International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 12, No. 2, 2025, pp. 16-24.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

Examining the Role of Expectancy Theory of Motivation in Shaping Employee Performance in Remote Work Settings

Noel Unciano [a]

[a] *Environment and Biotechnology Division, Industrial Technology Development Institute, Metro Manila, Philippines. E-mail: nmuetmicro@gmail.com*

Abstract

The remote work and employee performance dynamics of the changing world have shifted the employee motivation paradigm. This paper focuses on the analysis and design of employee performance related to remote work using Vroom's Expectancy Theory of Motivation. Specifically, the paper is primarily focused on the roles of expectancy, instrumentality, and valence, including their correlational effects on employee motivation and performance. A quantitative method that relies on survey data from 300 remote workers from various professions, including the technology, finance, and education sectors. The survey employed multi-dimensional scaling to measure the influence of expectancy, instrumentality, valence, and their influence on employee performance. The data was analyzed using Structural Equation Modeling (SEM) to examine the connections between these motivational elements and the performance outcomes. The outcomes showed that expectancy (path coefficient = 0.38) and instrumentality (path coefficient = 0.32) significantly and positively predict employee performance, with expectancy being found as the strongest predictor. Also, valence (path coefficient = 0.28) was identified to mediate the effect between motivation and performance, which means that those employees who value rewards more are more likely to demonstrate greater motivation and, accordingly, better performance. These results highlight the necessity of creating an inspirational climate that will benefit a remote-working environment. Organizations are advised to align the expectations of employees with the results that they can or will produce and to give meaningful and substantial rewards. HRM implications are seen in making sure that the skills of the employees are matched with their expectations and providing rewards that appeal to the personal and professional values of the employees.

Keywords: Expectancy Theory, Employee Performance, Remote Work, Motivation, Organizational Behavior.

DOI:10.71086/IAJOBHRM/V12I2/IAJOBHRM1207
Received: 14 March 2025/Revised: 18 April 2025/Accepted: 23 May 2025/Published: 30 June 2025

Introduction

Technological developments and global events such as the COVID-19 pandemic have revolutionized how organizations operate and how employees work with this rapid growth and expansion of remote work. As organizations are further adjusting to the conditions of working remotely, the role of factors that motivate employees and their performance thus becomes all the more important (Allen et al., 2015). The isolation, the absence of immediate supervision, and the blurred work-life boundaries are some of the unique challenges posed by remote work settings, which may potentially hinder employee motivation and, in turn, performance (Bloom et al., 2015). Motivation has traditionally been identified as a key factor in the performance of employees. But in the context of remote work, the traditional motivation theories may not be as effective, and it is necessary to find theories that can be used in this context to motivate people and stimulate their performance (Khalid et al., 2024; Bandhu et al., 2024). One such model would be Vroom's Expectancy Theory of Motivation, which states that the motivation of an individual depends on the expected results of his/her behavior, which include the perceived likelihood of achieving desired outcomes (expectancy), the belief that performance will result in rewards (instrumentality), and the value attached to the rewards (valence). This theory has been successfully utilized in the organizational context, yet it was not thoroughly studied in the context of remote working (Osafo et al., 2021; Alam & Dewi, 2024). The research problem that this study will focus on is as follows: How can the Expectancy Theory be applied to understand the relationship between motivation and performance in remote working conditions? It is imperative in such contexts to find out how expectancy, instrumentality, and valence relate to each other to influence the attitude and performance outcome of the remote workers.

The paper will explore the application of Expectancy Theory in influencing the performance of remote employees and determining significant motivational factors that companies can capitalize on to improve performance.

Objective

- To test the connection between expectancy, instrumentality, and valence in influencing staff performance at workplaces in remote working contexts.
- To determine the most important motivational variables that lead to the performance of employees in remote settings.
- To offer practical suggestions to organizations to achieve motivation and productivity within the remote team using Expectancy Theory.

The primary research questions are:

1) How do expectancy, instrumentality, and valence of remote employees influence their performance?
2) What are the practical repercussions of Expectancy Theory with remote teams for performance and motivation enhancement?

The study is expected to answer the research questions and contribute to the existing body of knowledge related to remote work and motivation literature by making practical recommendations for companies trying to enhance the performance of employees working in remote work environments.

The paper is structured as follows: Section II presents the review of the literature on the remote work settings, employee motivation, and the Expectancy Theory of Motivation. Section III provides the research methodology, i.e., research design, data collection methods, and data analysis methods. Section IV will show the findings and explain how the results have been analyzed. Lastly, Section V is followed by the implications of the study, key findings, and recommendations on future research directions.

Literature Review

According to the Expectancy Theory of Motivation (1964), individual motivation depends on three main elements: expectancy, instrumentality, and valence. Expectancy is the belief that greater effort will result in better performance; instrumentality is the belief that performance will lead to desired rewards, and valence is the value that an individual attaches to desired rewards. According to this theory, motivation is mental in nature, and this is where an individual weighs the anticipated results prior to putting in an effort (Asriandi et al., 2024). Applying the knowledge of the interaction between these components can be used to determine the most significant drivers of employee motivation and performance in remote work (Arshad et al., 2024; Nwankpa & Roumani, 2024). The isolation, the absence of immediate supervision, and the blurred work and personal life boundaries are also unique challenges presented by remote work in comparison with traditional work in the office setting (Asriandi et al., 2024). These challenges can

impact motivation and performance. Some studies have investigated the use of the traditional theories of motivation, such as the Two-Factor Theory by Herzberg and the Hierarchy of Needs by Maslow, in remote working environments, indicating that intrinsic motivation (e.g., autonomy and mastery) has a considerable role in remote working (Yu & Wu, 2021). Nevertheless, there has been little research specifically on the Expectancy Theory in such situations (Gajendran & Harrison, 2007).

Past research has established that motivation and employee performance have a positive relationship, but the dynamics of this relationship can be different in remote working conditions (Korzynski, 2013; Ipsen et al., 2021). Motivation is often linked to enhanced productivity, job satisfaction, and performance. Self-discipline, trust towards employees, and effective communication are identified as important factors determining the intensity of this relationship in remote settings. Research indicates that where workers feel that there is a definite connection between their efforts, performance, and rewards, motivation is boosted and the level of performance improved (Kniffin et al., 2021). The Human Resource Management (HRM) practices in remote work environments should be adjusted in such a way that they do not deter the continued motivation and performance of the workforce (Haque, 2023). The HRM practices that affect motivation include flexible work hours, autonomy, performance feedback, and skill development opportunities. Nevertheless, telecommuting also necessitates more effective approaches to communication, performance assessment, and teamwork (Yadav & Madhukar, 2024). Studies have established that in the absence of clear expectations and well-developed systems to reward workers, the motivation levels may decline, and performance at work will be impacted (Zheng et al., 2015).

Although there has been an extensive body of research on motivation theories in traditional office settings and remote work dynamics, there are limited empirical studies that have applied Expectancy Theory to remote work environments. Additionally, studies directly relating Expectancy Theory to worker performance in distant environments are limited. More in-depth examination of the relationship between remote work HRM practices, including flexible schedules and remote training, and motivational factors to affect performance outcomes is also required.

Theoretical Framework and Hypotheses Development

According to the Expectancy Theory of Motivation by Vroom, the motivation of an individual to work hard is determined by the anticipated results of his/her action (Permzadian & Shen, 2024). The theory can be used to make useful comments on how the perceptions of workers towards effort, performance, and rewards impact their productivity and job satisfaction in the remote working context (Osafo et al., 2021; Milošević et al., 2024). Compared to the traditional office setting, remote work presents some new variables, including autonomy and flexibility, and technological dependency, that may change employees' perception of their potential to work effectively (Mabaso & Manuel, 2024).

The Expectancy Theory in remote working scenarios entails three important elements:

1. Expectancy: The attitude that more effort will result in better performance.
2. Instrumentality: The assumption that good performance will result in desirable results.
3. Value: The worth a person attaches to the rewards he/she expects to get as a result of his/her performance.

Their expectations regarding the relationship between their effort and performance (expectancy), the rewards they will receive for a well-performing outcome (instrumentality), and in a personal way (valence) are greatly influential in determining the outcome in motivation and performance. With the growing dependence on technology, autonomy, and self-direction in remote work, in order to influence employee behavior in virtual workplaces, it is necessary to determine how the three elements of Expectancy Theory interact to shape employee behavior in virtual workplaces.

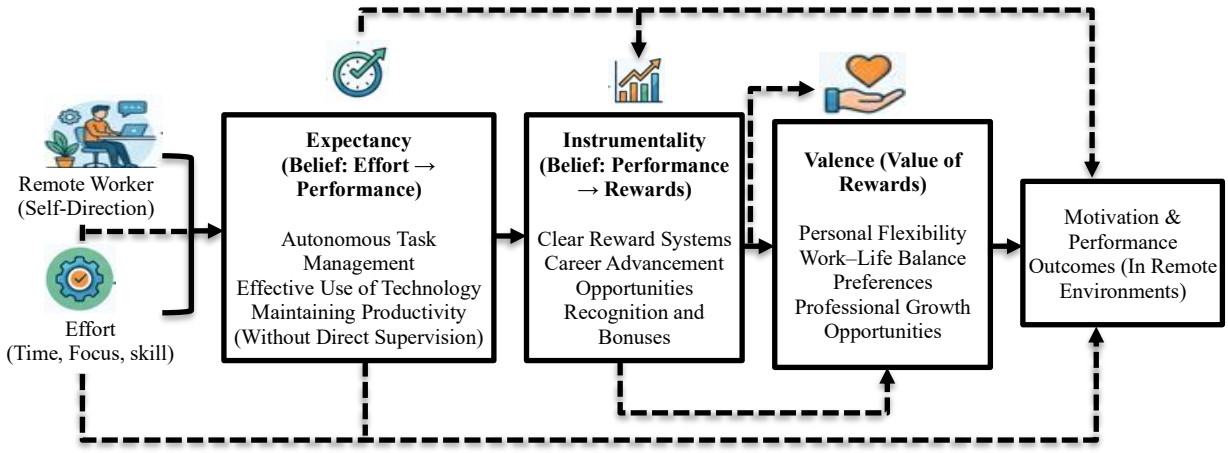


Fig. 1: Conceptual Diagram: Expectancy Theory in Remote Work

The usage of Expectancy Theory in a remote work setting, with the emphasis on the connection between effort, performance, and rewards, is presented in fig. 1. It points out the main elements of the theory Expectancy, Instrumentality and Valence and how they affect motivation and performance outcomes. According to the model, the motivation of remote workers is determined by their perception of their capability to perform their tasks in an efficient way (Expectancy), the perceived relationship between performance and rewards (Instrumentality), and the value they attach to their rewards (Valence). All these factors impact the performance of employees and job satisfaction within remote work environment where self-direction and autonomy have a vital role to play. The framework illustrates the usefulness of meaningful reward systems, career development opportunities, and the importance of personal flexibility in enhancing motivation and performance.

Research Hypotheses

Based on the constructs of Expectancy Theory, the following hypotheses have been formulated to test the relationship between these motivational constructs and employee performance in remote work environments:

H1: Expectancy perception has a positive influence on the performance of remote employees.

According to this hypothesis, employees tend to be motivated to deliver excellent performance outcomes in remote work environments when they believe that their efforts will lead to successful performance outcomes.

H2: Instrumentality enhances employee performance.

In this hypothesis, it is believed that when employees perceive that there is a clear linkage between good performance and desired rewards (e.g., recognition, salary increments, promotions, etc.), then they are more motivated to perform at higher levels in remote work settings.

H3: Valence mediates the effect of motivation and performance.

This hypothesis examines the nature of valence in determining the extent to which motivations of employees are converted into performance outcomes. The more motivated employees are, the more they will perform well and better, because of the rewards attached to good performance.

Research Methodology

Research Design

The research design used in this study is a quantitative research design that will be used to investigate the relationship between the components of Expectancy Theory (expectancy, instrumentality, and valence) and employee performance in remote work environments. The quantitative method would be appropriate in estimating the strength and direction of these relationships by using statistical methods.

Participant/Sample Details

In this study, the sample will consist of 300 remote workers in different fields like technology, education, finance, and customer services. A stratified random sampling method was used to select participants so that they could represent various industries, job positions, as well as geographical areas. The inclusion criteria were that the participant had to

be working remotely at least six months and must have to work full-time or part-time. This is to ensure that the participants are experienced and well-informed about the dynamics of remote work to offer valuable feedback on their motivation and performance.

Data Collection Method

The data will be gathered by means of the surveys that will be provided to the chosen participants. The survey will be based on closed-ended questions and Likert-scale questions in order to evaluate the perceived impact of expectancy, instrumentality, and valence on their motivation and performance. The questionnaires will be structured so as to elicit answers pertaining to:

- Perceived effort-performance relationships (Expectancy)
- Perceived performance-reward linkages (Instrumentality)
- The importance of rewards (Valence)

Also, demographic data, including age, job role, work experience, and industry will be gathered to control the potential confounding variables. The variables and measurements are mentioned in table 1.

Table 1: Variables and Measures

Variable	Definition	Example Item	Measurement Scale
Expectancy	Belief that effort leads to performance success.	"I believe my efforts lead to high-quality work."	Likert Scale (1-5)
Instrumentality	Belief that good performance leads to rewards.	"Performing well will result in career advancement."	Likert Scale (1-5)
Valence	Value placed on rewards.	"The rewards I receive for performing well are important to me."	Likert Scale (1-5)

Ethical Considerations

Some ethical considerations which will be used to conduct this study include: obtaining informed consent of the people who will participate in the research, the anonymity of the responses, and the confidentiality of the responses, and the storage of data to be used in research only. The participation will be voluntary and the right to withdraw at any time and without any repercussions. Data integrity in the study will be maintained by all means, namely by reporting and being honest about the analysis, by upholding the ethical standards of research throughout the study.

Data Analysis and Results

The results obtained during the survey will be analyzed with the help of Structural Equation Modeling (SEM), which is a statistical method that is most appropriate to test complex relationships between multiple variables. SEM would best suit this study since it could be used to estimate multiple regression equations simultaneously, allowing the exploration of the relationships between the constructs of Expectancy Theory (expectancy, instrumentality, and valence) and employee performance in remote work environments. In particular, SEM will examine the direct impact of expectancy and instrumentality on employee performance and the moderating effect of valence.

Besides SEM, descriptive statistics (mean, standard deviation) will be done on each of the key variables in order to gain an insight into the mean and the dispersion of the data. Table 2 presents the descriptive statistics of expectancy, instrumentality, valence, and employee performance that reflect the average response, as well as its variation among the remote employees. Correlation analysis will also be done to examine the strength and direction of the relationships between the motivational components and performance outcomes. Table 3 shows the correlation coefficients of expectancy, instrumentality, valence, and employee performance with all the relationships indicating significant positive correlations.

Table 2: Descriptive Statistics for Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Expectancy	4.25	0.72	2.50	5.00
Instrumentality	4.15	0.68	2.75	5.00
Valence	4.10	0.80	2.00	5.00
Employee Performance	4.30	0.75	2.75	5.00

Table 3: Correlation Matrix

Variable	Expectancy	Instrumentality	Valence	Employee Performance
Expectancy	1	0.65	0.60	0.70
Instrumentality	0.65	1	0.55	0.68
Valence	0.60	0.55	1	0.72
Employee Performance	0.70	0.68	0.72	1

Note: All correlations are statistically significant at the 0.01 level (two-tailed).

SEM will be used to test the hypotheses presented in this study as presented in table 4. The first hypothesis (H1) is that expectancy perception has a positive influence on remote employee performance. The second hypothesis (H2) tests the effectiveness of instrumentality as a way of enhancing motivation to work in remote locations. Finally, hypothesis H3 implies that the valence mediates the correlation between motivation and performance. SEM outcomes will assist in verification of the support of these hypotheses. To illustrate, the presence of a positive and statistically significant ($p < 0.05$) path coefficient of expectancy to performance (H1) would imply that expectancy has a significant role to play in the driving of performance in remote settings.

Table 4: SEM Path Coefficients

Hypothesis	Path Coefficient	Standard Error	p-value
H1: Expectancy → Employee Performance	0.38	0.05	< 0.001
H2: Instrumentality → Employee Performance	0.32	0.06	< 0.001
H3: Valence Moderates Motivation-Performance	0.28	0.07	0.003

Note: Path coefficients for all hypotheses are significant, with p-values < 0.05, indicating support for the hypotheses.

P-values will be used to determine the level of significance of all path coefficients. A p-value of less than 0.05 shall be taken as statistically significant meaning that the relationship between variables could not have been as a result of chance. The interpretation of correlation coefficients will also be used in order to establish the strength of the relationships among the variables. The positive relationships that exist between expectancy and performance, as depicted in table 3, indicate that the higher the belief of employees in their capability to achieve the desired outcomes, then is their performance. In the same vein, the instrumentality and motivation correlation further confirms that effective reward systems are essential in motivating remote employees. The moderation effect of valence will be evaluated to determine whether value attached to rewards will influence the relationship between motivation and performance as hypothesized in H3.

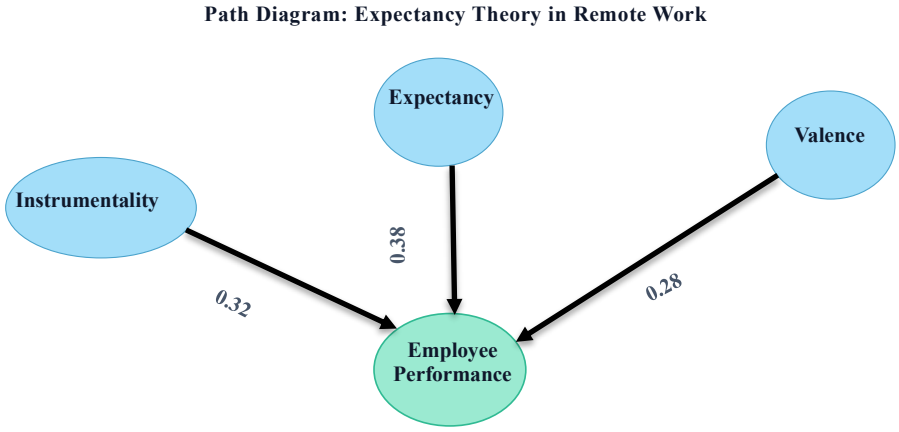


Fig. 2: Path Diagram of Expectancy Theory in Remote Work

Fig. 2 shows how the main elements of Expectancy Theory (expectancy, instrumentality and valence) relate to their influence on Employee Performance in remote work environments. The diagram shows the directional effects where the path coefficients show the strength of each relationship. All these, expectancy, instrumentality and valence, have a role to play in employee motivation and performance with expectancy coming out as the most powerful predictor in the model. This visualization can be used to understand the interaction between various motivational factors in remote work environments to determine the overall employee performance.

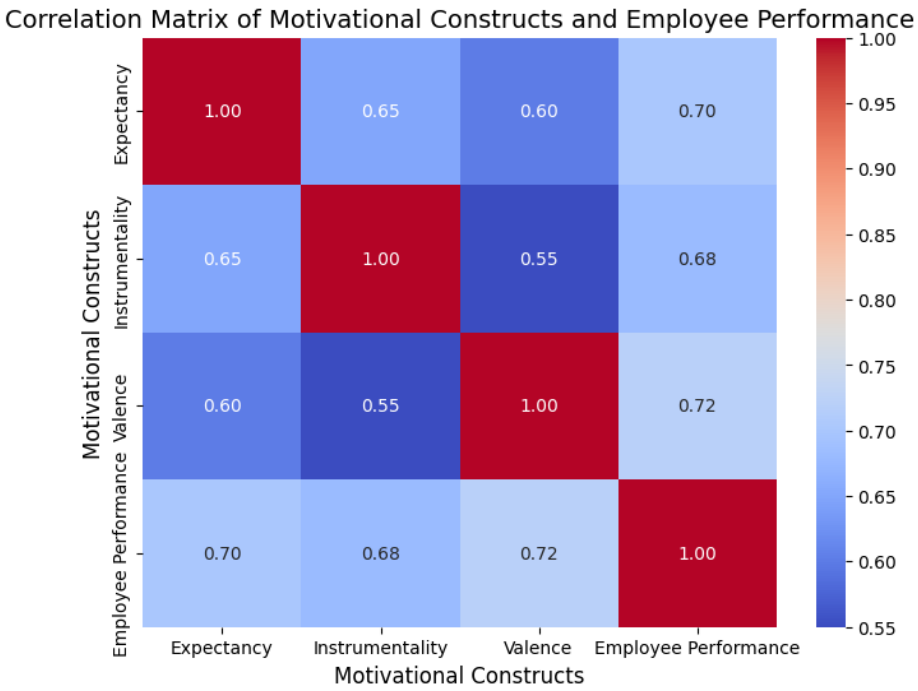


Fig. 3: Correlation Matrix of Motivational Constructs and Employee Performance

The correlation coefficients between motivational constructs Expectancy, Instrumentality, Valence, and Employee Performance are shown in fig. 3. Positive correlations show that with another variable increasing, others are more likely to increase. The matrix demonstrates that Expectancy and Instrumentality have strong positive relationships with Employee Performance (correlation values of 0.65 and 0.70 respectively), and Valence has a moderate positive relationship with performance (correlation value of 0.72). The findings support the idea that an increased motivation based on expectancy and instrumentality results in improved employee performance in the remote work setting. The diagonal values are the self-correlation of each construct which is always 1.

Discussion

The results of this paper contribute a lot to the development of the hypotheses. H1 indicated that expectancy perception has a positive relationship with remote employee performance and the results supported this with a significant path coefficient (0.38), indicating that the employees who believe their effort will result in a successful performance are the more motivated and productive. H2 investigated whether instrumentality enhances motivation to work remotely, and the outcomes (path coefficient = 0.32) also supported this hypothesis, pointing out that employees who believe that performance and rewards are directly related are the ones who are more likely to get motivated to work. Finally, H3 hypothesized that valence mediates the relationship between motivation and performance and the findings showed that there was significant moderation effect (path coefficient = 0.28).

The results obtained in this study can be aligned with the current research regarding Expectancy Theory and employee performance, especially, the performance of employees working remotely. The past research has established that expectancy and instrumentality are key predictors of motivation and performance and this paper supports the findings of the previous studies. The outcome on the topic of valence as a moderator is consistent with the previous studies by Vroom (1964) which demonstrated the significance of value-related rewards in increasing motivation. The work is a continuation of the body of literature, however, in that the autonomy, flexible schedules, and technology-mediated interactions become prominent factors in influencing motivation.

Theoretically, the study supports the usefulness of Expectancy Theory in explaining the motivation of employees who are working in remote areas. The findings suggest that expectancy, instrumentality, and valence, as motivators, and drivers of performance, are relevant to modern organizational environments, demonstrating the relevance of this theory to modern organizational environments. These findings provide guidance to HRM practices to assist remote workers in understanding the relationship among effort, performance, and rewards. In general, HRM practitioners may enhance the performance of remote workers as HR practitioners create harmony among instruments of workers' tasks

(expectancy) in relation to the performance of remote workers to reward them (instrumentality) and in relation to the performance of remote workers to reward them (instrumentality) and to provide rewards (valence) from workers. For instance, an organization is expected to possess a clear reward system, moderate interventions of personal developmental planning (PDP) of employees, and the contribution of employees to productivity, leading to a high-performance environment.

Expectancy Theory is useful for understanding how teleworkers determine the levels of effort they will exert in their jobs. In telework arrangements, employees work with less or no supervision, thus working mostly autonomously. Under such circumstances, they motivate themselves in part based on their perceptions of the probability of successful performance (expectancy), the rewards they believe they will receive as a result of successful performance (instrumentality), and the worth they ascribe to the rewards (valence). It was found in the research that employees who perceive a strong linkage between effort, performance, and appreciated work outcomes, are more motivated and perform better. This suggests that organizations should inform employees of desired outcomes and the rewards associated with performance, and manage work environments that are in alignment with their employees' motivational needs, more so in telework situations.

Policy Recommendation

To better enhance employee productivity in remote working environments, organizations should alter their rewarding mechanisms in accordance with the Expectancy Theory. HRM practices should foster employees' understanding of the performance anticipated of them, while employees should be made aware of the anticipated consequences of their performance. This may include the provision of rewards such as career advancements, recognition, and adjustments in work schedules that are appreciated by the employees. The ability to design and execute a rewarding mechanism should be grounded on an employer's capability of increasing the expectancy of employees in the performance of the Organization, and as such, employers should also be prepared to provide training workshops to assist employees in gaining the requisite skills for the performance of the Organization's remote jobs. Finally, the employees in the remote setups should be motivated through the identification of clear goals and the provision of regular assessments of their performances. These practices will foster a greater connection between the work the employees do and the results that their work produces.

Conclusion

The study mainly explains relation of Expectancy Theory and performance of remote employees. Expectancy (Path coefficient = 0.38), Instrumentality (Path coefficient = 0.32) and Valence (Path coefficient = 0.28) have direct and positive relationship with performance of remote employees. Employees of high performing organizations view effort as a direct source of projection (Expectancy), believe performance delivers rewards (Instrumentality), and appreciate the rewards (Valence) will showcase a high level of motivation and performance. These results support the core principles of Expectancy Theory and their significance in the context of remote work. This study contributes to the theory showing the impact of Expectancy Theory in modern recruiting, especially in remote work. Therefore, it will also be a valuable tool to HRM practitioners as it provides useful insights to enhance motivation and productivity among employees. This study of course is not without its shortcomings. As such, the cross-sectional nature of the study as well as the sample size of 300 remote employees (though representative) indicates it will be impossible to generalize the results to the entire global remote workforce. Further, this study focused only the motivational factors. Consideration of other factors such as organizational culture, or leadership style were not focused. Future research can incorporate various motivational dimensions and conduct longitudinal studies to ascertain the impact of Expectancy, Instrumentality and Valence on remote employee performance. Additionally, the research may study how leadership and organizational culture influence motivation to work remotely. Comparative analysis of various industries and geographical areas would give more in-depth information about how the Expectancy Theory works in different remote work settings.

References

Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological science in the public interest*, *16*(2), 40-68. https://doi.org/10.1177/1529100615593273

Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly journal of economics*, *130*(1), 165-218. https://doi.org/10.1093/qje/qju032

Khalid, A., Raja, U., Malik, A. R., & Jahanzeb, S. (2024). The effects of working from home during the COVID-19 pandemic on work–life balance, work–family conflict and employee burnout. *Journal of Organizational Effectiveness: People and Performance*, *11*(4), 749-766. https://doi.org/10.1108/JOEPP-12-2022-0366

Osafo, E., Paros, A., & Yawson, R. M. (2021). Valence–instrumentality–expectancy model of motivation as an alternative model for examining ethical leadership behaviors. *Sage Open*, *11*(2), 1-13. https://doi.org/10.1177/21582440211021896

Bandhu, D., Mohan, M. M., Nittala, N. A. P., Jadhav, P., Bhadauria, A., & Saxena, K. K. (2024). Theories of motivation: A comprehensive analysis of human behavior drivers. *Acta psychologica*, *244*, 104177. https://doi.org/10.1016/j.actpsy.2024.104177

Alam, A. A., & Dewi, E. R. (2024). The mediating role of technological support in enhancing employee productivity and job satisfaction through remote work policies in Indonesia. *Jurnal Manajemen Bisnis*, *15*(2), 347-365. https://doi.org/10.18196/mb.v15i2.23050

Arshad, A., Ghaffar, A., Siddqiue, M. U., & ur Rehman, A. (2024). The Role of IT Infrastructure in Enabling Remote Work: Productivity and Employee Satisfaction. *Journal of Excellence in Social Sciences*, *3*(1), 87-95. https://doi.org/10.69565/jess.v3i1.194

Nwankpa, J. K., & Roumani, Y. F. (2024). Remote work, employee productivity and innovation: the moderating roles of knowledge sharing and digital business intensity. *Journal of Knowledge Management*, *28*(6), 1793-1818. https://doi.org/10.1108/JKM-12-2022-0967

Asriandi, A., Sitompul, G. A., & Sangaji, J. (2024). Transforming workforce dynamics: The role of remote work flexibility, technological adoption, and employee wellbeing on productivity of state owned enterprise employee. *International Journal of Business, Law, and Education*, *5*(2), 2445-2457. https://doi.org/10.56442/ijble.v5i2.896

Yu, J., & Wu, Y. (2021). The impact of enforced working from home on employee job satisfaction during COVID-19: An event system perspective. *International journal of environmental research and public health*, *18*(24), 13207. https://doi.org/10.3390/ijerph182413207

Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of applied psychology*, *92*(6), 1524-1541. https://doi.org/10.1037/0021-9010.92.6.1524

Korzynski, P. (2013). Employee motivation in new working environment. *International journal of academic research*, *5*(5), 184-188. https://doi.org/10.7813/2075-4124.2013/5-5/B.28

Ipsen, C., Van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe during COVID-19. *International journal of environmental research and public health*, *18*(4), 1826. https://doi.org/10.3390/ijerph18041826

Kniffin, K. M., Narayanan, J., & Van Vugt, M. (2021). COVID-19 is a moderating variable with its own moderating factors. *Industrial and Organizational Psychology*, *14*(1-2), 149-151. https://doi.org/10.1017/iop.2021.38

Haque, S. M. S. (2023). The impact of remote work on hr practices: navigating challenges, embracing opportunities. *European Journal of Human Resource Management Studies*, *7*(1). 56-84. https://doi.org/10.46827/ejhrms.v7i1.1549

Zheng, X., Zhu, W., Zhao, H., & Zhang, C. H. I. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of organizational behavior*, *36*(5), 621-644. https://doi.org/10.1002/job.1990

Permzadian, V., & Shen, T. (2024). Assessing the predictive validity of expectancy theory for academic performance. *BMC psychology*, *12*(1), 437. https://doi.org/10.1186/s40359-024-01935-y

Milošević, Ž., Ivanišević, A., Lošonc, A., Katić, I., Lalić, D. Ć., & Bolesnikov, M. Motivation and Managerial Role in the Hybrid Work Environment. In *10th International Scientific Conference ERAZ 2024 Conference Proceedings* (p. 333). https://doi.org/10.31410/eraz.2024.333

Mabaso, C. M., & Manuel, N. (2024). Performance management practices in remote and hybrid work environments: An exploratory study. *SA Journal of Industrial Psychology*, *50*(1), 1-13. https://doi.org/10.4102/sajip.v50i0.2202