

RESEARCH ARTICLE

What makes you feel motivated? Examining Vroom's expectancy theory in the Tunisian banking sector

Abu Elnasr E. Sobaih^{1,2,*}, Dahinine Benameur³, Hassane Gharbi⁴, Nadir Aliane¹

¹ Management Department, College of Business Administration, King Faisal University, Al-Ahsaa 31982, Saudi Arabia

² Hotel Management Department, Faculty of Tourism and Hotel Management, Helwan University, Cairo 12612, Egypt

³ Department of Management, College of Business Administration, University of Tabuk, Tabuk 71491, Saudi Arabia

⁴ Management Department, Faculté des Sciences Économiques et de Gestion de Nabeul, Tunisia

* Corresponding author: Abu Elnasr E. Sobaih, asobaih@kfu.edu.sa

ABSTRACT

Motivation is a key factor in enhancing organizational productivity, performance, and competitiveness. Despite the extensive research on this issue, motivation remains a challenge that companies seek to fully understand how they could put it into practice. In this article, we delve into Vroom's expectancy theory, which relies on the impact of valence (is it worth it?), instrumentality (what do I get out of it?), and expectancy (am I capable?) on employee motivation in Tunisia. The study was conducted at ABCD Bank, a Tunisian-based banking establishment with branches spread across Tunis and nearby towns. The research sample comprised 416 participants from various job positions. The results of SEM analysis showed that employee motivation was significantly affected by expectancy, extrinsic instrumentality, and extrinsic valence. However, both intrinsic instrumentality and valence have a positive impact, but insignificant, on employee motivation. The study provided several implications for bankers and scholars on extrinsic and intrinsic factors affecting employee motivation.

Keywords: VIE theory; extrinsic valence; intrinsic valence; extrinsic instrumentality; intrinsic instrumentality; expectancy; employee motivation; Tunisian banking

1. Introduction

Throughout history, individuals have sought ways to promote positive attitudes and behaviors such as commitment and loyalty. Various techniques have been attempted, such as rewards, punishments, threats, and intimidation. However, the question persists: what is the optimal approach to motivate individuals to achieve organizational objectives? To examine this issue, we employed the concept introduced by Robbins and DeCenzo^[1]. Vroom's Expectancy Theory^[2] is the most thorough and established explanation of motivation^[1]. Despite criticisms of this theory by some researchers^[3,4], it enhances our understanding of individuals' behaviors relating motivation, learning, and decision-making^[5,6].

At the beginning of our research, we posed a question that required exploring the factors influencing employees' motivation at their workplace. Vroom's Expectancy Theory^[2] recognizes that both intrinsic and

ARTICLE INFO

Received: 4 June 2024 | Accepted: 17 July 2024 | Available online: 31 July 2024

CITATION

Sobaih AEE., Benameur D, Gharbi H, et al. What makes you feel motivated? Examining Vroom's expectancy theory in the Tunisian banking sector. *Environment and Social Psychology* 2024; 9(7): 2870. doi: 10.59429/esp.v9i7.2870

COPYRIGHT

Copyright © 2024 by author(s). *Environment and Social Psychology* is published by Arts and Science Press Pte. Ltd. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<https://creativecommons.org/licenses/by/4.0/>), permitting distribution and reproduction in any medium, provided the original work is cited.

extrinsic motivation are affected by an individual's needs and physical environment. Intrinsic motivation is inherent satisfaction, i.e. employees are motivated by personal satisfaction, and enjoyment, whereas external motivation arises from external factors, e.g. rewards^[7]. Boussuati et al.^[8] argued that motivation is not inherent in a deliberate choice but rather a constructed one. Therefore, it is essential to identify the motives that can encourage or prevent an employee's engagement in a particular work setting to promote motivation^[9].

It is widely recognized that contented employees tend to perform better, leading to enhanced productivity and overall company performance^[10]. However, achieving employee satisfaction can be a challenging task due to the complex nature of human beings. Given their diverse needs, preferences, goals, and interests, achieving this objective requires significant effort and commitment. This study seeks to answer a research question: What is the extent to which human resources are motivated by intrinsic versus extrinsic factors? A review of research^[11,12] on the answer to this research question adopted the Self-determination framework to understand employees' motivation from extrinsic and intrinsic perspectives. However, few studies have addressed this issue from the view of Vroom's view^[2]. This study applies Vroom's expectancy theory^[2] in a Tunisian context, specifically within the ABCD Bank, a banking institution in Tunisia, to examine both intrinsic and extrinsic variables that affect employees' motivation. The main objective of this research is to uncover the sources of employee motivation, with a particular emphasis on the influences of intrinsic and extrinsic variables on their level of motivation, which is critical to employees' productivity and retention. Understanding intrinsic and extrinsic factors of motivation enables managers better motivate their employees, which impacts on attitudes and behaviors of employees^[13,14] and ultimately on employee performance^[15,16].

2. Theoretical framework and hypotheses building

Motivation in the workplace is a complex process that involves activating, orienting, energizing, and sustaining individuals' behavior toward achieving organizational goals^[17]. In this article, we will explore one of the cognitive theories that shed light on how motivation works as a process. Additionally, we will examine the factors that trigger human behavior toward achieving a desired outcome, focusing on Vroom's (1964) intermittent cognitive approach^[2]. Vroom developed the theory of expectancy^[2], also known as VIE theory or expectancy theory, building on fundamental notions of valence and expectancy introduced by Tolman^[18], Lewin^[19], and Peak^[20]. The theory emphasizes a motivational process combining three components, expectancy, instrumentality, and valence, to designate an individual's motivational force. Vroom^[2] deliberately uses the product ($V \times I \times E$) in this equation to show that the absence of any element would cancel motivation. According to Vroom's assumption^[2], motivation is a psychophysiological force responsible for initiating, maintaining, and ceasing specific actions. Individuals trigger the motivational process by adopting effective behavior based on reasoned choices, which may depend on their beliefs or the consequences of their choices.

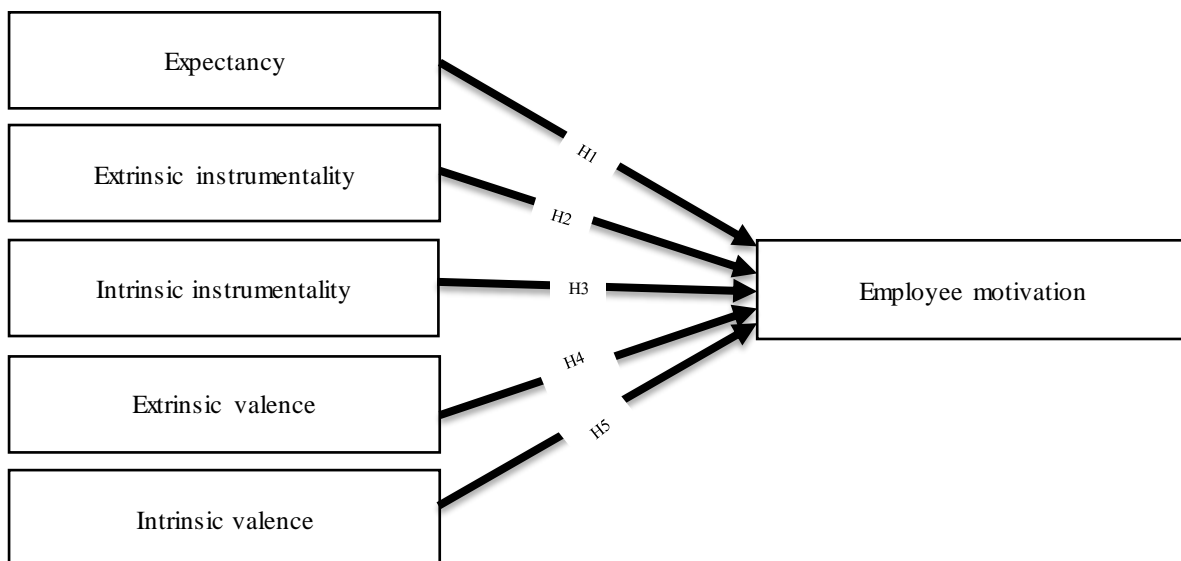
Motivation encourages employees to invest their physical or psychological efforts toward achieving organizational goals. Vroom's expectancy theory emphasizes individuals' ability to achieve a desired goal and meet their expectations. Unlike Maslow^[21] and Herzberg^[22], Vroom^[2] shifts the focus from needs to expectations. According to Roussel (2000), the degree of effort an individual exerts is primarily influenced by the presence of an appropriate or persuasive instrumentality that accompanies expectancy. The combination of expectancy and instrumentality affects motivation when the individual has a strong desire or valence towards the desired goal, and the reward sought.

Parker and Dyer^[23] found that Vroom's expectancy theory^[2] was complex concerning instrumentality and valence concerning expectancy. They proposed separating instrumentality and valence into extrinsic and intrinsic sub-constructs. Unlike expectancy, the cognitivist motivation theory highlights the connection between instrumentality and valence with outcomes. Additionally, this theory underscores the significance of internal and external forces, which aligns with the two primary types of motivation: intrinsic and extrinsic^[24,25].

To elaborate on the two types of motivation, we can differentiate intrinsic motivation as being driven by personal satisfaction achieved through acquiring new skills, volunteering, maintaining curiosity, pursuing challenges, and developing a sense of belonging^[11]. In contrast, extrinsic motivation is affected by external variables, e.g. remuneration, bonuses, rewards, stock options, and obtaining approval from a third party. In simpler terms, it pertains to any defined means inherent in an employee's external environment. According to Frey and Jegen^[26], extrinsic motivation can either enhance or reduce an employee's intrinsic motivation. Parker and Dyer's work^[23] provided a fresh perspective on Vroom's initial theory^[2], which has both theoretical and practical implications. Both dimensions of motivations (intrinsic and extrinsic) were found to affect employee attitudes and behaviors. For instance, the study of Vizano et al.^[27] showed that compensation positively affects job satisfaction and negatively affects turnover intention. Similarly, Sobaih et al.^[28] found a significant positive impact of financial direct and indirect compensation on job satisfaction. Additionally, the findings of Siyal et al.^[29] showed that the intrinsic motivation of employees is affected by leaders' practices and significantly impacts innovative work behavior and employee creativity. In the banking context, the study of Sujatha^[30] showed that both dimensions of motivation have significant negative effects on the turnover intention of employees. Hence, understanding these dimensions of motivation (either intrinsic or extrinsic variables) is crucial for better understanding how employees could be motivated. Therefore, we will examine the intrinsic and extrinsic sub-dimensions of instrumentality and valence, testing their respective roles in motivating employees of ABCD Bank based on our literature review and Vroom's expectancy theory. We have adapted the VIE theory to meet the requirements of our research. We propose the following hypotheses (H), which will be verified or rejected.

- H1-** Employee overall motivation is significantly affected by expectancy
- H2-** Employee overall motivation is significantly affected by extrinsic instrumentality
- H3-** Employee overall motivation is significantly affected by intrinsic instrumentality
- H4-** Employee overall motivation is significantly affected by extrinsic valence
- H5-** Employee overall motivation is significantly affected by intrinsic valence

At this point, we can recap our theoretical research by drawing up the following conceptual model.



Source: Developed by the authors based on the research conceptual framework.

Figure 1. The research conceptual model.

3. Methodology

We used qualitative approach to validate the concepts measured in our survey. The primary role of the questionnaire is to provide accurate measurements for the phenomenon under study^[31]. The research adopted a questionnaire that was self-administered by the researcher to the respondents in the ABCD bank.

3.1. Population and sample

Our study focused on ABCD Bank; a financial institution based in Tunisia. The bank has its main office and several branches situated in Tunis, the country's capital, and nearby towns. Our research sample encompassed 416 participants from diverse age groups and genders, predominantly representing younger individuals (see **Table 1**). Although our sample had varying levels of seniority and experience, it was relatively homogeneous. The main characteristics of our sample is presented in **Table 1**.

Table 1. The characteristics of the exploratory analysis sample (n=416) (developed by authors).

Gender %		AGE in %				Contract Type		Seniority in the company			
M	F	25/40	41/45	46/49	+50	Fixed-term	Permanent	1*	2*	3*	4*
51.6	48.4	75.5	15.2	6.32	2.98	15.38	84.62	7.6	4.17	35	53.23

Note: * 1= Less than a year, 2= Between a year and three years, 3= Between four and seven years, 4= Over seven years.

3.2. Measurement scale

Selecting the correct measurement scale is critical in any research as it can significantly affect accuracy. A more reliable and valid measurement scale will provide more comprehensive and conclusive data. Subsequently, we have created a questionnaire (refer to **Appendix 1**) specific to the constructs. We have rephrased all the items to align with our research requirements. Our study will employ the Likert scale to measure participants' preferences. All the research questions have been adjusted to this scale. Participants will simply need to tick the answer that best meets their level of agreement. The 5 choices or options range from “strongly disagree”, which equals 1, to “strongly agree.” Which equals 5.

The most adequate one to choose for testing expectancy was drawn from Porter and Lawler^[32] four-item scale since it could provide good psychometric properties (see **Appendix 1** for full instrument). For Instrumentality, we have chosen Gavin's eight-item scale^[33], which was adopted in our forms as follows, bearing in mind that the first four items measure extrinsic instrumentality and the last four variables measure intrinsic instrumentality. For the third variable, we opted for Mitchell's nine-item scale^[3], which has excellent psychometric properties. Like the previous scale, the first five items measure extrinsic valence, while the last four measure intrinsic valence. For the latter variable, namely employee motivation, we opted for Kovach's twelve-item scale^[34], which also has excellent psychometric properties (see **Appendix 1** for the full measurement scale adopted in our study).

3.3. Data analysis

After collecting the data, we performed a two-stage analysis using AMOS software, version 26. The first stage was exploratory, aimed at determining the quality of the measurement scales, purifying them, and validating their effectiveness and reliability for the research results. We excluded two items from the analysis during this stage, as their factor contributions were below 0.4 (shown as grey lines in **Appendix 1**). The analysis also adopted a principal component analysis (PCA) combined with an internal consistency analysis. Another analysis is confirmatory, aiming to verify the conclusions drawn from the exploratory data analysis. We applied structural equation models to examine the causal association between the three variables.

3.4. Results of confirmatory factor analysis

According to the information in **Table 2**, the questions included in our study were evaluated on a rating scale from 1 to 5, with corresponding minimum and maximum values. The mean scores ranged between 2.68 and 4.28, while the gap values ranged from 0.671 to 1.438 (column SD). This implies that our data is not tightly clustered around the average value and exhibits greater dispersion. Our data is less uniform and more diverse, consistent with the findings of Bryman & Cramer^[35]. Furthermore, in the findings in **Table 2**, the χ^2/ddl ratio equals “2.308”, which is well below 3. Additionally, the SRMR displays a value of 0.0566, and the RMSEA has a value of 0.056 based on residues near to zero. Other indices “CFI, TLI, NFI, and IFI” show values of 0.970 - 0.920 - 0.948 - 0.967, respectively, near to 1. These results suggest that the adjustments made to our model are quite good.

Two indicators were used to check the shape of data distribution or Gaussian curve, namely Skewness and Kurtosis coefficients. The first type of coefficient relates to the degree of asymmetry of the distribution, while the second type of coefficient relates to the degree of flatness of a distribution^[36]. The value of both coefficients ranges from -infinity to +infinity. This means that zero Skewness shows perfect symmetry, while zero Kurtosis shows perfect normality^[36]. In our case, Skewness and kurtosis coefficients reveal acceptable values that do not contradict the assumptions^[37]. In conclusion, the data in **Table 2** show that all distributions and variables were equally spread. The findings of our study suggest that the adjustments made to our model are quite good, and our data is more varied and less homogenous.

Table 2. Descriptive data (developed by authors).

Variables	Min	Max	M	SD	Skewness	Kurtosis
Expectancy						
E1	1.00	5.00	3.90	1.035	-1.518	2.236
E2	1.00	5.00	3.86	0.990	-0.760	0.264
E3	1.00	5.00	3.82	0.962	-0.768	0.436
E4	1.00	5.00	3.24	1.349	-0.406	-1.031
Extrinsic Instrumentality						
EI5	2.00	5.00	3.90	0.863	-0.595	-0.050
EI6	1.00	5.00	3.74	1.006	-0.822	0.668
EI7	1.00	5.00	3.18	1.410	-0.242	-1.330
EI8	1.00	5.00	3.74	0.986	-0.776	0.204
Intrinsic Instrumentality						
II9	2,0	5.00	3.86	0.881	-0.463	-0.351
II10	1.00	5.00	3.66	1.118	-0.831	0.141
II11	1.00	5.00	2.92	1.085	-0.035	-0.278
II12	1.00	5.00	3.16	0.976	-0.745	-0.105
Extrinsic Valence						
EV13	2.00	5.00	4.28	0.671	-1.240	3.518
EV14	2.00	5.00	4.28	0.904	-1.286	1.047
EV15	1.00	5.00	4.10	0.789	-1.740	5.217
EV16	1.00	5.00	2.88	1.438	0.047	-1.377
EV17	1.00	5.00	4.10	0.789	-1.480	4.359

Intrinsic Valence						
IV18	1.00	5.00	4.24	0.916	-1.502	2.630
IV19	1.00	5.00	3.12	1.350	-0.175	-1.303
IV20	2.00	5.00	3.64	0.898	-0.440	-0.468
IV21	2.00	5.00	3.94	0.818	-0.818	0.675
Employee Motivation						
EM22	1.00	5.00	3.98	0.892	-1.398	2.463
EM23	1.00	5.00	2.68	1.039	0.008	0.164
EM24	1.00	5.00	3.18	1.004	-0.503	0.046
EM26	1.00	5.00	3.82	1.024	-0.930	0.775
EM27	1.00	5.00	4.04	0.989	-1.269	1.360
EM28	1.00	5.00	3.88	1.081	-1.165	1.192
EM30	1.00	5.00	4.08	0.922	-1.139	1.585
EM31	1.00	5.00	3.96	1.029	-1.087	1.134
EM32	2.00	5.00	3.94	0.935	-0.502	-0.612
EM33	1.00	5.00	3.94	0.935	-0.658	0.432

Note: Model fit: “(χ^2 (520, N = 416) = 1200 p < 0.001, normed χ^2 = 2,308, RMSEA = 0.056, SRMR = 0.0566, CFI = 0.970, TLI = 0.920, NFI = 0.948, IFI = 0.967, *** p < 0.001”.

3.5. Convergent and discriminant validity of measurements

To determine whether variables that measure the same concept are associated, we used convergent validity via CR “Composite Reliability” which has to be above 0.7, and AVE “Average Variance Extracted”, which has to be above 0.5. The results (see **Table 3**) show that convergent validity has been verified for all constructs^[38]. We examined the discriminant validity to establish whether the hypothetically distinct variables are distinct in practice. We checked whether the AVE square root of each variable is higher than the associations it shares with the other constructs. The values shown in **Table 3** show that discriminant validity has been confirmed for all constructs.

Table 3. Convergent and discriminative validity (developed by authors).

Variables	SL	CR	AVE	1	2	3	4	5	6
Expectancy		0.880	0.649	0.805					
E1	0.738								
E2	0.922								
E3	0.738								
E4	0.810								
Exterinsic Instrumenlity		0.946	0.815	0.643	0.902				
EI5	0.859								
EI6	0.851								
EI7	0.967								
EI8	0.928								

Intrinsic Instrumentality	0.874	0.635	0.515	0.672	0.796			
II9	0.739							
II10	0.765							
II11	0.803							
II12	0.873							
Extrinsic valence	0.951	0.795	0.475	0.529	0.628	0.891		
EV13	0.943							
EV14	0.874							
EV15	0.860							
EV16	0.913							
EV17	0.864							
Intrinsic Valence	0.881	0.651	0.444	0.513	0.601	0.717	0.806	
IV18	0.719							
IV19	0.863							
IV20	0.846							
IV21	0.791							
Employee Motivation	0.966	0.739	0.420	0.483	0.567	0.639	0.773	0.859
EM22	0.868							
EM23	0.875							
EM24	0.923							
EM26	0.901							
EM27	0.850							
EM28	0.833							
EM30	0.785							
EM31	0.888							
EM32	0.842							
EM33	0.821							

According to Fornell and Larcker's suggestions^[39], the square roots of the AVEs have to be larger than the off-diagonal values, representing the association between these variables. This confirms the discriminant validity of the factors. Moreover, the values on the diagonal, representing the square roots of the factor-specific AVEs (**Table 3**, in bold), should not exceed the intercorrelation scores for each variable.

4. Results of structural analysis

Our study used structural equation modelling to examine the effect of valence, instrumentality, and expectancy on the motivation of ABCD Bank employees. The study results, as shown in **Table 4**, demonstrate that our hypotheses were mainly supported. The χ^2 value, when correlated with its degree of freedom χ^2/ddl (2.124), was found to be excellent. Jöreskog and Sörbom^[40] maintained that an χ^2/ddl ratio of less than 3 is considered good. Additionally, the RMSEA index of 0.052 indicates that our model is well-fitted as it approaches zero^[41]. Our values are consistent with previous studies and authenticated by indices such as

CFI=0.998, TLI=0.947, NFI=0.970, and IFI=0.998. The SRMR value, close to zero (0.0421), indicates an excellent result.

Three of the five hypotheses were supported, showing a significant correlation with $p < 0.001$ for H2 and H4 and $p < 0.05$ for H1 (see **Table 4** and **Figure 2**). The remaining hypotheses, H3 and H5, were rejected as they failed to demonstrate a significant relationship (H3, $p=0.071 > 0.05$ - H5, $p=0.056 > 0.05$) (see **Table 4**). Specifically, expectancy significantly and positively impacts motivation ($\beta=0.547$, $p < 0.05$). Extrinsic instrumentality also significantly and positively impacts motivation ($\beta=0.316$, $p < 0.001$). Extrinsic valence significantly and positively impacts employee motivation ($\beta=0.423$, $p < 0.001$). However, intrinsic instrumentality and valence were found to have no significant impact on employee motivation within ABCD Bank (See **Table 4**, **Figure 2**).

Table 4. Structural model results with standardized estimates (developed by authors).

Hypotheses	(β)	P	(t-Value)	R ²	Hypothesis test
H1- Expectancy \longrightarrow employee motivation	.547	.026	4.829		Supported
H2- Extrinsic instrumentality \longrightarrow employee motivation	.316	***	15.335		Supported
H3- Intrinsic instrumentality \longrightarrow employee motivation	.209	.071	9.432		Not Supported
H4- Extrinsic valence \longrightarrow employee motivation	.423	***	5.901		Supported
H5- Intrinsic valence \longrightarrow employee motivation	.379	.056	13.661		Not Supported
Motivation (regression)				.475	

Model fit: “(χ^2 (482, N = 416) = 1024.031 $p < 0.001$, normed $\chi^2 = 2.124$, RMSEA = 0.052, SRMR = 0.0421, CFI = 0.998, TLI = 0.947, NFI = 0.970, IFI=0.998, *** $p < 0.001$ ”.

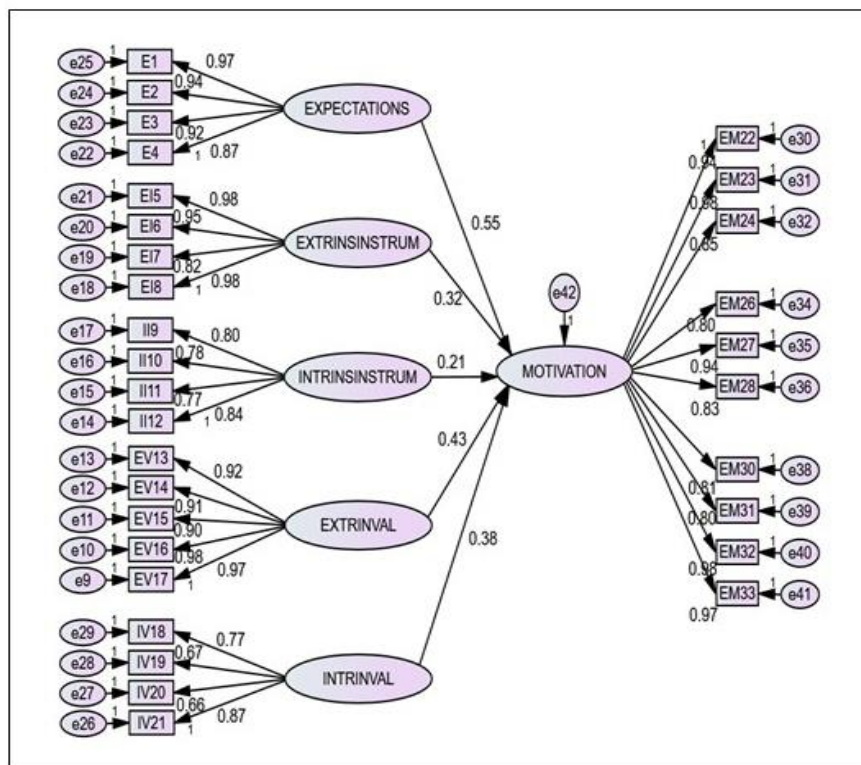


Figure 2. Standardized estimate of the structural model (developed by authors using AMOS software).

To test the robustness of the model, we used the coefficient of R^2 , which displays a value of 0.475, which, in our case, invokes the proportion of employee motivation represented by extrinsic expectancy, instrumentality, and valence.

5. Discussion

Our study aimed to apply Vroom's (1964) theory to understand employees' motivation in the Tunisian banking context. Specifically, we looked at how the VIE theory applied to one of the banking institutions in Tunisia, the ABCD Bank. Our purpose of the study was to recognize the variables that motivate employees and examine the impact of intrinsic and extrinsic aspects on their motivation. To achieve this, we self-administered a questionnaire to 416 employees of various job positions and genders working at ABCD Bank's head office and some of its branches. Our analysis showed that expectancy, extrinsic instrumentality, and extrinsic valence significantly and positively affect employee motivation. However, both intrinsic instrumentality and intrinsic valence were found to have a positive influence but not significant on the motivation of ABCD Bank employees. This means that the current level of intrinsic aspects inherent within the individual, e.g. their personal satisfaction, failed to have a significant influence on their overall motivation.

Based on the results, we can conclude that the motivation level among ABCD Bank employees is predominantly influenced by external factors, specifically the physical work environment, rather than being driven by internal, autonomous factors. Our study found that intrinsic instrumentality does not significantly affect employee motivation, whereas extrinsic instrumentality does. This finding contradicts previous research, such as Mitchell and Albright's study^[42], which showed that intrinsic instrumentality motivates employees more than extrinsic instrumentality. However, our results support Kankanhalli et al.'s research^[43], which found that extrinsic rewards positively influence knowledge-sharing behavior in 17 public sector companies in Singapore. Similarly, Aladwani^[44] found that monetary rewards positively affect social integration and organizational motivation in light of a study on 84 information systems project managers. In the same context, Sobaih and Hassnien^[13] found that monetary rewards have a significant impact on employees' motivation and job satisfaction. Similarly, Sobaih et al.^[28] found that direct and indirect financial compensation significantly affect employee motivation.

Our results found that a lack of intrinsic motivation and emotional attachment to work, which is a concern. ABCD Bank has been identified as an institution that is reluctant to share information. This observation is especially noteworthy when considering this particular bank. This conspicuous withholding of information indicates the Agency Theory that Jensen and Meckling^[45] suggested, highlighting the moral hazard management seeks to prevent. The resulting information asymmetry and divergent interests and motivations between the principal (employer) and the agent (employee) are a concern. The management of ABCD Bank does not allocate sufficient time to their duties, nor do they proactively engage with their employees, providing answers to their various queries and managing their misgivings. This enterprise can be highly time-consuming for both human resource professionals and management, and the value of time cannot be overstated. Nonetheless, the return on investment can be beneficial not only for the bank but also for the employees. This approach can be characterized as integrative and participative for the employees, as the management demonstrates that they consider the employees as fully-fledged human beings with wisdom, responsibility, and reliability rather than just pawns to be used and sacrificed. Hence, all employees must be sufficiently informed about the organization's strategic decisions and goals. This new culture will enable everyone to understand their role in achieving the organization's objectives. By doing so, the bank will create employees motivated by intrinsic rather than extrinsic factors, leading to enduring motivation.

6. Implications of the study

Research is only valuable if it has managerial, theoretical, and/or methodological implications. Our practical implications support ABCD Bank's management to improve the Tunisian banking sector as well as the banking industry in general. ABCD Bank's superiors must honour their commitments to their employees and create a trust culture to enhance their intrinsic aspect of motivation, as Whitener et al.^[46] described. Likewise, Tremblay^[47] highlights the importance of employers who foster social exchange and reciprocity with their employees, resulting in psychological benefits. Such remunerations stem from organizational practices such as human resources management. When employees feel valued and heard, they will be more committed and motivated, leading to greater collective action.

ABCD Bank's management must prioritize establishing a mutually beneficial relationship between all parties, promoting balance and reciprocity. The organization's consistent and reliable nature fosters a positive perception amongst its employees, who are respected in various dimensions such as autonomy, trust, recognition, innovation, and fairness. These considerations create an advantageous foundation for interpreting situations and mirror ABCD Bank's corporate culture, shaping the conduct of its human resources. It is widely recognized that an employee's conduct can be influenced by their perceived standing within the organization. As such, ABCD Bank is responsible for demonstrating its commitment to its employees' well-being by exhibiting protective and supportive behavior. This includes maintaining open communication, providing encouragement and attention to individual issues, upholding and respecting their values, offering moral and financial support during challenging times, and, most importantly, defending their integrity against threats.

Due to its unique approach, the current study offers significant theoretical and methodological contributions for researchers. The article applies Vroom's expectancy theory^[2] to the Tunisian context, focusing on ABCD Bank, a banking institution located in Tunisia. The study identified the motivational sources of employees, including the impact of intrinsic and extrinsic factors on their overall motivations. The results show significant positive influence of expectancy, extrinsic instrumentality, and extrinsic valence on employee overall motivation. However, intrinsic instrumentality and intrinsic valence did not significantly influence the motivation of ABCD Bank employees. However, extrinsic aspect of motivation could stimulate intrinsic aspect; hence, increases overall level of motivation. We can conclude that the motivation of ABCD Bank employees is more controlled than autonomous. Hence, both scholars and managers should understand these extrinsic factors to achieve employees' overall motivation. From a methodological perspective, while Vroom's expectancy theory^[2] model has been explored in various international contexts, this study is the first to apply it to the Tunisian banking sector. We believe our methodological contributions will pave the way for further research in other contexts.

7. Conclusion, limitations, and future research

This article presents a study that examines Vroom's expectancy theory^[2] and its impact on employee motivation at a Tunisian-based banking institution, ABCD Bank. The research was conducted on a sample of 416 participants, and the results of the structural analysis validated most of the hypotheses, except those related to intrinsic variables, as the current level of employees' inherent satisfaction was not enough to significantly affect their overall motivation. Based on these findings, we can conclude that the employee motivation level at ABCD Bank is primarily externally controlled, which implies that it may not be long-term sustainable. While this study achieved its goal, it has some limitations, and the results cannot be generalized beyond this specific context without further examination. For future research, we recommend utilizing this model in a broader scope within the Tunisian context by incorporating the gender variable to analyze and contrast the motivations of women in comparison to their male counterparts, discerning whether their driving forces stem from intrinsic or extrinsic factors. This is because women could have different factors for motivation compared to men that affect them and their performance^[48].

Author contributions

Conceptualization, AEES, DB, HG, and NA; methodology, AEES and HG; software, HG; validation, AEES and HG; formal analysis, HG; investigation, HG and NA; resources, AEES; data curation, HG and DB; writing—original draft preparation, AEES, DB, HG, and NA; writing—review and editing, AEES and HG; visualization, AEES; supervision, HG; project administration, AEES; funding acquisition, AEES. All authors have read and agreed to the published version of the manuscript.

Funding

This research was funded by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, grant number KFU241271.

Conflict of interest

The authors declare no conflict of interest.

References

1. Robbins, S., & DeCenzo, D. (2008). *Management*. Pearson Education. Sixième édition.
2. Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
3. Mitchell, T.R., (1974). Expectancy models of job satisfaction, occupational preference and effort: a theoretical, methodological and empirical appraisal. *Psychological Bulletin* 81, 1053–1077.
4. Van Eerde, W., Thierry, H., (1996). Vroom's expectancy models and work-related criteria: a meta-analysis. *Journal of Applied Psychology* 81 (5), 575–586.
5. Chen, Y., Lou, H., (2002). Toward an understanding of the behavioral intention to use a groupware application. *Journal of End User Computing* 14, 1–16.
6. Özasan, G., & Özasan, A. (2023). Using expectancy theory as a lens for exploring the reasons behind teachers' lack of motivation for self-development in online teaching. *Behaviour & Information Technology*, 42(12), 1931–1945.
7. Li, R., Liu, H., Chen, Z., & Wang, Y. (2023). Dynamic and cyclic relationships between employees' intrinsic and extrinsic motivation: Evidence from dynamic multilevel modeling analysis. *Journal of Vocational Behavior*, 140, 103813.
8. Boussuat, B., David, P. & Lagache, J.L. (2017). *Manager avec les couleurs: pour un management humain, agile et durable*. Dunod.
9. Charpenel, G. (2015). *Le plaisir, nouvel enjeu du management*. Maxima.
10. Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities. *International journal of environmental research and public health*, 19(3), 1284.
11. Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary educational psychology*, 61, 101860.
12. Good, V., Hughes, D. E., Kirca, A. H., & McGrath, S. (2022). A self-determination theory-based meta-analysis on the differential effects of intrinsic and extrinsic motivation on salesperson performance. *Journal of the Academy of Marketing Science*, 50(3), 586–614.
13. Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?. *Journal of Human Resources in Hospitality & Tourism*, 19(3), 319–343.
14. Alyahya, M. A., Sobaih, A. E. E., Gharbi, H., Aliane, N., & Bouzguenda, K. (2024). To leave or not to leave: Does trust really matter in the nexus between organizational justice and turnover intention among female employees?. *Journal of Infrastructure, Policy and Development*, 8(5), 5077.
15. Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67–79.
16. Sobaih, A. E. E., Ibrahim, Y., & Gabry, G. (2019). Unlocking the black box: Psychological contract fulfillment as a mediator between HRM practices and job performance. *Tourism Management Perspectives*, 30, 171–181.
17. Roussel, P., (2000). *La motivation au travail: concept et théories*. LIRHE, Université des sciences sociales de Toulouse.
18. Tolman, E.C. (1932), *Purposive behavior in animals and men*, New York, Century Co.
19. Lewin, K. (1936). *Principles of topological psychology*. New York, McGraw-Hill.

20. Peak, H. (1955). Attitude and motivation In M.R. Jones (Ed.), *Nebraska symposium on motivation*, Lincoln, University of Nebraska Press, p.149-188.
21. Maslow, A. (1943). A theory of human motivation. *The Psychological Review*, 50, 4, 370-396.
22. Herzberg, F. (1971), *Le travail et la nature de l'homme*, Paris: EME.
23. Parker, D.F., Dyer, L., (1976). Expectancy theory as a within-person behavioral choice model: an empirical test of some conceptual and methodological refinements. *Organizational Behavior and Human Performance* 17, 97–117.
24. Vallerand, R. & Miquelon, P. (2008). Le modèle hiérarchique: une analyse intégrative des déterminants et conséquences de la motivation intrinsèque et extrinsèque. Dans: Robert-Vincent Joule éd., *Bilans et perspectives en psychologie sociale: Volume 2* (pp. 163-203). FONTAINE: Presses universitaires de Grenoble.
25. Lafreniere, M., Vallerand, R. & Carbonneau, N. (2009). La théorie de l'autodétermination et le modèle hiérarchique de la motivation intrinsèque et extrinsèque: perspectives intégratives. Dans : Philippe Carré éd., *Traité de psychologie de la motivation: Théories et pratiques* (pp. 47-66). Paris: Dunod.
<https://doi.org/10.3917/dunod.carre.2009.01.0047>
26. Frey, B. S., & Jegen, R. (2001). Motivational interactions: Effects on behaviour. *Annales d'Economie et de Statistique*, 131-153.
27. Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The effect of compensation and career on turnover intention: evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(1), 471-478.
28. Sobaih, A. E. E., Alomran, A., & Joubran, S. E. (2023). Influences of Financial Compensations and Role Stress on Tourism Employees' Job Satisfaction: Evidences from Saudi Arabia. *GeoJournal of Tourism and Geosites*, 50(4), 1483-1493.
29. Siyal, S., Xin, C., Umrani, W. A., Fatima, S., & Pal, D. (2021). How do leaders influence innovation and creativity in employees? The mediating role of intrinsic motivation. *Administration & Society*, 53(9), 1337-1361.
30. Sujatha, A. (2023). The effects of intrinsic and extrinsic motivation on turnover intention among employees in the Malaysian banking industry: Job satisfaction as a mediator (Doctoral dissertation, UTAR).
31. Igalens J, & Roussel P. (1998). *Méthodes de recherche en gestion des ressources humaines*. Paris, Economica.
32. Porter, L.W., Lawler, E.E., (1968). *Managerial Attitudes and Performance*. Irwin, Homewood, ILL.
33. Gavin, J.F., (1970). Ability, effort, and role perception as antecedents of job performance. Experimental publication system, manuscript number 190A. APA, Washington, DC.
34. Kovach, K. A. (1995). Employee motivation: Addressing a crucial factor in your organization's performance. *Employment Relations Today*, 22, 93–107.
35. Bryman, A., & Cramer, D. (2009). *Quantitative data analysis with SPSS 14, 15 & 16: A guide for social scientists*. Routledge/Taylor & Francis Group.
36. Evrard Y, Pras B, & Roux E. (2000). *Market: Etudes et recherches en marketing*, Dunod.
37. Kline R.B. (2015). *Principles and Practice of Structural Equation Modelling*. Guilford Publications: New York, NY, USA.
38. Jöreskog KG. (1988). Analysis of covariance structures. In J. R. Nesselroade & R. B. Cattell (Eds.), *Handbook of multivariate experimental psychology* (207–230).
39. Fornell C, Larcker D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39–50.
40. Jöreskog K, Sorbom D. (1994). *LISREL, A Guide of the Program and Applications*; SPSS Inc.: Chicago, IL, USA.
41. Didellon L, Valette-Florence, P. (1995). L'utilisation des indices d'ajustement dans les modèles d'équations structurelles: Présentation et recommandations d'usage. *Journées Nat. Des IAE*.
42. Mitchell, T.R., Albright, D.W., (1972). Expectancy theory predictions of the satisfaction effort, performance, and retention of Naval Aviation Officers. *Organizational Behavior and Human Performance*, 1–20.
43. Kankanhalli A, Tan BCY, Wei K-K. (2005). Contributing knowledge to electronic knowledge repositories: an empirical investigation. *MIS Quarterly*, 29 (1), p. 113.
44. Aladwani AM., (2002). An empirical examination of the role of social integration in system development projects. *Information Systems Journal*, 2002, n 12 (4), p. 339-353.
45. Jensen, Michael C. Meckling, William H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3, 4, 1976, Pages 305-360, ISSN 0304-405X,
[https://doi.org/10.1016/0304-405X\(76\)90026-X](https://doi.org/10.1016/0304-405X(76)90026-X).
46. Whitener, E., Korsgaard, M., & Werner, J. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, 23, 513-530.
47. Tremblay, M. (2006). *La mobilisation des personnes au travail*. Gestion. Collection, racines du savoir, Sous la direction de Michel Tremblay.
48. Sobaih, A. E. E., & Abu Elnasr, A. E. (2024). Challenges to Cracking the Glass Ceiling among Saudi Women in the Tourism Industry. *Tourism and Hospitality*, 5(1), 203-224.

Appendix 1: Measurement scale.

Expectancy (Porter and Lawler 1968)

E1 If I work very hard, my job performance will significantly improve

E2 If I work very hard, I will get a lot more accomplished

E3 If I put more effort into my job, my productivity will improve significantly

E4 If I put more effort into my job, I will definitely be regarded as an effective employee

Extrinsic instrumentality (Gavin's (1970)

EI5 Performing well in my job will definitely result in my getting good pay

EI6 Performing well in my job will definitely result in my getting monetary bonuses

EI7 Performing well in my job will definitely result in my getting pay increases

EI8 Performing well in my job will definitely result in my having more opportunities for promotion

Intrinsic instrumentality

II9 Performing well in my job will definitely result in my having more responsibility and control over my job

II10 Performing well in my job will definitely result in my taking on more challenging work tasks

II11 Performing well in my job will definitely result in my having feelings of accomplishment

II12 Performing well in my job will definitely result in my feeling very good about myself

Extrinsic valence (Mitchell 1974)

EV13 As a result of my efforts I get a good salary

EV14 As a result of my efforts I get more monetary bonuses

EV15 As a result of my efforts, I get a pay rise

EV16 As a result of my efforts, my work has become more interesting

EV17 As a result of my efforts, I will have more opportunities for advancement/promotion.

Intrinsic valence (Mitchell 1974)

IV18 As a result of my efforts, I get more responsibility/control over my work

IV19 As a result of my efforts, my tasks evolve more stimulating

IV20 As a result of my efforts, I have achieved full application of my skills and abilities.

IV21 As a result of my efforts, I feel a sense of accomplishment.

EM22 In my organization there are good working conditions.

EM23 My organization offers me job security.

EM24 In my organization, the supervisor is loyal to the employees.

Employee motivation (Kovach 1995)

EM25 My organization is grateful for a job well done.

EM26 My organization is known for its good wages

EM27 In my organization there is easy access to promotion

EM28 I have an interesting job in my organization

EM29 I feel involved in my work within my organization.

EM30 Discipline is subtle in my organization.

EM31 In my organization, there are monetary incentives for a job well done.

EM32 In my organization, the line manager is willing to help with personal problems.

EM33 Public celebrations of a job well done take place in my organization
