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The relationship between work motivation and individual ambidexterity behavior affects the task performance of real estate market employees

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Abstract: This study explores the effective relationship between motivation and individual ambidexterity behavior on task performance. In addition, the study also examines the influence relationship between extrinsic and intrinsic motivation on exploitative and exploratory behavior. The quantitative study was conducted with data collected from 431 real estate salespeople. The findings show that extrinsic motivation, intrinsic motivation, exploitative behavior, and exploratory behavior have a positive influence on task performance. Besides, extrinsic motivation and intrinsic motivation positively impact exploitative and exploratory behavior. The research results also find that exploitative behavior and exploratory behavior act as partial mediators in the influence relationship between extrinsic and intrinsic motivations on task performance. In addition, some theoretical and managerial implications are also proposed in this study.

Keywords: Self-determination motivation, exploitative behavior, exploratory behavior, task performance

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1 Introduction

In recent years, the real estate business has undergone many developments, with more and more businesses being born and making the level of competition in the industry increasingly fierce (Newell, 2021). Therefore, to enhance competitive advantage among organizations in the industry, businesses today attach great importance to employees. Because employees are considered direct or indirect contributors to the company's success in terms of service quality and business efficiency (Hur et al., 2022). To help employees achieve work efficiency, an indispensable part is motivation (Hur et al., 2022). Besides, Olafsen and Deci (2020) also emphasized how the socio-environmental aspect of a business affects employees' motivation and performance. Furthermore, today's firms are increasingly interested in employee performance, which is monitored through the application of a dualistic strategy within the company (Yu et al., 2013).

Researchers and managers are more and more interested in conflicting work-related activities in exploring ambidexterity at the individual level (Pertusa-Ortega et al., 2021). However, studying the direct relationship between work context and individual ambidexterity behavior (exploitation and exploration) has not been specifically identified in previous studies (Agnihotri et al., 2017). Besides, the last studies have shown that the relationship between intrinsic and extrinsic motivation and individual ambidexterity behavior is still inconsistent (Caniëls et al., 2017; Kao and Chen, 2016; Sok et al., 2016). Therefore, this study confirms the relationship between motivation and individual ambidexterity behavior in the context of real estate market employees.

The theory of creative behavior and self-determined motivation has shown that different types of motivation have different effects on job performance and creative behavior (Gerhart and Fang, 2015; Urbini et al., 2020). Hence, it is necessary to explore the discrepancies between different types of motivation and individual ambidexterity behavior in a salesperson's job performance (Sok et al., 2016; Aman et al., 2022).

This study explores the influence relationship between self-determined motivation (intrinsic and extrinsic motivation) and individual ambidexterity behavior (exploration and exploitation) affecting the task performance (PERF) of real estate market employees in Vietnam.

2 Theoretical background, hypotheses, and proposed research models

2.1 Theoretical Background

2.1.1 Self-Determination Theory

Self-Determination Theory (SDT) is a major theory of work motivation that deals with an individual's inherent developmental tendencies and innate psychological needs. SDT theory mainly focuses on the nature of motivation, and reasons for performing the behavior and is built on the assumption that people are always actively aiming for personal development and desire to integrate into the organization (Deci and Ryan, 2000). Addi-

tionally, managers in the 21st century are increasingly turning away from setting goals, encouraging employees with rewards, and controlling them so that managers will aim to support employees to satisfy their psychological needs to maintain and effectively achieve the quality of employees (Ryan and Deci, 2019). Furthermore, scholars contend that a variety of motivational factors that are present throughout the completion of various activities might influence how well an individual performs at work (Deci et al., 2017).

The SDT theory divides extrinsic motivation into four levels of regulations, arranged according to the autonomous level from low to high. Which, intrinsic motivation (IM) is the self-determining motivation inherent in everyone (Gagné and Deci, 2005). Identified regulation (IDENT) and integrated regulation (INTE) are called relative self-determination motivation belonging to extrinsic motivation, also known as autonomous extrinsic motivation (EM) that demonstrates people's flexibility at work (Homburg et al., 2019; Ryan and Deci, 2020). This study employs self-determination motivation (including EM and IM) to explain the influence relationship on job performance (Deci et al., 2017).

SDT theory identifies two motivational aspects of an individual's work behavior including work enjoyment and motivation to work. It is these two aspects that lead to autonomous and voluntary task implementation (Graves et al., 2012). These two features that create the interaction between intrinsic and extrinsic motivation are also positively related to employee exploration and exploitation behavior (Graves et al., 2012; Ryan and Deci, 2000; Sok et al., 2016). Consequently, the use of SDT theory will help to investigate the relationships of self-determination motivation (IM, EM) with exploitation (EPL) and exploration (EPR) behavior at the individual level that previous studies have not specifically identified (Agnihotri et al., 2017).

2.1.2 Individual ambidexterity behavior

The complex work environment requires individuals and organizations to constantly learn to adjust and adapt through a balance of flexibility and efficiency for the organization's development process (Adler et al., 1999). The study has shown a relationship between behavioral ambidexterity and organizational innovation, survival, growth, and performance (Gibson and Birkinshaw, 2004). The individual implementation of exploration or exploitation behavior can lead to sub-maximum implementation and as such may impede the interests of companies and individuals (March, 1991). Consequently, the ability to maintain an effective balance between activities related to exploration and exploitation is the solution to the survival and development of both individuals and organizations (Cao et al., 2009).

Individual ambidexterity behavior is defined as an employee's ability to explore new opportunities while exploiting existing competencies (Jasmand et al., 2012). With this same view, Mom et al. (2007) argue that the behavioral conflict of individuals includes the renewal and improvement of knowledge by exploration and exploitation. The research results also show that exploitation behavior and exploration behavior positively contribute to the performance of sales and service provision activities (Kao and Chen, 2016; Yu et al., 2013).

Activities involving exploration and exploitation behavior help promote competition in the use of limited resources, and this can lead to role conflict between individuals (Agnihotri et al., 2017). Similarly, Gabler et al. (2017) showed the opposite effects of behavioral duality on the job performance of salespeople and customer service providers. This trade-off can significantly impact employees in terms of resource allocation (Gabler et al., 2017). Behavioral studies have indicated that factors influencing individual ambidexterity behavior include leadership (Salas-Vallina et al., 2020), organizational structure, and organizational context (Schnellbächer et al., 2019), motivation (Caniëls et al., 2017; Kao and Chen, 2016; Sok et al., 2016), employee's self-confidence (Shahzadi and Khurram, 2020), sales adapting behavior, impulse role conflict (Agnihotri et al., 2017).

Research works show that individual ambidexterity behavior also directly affects employee performance (Kobarg et al., 2017; Pertusa-Ortega et al., 2021; Sok et al., 2016) and employee creativity behavior (Mom et al., 2019; Shahzadi and Khurram, 2020), organizational effectiveness (Lubatkin et al., 2006; Yu et al., 2013), teamwork (Schnellbächer et al., 2019) group behavior (Salas-Vallina et al., 2020), and customer satisfaction (Agnihotri et al., 2017). However, investigations have not paid much attention to the relationship between employee motivation and individual ambidexterity behavior. Specifically, studies have only considered the relationship between IM effects on individual ambidexterity behavior and have not considered EM in the study (Kao and Chen, 2016; Sok et al., 2016). Although the EM factor was mentioned in the study of Caniëls et al. (2017), the direct relationship of EM influence on individual ambidexterity behavior has not yet been explored. Thus, the combination of self-determination motivation and individual ambidexterity behavior affecting the PERF of salespeople is necessary and contributes to the theoretical basis of organizational behavior proposed by Pertusa-Ortega et al. (2021).

2.2 Research hypotheses

2.2.1 The relationship between employee motivation and task performance

Extrinsic Motivation

According to Ryan and Deci (2000), extrinsic motivation is associated with actions to achieve a particular outcome. Ryan and Deci (2000) suggest that identified and integrated regulations are extrinsic motivations with a high degree of autonomy, the identified regulation reflects the perceived value of the behavioral goal or the adjustment so that the action is accepted, while the integrated regulation has the highest degree of autonomy, it occurs when the adjustment is completely homogenous (integrated regulation) with the individual or individual perception. Similarly, Homburg et al. (2019), Ryan and Deci (2020) also divide self-determination motivation into two types: internalized motivation or so-called autonomous extrinsic motivation (EM) and IM.

Several studies have shown that rewards (Kuvaas et al., 2017) or extrinsic motivation (Delpechitre et al., 2020) affect PERF. Some studies have demonstrated that extrinsic motivation has a stronger impact on sales performance than intrinsic motivation (Ingram et al., 1989; Oliver, 1974), but the results of Miao et al. (2007), Román and Iacobucci

(2010) showed that IM has a stronger effect on PERF than extrinsic motivation. However, other authors have suggested that perceived self-control may affect PERF through internalization, yet few studies have researched this relationship (Homburg et al., 2019).

Other research findings that support this theory demonstrate that workers in a high-pressure environment will self-regulate their behavior and have a favorable impact on PERF (Wong-On-Wing et al., 2010). The duties of a salesperson reflect the goal of achieving PERF (Sok et al., 2016). Based on the issues discussed above, the author suggests hypothesis H1 as follows:

H1. Extrinsic motivation has a positive impact on task performance.

Intrinsic Motivation

According to Sok et al. (2016), IM and EM at work are thought of as linked concepts but differ from one another. Intrinsic motivation refers to the performance of an activity for internal gratification of the actions themselves to conform to one's different values and needs (Gagné and Deci, 2005). Intrinsic motivation is the main factor affecting overall sales performance (Miao et al., 2007; Román and Iacobucci, 2010). However, this is insufficient to properly drive sales workers, particularly those who are prone to job hopping and searching for desirable new employment (Homburg et al., 2019). For sales jobs, task performance is defined as the salesperson's perception of the volume of sales achieved, the quality of customer relationships they maintain, and the knowledge they possess about the products they sell, differentiated competitors' products, and customer needs (Krishnan et al., 2002).

Previous research results in the field of sales also show that IM directly affects the sales performance of employees (Delpechitre et al., 2020). However, other studies suggest that more consideration should be given to the influence of IM on task performance (Homburg et al., 2019). Thus:

H2. Intrinsic motivation has a positive impact on task performance.

2.2.2 The relationship between motivation and individual ambidexterity behavior

According to a behavioral point of view, an individual can derive from a variety of motivations including a love of work and (or) a desire to pursue personal interests (Judge et al., 2005). However, in a motivation-oriented business environment, employees will self-regulate their behaviors when faced with high-pressure work contexts, such as exploitative and exploratory behaviors (Kao and Chen, 2016). Therefore, employees' extrinsic motivations have a positive influence on exploitative and exploratory behavior (Jasmand et al., 2012). Focusing on goal pursuit and enjoyment of work are both related to goal accomplishment and personal growth. Thus, the interaction between IM and EM is also positively related to salespeople's exploitative and exploratory behavior (Graves et al., 2012; Ryan and Deci, 2000; Sok et al., 2016). Hence:

H3a. Extrinsic motivation has a positive influence on employee exploratory behavior.

H3b. Extrinsic motivation has a positive influence on employee exploitative behavior.

Intrinsic motivation reflects the love for the job (Ryan and Deci, 2000) and motivates employees to spend more time on a task, thereby improving their skills and helping employees to work more efficiently and to explore innovative ways to get the job done (Amabile and Kramer, 2007). Individuals with IM will find love in their work, which in turn spurs inquiry and exploratory behavior toward new tasks. The joy of a job becomes the main factor leading to behaviors of seeking different working methods or actively learning to perform tasks more effectively. On the other hand, employees in the organization who have a sense of responsibility at work will be encouraged to engage in exploratory behaviors because the employees themselves will be held accountable for their PERF (Oldham and Cummings, 1996).

Self-determine motivated employees will perform their jobs proactively and confidently; they will adopt behaviors for improvement and seek out the best strategies to achieve the goal because employees consider their responsibilities as important and valuable to the organization, this has a positive impact on creativity (Amabile and Kramer, 2007). When salespeople enjoy their work, they build better customer relationships, and they engage more in creative thinking (Graves et al., 2012). Salespeople with the ability to "enjoy work" see the task of exploration and exploitation as their work, and see it as joy and enjoyment in their current job. This leads to autonomous and voluntary job performance (Aman et al., 2022; Graves et al., 2012).

Many research results show that IM positively affects exploratory behavior (Caniëls et al., 2017; Kao and Chen, 2016; Sok et al., 2016) and exploitative behavior (Kao and Chen, 2016), but Sok et al. (2016) showed that IM negatively affects exploitative behavior, while Caniëls et al. (2017) found that IM did not affect exploitative behavior but Gerhart and Fang (2015) found that IM could have a stronger impact on employees' exploratory behavior at work than EM.

Thus, the views and research results mentioned above show that IM has a direct influence on the exploratory and exploitative behavior of employees. Therefore, in this study, the author proposes the hypothesis:

H4a. Intrinsic motivation has a positive influence on employee exploratory behavior.

H4b. Intrinsic motivation has a positive influence on employee exploitative behavior.

2.2.3 The relationship between individual ambidexterity behavior and task performance

Today's market has changed the role of employees, they must not only serve existing customers but also find new ways of selling as a prerequisite for survival and success in the market (Hughes and Ogilvie, 2020). However, there are still few researchers interested in ambidexterity behavior at the individual level (Pertusa-Ortega et al., 2021). Individual ambidexterity behavior includes exploitative behavior and exploratory behavior.

Exploratory behavior (EPR) involves activities that create diversity and flexibility through activities such as seeking, discovering, and taking risks (Kao and Chen, 2016; Mom et al., 2009). Exploration activities are beneficial to the organization, but they require effort and face risks (Gibson and Birkinshaw, 2004; Kang and Snell, 2009). At the individual level, exploration can include behaviors such as the search for new ideas,

technologies, competitive solutions, innovative thinking, patterns, and general knowledge (Gibson and Birkinshaw, 2004; Kang and Snell, 2009; March, 1991).

Exploitative behavior (EPL) involves a focus on performance and reliability through activities such as refinement, deployment, and implementation (Kao and Chen, 2016; Mom et al., 2009). Exploitation activities help organizations leverage existing employee knowledge and capabilities to improve performance (Gibson and Birkinshaw, 2004; Kang and Snell, 2009). The EPL at the individual level includes improving, standardizing, and building on established processes by collecting the best elements from other departments and applying them to their departments (Birkinshaw and Gibson, 2004). Exploitation originates from conflict reduction activities such as problem-solving at work (Smith and Tushman, 2005). Thus, unlike ambidexterity behavior in the organization, individual ambidexterity behavior involves combining the exploration of new opportunities and the exploitation of existing capabilities through time.

As employees, they are often inclined to perform exploratory or exploitative activities (Smith and Tushman, 2005). In addition, individuals must overcome challenges in allocating resources between exploration and exploitation and how to integrate results to produce better results (Fairhurst et al., 2016). Exploratory and exploitative behaviors have been shown to contribute more positively to sales and service performance (Kao and Chen, 2016; Yu et al., 2013).

Other studies indicate that implementing two processes of exploration and exploitation simultaneously will contribute to increasing the work performance of employees in the organization(Kobarg et al., 2017; Lubatkin et al., 2006; Yu et al., 2013) and employee sales performance (Jasmand et al., 2012; Rapp et al., 2017). Besides, Hong et al. (2018) also confirmed that both exploration and exploitation behaviors have an impact on job performance. Furthermore, the ambidexterity behavior in sales staff will help employees complete the tasks originally set out (Yu et al., 2013).

As such, organizations that increase their exploitation and exploration activities will increase sales performance. So, the author proposes the hypothesis:

H5. Exploitation behavior has a positive impact on task performance.

H6. Exploration behavior has a positive impact on task performance.

2.3 Proposed research models

Deriving from the SDT theory Ryan and Deci (2000), self-determination motivation is divided into EM and IM. The research model suggests the influence relationship of EM, IM, and individual ambidexterity behavior (EPR and EPL) on task performance (PERF). The research model also proposes to consider the indirect influence relationship of EM and IM on PERF through EPL and EPR.

3 Methodology

This study employs qualitative and quantitative research methods.

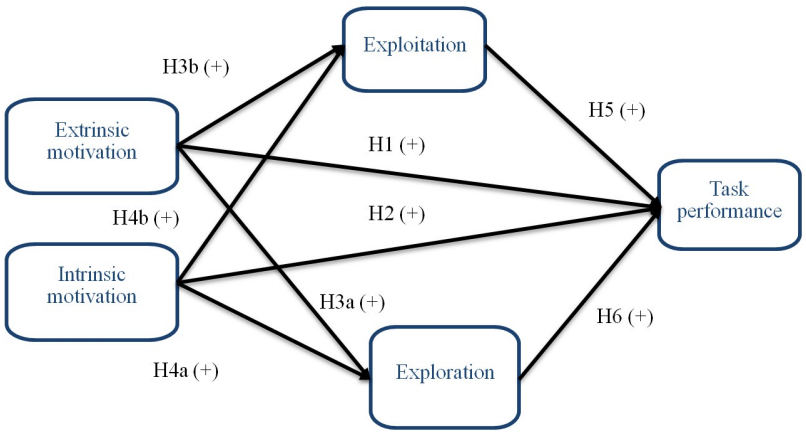

Figure 1: Proposed model

Source: Own research

3.1 Qualitative research

Qualitative research was conducted by directly interviewing 9 real estate market salespersons to adjust the scales following the research context. Based on the discussion results, the scales are adjusted as follows:

- The scale of motivation is borrowed from the measurement of Tremblay et al. (2009) including intrinsic motivation (IM) with 3 observed variables and extrinsic motivation (EM) scale with two components including identified (IDENT) and integrated (INTE) regulation. Each component of the EM scale includes 3 items. These scales begin with the suggestion "The reason you choose your current job to work is because:...".

- Each scale of exploration and exploitation behavior includes 7 items and is employed from the scale of Mom et al. (2009). The discussion results show that the items of the exploration behavior scale are excluded because they are not suitable for the research context, including "Activities that are not consistent with the current policy of the company" and "Activities that do not match the current policy of the company" The impact on profits or related costs is currently unclear. The remaining variables are kept and continue to be used in quantitative research. The observed variables of the scale of exploitation behavior after adjustment remain the same with all 7 observed variables. Observed variables are measured using a Likert scale with 7 levels from 1 (completely disagree) to 7 (completely agree). The scale begins with the question "In the past month have you participated in the following activities:"

- Task performance measurement with 3 items is used from the sales performance scale of (Krishnan et al., 2002). In which, one of the observed variables of scale (for example: How do you rate the quality of your work performance related to the knowledge of company products, competitor products, and customer needs?) is separated into two statements, PERF3 (I understand the company's products and competitors) and PERF4 (I understand customer needs) from the results of discussion participants' suggestions. Expressions that manifest two different ideas should turn this observation

into two observed variables, it will be easier for respondents to understand and answer correctly.

Thus, the adjusted observed variables retained in qualitative research (Table 1) will be used in quantitative research in the form of a Likert scale with 7 levels. Scales of extrinsic motivation (EM), intrinsic motivation (IM), exploitative behavior (EPL), and exploratory behavior (EPR) are conventionally measured from 1 "completely inappropriate" to 7 "completely appropriate". The sales performance scale (PERF) conventionally ranges from 1 "worst" to 7 "best".

3.2 Quantitative research

Quantitative research applied the convenient sampling method through a direct survey of real estate sales staff from 28 real estate brokerage organizations operating in Ho Chi Minh City. Specifically, through an appointment with the transaction Directors, Deputy Directors, Sales Managers, and Deputies to send the questionnaire to sales staff in the company at the end of the meeting. The questionnaire was collected (after one week) through a sales support staff. 635 questionnaires were distributed in total, 517 were collected, and 86 were invalid. The number of valid questionnaires (431) was put into formal processing for reliability assessment (Cronbach's Alpha - CA), exploratory factor analysis (EFA), confirmatory factor analysis (CFA), composite reliability (CR), and hypothesis testing by Structural Equation Modeling (SEM).

Research results show that CA coefficients are above 0.7, and EFA analysis (Promax rotation) is grouped into 5 factors with 24 observed variables. Which, two-component scales (IDENT and INTE) of extrinsic motivation (EM) are combined into one factor. This result is also consistent with Ju (2020) stated that in practice, the two scales IDENT and INTE often have a very high correlation or no difference. In addition, the results demonstrated that all observed variables have factor loading coefficients greater than 0.5. However, the observed variable EPL7 has a factor weight of less than 0.5, so it was excluded before CFA.

Before performing the model test, the test data showed a small deviation from the standard, but most of the kurtosis and skewness are in the range [–1, 1], so choosing the method of maximum likelihood estimation (ML) to estimate the parameters in the model is still a suitable method (Table 1). Besides, the results of testing the stability of the indexes are consistent with market data related to the overall model according to the Bootstrap estimation method with N = 2,000, and the results are stable with p = 0.005 in the model measurements.

4 Results

4.1 Sample characteristics

The research results collected from 431 salespersons show that 56.6% of respondents are male and 43.4% female; Education level from intermediate or lower accounted for 11.6%, college 33.4%, university 53.1%, graduate 1.9%; employees aged 18–24 years old

accounted for 41.8%, 25–34 years old was 47.8%, 35–44 years old was 9.5%, 45–54 years old accounted for 0.7%; employees with working experience of more than 3 months to less than 1 year had 30.6%, from 1 to 3 years accounted for 44.1%, from 3 to 5 years was 18.3%, from 5 years to 7 years accounted for 4.4% and from 7 years or more up there are 2.6%; the average monthly income of real estate sales staff with an average income of less than 6.5 million accounted for 19.7%, from 6.5 to under 10 million had 36.2%, from 10 million to under 20 million had 36.2%, from 20 million and above is 14.6%.

4.2 Measurement

The analytical CFA model shows that there are 240 degrees of freedom, CMIN = 413,590, CMIN/df = 1,723, and p = 0.000. The results of the CFA analysis show that the data are consistent with the market because GFI = 0.928, TLI = 0.956, CFI = 0.962, RMSEA = 0.041, and PCLOSE = 0.988. The results of Table 1 show that all the normalized regression weights of the observed variables of the scales are high ≥ 0.6 and significant $p < 0.001$.However, there are only two observed variables with normalized weights below 0.6 including EPR1 = 0.569 and EPR4 = 0.584. The two scales EPR and EPL do not achieve unidirectionality because there is a correlation between the errors in the scale; the IM, EM, and PERF scales are all unidirectional.

Thus, the C.R. values (Critical Ratio) for each factor, the factor loading is higher than 1.96 (PHAM, 2021). All Cronbach's Alpha (CA) reliability is greater than 0.7 and the composite reliability (CR) of concepts is greater than 0.80 (PHAM, 2021). Therefore, all the scales in the formal measurement model reach the convergent value. In addition, the average extracted variance (AVE) of all factors is between 0.506 and 0.575 and greater than 0.50 (PHAM, 2021), the AVEs are all larger than the maximum shared variance (MSV), and the coefficients MaxR(H) are all larger than the correlation coefficient on the diagonal of the scale itself. Consequently, the concepts have discriminant validity (Table 1).

Table 1: Reliability, CFA analytical values, kurtosis, and skewness

Variable	CA	CR	MaxR(H)	AVE	MSV	EPL	EM	EPR	PERF	IM
EPL	0.871	0.865	0.869	0.518	0.361	0.719				
EM	0.858	0.861	0.869	0.510	0.361	0.601***	0.714			
EPR	0.848	0.831	0.884	0.506	0.105	0.274***	0.290***	0.711		
PERF	0.827	0.833	0.850	0.556	0.260	0.479***	0.509***	0.323***	0.746	
IM	0.794	0.801	0.819	0.575	0.146	0.362***	0.312***	0.286***	0.382***	0.759
Skewness						-0.657	-0.799	-0.920	-0.251	-0.393
Kurtosis						-0.236	-0.181	0.415	-0.979	0.077

Source: Own research

Note: CA: Cronbach's Alpha; CR: Composite Reliability; ***: $p < 0.001$; AVE: Average Variance Extracted; numbers in bold are AVE; MSV: Maximum Shared Squared Variance; EM: Extrinsic motivation; IM: Intrinsic motivation; EPL: Exploitative Behavior; EPR: Exploratory Behavior; PERF: task performance; IM: Intrinsic Motivation.

4.3 Common Method Variance

The same participants were surveyed for this study in an identical setting using the 7-level Likert scale mentioned previously. So, there is a possibility of common methodological variance present. However in the study, the scale was adjusted to suit the context, and the scale with good reliability (Podsakoff et al., 2003). This study also performed two statistical tests to check for potential biases. First, performing the one-factor Harman test reveals that the total explained variance is 30.848% less than 50%. Second, the correlation coefficients between variables (Table 1) are all less than 0.9 (PHAM, 2021). Thus, the test results show that the general method variance is not a serious problem affecting the analysis results.

4.4 Structural modeling results

4.4.1 Hypothesis testing

The indicators in the model (see Figure 2) show the fit of the data to the market and tolerability ($\chi^2[241] = 415.538$; $\chi^2/df = 1.724$; $p = 0.000$; GFI = 0.927; TLI = 0.956; CFI = 0.962; RMSEA = 0.041, PCLOSE = 0.988). Based on the research results, Table 2 shows that the hypotheses are accepted. Specifically, EM ($\beta_u = 0.351$; $p = 0.000$) and IM ($\beta_u = 0.404$; $p = 0.001$) affect PERF, EM has a positive effect on EPR ($\beta_u = 0.136$; $p = 0.000$) and EPL ($\beta_u = 0.518$; $p = 0.000$). Also, IM had a positive effect on EPR ($\beta_u = 0.243$; $p = 0.000$) and EPL ($\beta_u = 0.351$; $p = 0.000$). Furthermore, EPR ($\beta_u = 0.265$; $p = 0.012$) and EPL ($\beta_u = 0.252$; $p = 0.003$) also had the same effect on PERP ($\beta_u = 0.479$; $p < 0.001$).

Table 2: Research hypothesis test results

Effective Relationships	β_s	β_u	S.E.	C.R.	p	Conclusion
EM → PERF	0.294	0.351	0.080	4.364	0.000	Accepted H1
IM → PERF	0.180	0.404	0.127	3.179	0.001	Accepted H2
EM → EPR	0.229	0.136	0.035	3.895	0.000	Accepted H3a
EM → EPL	0.542	0.518	0.056	9.189	0.000	Accepted H3b
IM → EPR	0.218	0.243	0.067	3.605	0.000	Accepted H4a
IM → EPL	0.196	0.351	0.095	3.701	0.000	Accepted H4b
EPL → PERF	0.201	0.252	0.084	2.979	0.003	Accepted H5
EPR → PERF	0.132	0.265	0.106	2.501	0.012	Accepted H6

Source: Own research

Note: EPL: Exploitative behavior; EPR: exploratory behavior; IM: Intrinsic Motivation; EM: Extrinsic Motivation; PERF: Task performance; βu: Unstandardized Estimate; βs: Standardized Estimate; C.R.: Critical Ratio; S.E.: Standard Error; p: p-value.

4.4.2 Testing the mediating role

To test the mediating role of EPR and EPL, the study uses an initial 95% confidence interval (CI) to correct for bias by extracting 2,000 samples from the original data set based on random sampling. The test results in Table 3 show that EPR (βu = 0.036; p = 0.012) and EPL (βu = 0.130; p = 0.004) play the mediating roles of the EM relationship with a positive effect on PERF. In addition, EPR (βu = 0.064; p = 0.013) and EPL (βu = 0.088; p = 0.003) acted as mediators of the positive effect relationship of IM on PERF. Thus, IM and EM both directly affect PERF and indirectly affect PERF through EPR and EPL. Therefore, EPR and EPL act as partial mediators in the research model.

Table 3: Bootstrap estimation of direct and indirect influence of factors on task performance

Effect	Relationship	β_U	β_S	p	95% Bootstrap CI
Direct	EM → PERF	0.351	0.294	0.000	
	IM → PERF	0.404	0.180	0.001	
	EPL → PERF	0.252	0.201	0.003	
	EPR → PERF	0.265	0.132	0.012	
	Total	1.272	0.807		
Indirect	EM → EPL → PERF	0.130	0.109**	0.004	[0.065; 0.205]
	EM → EPR → PERF	0.036	0.030*	0.012	[0.014; 0.074]
	IM → EPL → PERF	0.088	0.039**	0.003	[0.036; 0.164]
	IM → EPR → PERF	0.064	0.029*	0.013	[0.024; 0.130]
	Total	0.318	0.207		
Total Effects	Direct	1.272	0.807		
	Indirect	0.318	0.207		
	Total	1.59	1.014		

Source: Own research

Note: **: $p < 0.01$; *: $p < 0.05$; β_U: Unstandardized estimate; β_S: Standardized estimate; Bootstrap template with $N = 2,000$; CI = 95% confidence interval; p: p-value.

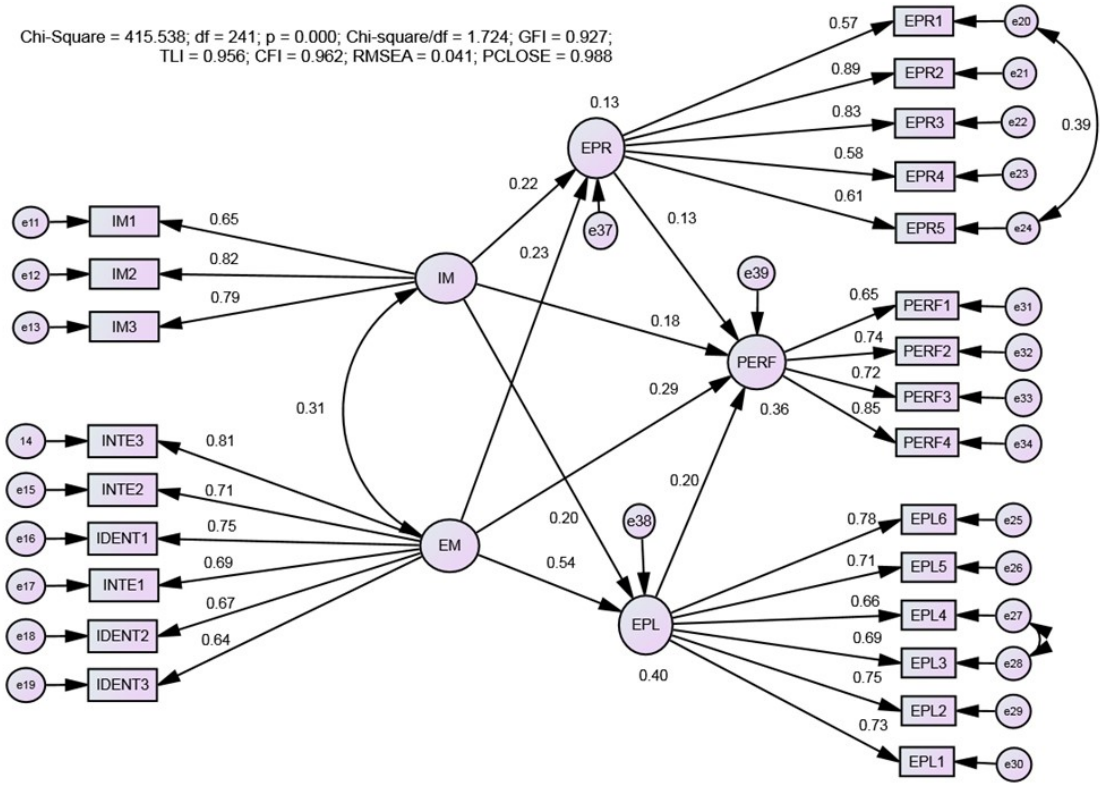

Figure 2: Linear structural model in a standardized form
Source: Own research

5 Discussion

The study found that EM has a positive effect on PERF ($\beta_S = 0.294$) and this result is consistent with previous studies by Homburg et al. (2019), Wong-On-Wing et al. (2010), Sok et al. (2016). Additionally, IM has a positive effect on PERF ($\beta_S = 0.180$). This outcome is likewise compatible with the study of Delpechitre et al. (2020) and Homburg et al. (2019).

Research findings convey that EM has a positive effect on EPR ($\beta_S = 0.229$) and EPL ($\beta_S = 0.542$). This results are consistent with the results of Graves et al. (2012), Sok et al. (2016), Ryan and Deci (2000), Kao and Chen (2016) and Jasmand et al. (2012). Moreover, IM has a positive effect on EPR ($\beta_S = 0.218$) and it is consistent with the outcomes of Sok et al. (2016), Kao and Chen (2016), Caniëls et al. (2017). Furthermore, IM has a positive impact on EPL ($\beta_S = 0.196$). This result is in line with the study of Kao and Chen (2016), but the research of (Sok et al., 2016 found that IM harms EPL, while the study of Caniëls et al. (2017), IM does not affect EPL. Besides, EPL ($\beta_S = 0.201$), and EPR ($\beta_S = 0.132$) have the same effect on PERF. The findings of this investigation are consistent with the study of Kobarg et al. (2017), Lubatkin et al.

(2006), Yu et al. (2013), Jasmand et al. (2012), Rapp et al. (2017).

The results also show that EPL and EPR play a mediating role in the positive influence relationship of EM and IM on PERF (Table 3). Furthermore, EM and IM have the same effect on PERF. Thus, EPR and EPL act as partial mediators in the influence relationship of EM and IM on PERF. Besides, based on the normalized SEM model, the coefficients of determination EPL, EPR, and PERF are obtained in the model (Figure 2). The results of the general research model explain 66.59% of the participating variables that directly and indirectly affect PERF.

6 Conclusion

The research results of testing the scales in the model show that the scales are both reliable and valid. The results demonstrated that EM, IM, EPL, and EPR have the same effect on PERF. Besides, EM and IM have the same effect on EPR and EPL. Moreover, EM and IM also affect PERF through EPL and EPR. The factors participating in explaining the model reached 66.59%. The investigation outcomes not only contribute theoretically but also bring practical significance to managers

The results of this study have responded to the call of Pertusa-Ortega et al. (2021) to combine the theory of individual ambidexterity behavior with the theory of SDT into this research model. Research results have also responded to the proposal of Delpechitre et al. (2020). Research results have proven that extrinsic motivation has a stronger impact on sales performance than intrinsic motivation. Thus, the results of this study support the views of Ingram et al. (1989), Oliver (1974). However, it is contrary to the opinion of Miao et al. (2007), Román and Iacobucci (2010) that intrinsic motivation has a stronger influence on job performance than extrinsic motivation.

The research results respond to the call of Gerhart and Fang (2015) by applying self-determination motivation based on SDT theory to explore the relationship between different types of self-determination motivation and individual ambidexterity behavior (exploitation and exploration) and job performance. In addition, the study outcomes have determined that personal behavior (exploitation behavior is stronger than exploration behavior) increases the influence relationship of self-determination motivation on job performance. Thus, the results of this study show an imbalance between exploitation and exploration activities at real estate brokerage companies in Vietnam. Besides, the research results also meet the suggestion of Aman et al. (2022) in enriching the research related to individual ambidexterity behavior.

Research outcomes demonstrate that employees in the organization perform more exploitation activities than exploration activities. In the long term, employees will feel tired, and exhausted; have many risks of interference, damage to health, and reduced sales performance of employees. Therefore, to ensure a balance between exploitation and exploration activities, organizations need to have clear strategic directions, increase training, and support employees to expand exploration activities to reduce imbalance and thereby contribute to a more sustainable improvement in employee performance in the organization (Hong et al., 2018).

Managers need to increase training courses to assist employees in identifying goals and tasks that are crucial to the company and help employees feel valued in the workplace (Caniëls et al., 2017). In addition, managers need to communicate organizational values that influence motivational orientation and ensure a balance in the process of carrying out exploration and exploration activities from employees for job performance (Caniëls and Assen, 2019; Sok et al., 2016) and assist in providing personal growth chances for (Sok et al., 2016). Therefore, activities related to training sales staff regularly are the key to success for the company to exploit and explore the full potential of employees.

The research is mainly carried out on a small sample in the real estate brokerage service industry in Vietnam. Therefore, in the future, it is advisable to study with a larger sample size and expand to other professions. Moreover, the study employs survey questionnaires at a time with a convenient sampling form. Hence, follow-up studies should be carried out at different times to examine the change in the influence relationships between self-determination motivation, and individual ambidexterity behavior on sales performance.

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