. Visual representation of the textual data through Word cloud generated pointers (themes and sub-themes) to verify the research argument. Using the word pointers, a review of the literature was conducted to gather insights to develop a conceptual model that would facilitate to balance the dialectic gap while functioning in a social context.

3.1 Objectives of semi-structured interviews

Objective - 1: To capture the themes or pointers towards the organismic integration theory (motives to move forward) in employees that make them function on tasks in the workplace.

Objective - 2: To capture from practical and real-life experiences, words, and sentiments that resonate or verify the existence of the dialectical gap from the perspective of the self-determination theory in the event of group functioning and individual functioning in the workplace.

Objective - 3: To find out the mindset and strategies adopted/taken by employees in the event of challenges or adversities (which balances the dialectical gap) to achieve their work tasks both individually and within a group.

Objective - 4: To design a conceptual model that facilitates to balance of the dialectic gap when functioning in a social context.

4. Results and Discussion

Each interview question captured an objective related to the problem under study. The results of the textual analyses are interpreted below :

4.1 Objective - 1

Interview Question-1: When a task to do/coordinate is given in the workplace, you feel like you can do it. Where does this feeling of 'I can do it come from especially when you take upon a new job or when you were given a new responsibility?

Theme and rationale behind the question: The purpose of asking this question is to capture the desire, motive, drive, or inspiration in the individual because humans have an innate motive to move forward, learn, and explore in line with the organismic integration theory.

Textual Analysis: Textual sentiment analysis was done on the transcribed text. Denis et al. (2013) explain that textual sentiment analysis retrieves the sentiment or emotion carried by a text or document. The purpose of using this form of textual quantitative analysis rather than a perception scale in this study was to capture the nature and direction of the words communicated describing the tacit knowledge gauged from the five participants through the semi-structured interview technique. Tacit knowledge is gained through living experiences both in the personal and professional life. The interviewer leads the interviewee through personal stories

of upbringing, schooling and college days, first job, and workplace experiences. This gave out the sentiment that verified the scientific knowledge of the organismic integration theory on how an individual develops the motive, drive, and inspiration to engage with the unknown.

| Descriptive statistics - Q1 Sentiment score | | | | | | | | | | | | | |
|---|------|---|------|-------|--------|---------|-------|-----|-----|-------|----------|----------|------|
| | Vars | N | Mean | SD | Median | Trimmed | Mad | Min | Max | Range | Skewness | Kurtosis | SE |
| Score | 1 | 5 | 14.6 | 11.28 | 15 | 14.6 | 16.31 | 3 | 29 | 26 | 0.09 | -2.05 | 5.05 |

Figure 2. Descriptive statistics of the Sentiment score for Question 1

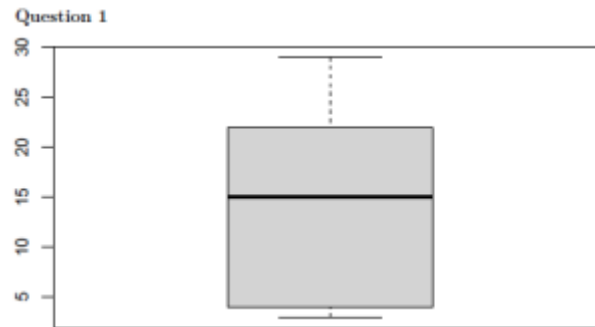


Figure 2.1 Box plot of the Sentiment score for Question 1

Using a sentiment analyzer tool, the sentiment behind the individual participant's response to the first question ranged from somewhat positive (enthusiastic) to essentially neutral to quite negative (serious) due to the personal and emotional achievements, resilience, and milestones narrated. The output table shown in Figure-2. from running the R program algorithm verifies the overall sentiment of positive (enthusiastic) to essentially neutral, nullifying the effect of the quite negative (serious) sentiment as more positive-toned words were used in the communication process. The boxplot chart shown in Figure-2.1 represents how the values are spread out using the statistical measure of median = 15 in the interquartile range between first quartile (Q1) and third quartile (Q3) with minimum value = 3 and maximum value = 26. Word cloud shown in Figure-2.2 represents the visual representation of tacit knowledge. Word pointers in the word cloud capture the factors that influence one to be self-determined and proactive, which include upbringing, calling, training, passion, inborn trait, confidence, and routine work, among others.

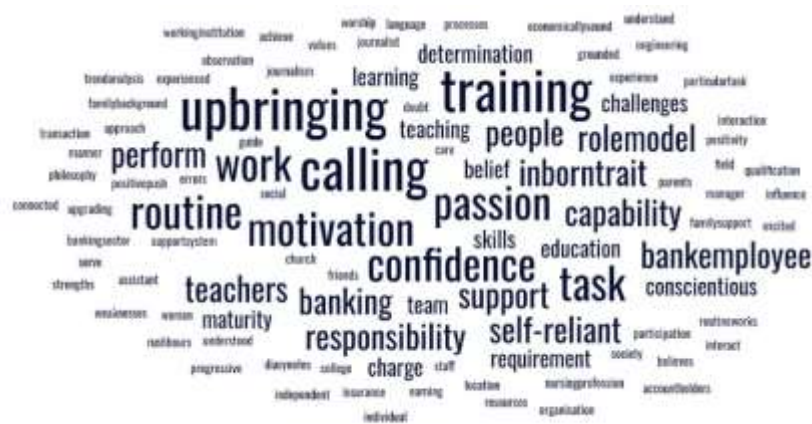


Figure 2.2 Word cloud of the transcribed text for Question 1

Interpretation-1: This output verifies the statement by Deci & Ryan (2014) that the organismic meta-theory attributes humans to be inherently oriented towards mastering their environment by assimilating experiences into a unified set of inner processes and structures, referred to as *self* which promotes autonomous motivation and behaviour. Irrespective of the fact that the participants are from different domains of work-education, healthcare, banking, and insurance, all had a strong source from where the drive or inspiration can be present in them.

4.2 Objective - 2

Interview Question-2: In the work that you do, I believe there is both individual work and group work. I understand you believe in your positive support system, your skills, and your competencies. When challenges or adversity occurs with respect to functioning and working in group tasks in the organization while working with people of different ideologies and ways of doing things. Where there situations that were difficult for you to do your work and collaborate?

Theme and rationale behind the question: The purpose of asking this question is to capture word pointers that point to workplace experiences showing a dialectic in the course of their workplace functioning.

Textual Analysis: The interviewer led the participant through a journey into their workplace. The semi-structured interview made it possible to move to the next set of questions, which captured the experiences of individual and group work. The responses were transcribed to text form and textual analysis was done. Using a sentiment analyzer tool, the sentiment behind the individual participant’s response to the second question ranged from somewhat negative (serious) to quite negative (serious) to quite positive/enthusiastic due to the presence of challenges, paradoxes, and yin-yang situations. The output table shown in Figure 3. from running the R program algorithm verifies the overall sentiment of positive (enthusiastic) by nullifying the effect of the negative (serious) sentiment as more positive words were used to communicate the narrative by the participants. The boxplot chart shown in Figure-3.1 represents how the values are spread out using the statistical measure of median = 14 in the interquartile range between the first quartile (Q1) and third quartile (Q3) with minimum value = 10 and maximum value = 32.

| Descriptive statistics - Q2 Sentiment score | | | | | | | | | | | | | |
|---|------|---|------|------|--------|---------|------|-----|-----|-------|----------|----------|------|
| | Vars | N | Mean | SD | Median | Trimmed | Mad | Min | Max | Range | Skewness | Kurtosis | SE |
| Score | 1 | 5 | 16.8 | 8.79 | 14 | 16.8 | 2.97 | 10 | 32 | 22 | 0.9 | -1.12 | 3.93 |

Figure 3. Descriptive statistics of the Sentiment score for Question 2

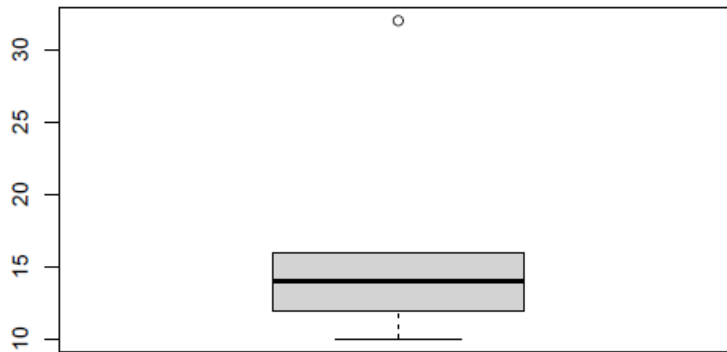


Figure 3.1 Box plot of the Sentiment score for Question 2

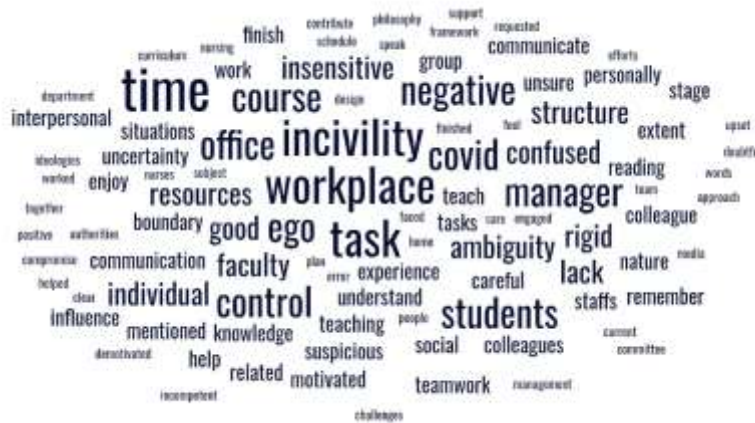


Figure 3.2 Word cloud of the transcribed text for Question 2

The word cloud shown in Figure-3.2 represents the visual representation term used by the participants in response to the questions. Participants mentioned many factors that were a roadblock to forward momentum or to doing their work both individually and in groups. Word pointers such as incivility, time, task ambiguity, cultural paradoxes, interpersonal relationships with their authority figure, COVID situations created a dialectic for optimal functioning.

Interpretation-2: The self-determination theory originated by Deci & Ryan (1985) over time is also addressed as organismic dialectic theory (Ryan & Deci, 2002) mainly due to the aspect of the dialectic gap and due to the organismic integration theory. A dialectic gap arises from aspects related to the organization’s management, workplace setting, peers or colleagues, over-control, role ambiguity, and lack of training and upskilling. Moreover, a dialectic is a philosophical aspect and part of a theory. Through the qualitative semi-structured interview, it was established, both directly and tacitly, that it is a reality in the workplace setting, creating roadblocks to optimal functioning.

4.3 Objective - 3

Interview Question-3: In modern organizations, employees are needed to function optimally both in a collective as well as individually. So, to address such a situation and a need, what strategy or mindset have you adopted to optimally function or to overcome workplace challenges?

Theme and rationale behind the question: The purpose of asking this question is to capture verbatim words and phrases resonating with overcoming the SDT’s dialectic gap as the individual strives to exercise their individual roles and group roles to achieve the total organizational goals and personal well-being.

Textual Analysis: Using a sentiment analyzer tool, the sentiment behind each individual participant’s response to the third question ranged from very negative (serious) to quite positive/enthusiastic. The tone comes from the fact that each interviewed participant in the course of accomplishing work contributes their own strengths and positive philosophies in balancing the dialectic gap by being the change, having a collective thought, cooperating towards the common goal, keeping aside their sense of self. The output table shown in Figure- 4. from running the R program algorithm gives an overall sentiment of positive (enthusiastic) by nullifying the effect of the negative (serious) sentiment, attributing to the use of more positive words to answer the response question. The boxplot chart shown in Figure-4.1 represents how the values are spread out using the statistical measure of median = 8 in the interquartile range between the first quartile (Q1) and third quartile (Q3) with minimum value = 4 and maximum value = 16.

Descriptive statistics - Q3 Sentiment score

| | Vars | N | Mean | SD | Median | Trimmed | Mad | Min | Max | Range | Skewness | Kurtosis | SE |
|-------|------|---|------|------|--------|---------|------|-----|-----|-------|----------|----------|------|
| Score | 1 | 5 | 8.6 | 5.08 | 8 | 8.6 | 5.93 | 4 | 16 | 12 | 0.34 | -1.82 | 2.27 |

Figure 4. Descriptive statistics of the Sentiment score for Question 3

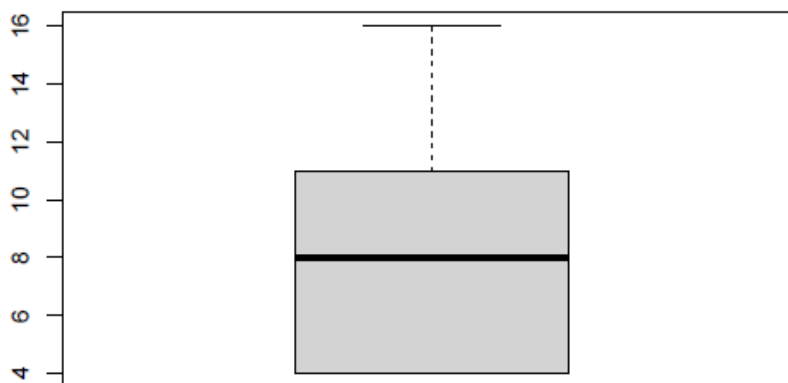


Figure 4.1 Box plot of the Sentiment score for Question 3



Figure 4.2 Word cloud of the transcribed text for Question 3

The word cloud shown in Figure-4.2 represents the visual representation of terms used by the participants in response to the question. Participants communicated their efforts taken through challenges by utilizing their strengths and practicing positive philosophies like being the change, having a collective thought, co-ordination, being alert, being attentive, having a team attitude. **Interpretation-3:** Participants exercised their strengths personal positive and moral philosophies to balance the strain they faced. They are aware of the ying and the yang and the paradoxes due to the differences in ideologies and multiple ethnicities, but only a few take the step forward to find an intersection. Tacitly and directly, it was found that participants who were sure of their strengths and who had sufficient work and personal life experiences were able to make an effort to find balance in the situation. This resonated with positive workplace deviant behaviours and a self-empowerment mindset. Sharma (2021) identifies that positive deviance enhances employee engagement both psychologically for the individual and extrinsically for the workgroup.

4.4 Objective – 4: Discussion towards developing the conceptual model

Self-determination theory explains the optimal functioning of individuals in a social context (Deci & Ryan, 2014) with the presence or occurrence of a dialectic that thwarts forward momentum. The theory of heedful Interrelating posits that within a network of interpersonal relationships forming a team, there is also a system of individual behavioural coordination. The management of this leads to the achievement of both individual tasks and group tasks, whereby a collective goal is achieved (Stephens & Lyddy, 2016). Both the theoretical frameworks of the theory of heedful interrelating and self-determination theory contain aspects of interpersonal collaboration. The theory of heedful interrelating works towards goal achievement and optimal functioning through the realization of its three dimensions of contribution, representation, and subordination. Self-determination theory works toward optimal functioning through the satisfaction of basic psychological needs of competence, autonomy, and relatedness.

The dialectic situation as studied in this research work utilized the properties of heed (Wieck & Roberts, 1993; Stephens & Lyddy, 2016) and the characteristics of relatedness (Wehmeyer et al., 2009) whereby integrating the theory of heedful interrelating and self-determination theory. Wehmeyer et al. (2009) point out the distinction between the two frameworks with regard to interpersonal collaboration. The psychological need for relatedness (SDT) is the sense of connectedness and belonging with others. This sense of connectedness and belonging with others is distinct from the interpersonal behavioural contribution of heedful interrelating in the fact that the latter focuses on role identification, official group membership, and specific goal and task outcomes that are linked to the organizational goals. In the former situation, it is only a need for camaraderie without official obligation. This distinction is argued by the study investigator to balance the dialectic gap in the social context of work where self-determined behaviour is a prominent work motivator.

Table 1. Attributes linking theories of self-determination and heedful interrelating

| S/N | Self-Determination Theory (SDT) | S/N | Theory of Heedful Interrelating (THI) |
|-----|---|-----|--|
| 1 | Applicable to individual functioning in the social context. | 1 | Applicable to individual functioning in the social context. |
| 2 | Relatedness as a dimension is a basic psychological need to have meaningful relationships and interactions with other people. | 2 | Relatedness is also captured through the dimensions of contribution, representing and subordinating. |
| 3 | Source of autonomus motivation | 3 | Sources of collective mind/thought |
| 4 | Aims to balance organisations concern for reliability and concern for efficiency. | 4 | Aims to balance individual goals and group goals. |
| 5 | Puts in learned and evolved needs | 5 | Puts in the act of heedfulness in collaboration |
| 6 | Achieves adaptive functioning | 6 | Achieves effective coordination |

Source: Self-compilation by authors

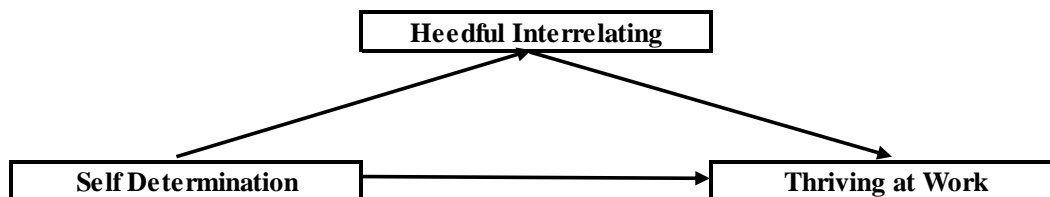
Table 2. Critical linking pin between SDT & THI (The pull and push effect)

| Critical linking pin between SDT & THI through the dimension of relatedness | | |
|---|---|---|
| Purpose of linking the theories | To utilise the pull and push effect for balancing the dialectic gap that occurs while functioning in the social context. | |
| Theories | SDT | THI |
| Dimension | Relatedness | |
| Characteristics of relatedness | It is a need | It is an act |
| Direction of relatedness | Inwardly directed | Outwardly directed |
| Explanation | The individual in the social context gauges it or desires it from the social context. | The individual engages out relatedness to the social context in the form of representing, contributing and subordinating. |

Source: Self-compilation by authors

This integration is validated by the study by Levitt (2019), which attributes workgroups and collaborative teams with intercultural, multidisciplinary components with variations in creativity, communication styles, and comprehension to involve a dynamic push-pull tension between diversity and unity but through an intersection in the dialectic is identified. Some people see such collaboration as a problem, while others see it as an opportunity.

A conceptual model is designed as a proposed solution (see Figure 5) which utilizes a self-empowerment perspective helping service professionals in the course of their group tasks to move from an amotivated to a thriving state that focuses on the research question: "In a group setting, when an individual function as a part of a team or group, is there a dissonance of individual goals over team goals, thus creating a dialectic gap hampering optimal functioning, psychological growth at work and hence affecting thriving?" The proposed solution and explanation attributed is the mediating role that heedful interrelating can play in balancing the dialectic gap when a self-determined individual hustles to thrive at work.



Source: Self-compilation by authors

Figure 5. Conceptual model for balancing the dialectic gap

5. Implications

For individual employees: Through the validation of the conceptual model, employees can take a self-empowerment approach whereby amotivation and languishing states are proposed to be overcome through the agentic behaviour of heedful interrelating. Riaz et al. (2019) suggest that heedful interrelating is a more effective way for an employee to learn from each other and enhance

effective functioning and adaptive behaviours in case of weak relational ties. This study would also aim to address weak relatedness needs of self-determination that hinder the generation of positive resources such as a sense of learning and acquiring new skills.

For organizational teams and workgroups: This study proposes to provide insight into how team members can regulate their behaviours in line with achieving the team's goal. This study proposes to provide enlightenment to individual team members, making them aware of how their efforts are purposefully contributing toward the team's goal whereby balancing team goals with individual goals.

For organizational leaders: This study proposes to contribute insight for organizational leaders on how to enable more positive work and greater employee performance, well-being, and sustainability.

For HRD strategies: This study would facilitate organizational HR managers to develop strategies that focus on employee collaboration that would lead to positive outcomes.

For the Economy: PricewaterhouseCoopers' analysis of the Indian Economy to achieve the 2034 growth vision has identified the services sector's role in rapidly improving the country's economic and human development performance. The multiplier effect of the implications at the employee level contributes to achieving the growth vision.

6. Conclusion

Group collaboration, as attributed by Daniel & Jordan (2015), is a proliferating strategy across all types of social settings, most importantly in workplaces. In contemporary workplaces, it is gaining traction across diverse social environments. Individual functioning, as well as group functioning, gain beneficial outcomes through the activity of heedful group collaboration. Van den Bossche et al. (2006) suggest that within collaborative group settings, the interactions among members and their cognitive processes play a significant role in determining whether the group achieves its goals effectively. These interactions can either facilitate or obstruct the positive outcomes related to goal achievement, skill improvement, and learning. In other words, how well a group works together and utilizes their cognitive abilities can greatly influence their overall success in achieving their objectives and developing their skills. The authors suggest that understanding these processes can enhance group effectiveness and promote successful outcomes in various domains. Heedful behaviour and actions, as stated by Bijlsma-Frankema et al. (2008), help to clarify the social and cognitive processes of interpersonal interactions through which collaboration has its impact. This study hence proposes a strategy of heed to improve the performance of the services sector employees, promoting a multiplier effect. By implementing the strategy of heed, not only can the individual and group performance of service sector employees be improved, but it can also have a positive impact on the overall productivity and growth of the sector, leading to a multiplier effect. A potential limitation of this study was its contextual specificity. This study provides insights into the role of heed in enhancing individual performance and group functioning in contemporary workplaces, particularly in the services sector. Different industries within the services sector have unique dynamics. However, this is, to a large extent, overcome by considering the universal nature of the tenets of self-determination theory, which governs human behaviour, motivation, and functioning. Further studies can be conducted with the same objectives within specific industries that form the services sector. The dialectic gap within self-determination theory is a new area of investigation. The nature of organizational culture, leadership styles, and individual variants of personality traits can be examined as potential factors that facilitate bridging the dialectic gap posited in the self-determination theory.

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Ethics Statement: The study followed the ethical guidelines of the Research Conduct and Ethics Committee (Institutional Review Board), CHRIST (Deemed to be University), for all human-related procedures.

Informed Consent: The participation was voluntary, and informed written consent was obtained from the participants.

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