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DEPARTMENT OF BUSINESS ADMINISTRATION

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**WORK MOTIVATION IN THE CONTEXT OF  
EXPECTANCY THEORY: A RESEARCH ON BANK  
EMPLOYEES OF CAMEROON**

**MASTER'S THESIS**

ANDREE PERPETUE, EDJIMIBI NGA

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SEPTEMBER 2019

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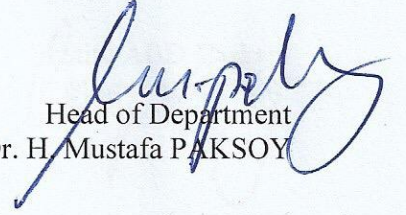
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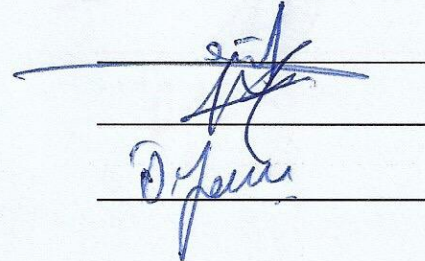
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**BEKLENTİ TEORİSİ KAPSAMINDA İŞ MOTİVASYONU:  
KAMERUN BANKA ÇALIŞANLARINA BİR UYGULAMA**

ANDREE PERPETUE EDJIMIBI NGA

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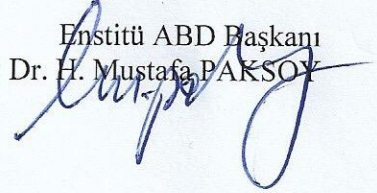
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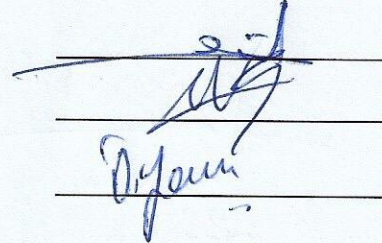
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GAZIANTEP  
SEPTEMBER 2019

# DEDICATION

*To my lovely mother: Marie Solange NGONO*

## ABSTRACT

### WORK MOTIVATION IN THE CONTEXT OF EXPECTANCY THEORY: A RESEARCH ON BANK EMPLOYEES OF CAMEROON

EDJIMBI NGA, Andree perpetue

M. A. Thesis, Department of Business Administration

Supervisor: Assist. Prof. Dr.Ş. Gül Reis

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Work motivation has always been an important aspect of organizational behavior. Over the years many theories have been made and implemented because it is crucial for an organization to understand what motivates its employees in order to boost their performance and productivity. This study examines work motivation in the context of Expectancy Theory of bank employees of Cameroon. It was conducted through a literature review and an empirical analysis. A survey of 26 questions was administered to bank employees of Cameroon regardless their age, gender or hierarchical position and 189 responses were collected. According to the Expectancy Theory as suggested by Vroom (1964), three variables which are expectancy, instrumentality and valence affect work motivation. The datas were analysed through descriptive analysis, correlation analysis and multiple regression analysis. The findings indicated that the Expectancy Theory can explain Work Motivation of bank employees of Cameroon considering the model summary of the Multiple Regression Analysis. Also, among the three independents variables, expectancy and valence have a positive effect on work motivation while intrumentality does not.

**Keywords:** organization, expectancy theory, motivation, expectation, instrumentality, valence.

## ÖZET

### İŞ MOTİVASYONU TEORİLERİ: BEKLENTİ MOTİVASYON TEORİSİNİN KAMERUN BANKA ÇALIŞANLARINA UYGULAMASI

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İş motivasyonu örgütsel davranışın her zaman önemli bir parçası olmuştur. Yıllar geçtikçe birçok teori yapılmış ve uygulanmıştır çünkü bir kurumun çalışanlarını performanslarını ve üretkenliklerini artırmak için neyin motive ettiğini anlamak çok önemlidir. Bu çalışma, iş motivasyonunu Kamerun'daki banka çalışanlarının Beklenti Teorisi bağlamında incelemektedir. Bu çalışma literatür taraması ve ampirik bir analiz ile yapılmıştır. Kamerun banka çalışanlarına yaşlarına, cinsiyetlerine veya hiyerarşik konumlarına bakılmaksızın 26 sorudan oluşan bir anket uygulandı ve 189 cevap toplandı. Vroom (1964) tarafından önerilen Beklenti Teorisine göre, beklenti, araçsallık ve değerlik olmak üzere üç değişken iş motivasyonunu etkilemektedir. Bulgular Beklenti Teorisinin Kamerun'daki banka çalışanlarının İş Motivasyonunu Çoklu Regresyon Analizinin model özeti dikkate alarak açıklayabileceğini göstermiştir. Ayrıca, üç bağımsız değişken arasında Beklenti ve değerlilik iş motivasyonu üzerinde olumlu bir etkiye sahipken, aracı olma anlamlı bir etkiye sahip değildir.

**Anahtar Kelimeler:** örgüt, beklenti teorisi, motivasyon, beklenti, olumsuzluk, değerlik.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. INTRODUCTION**

It is fundamental for each organization to maintain good relationships with its employees as it is for them that the organization lives. Of course the banks do not escape this rule. Banks should pay special attention to the needs and demands of their employees. Managers need to understand what motivates them in order to increase their performance and achieve the goals. This study is delimited to the banks of Cameroon. Moreover, this theme is questionable because it is essential to capture the growing interest banks over employees.

What motivates bank workers in Cameroon? This is the fundamental inquiry administrators should pose! During a few temporary jobs in banks, many grumbles were seen as low pay, absence of correspondence, absence of conceivable outcomes of progression. From the logical perspective, a few logical commitments address the issue of motivation. In any case, on account of perception, the writing is lacking as respects the determination of this motivation in business banks in Cameroon. The few works existing there reflect genuine inadequacies and deficiencies that ought to be filled. Along these lines, a reflection that spotlights on the commitment of motivation on the exhibition of bank workers in Cameroon will be a logical commitment that will put the cover on a significant piece of the administration of private area organizations. Along these lines, different administrative parts of organizations can be drawn nearer so as to comprehend in a dynamic and plural point of view the fulfillment of business needs in the bank business. In this rationale, another and specific commitment could add to restoring the object of study and examination of motivational segments. This reflection incorporates into this rationale a few interests that should be tended to. It is a pedantic, philosophical, moral, and financialintrigue

For the most part, in the board, many organizations in Cameroon think that motivation is typically restricted to the absolutely money related (characteristic motivations). However, the money related reward isn't the main assurance of fulfillment and satisfaction for workers (Lemos and Verissimo, 2004:930-938). Notwithstanding the pay, a few other non-money related prizes called extraneous motivations can add to the improvement of a representative and increment the organization's exhibition. In this way, the motivation of representatives in an organization ought not be constrained to the characteristic angle. Hence, the absence of thought of parts of motivation (intrinsic and extrinsic) can affect the reliability and execution of representatives of private segment organizations in Cameroon. In light of current circumstances, different assessments mirror this reality. In light of this perception, there is the issue of the connection between employees' motivations and their work performance. The present study plans to investigate expectancy theory of work motivation in the bank industry of Cameroon.

Considering that it is important to ensure employees work toward the goal of the organization (Mak and Sockel, 2001:266), Expectancy theory (Vroom, 1964:85) recommends that motivation can be determined by Expectancy \* Instrumentality \* Valence. In this way, this investigation was made by this supposition.

For lucidity and for methodological reasons, the present work will be composed around a topical arrangement. In this way, we will as a matter of first importance settle down a general outline of the investigation. Thusly, the extent of the investigation will check out the object of research, the theories, the destinations just as the stock of apparatuses on the portrayal of the structure of banks in Cameroon.

The second chapter is to return to the review of the literature. It will be a question of emphasizing the conceptual definition of key terms and concepts. The different theories on motivation as well as the identification of different motivational factors will also be discussed.

Chapter three, location of the study methodology will return to the questionnaire, the collection of empirical data, the field survey as well as the data collected. And then, we will deal with the analysis and interpretation of the data collected. This is the analysis of empirical data. Then come the recommendations.

## 1.2. AIM OF THE STUDY

In spite of the fact that the idea of motivation has been tended to by a many specialist, it ought to be noticed that almost no work is committed to the work motivation of the financial framework, especially banks.

In any case, the point of this examination is to acquire comprehension of worker motivation in the financial business of Cameroon and have an unmistakable thought of the representatives' basic leadership process. Along these lines, explicit goals are recorded as pursued:

- Examine break down and understand employee' motivation utilizing expectancy theory
- Examine the stretch out of every expectancy theory segment to work motivation of bank employees of Cameroon
- Analyze the significance of motivational components for bank employees of Cameroon as thought by Expectancy Theory.

On the off chance that it is acknowledged that the proficiency and profitability of an organization rely upon the pretended by the on-screen characters (representatives), unmistakably the organization's approach towards workers is to break down with incredible consideration. In this driving force, for a trying corporate financial master, a hopeful HR official or a private part representative, understanding the idea of motivation could make a more noteworthy commitment to improving efficiency, on one hand, and create extra motivation for anybody seeking to enter the financial calling. Besides, this topic is faulty in light of the fact that it is fundamental to hold onto the developing enthusiasm of banks over representatives. important part of the management of banks.

From a logical perspective, a few logical commitments address the issue of motivation. Be that as it may, on account of perception, the writing is insufficient as respects the detail of this motivation in banks of Cameroon. The few works existing there reflect genuine deficiencies and inadequacies that ought to be filled. Therefore, a reflection that spotlights on the execution of expectancy theory of motivation on bank workers of Cameroon will be a logical commitment that will put the shroud on a significant piece of the administration of banks.

### **1.3. IMPORTANCE OF THE STUDY**

This investigation is important as it is a contribution to the study related to work motivation of bank employees of Cameroon. That truly attempt to look at and break down work motivation from a particular theory. The explanation for picking Cameroon is that it is my nation of inception and I am keen on the part of motivation in banking division. Coming up next are the principle commitment of this examination.

This investigation contributes both hypothetically and basically. Hypothetical perspective is advocated as in it confirms the believability of expectancy theory. in the useful side, this investigation gives an accurate examination of the financial circumstance in Cameroon utilizing expectancy theory of motivation. Be that as it may, it adds to the result of past investigations by helping an improved information of the work motivation in the bank business of Cameroon.

Plus, the consequence of this examination may help to accompany another point of view for the partners and administrators If there is a solid beneficial outcome of expectancy theory segments (Expectation, Instrumentality and Valence) on workers motivation; the officials, chiefs and representatives all have benefits as in they can utilize the data to settle on a decent choice.

### **1.4. HYPOTHESIS OF THE STUDY**

The Expectancy Theory gives an instrument for finding motivation through a kind of calculation. The way by which the Expectancy theory works is as sought after: employees have singular destinations which they like to achieve and subsequently they work in affiliations. These individual targets can be fulfilled by organizational rewards or work results. In this way, the association between organizational rewards or work results and individual targets is critical. This relationship can similarly be conveyed as the value the employees accommodate the work results. Moreover, organizational rewards or work results are liable to the individual execution of the employees. The level of conviction that the employees have that introduction will achieve achievement of organizational rewards. Thirdly the perspective on the chances by the employees that individual effort will incite prevalent is furthermore huge.

Consequently, to carry out this analysis, it is crucial to formulate hypotheses which will be the focus of this study. The hypotheses formulated are based on the equation of Expectancy Theory of Motivation which is

$$\text{Work Motivation} = \text{Expectancy} * \text{Instrumentality} * \text{Valence}$$

In this way, those associations can be established on the following hypotheses

**Hypothesis 1:** Expectancy affects positively work motivation of bank employees.

The Expectancy Theory says that individuals have various set of goals and they can only be motivated if they believe that there is a positive correlation between their efforts and their performance. Therefore, the general factors associated to this variable are Self-Efficacy, Goal Difficulties and Control.

**Hypothesis 2:** Instrumentality affects positively work motivation of bank employees.

According to the Expectancy Theory, Instrumentality is the belief that a worker will receive a reward if his/her efforts lead to a high performance. So, they believe in the positive correlation between the performance and the rewards. The factors associated with this variable refer to intrinsic rewards (progress, promotion and achievements, etc) and extrinsic rewards (financial bonuses, salary increment, etc).

**Hypothesis 3:** Valence affects positively work motivation of bank employees.

The Expectancy Theory defines Valence as the value the employees place on the rewards related to their goals, needs and sources of motivation which are also the general factors associated to the variable. Which means that if their rewards are fulfilled, they will be highly motivated.

## 1.5. LIMITATIONS OF THE STUDY

limitations are the potential weaknesses of the study that, if appropriately addressed, will not undermine the study (Yin, 2012). While processing this study, many limitations were faced, from the choice of the appropriate survey to submit to data collection and analysis.

- Firstly, the questionnaire was submitted in English and several complaints were registered. Even if in Cameroon, French and English are the two official languages, many people found it difficult to communicate in English;

- Secondly, the information for this study were gathered namelessly and intentionally from bank workers in Cameroon. Along these lines, it is hard to tell what number of answers compare to every one of the fourteen existing banks;
- Thirdly, noticing that the information accumulation by survey was troublesome, because of the question of bank workers. they were regularly doubtful about sharing their sentiments about their organisation;
- Besides, given the privacy provisos marked by the bank workers, they were extremely retentive in noting the poll regardless of whether none of the inquiries submitted was identified with the regulation guidelines in force in Cameroon.
- Furthermore, lack of enough research on work motivation in the banking industry of Cameroon which makes this survey new to the workers.
- Moreover, the absence of demographic statistics due to the economic conjointure. Infact considering the high rate of unemployment in Cameroon people are scared to answer such surverys because in a way they believe they might loss their jobs. Even if they agreed on answering the survey, they mostly refused to give imformation about their gender, age and hierarchical positions.

## **1.6. METHODOLOGY OF THE STUDY**

Essential informations were utilized in this investigation in which it was determined utilizing a nearby finished poll that was conveyed to the respondents of the 14 business banks in Cameroon.

A sample of 189 employees was utilized which incorporate the administration and staffs of the banks and was drawn utilizing a stratified inspecting method. Expectancy, instrumentality, valence was used as independent variables and work motivation were utilized as dependent variable.

The study was conducted through several types of analysis in order to get reliable information and conclusions.

The factor analysis used is described as followed:

- KMO and Bartlett's test: According to Glen (2016), the Kaiser-Meyer-Olkin test is an extent of how accommodated your data is for Factor Analysis. The test evaluations inspecting sufficiency for each factor in the model and for the awesome



model. The statistics is extent of the degree of variance among variables that might be ordinary variance. KMO returns regards are among 0 and 1. This is a standard for explaining the statistics (Cerny, 1977: 43-47)

According to Cerny (1977: 44) there are three values of KMO which are mentioned as followed:

1-KMO values some place in the scope of 0.8 and 1 show the sample is adequate

2-KMO values under 0.6 exhibit the sample isn't satisfactory and that helpful moves should be made.

3-KMO characteristics close to zero suggests that there are enormous midway correlations, which means there is an immense issue for Factor Analysis.

- Rotation factor: In request to make the elucidation of the factors that are viewed as applicable, the main choice advance is for the most part pursued by a rotation of the factors that were held. Two primary sorts of rotation are utilized: symmetrical when the new axes are likewise symmetrical to one another, and sideways when the new axes are not required to be symmetrical to one another. Since the rotations are constantly performed in a subspace, the new axes will always clarify less variance than the first factors (which are processed to be ideal), however clearly the piece of variance clarified by the all-out subspace after rotation is equivalent to it was before rotation (Abdi, 2003:1)

- Reliability and Cronbach's alpha: it is a proportion of inward consistency that is the means by which firmly related a lot of things are as a gathering. It is viewed as a proportion of scale reliability. A high esteem for alpha does not suggest that the measure is unidimensional, additional analyses can be performed. Exploratory factor analysis is one strategy for checking dimensionality. Actually, Cronbach's alpha isn't a stational test. It is a coefficient of reliability or consistency (Bruin, 2006; Al-Zawahreh and Al-Madi, 2012).

- Descriptive Analysis: Bruin (2006), referenced that its point is to delineate different features of data ordinarily connected with an assessment. The rule inspiration driving descriptive statistics is to give a brief summary of the sample and the measures done on a particular report. Basically, it is connected to delineating the data that have been showed up. It usually demonstrates a quantitative analysis of data in a direct way (Al haj, 2017). Therefore, it is basic to choose the course, the measures of central tendency (Mean, Median, Mode), the dispersion (Range,

Standard Deviation). Descriptive statistics are very huge in light of the fact that they help indicating data in a manner than can be viably understood by people.

- Correlation table: It is a table exhibiting correlation coefficients between sets of variables. Each subjective variable ( $X$ ) in the table is associated with all of the characteristics in the table ( $X_i$ ). This grants to see which sets have the most raised correlation (Cerny, 1977: 43-47)

- Regression Analysis: It is a statically strategy to choose the linear association between at any rate two variables. Relapse is in a general sense used for forecast and causal deduction. In its least intricate structure, backslide exhibits the association between one free factor ( $X$ ) and a dependent variable ( $Y$ ). It shows how assortment in one variable co-occurs with assortment in another. What relapse can't show is causation, which is simply demonstrated consistently, through substantive theory (Campbell and Campbell, 2008:3)

## **CHAPTER TWO REVIEW OF LITERATURE**

Employee motivation has been the point of convergence of research in educational circles as specialists attempt to understand what induces employees in a combination of work settings. The golden age of Work Motivation theories was in the mid of the 1960s (Turnbull, 2000:50). Understanding work bank employees lead and motivation has pushed toward getting to be an critical issue consistently. This chapter will help fixing a literature framework of the study. Therefore, it is important to go through some major points. First of all, an introduction of motivation concept will be settled, then, a review of the motivation theories will be explicated with a major focus on the Expectancy theory of motivation. It is also crucial to go through a conceptual review of work motivation in general and of expectancy theory specifically.

### **2.1. INTRODUCING WORK MOTIVATION CONCEPT**

Motivation is from a latin word meaning “to move” (Shahzad and Jehanzeb, 2013:57). To get, sway or predict human behavior one ought to at first grasp human motivation. Motivation has reliably been at the point of convergence of various talks. It has reliably been critical for investigators, analysts and executives to understand what genuinely moves people when all is said in done and explicitly what drives them on a specialist level. In this way, consistently, a couple of researchers have endeavored to convey definitions to the possibility of motivation. Motivation is portrayed by different specialists in different ways. Motivation reported by Aarons (2010:47) is the ability to change behaviors; it can be for intrinsic reasons or extrinsic ones. Ryan and Deci (2000:54-67) describe motivation concerning when an individual is moved to achieve something. They further communicated that an individual is set to be stirred in case he/she feels strengthened and established towards something and an individual is set to be unmotivated when he feels a

nonattendance of motivation and power. As indicated by Krietner (1995) Motivation is the mental procedure that provides conduct reason and guidance, an inclination to act in a purposive way to accomplish explicit neglected needs, and unsatisfied need, moreover, Helepota (2005:16) characterizes Motivation as “a person’s active participation and commitment to achieve the prescribed results” Helepota further exhibits that the idea of inspiration is conceptual in light of the fact that various procedures produce various outcomes at various occasions and there is no single system that can deliver ensured great outcomes consistentl. Regardless see that work motivation and components have reliably been difficult to discern and execute. Also, Ryan and Deci (2000:54) delineate motivation as the craving or inspiration to design something, to act or to be activated towards an end. They explained that motivation includes both the 'level' of motivation which is the measure of motivation, similarly as the 'heading' which is the kind of motivation.

With the true objective of this assessment motivation in the work condition will be observed and thusly it will be fundamental to look at work motivation. Work motivation is characterized as the mental powers that decide the heading of an individual's behavior in an association (George and Jones, 2012). According to Gonzalez and Silicia (2012:318), employees’s responses to a particular motivational method will differ from one individual to another. One relentless associated speculation on employee motivation is Abraham Maslow's (1943) hierarchy of needs which suggested that people ordinarily direct their activities towards fulfilling unsatisfied needs. Such needs, as demonstrated by the theory, go deprived from the physiological necessities for survival to the psychosocial essentials for a phenomenal life (Sen et al., 2012). Among the numerous components that may influence the degree of employees' motivation is the arrangement of desires that their supervisors impart to them. In the event that the desires are high, the employees will feel urged to accomplish or surpass those (Pandey, 2014). Graves and Luciano (2013) believe that the managers are able to impact employees’ motivation through assignment of responsibilities, individual cooperation, rewards and powerful communication.

Pinder (2008:11) defined motivation as a set of enthusiastic strenght that start within as well as beyond an individual’s being, to initiate work-related behavior, and to decide its structure, course, force, and term (Enninfull et al, 2015:10). As needs be, motivation is a mental procedure dependent on the association between the individual employee and his/her environment (Latham and Pinder, 2005). Motivation

is a procedure that decides how vitality is utilized to fulfill individual needs and where assets, for example, time and vitality, are circulated to a scope of work assignments. It incorporates the course, power, and constancy of this allotment procedure, which will be clarified further along these lines. Motivation is a future-situated idea in that people anticipate the amount of fulfillment they will get when the result is practiced. The employee's impression of applying vitality to the undertaking and the consequent need fulfillment impacts the amount of the person's vitality is committed to that activity (Pritchard and Payne, 2003). According to Antomioni (1999:29), "the measure of effort individuals are happy to put in their work relies upon how much they feel their inspirational needs will be fulfilled. Then again, people become de-spurred on the off chance that they feel something in the association keeps them from achieving great results.

## **2.2. THEORIES OF MOTIVATION**

Along with perception, personality, attitudes and learning, motivation is a crucial part of understanding organizational behavior (Tella et al, 2007:2). In the cause of this study, my main goal here is to present varieties of theories of motivation as suggested by different scholars. Robbins and Judge (2013), categorised theories of Motivation into two groups. The first group represent earlier theories of motivation during the 1950s which are:

- Maslow's Hierarchy of Needs by Abraham Maslow (1943)
- Theory X and Theory Y by Douglas McGregor (1960)
- Herzberg's two-factor Theory by Fredrick Herzberg (1959)
- McClelland's Theory of Needs by David McClelland (1961)

The second group is about contemporary theories of motivation listed as followed:

- Self-Determination theory by Ryan and Deci (2000)
- Job Engagement theory by Locke and Latham (1976) William Kahn (1990)
- Goal-Setting theory by Locke and Latham (1984-1990)
- Reinforcement Theory by Skinner (1938)
- Equity Theory by Adams (1963)
- Expectancy Theory by Victor Vroom (1964)

### 2.2.1. Early Theories of Motivation

Four theories of motivation have been figured during the 1950s according to Robbins and Judge (2013: 202-208). They are still notable regardless of the subject of their legitimacy.

#### 2.2.1.1. Maslow's hierarchy of needs

Abraham Maslow in a paper titled "A Theory of Human Motivation" which was presented in 1943 extended the arrangement to fuse his view of human's inalienable intrigue (Nyameh, 2013). This theory has wound up being the unavoidable and the most suggested theory of human motivation. As a clinical analyst he requested the human needs into five (5) orders from the most negligible to most dumbfounding where he acknowledges people are impelled by the necessities they are reliably endeavor to fulfill. He further communicated that people satisfy their needs once at the time and once that need is satisfied it doesn't overpower the behavior any more and offers spot to another period of prerequisites.

The five (5) classes of the requirements are named as pecking order of necessities, according to Maslow (1943:370-396):

- Physiological or Basic Needs

These fuse the necessities to satisfy hunger, thirst, sex, spread, and other genuine needs. They are the most basic and for someone to persevere through their fulfillment is fundamental (Maslow, 1953:59).

- Safety Needs

Security needs are the requests that incorporate wellbeing and insurance from physical and passionate harm. They are requirement for freedom from risk, threat or hardship and require self-safeguarding

- Social Needs

These incorporate the longing for adoration, having a place, acknowledgment, and companionship. They are concerned with the limit of a person to exist in congruity with others.

- Esteem Needs

These incorporate the requirement for self confidence, achievement, ability, freedom, fearlessness, status, acknowledgment, consideration, poise and appreciation, when these requests are met, results as it were of ampleness, however when they are not fulfilled; It produces feebleness and inadequacy feelings

- Self-Actualization Needs

This implies self-realization. As far as a foreordained request of requests, he sees a person's motivation with his own position.

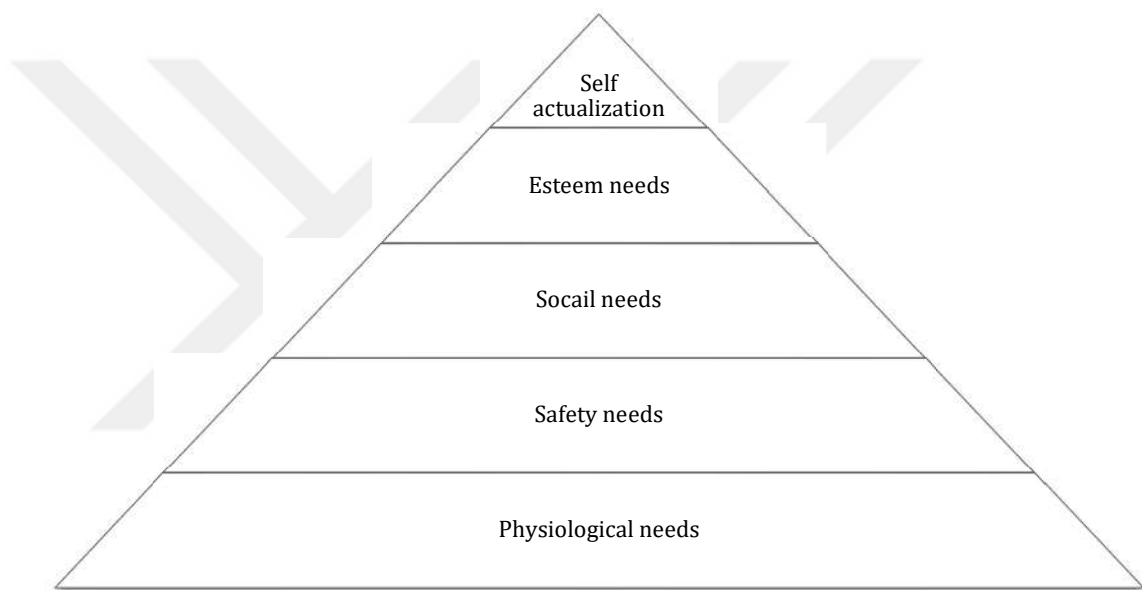


Exhibit 1 : Maslow's hierarchy of needs (Maslow, 1943:375)

#### 2.2.1.2. Theory X and Theory Y

In his theory, Douglas McGregor (1960) has two distinct perspectives on the conduct of staff. Theory X has a totally adverse perspective of humans and, contrary to this, theory Y has a favorable aspect of the conduct of humans. It is important to mention that McGregor mainly focused on human emotional needs (Aykut and Selva, 2013:104).

Under Theory X, executives think that staff simply dislike work and must therefore be guided or even forced into performing it. In theory Y, executives believe that staff can regard job as natural as rest or play, and therefore the average person can learn to recognize and even pursue accountability (Robbins and Judge, 2015). McGregor himself believed Theory Y assumptions were more valid than Theory X.

Therefore, he proposed such ideas as participative decision making, responsible and challenging jobs, and good group relations to maximize an employee's job motivation (Robbins and Judge, 2015).

Searchers like Douglas McGregor focus their studies on human emotional requirements. Satisfied emotional demands can lead to improved productivity and organisational efficiency (Arslan & Staub, 2014 : 102-111 ; Hersey et al., 1996, Cox et al., 2005).

### **2.2.1.3. Herzberg's two-factor theory**

Fredrick Herzberg's notable theory was planned in the year 1959. The therapist asked himself the inquiry « what do individuals need from their activity ? » So, he attempted to examine individuals regarding what are their desires. He requested that they depict in detail, circumstances in which they felt especially fortunate or unfortunate about their employments (Herzberg, 1959). According to Pardee(1990:7), Herzberg characterized two arrangements of components in choosing representatives working demeanors and level of execution named Motivating factors (satisfiers) and Hygiene Factors (dissatisfiers).

It turns out that intrinsic factors, for example, progression, acknowledgment, obligation, and accomplishment appear to be identified with job satisfaction. Respondents who liked their work would in general ascribe these factors to themselves, while disappointed respondents would in general refer to extrinsic factors, for example, supervision, pay, organization strategies, and working conditions.

Herzberg et al (1959:101), created a two-dimensional worldview of variables that influence the job demeanors of people. He argued that variables such as organizational strategy, oversight, interpersonal relationships, working circumstances, and compensation are factors of hygiene rather than helpers. As demonstrated by the theory, the nonappearance of cleanliness elements can make work disappointment, anyway their substance does not goad or make fulfillment. (Cameron, 1996:184-186). Studies as Wan Fauziah et al (2013) suggested that intrinsic and extrinsic rewards should be combine in one set of determinants based on the sample of their research.



On the other hand, he chose from the data that the inspirations were part that upgraded a person's activity; he found five factors explicitly that were strong determiners of occupation fulfillment: achievement, affirmation, the work itself, duty, and progress. These inspirations (satisfiers) were connected with whole deal advantageous results in employment execution while the tidiness factors (dissatisfiers) dependably conveyed simply transient changes in occupation attitudes and execution, which quickly fell back to its past level Naumann and Jackson(1999:71-76).

In summary, satisfiers delineate a person's relationship with what she or he does, many related to the endeavors being performed. Disappoints, on the other hand, have to do with a person's relationship to the one of a kind circumstance or condition where she or he plays out the activity. The satisfiers relate to what an individual does while the dissatisfiers relate to the condition wherein the individual does what the individual does.

#### **2.2.1.4. McClelland's theory of needs**

Three needs theory was developed by David McClelland in 1961 for the first time in his book the Achieving Society. According to Pardee (1990:11), McClelland suggested a theory of motivation very close to the learning concepts. This theory tends to three needs (McClelland, 1961; 1975; 1985).

- Need for accomplishment (nAch) is the drive to exceed expectations, to achieve in connection to a lot of standards.
- The requirement for power (nPow) is for others to act in a way else they would not.
- The craving for a cordial and close relational relationship is the requirement for alliance (nAff).

High achievers perform best when they see their probability of improvement as 0.5 (McClelland, 1975) that is, a 50–50 possibility. The detestation wagering with high shots since they get no achievement fulfillment from advancement that stops by unadulterated plausibility (Todd and Hall, 2012:31). Furthermore, they hatred low possibilities (high probability of advancement) from that point forward there is no test to their aptitudes. They like to set targets that require expanding themselves a bit. Contingent upon an expansive proportion of research, we can predict a couple of associations between achievements need and employment execution. To begin with, when occupations have an abnormal state of good obligation and input and a

moderate degree of hazard, high achievers are unequivocally persuaded. Sumi (2010) concluded that all motivational needs others that the need for affiliation are significantly related to psychological empowerment.

Dissimilar to Maslow (1943), McClelland (1975) did not recognize the requirements of a specific progress. He demonstrates that a few people are needing more prominent fixations than others.

### **2.2.2. Contemporary Theories of Motivation**

A few theories have been planned from that point onward. Every last one of them has a distinction. In the following lines we will attempt to make reference to them.

#### **2.2.2.1 Self-determination theory**

The Self-Determination Theory (Deci and Ryan, 1985; 1991; 1995) is a metatheory of human motivation and personality improvement. SDT relies upon the vital humanistic assumption that individuals ordinarily and viably mastermind themselves toward improvement and self-association (Legault, 2017). The theory was elaborated on the relationship between human needs and their health and well-being.

The way that human sense, phenotypically imparted, can be either powerful or isolates, accommodating or lazy, suggests more than immaterial dispositional differentiates and is a limit of an option that is other than natural advancements. It also bespeaks a wide extent of reactions to social circumstances that is meriting our most phenomenal legitimate assessment (Deci and Ryan, 1985). Specifically, social settings catalyze both inside and between-singular complexities in motivation and person improvement, achieving people being logically self-enlivened, enabled, and facilitated in specific conditions, spaces, and social orders than in others. (Deci and Ryan, 1995) research on the conditions that support versus undermine positive human potential outcomes has both speculative import and practical centrality since it can contribute not only to formal learning of the explanations behind human lead yet also to the arrangement of social conditions that overhaul people's improvement, execution, likewise, success. Research guided autonomous from any other individual confirmation theory (SDT) has had an advancing stress with precisely these issues (Deci and Ryan, 1991).

Robbins and Judge (2013: 208) told Marcia's story you found it unusual when she began work at the Humane Society as a volunteer. She used put in 15 hours seven days helping individuals receive pets. Also, she liked coming to work. At that point, three months prior, they enlisted me full-time at \$11 per hour. She did likewise work as previously. Be that as it may, it was not anymore enjoyable.

This story showed up not to look good yet rather the mythical being assurance theory truly explains that. People slant toward having a particular control over their employments and exercises. It stops being charming when there are a couple of necessities.

#### **2.2.2.2 Employee engagement**

Employee Engagement, was first introduced by William Kahn in 1990. He believed that the employees work motivation occurs when workers bring in or leave out their own self (Kahn, 1990). There are four major statements that have made when it comes to employee engagement according to Kumar and Panseri (2014:56), which are need satisfiant approach (Kahn, 1990), burntout approach (Maslach, 2001), individual's involvement and satisfaction as well as enthusiasm at work (Harter, 2002) and the multidimensional perspectives (Saks, 2006).

Latham and Locke (1991:236) give a thorough meaning of employee or job Engagement as pleasurable or positive passionate state coming about because of the examination of ones job or job understanding. Job fulfillment is an aftereffect of worker's impression of how well their job gives those things that are seen as significant representative commitment was depicted in the academis litterature by (Locke et al, 1987). It is gotten from investigations of a gathering' ability to achieve organizational destinations which started during the 1920s (Pandey, 2013 :155). It is commonly perceived in the authoritative conduct field that employee engagement there are three significant measurements to job fulfillment (Sharma, 2009) :

- Employee engagement is an enthusiastic reaction to a job circumstance.
- Employee engagement is regularly controlled by how well result meet or surpass expectation.
- Employee engagement speaks to a few related frames of mind which are most significant qualities of a job about which individuals have powerful reaction

Another story was told by Robbins and Judge (2013:211) to feature the activity commitment theory. Right when therapeutic specialist Melissa Jones comes to work, it gives the idea that everything else in her life leaves, and she ends up being completely made up for lost time in what she is doing. Her emotions, her contemplations, and her behavior are out and out facilitated toward patient consideration. In all honesty, she can get so got up to speed in her work that she isn't even aware of to what degree she's been there. On account of this total obligation, she is continuously practical in giving patient thought and feels propelled by her time at work (Robbins and Judge, 2015). Cheng (2015) identified that employee performance and job satisfaction are something that managers generally acknowledge but rarely focus on.

### **2.2.2.3 Goal-setting theory (Locke and Latham, 1984, 1990)**

Edwin Locke (1984) a fundamental master on goal setting, and his accomplices portray a goal as "what an individual" is endeavoring to accomplish ; it is the thing or purpose of a movement.

Locke (1984) recommended that desires to advance toward a goal are an essential wellspring of work motivation. That is, goals light up employees what ought to be done and how much effort ought to be devoured. Any idea that isn't changed over into express goals will remain an idea in a manner of speaking. Goals and goals deal with our inspiration and course.

Motivation was portrayed before on in this research study as a primary purpose made arrangements for accomplishing a specific goal. The noteworthiness of goal-setting and goal satisfaction in execution management demonstrates the activity of goals in framing and invigorating the lead of employees.

Management By Objectives (MBO) is an extensively used management strategy that develops laborer support in goal-setting, fundamental initiative and analysis.

According to Daft and Marcic (2009 :459), goal-setting extends motivation since it engages people to focus their energies the right way. People appreciate what to advance toward, so they can arrange their undertakings toward the most noteworthy activities to accomplish their goals.

Nel et al (2004 :321) support this declaration by battling that a pushed individual is continually aware of the way that he/she is advancing toward a specific

goal, and incessantly arranges his or her undertakings at achieving that goal, notwithstanding despite hardship.

As shown by Kreitner and Kinicki (2008 :186), despite unlimited goal-setting research and practice, goal-setting hypotheses are amazingly uncommon. An educational model was figured by Locke and his accomplices that recommend that goal-setting effects direct in four particular ways :

- Goals direct thought with respect to what is most critical : they direct thought and tries towards goal-pertinent activities and away from goal-irrelevant activities.
- Goals oversee attempts : they brief us decisively and they also rouse us to act.
- Goals increase determination : they goad us to keep applying effort over a broad stretch of time in the fitting heading.

Goals direct techniques and movement plans : they encourage us to make frameworks and action structures that enable us to achieve our goals.

- Management application of Goal-setting

Kreitner and Kinicki (2008 :188) express that disclosures from various goal-setting research concentrates coordinated over the span of ongoing decades have given managers the going with five sensible bits of learning :

- Difficult goals lead to higher execution – the proportion of effort that is required to accomplish goals reflects the goal's degree of inconvenience.
- Specific, inconvenient goals lead to higher execution for direct than rather complex endeavors.
- Feedback redesigns the effect of unequivocal, inconvenient goals – analysis is fundamental to employees as it instructs them with respect to the status of their progression for instance paying little heed to whether they are going towards their goal or not. Information outfits employees with the information that empower them to adjust their course or keep up their present undertakings anticipated accomplishing unequivocal goals.
- Participative goals, doled out goals, and self-set goals are correspondingly convincing : there is no approach that is more fruitful than others in extending execution.
- Goal commitment and monetary incentives affect goal-setting outcomes : troublesome goals will possibly prompt higher execution if the employees are focused on their goals and research uncovered that motivating forces should possibly be connected to goals if the exhibition goals are under the representative's control,

goals are quantitative and quantifiable and moderately huge installments are much of the time made for execution accomplishments. Borkowski (2009:190) adds to these bits of knowledge by expressing that despite the fact that goal-setting is a basic idea, it requires cautious arranging and thinking ahead in the interest of the directors. Latham and Locke (1991) recommended the accompanying three stages :

- Setting the goal : According to Kreitner and Kinicki (2008:190), this judicious initial step isn't constantly trailed by supervisors. As per accessible research proof, goals ought to be "Shrewd." The abbreviation SMART represents Specific (goals ought to be exact as opposed to dubious), Measurable (so as to evaluate the degree to which a goal is cultivated), Attainable (they should be reasonable, testing and feasible as "unthinkable" goals decrease inspiration), Result orientated (they should concentrate on wanted final products that help the association's vision while people's goals should bolster the achievement of hierarchical goals) and Time bound (indicating deadlines for completion).

Borkowski (2009:138) recommends that for employees with low fearlessness or capacity, goals ought to be set at a level that is simple and achievable though for employees with high self-assurance and capacity, goals must be troublesome however achievable.

- Obtaining goal commitment : Goal-setting must be effective if the administrator can guarantee that employees acknowledge and stay focused on the goals that have been set. This can be cultivated to an enormous degree through fitting prizes with the chief's strength. Achievement in achieving goals will in general strengthen acknowledgment of future goals.

- Providing support elements : This incorporates furnishing the worker with preparing to build their aptitudes and capacity and the data required to accomplish goals. Chiefs ought to likewise give close consideration to employees' view of exertion execution anticipations, self-adequacy, and valance of rewards.

- Factors of motivation identified by the researcher in goal-setting theory.

Parts perceived consolidate among others, setting goals that are "Adroit" for instance goals that are express quantifiable, practical, result orientated and time bound; giving improvement through getting ready to employees to construct their aptitudes and ability to grow probability of goal achievement, giving fitting prizes associated with goal accomplishment to fabricate employees' obligation towards achieving goals and

outfitting employees with assistance and backing through management organization. Contribution on employees' headway towards inspiration.

#### **2.2.2.4 Reinforcement theory (Skinner, 1938)**

Skinner's Reinforcement theory (1938) depends on the assumption that behavior is affected by its outcomes. Reinforcement theory is the route toward embellishment behavior by controlling consequences of the behavior. Reinforcement theory proposes that you can change someone's behavior by using reinforcement order, and demolition (Marzieh and Isai, 2014). Rewards are used to invigorate the behavior you need in addition, disciplines are used to check the behavior you needn't bother with. Destruction is an approach to stop someone from playing out an academic behavior.

Daft (2009:234) accepts that the reinforcement approach to employee motivation avoids the more profound issue of employee needs portrayed in the need-based hypotheses. Reinforcement theory just takes a gander at the connection among conduct and its results by changing or altering devotees' hands on conduct through the proper utilisation of prompt prizes or disciplines.

The theory recommends that practices pursued by positive outcomes will happen all the more every now and again and that practices pursued by negative results will happen less incessant.

Bagraim (2007:85) disclose that because of the way that the Reinforcement theory overlooks the inward condition of the individual and focuses exclusively on what befalls an individual when the person take a few activities. Reinforcement theory can carefully talking not be delegated a theory of motivation. It does anyway furnish managers and bosses with some incredible methods for investigation of what controls conduct, and it is therefore that it is normally incorporated into talks of motivation.

Managers and administrators can endeavour to shape employee practices by applying or pulling back the results of their conduct. Outcomes can either be certain or negative. Bagraim (2007:86) recognise the accompanying approaches that can be utilised to influence employee conduct:

- Positive reinforcement : is the application of a positive event on account of needed employee lead. The idea is to encourage the employee to go over a particular direct even more from time to time.

- Negative reinforcement lead is sustained by the evading of shocking outcomes.
- Punishment : disastrous lead is crippled by the application of order. As demonstrated by the reinforcement theory, the obnoxious results (discipline) of any tragic direct will unsettle an individual from repeating the lead. Order isn't regarded as the best sort of reinforcement. Order goads people when it is disseminated, yet once the negative reinforcement is slaughtered, they fall by and by into their old instances of troublesome direct. Sharpness and malevolence towards managers or the affiliation, disagreeable and unbending behavior are a part of the negative side effects of control and as needs be less practical than the application of positive and negative reinforcement and should not be an alluring kind of lead in the workplace.
- Extension : is the withdrawal of something that an employee considers positive to incapacitate direct, especially lead that was as of late compensated. This could be a direct result of lead that was satisfactory to a past boss or, boss in a substitute office for instance a past overseer may have esteemed it if the employee edified stories concerning his/her partners. The new manager can discourage this lead by ignoring these accounts. Exactly when employee direct is composed by a blend of positive and negative reinforcement, it is called shaping. Embellishment is used to take off moderate enhancements in the lead of an employee to extend the repeat of needed direct, with additional extraordinary consideration.

Bagram (2007:87) notice that the fortification hypothesis isn't without its faultfinders. A few pundits are of the supposition that the fortification hypothesis verges on pay off and is along these lines unethical. Another analysis is that workers can move toward becoming to dependant on outside strengthens connected by chiefs trying to shape their conduct and a few faultfinders accept that the support hypothesis will essentially not be appropriate to complex occupations or with conduct that isn't effectively estimated.

#### **2.2.2.5 Equity theory (Adams, 1963)**

What motivates people to work? According to equity theory, it is the perspective on fairness and in-unprejudiced nature. Equity theory revolves around various sides: the information and the outcome (Adams, 1963)

An employee differentiates their action's inputs and an outcomes extent. In case the agent sees irregularity, the person being referred to he will act to address the



inequity. The specialist may cut down proficiency or decrease the idea of their action. Conventionally variations can incite a development in truancy and undoubtedly, even relinquishment of an affiliation (Greenberg, 1999).

Characterized for the most part, equity theory is a model of motivation that clarifies how individuals make progress toward reasonableness and equity in social trade or give-and-take connections. Equity theory depends on cognitive dissonance theory, created by social analyst Leon Festinger in the 1950's Kreitner and Kinicki (2008:175). But J.S Adams was the to apply the Equity Theory on work environment. According to Mukherjee (2009:156), equity theory is essentially a social assessment theory, which believes that people reliably judge themselves dependent on relationship with others People play out these evaluations by taking a gander at the obvious sensibility of their business exchange (input-outcome ratio) to that of other workers' work exchange (input-outcome ratio).

Mukherjee (2009:157) states that Adams perceived six sweeping sorts of possible social outcomes of inequity. They are :

- Changes of outputs : by growing/reducing the degrees of input by improving the idea of work, working extra hours or extending non-appearance.
- Changes of inputs : by attempting to improve the outcome without changing the input by referencing for growth or extra points of interest from his/her executive.
- Modification of perception of self : by damaging the perception of individual's inputs or outputs to comply with substances.
- Modification of the perception of others : by changing the principal perception of others with whom the relationship was made.
- Change the objective of comparasion : by changing the person with whom the connection was made with someone who is seen as progressively appropriate.
- Leaving the field : by trying to find another condition with an undeniably extraordinary leveling, for example, by non-participation, leaving from the action and joining another affiliation.

Bagraim (2007:88) express that the equity theory is sadly not prepared for predicting which of these choices a worker will pick when they experience equity strain, yet it can assist chiefs with comprehending the motivation behind why delegates act in view of a specific objective, by presenting a compelled course of action of alternatives. Research and inclusion in affiliations demonstrate that people

often over-check the outcomes of the 'other' with whom they take a gander at themselves, under-measure the inputs of others, under-check their own outcomes, and over-check their own one of a kind inputs (Coetsee, 2003:165).

As indicated by Bagraim (2007:88), value hypothesis is significant on the grounds that it features the way that individuals are worried about not just the outright measure of the prizes that they get, yet in addition with the prizes that they get in respect to the prizes that other individuals get.

- Management application of Adams' Equity hypothesis

Hellriegel and Slocum (2007:154) clarify that the value model prompts two essential ends. To begin with, representatives ought to be dealt with decently. At the point when people accept that they are not being dealt with decently, they will attempt to address the circumstance and diminish strain by methods for at least one of the activities talked about before in this segment. Second, individuals settle on choice about value simply after they contrast their information sources and yields and those similar workers. These applicable others might be of a similar association or of different associations. The last makes an issue for administrators, who can't control what different associations pay their representatives.

- Factors of motivation identified in Equity theory

The researcher recognized the going with factors of motivation that fuses among others, remunerating agents as demonstrated by their introduction, a display assessment system that exactly measures laborer execution, dependably applying a comparative game plan of rules to all specialists, share information about pay in a straightforward manner and lift continues with correspondence to empower delegates to bestow their worth observations to overseers.

#### **2.2.2.6 Expectancy theory (Victor Vroom, 1964)**

Expectancy theory, first formulated by Vroom, rejects the idea that people have sets of needs (Elding, wd :64). Vroom's expectancy theory (1964) differs from the substance theories in that it doesn't give express proposals on what propels association people. Or maybe, Vroom's theory gives a strategy of cognitives vairables that reflects particular complexities in work motivation (Lunenburg, 2011). This theory rejects the clarification that people have fixed arrangements of

necessities they by and large endeavor to satisfy. As such, Lawler and Nadler (1983) plot the doubts of expectancy theory as pursued :

- People settle on cognizant choices about their very own behavior in organizations. Especially with respect to the among of exertion they are happy to coordinate towards playing out their employments ;

- Different individuals have various dispositions and directions towards their work, which are communicated as various needs, wants and objectives, and which can be efficiently dissected

- People settle on decisions between the potential choices methods of behavior of which they know.

- The fundamental of understanding human motivation at work is the need to find the various implications of individuals' join to work and their work condition.

The expectancy theory of motivation, at first made by Vroom (1964), is a theory explaining the methodology individuals use to choose decisions on various behavioral decisions. Expectancy theory is displayed as pursues:

Motivation = Expectancy\* Instrumentality\* Valence

Work motivation will be power planning unequivocal behavioral choices, which are prescribed when choosing behavior decisions. Individuals select the decision with the best motivation powers. The motivational power for a behavior, action, or task is a segment of three undeniable perceptions: Expectancy, Instrumentality, and Valence. Expectancy is the clear probability that effort will incite extraordinary execution; elements impacting the individual's expectancy acknowledgment consolidate self-feasibility, target inconvenience, and saw control. Expectancy that one's effort will incite a perfect execution relies upon past inclusion, bravery, and the clear inconvenience of the show objective. Instrumentality is the clear probability that incredible execution will incite needed outcomes; trust, control, and polices are variables affecting the individual's instrumentality acumen. The instrumentality is the conviction that if one meets execution want, the individual being referred to will get a progressively unmistakable reward. Valence insinuates the value the person eventually spots on compensations: the limit of necessities, goals, characteristics and tendencies. Expectancy theory all things considered is supported by trial confirmation and is one of most customarily used hypotheses of motivation in the workplace (Pritchard and Payne, 2003; Heneman and Schwab, 1972).

Expectancy theory of work motivation communicates that the motivational power of an individual depends upon the participation between expectancy, instrumentality and valence. Deductively, it is communicated by the condition :

Work motivation arranges express behavioral decisions. In this way, when choosing behavior choices, individuals select the decision with the best motivation powers. The motivational power for a behavior, movement, or task is a segment of three specific perceptions : Expectancy, Instrumentality, and Valence (Vroom, 1964)

Expectancy is the clear probability that effort will incite extraordinary execution ; factors impacting the individual's expectancy recognition including self-adequacy, objective trouble, and saw control. Expectancy shows that the exertion will add up to the outcomes wanted ; Expectation depends on past involvement, self-assurance and saw execution objective trouble.

Instrumentality is the clear probability that extraordinary execution will incite needed results ; trust, control, arrangements are factors that impact the perspective on an individual's instrumentality. Instrumentality is the conviction that if one meets the craving for advancement, the person being referred to will get a higher reward.

Valence implies the value the individual really puts on the rewards. This is the limit of necessities, goals, qualities, and inclinations. Expectancy theory is generally embraced by exact proof and is a comprehensively used theory of motivation in the workplace (Campbell & Pritchard, 1976; Heneman & Schwab, 1972; Mitchell & Biglan, 1971). Amabile (1993 :185-198) claims that there are interactions between intrinsic and extrinsic rewards.

Banks in Cameroon definitely recognize the significance of motivating staff, even though many researches are not concentrated on bank employees. Anyway, the theory of expectations has been tested in so many organisations. « what do you expect? » It is by all accounts an exceptionally well-known inquiry, yet it sees numerous choices with regards to organizational behavior.

Throughout the years, expectancy theory has been thoroughly tested empirically (Schwab et al., 1979; Van Eerde & Thierry, 1996). Even 55 years later, this theory is used in multiple fields of studies. Research subject to expectancy theory (Heneman and Schwab, 1972; House and Wahba, 1972; Mitchell and Biglan, 1971) has gathered that help for the theory is to some degree low and that help is clashing beginning with one assessment then onto the following (Reinhardt and Wahba, 1975). Wahba and House (1974) raised a couple of savvy and

methodological issues where the nonattendance of goals appears to represent the conflicting degree of help and a few shortcomings in estimation. Reinharth and Wahba (1975) addressed several issues in expectancy theory :

- 1) the qualification between the ideas of expectancy and that of instrumentality
- 2) a reconsideration of the ideas of valence, acts and results to fuse negative just as positive valences
- 3) the impediment of most investigations to decidedly approve results and,
- 4) an assessment of extra behavior options in the work circumstance to incorporate both evasion just as methodology behaviors. Positively, among the work choices to be considered is the decision to not work hard instead of the decision to work hard. Horrible showing might be a conceivable result just as great execution. The refinement was among three ward factors: work motivation, exertion consumption, and employment execution.

Lawler (1966) assessed limit on general abilities by having a chief position subordinate. This positioning was generously connected with the positioning of subordinates on general occupation execution by the chief. Nonetheless, the rule tainting was likely somewhat, as the two rankings were procured all the while from a similar boss. Galbraith and Cummings (1967) characterized capacity as timeframe at work. The degree to which period of time hands on fills in as an intermediary for capacity as characterized, in any case, is misty. Garvin (1970) utilized a psychometric capacity measure. This measure did not considerably associate with execution, nor did its associations with power and discernments as a rule add generously to the different connections. To some degree, this was likely because of the range confinement in light of the fact that the association utilized the measure as a choice instrument.

Turcan, "Expecancy theory as indicator of work motivation to utilize a course the executive's framework » (2010), investigates the connection between the parts of expectancy theory and personnel motivation to utilize the board framework. The delayed consequence of the quantitative exhibited that in an alternate backslide between the fragments (expectancy, intrumentality, valence) and the staff motivation to use boards instruments, intrumentality and valence did not influence the model but instead had a basic with the dependant variable itself. Expectancy was the principle variable with an immense effect on the model. In perspective on the

data, the model of expectancy theory was not useful on envisioning staff motivation while using composing sheets instruments.

Ramli and Jusoh (2015) on their article « Expectancy theory investigation to direct research at Malaysian Research college » tried expectancy theory on their examination dependent on state archives and records, for example, monetary year reports, national spending plan, ... inferred that expectancy theory could anticipate the scholarly's staff motivation and therefore identify with research profitability.

De Jong (2017) in his examination « the challenge of motivational theories in clarifying execution: Expectancy versus Goal setting » tried the hypothetical differentiation of two motivational theories, expectancy and objective setting and their exactness to foresee execution. He utilized an example of 130 members to control behavior and to make a moderate and a hard-objective setting. The result exhibited that expectancy and valence have included worth yet power has practically nothing. Because of the last referenced, the exactness of expectancy theory is low. The outcomes showed up in addition that the target execution association is influenced by diligence as constructive center individual and by assignment procedure and duty as positive arbitrators.

Chun-Fang (2006) inspected the Expectancy theory of motivation through a writing audit, an elicitation study and a pilot test with 289 inn workers. To accomplish his objectives, he utilized descriptive examination, guideline segment investigation (PCA), basic condition displaying (SEM) and directing impact check by SEM. A balanced expectancy theory (expectancy, extraneous and natural instrumentality, outward and inborn valence) better explained the system of lodging worker motivation. Expectancy, inherent instrumentality, outward and characteristic valence had basic valuable results on lodging worker motivation. In spite of the fact that silencer impact smothered outward instrumentality, extraneous instrumentality negatively affected work motivation when inborn instrumentality is controlled. The discoveries showed that characteristic factors ought to be underscored more to persuade inn workers. Brief input and progressing motivation to enable representatives to feel practiced and great about their work and themselves are the best inspirations for workers.

Cetinkaya (2016), drove an assessment whose point is to investigate the effects of constructive outcome, trust in others, and satisfaction with one's own special life on work motivation. Drawing on the expectancy theory of work

motivation, he developed a conceptual framework that associates these three segments to work motivation. By then he attempted this framework using data assembled through an audit of agents working both at authoritative and non-regulatory (private region) organizations. The results exhibited that both beneficial outcome and satisfaction with one's own one of a kind lives are related to work motivation. Of course, the confirmation isn't solid with the hypothesis that trust in others is related to work motivation. These revelations prescribed that administrators need to think about agents' individual characteristics in the motivation methodology, as these components are among the noteworthy determinants of work motivation and catalyst course of action. Moreover, it gives that motivation gadgets that are exclusively fitted to noteworthy individual characteristics could be powerful spark course of action mechanisms and driver of individual execution.

Furthermore, a meta-analysis coordinated by Van Eerde and Thierry (1999) which facilitates the correlations of 77 thinks about on Vroom's Expectancy Theory (1964) one of a kind expectancy models and work-related criteria. Correlation alluding to expectations with the models and the single segments: valence, instrumentality, and expectancy were incorporated into connection to five kinds of measure factors: execution, exertion, aim, preference, and decision. Inside subjects' correlations and between-subjects' correlations were incorporated independently. By and large, the normal correlations were to some degree lower than revealed in past account audits. In specific classifications, mediators relating to the estimation of the ideas were examined with a various leveled direct model, yet these arbitrators did not clarify heterogeneity. The outcomes demonstrate a separated review: the utilization of the correlational material for the legitimacy of expectancy theory is talked about.

Lunenburg (2011) on his paper « Expectancy Theory of Motivation: Motivating by Altering Expectations, coordinated a literature review where he deduced that Vroom's expectancy theory contrasts from the substance theories of Maslow, Alderfer, Herzberg, and McClelland in that Vroom's expectancy theory does not give unequivocal suggestions on what rouses organization people. Or maybe, Vroom's theory gives a method of scholarly factors that reflects solitary differentiations in work motivation. In this model, workers don't act just in light of strong internal drives, disregarded necessities, or the utilization of rewards. Or maybe, they are normal people whose feelings, observations, and probability appraisals sway their direct.

From an organization perspective, the expectancy theory has some noteworthy repercussions for moving delegates. It perceives a couple of huge things that should be conceivable to goad workers by changing the person's push to-performance expectancy, performance-to-reward expectancy, and reward valences. The purpose of this examination driven by Marian Turcan (2010) was to explore the associations between the segments of the Expectancy theory and workforce motivation to use a course the board framework. Expressly it analyzed if the parts of the Expectancy theory (Valence, Instrumentality and Expectancy) were significant in predicting workforce motivation when using Blackboard mechanical assemblies in demonstrating their courses.

A self-controlled review overview was made and used as the investigation instrument for this assessment. 448 workers were self-assertively looked over eleven schools from the Atlantic Coast Conference (ACC). Emotional and quantitative methods were used to explore the data for the assessment. The delayed consequences of quantitative analysis exhibited that in a various backslide between the segments of the VIE theory and staff motivation to use Blackboard mechanical assemblies, Instrumentality and Valence did not influence the model yet rather had a critical relationship with the dependent variable without any other person's information. Expectancy was the fundamental part with an immense effect on the model. In light of the data, the model of the Expectancy theory was not useful in predicting staff motivation when using Blackboard instruments.

In setting on the proportion of answers in the review, there were more women using Blackboard isolated from men and among non-customers men tended to 60% of non-customers. The relationship among sexual heading and usage of Blackboard was not central to reason that women will point of fact use Blackboard than men. Staff clear that paying little character to whether Blackboard requires a gigantic proportion of time to course of action from the start, it additional items time as time goes on when used as a gadget to stimulate study corridor bearing. The conceded aftereffects of the enthusiastic analysis in this assessment found that staff was lucidly pushed to use those Blackboard instruments that empowered their occupations while instructing.

Specifically, those instruments that help disperse course materials, post grades and talk with understudies. The best number of customers of Blackboard was between twenty-eight and forty-one years old. From one hundred and one



individuals, workers with eleven to fifteen years of preparing information were the fundamental party of Blackboard customers. Among the five divisions tended to, there were more customers of Blackboard in Sciences and the least in Education. An enormous segment of the Blackboard customers was on residency track faculty positions.

Parijat and Bagga (2014) coordinated an investigation whose goals were to illuminate the overwhelming qualities of Expectancy Theory, and to understand the benefits and points of interest and the impediments and shortcomings of the Expectancy Theory. They led a theoretical research dependent on auxiliary sources through a descriptive, explanatory and analytic analysis.

Close to the end, the undertakings to endorse the Expectancy Theory have been confounded by methodological principle and estimation issues. In this manner many dispersed assessments that infer to help or negate the theory must be seen with alarm.

Mitchell (1974) in his broad review of the expectancy theory, suggests that the relationship prescribed in the expectancy model are not unquestionably grasped and that progressively critical understanding of the shrouded speculative parts is required. If organizations truly rewarded individuals for performance instead of as demonstrated by such criteria as status, effort, fitness level and occupation inconvenience, by then the theory's authenticity might be essentially progressively important. Boss furthermore ought to evaluate the way that people and their thoughts, assumptions direct and starts change with time and experience. Comparable factors or targets that induce an individual today may not goad him/her at later in the future.

The purpose of the thesis conducted by Colliander and Hamm was to study motivation factors and incentives in a Finnish Bank X. The study describes the main characteristics of motivation and incentives and the factors that affect them, and the results provide valuable information to Bank X. The aim was to establish whether there are similarities in the motivation factors between different age groups, genders and positions, and whether motivation factors have an impact on people's career orientation. They studied what kinds of incentive encourage employees to perform better, such as whether they are material or non-material. The study also presents differences between emotion- and knowledge-based incentives. The study examines organizational behaviour as a concept with the main focus on motivation and rewards. The most important areas of the study are the factors affecting work

motivation. The thesis focuses on three main groups of motivation theory, which are Theories of needs, Incentive theories and Expectancy theories. From each of the theory groups the most wellknown theories were chosen for study and are presented in the thesis. The concept of motivation is examined thoroughly, and particularly the related concepts of work motivation and work satisfaction. This is introduced by presenting the work motivation process.. Being employees of Bank X did not have any effect on the results of the empirical study as this thesis was completely separate from our daily work. The study was conducted using a quantitative questionnaire and it was carried out in eight Southern Finland branches. The participants consisted of employees of the bank, excluding the management. The questionnaires were distributed via e-mail and as the questionnaire form we used the company's internal form. From the results of the study they found that all of the respondents regardless of their age, gender and position felt that the support and approval of the supervisor was very important. Money as a motivating factor was also felt to be important, but respect was even more important and especially for the middle-aged respondents. It was also seen that all the members of a work community felt that an open atmosphere was important.

As a result of the study made by Mathibe (2008), managers develop communication networks and channels for dissemination of organizational vision, values, mandates and goals to as a strategy for mobilization of employees' energy and enthusiasm. In addition, the empirical investigation indicated that management provides strong leadership to employees. Strong leadership implies that aligning diverse views towards a common vision and programme of action. Just as organizational goals direct the actions of both the employers and employees, the role of management is to communicate organizational goals and procedures, to strengthen group cohesion and organizational effectiveness. On the other hand, respondents indicated that all employees understand the vision, values and mission statement of the organization. Employees that are skilled and trained for the jobs do not feel threatened, either by the changes, the job itself or new entrants – who happen to be well-trained and skilled in the jobs – into the job market. Similarly, lack of motivation from respondents may be ascribed to the Company's lack of planning for employees' capacity building and empowerment. Incentives and extrinsic rewards enhance motivation are important since employment relations are based on transactions such as payment for services rendered which occur between employers

[providers of employment and reward] and employees [service providers]. In the same vein respondents indicated their lack of motivation and poor response to the lack of the lack of a well-developed incentive programme for recognition of performance. Recommendations Managers should explain the vision, values and missions/goals of the organizations to their subordinates in order to win their confidence and commitment to organizational goals. Such explanations should also cover issues such as incentive schemes the organization provides, developmental opportunities as well as performance standards that are expected. One should also stress the importance of communication in leadership since it dispels all fears and misunderstandings that may develop between management and employees. Organizational goals should be explained to all employees as strategy for getting their buy-in. When employees know the goals of the organization they serve, they can then be expected to work towards the realization of such goals. In this respect, employees should be able to walk the talk and not just end at the rhetoric of “talking about the walk”. SMART goals should thus be developed; work shopped and implemented in order to inspire the employees and to indicate to them what management’s expectations are. There is a need for intensive and expansive programmes aimed at unfolding employees’ potential. Skilled and empowered people are always confident workers. As such, people development is very important in most organizations that regard themselves as learning organizations. A learning organization recognizes that it exists in the midst of a developing and changing world, and as a result investment in the unfolding of employees’ potential is regarded as a not-negotiable necessity. Unfolding of potential is not only undertaken for improved work performance, it is also undertaken as a strategy for countering skill obsolescence that typifies technological development and advancement. In spite of the negative hype against extrinsic rewards, they still remain one source of motivation that people with an external locus relate to. A case in point, there are indications that external rewards Google gives to its employees may be ascribed for its status throughout the world as the best employer. One may therefore argue that there is a need for organizations to provide schedules of reinforcement in order to sustain employees’ levels of motivation.

The purpose of this study conducted by Nasri and charfeddine (2012) was to investigate what might motivate salesforce to engage in marketing intelligence activities. Vroom’s model of expectancy theory formed the basis of the investigation.

This study develops a theoretical and managerially important model linking effort toward intelligence activities and expectancies. From a theoretical standpoint this theory suggests that salesperson will be motivated to look for information in the field, if the respondent feels that he or she will gather good information about competitors or about customers (expectancy) and thereby, receive a reward associated with the information transmitted (instrumentality), which the respondent wants to obtain (valence for reward). From a managerial standpoint, the study presents insights into three important areas for managers who are responsible for developing marketing intelligence activities. First, increase expectancies. Provide a work environment that facilitates the best performance and set realistically attainable performance goals. Expectancies can usually be enhanced by providing proper equipment and training, demonstrating correct work procedures, explaining how performance is evaluated, and listening to salesperson's performance problems in collecting and transmitting marketing intelligence. Second, make performance instrumental toward positive outcomes. Make sure that good performance is followed by personal recognition, pay increase, and other positive results. Managers should also attempt to ensure that the paths between effort-performance are clear. Salespeople should be convinced that first-level outcomes desired by the organization are clearly instrumental in obtaining positive second-level outcomes and avoiding undesirable outcomes. Third, identify positively valent outcome. Understand what salespeople want to get out of their work. Think about what their jobs provide them and what is not, but could be, provided consider how people may differ in the valences they assign to outcomes. This study was entirely review of literature in nature, and further research is needed to validate empirically the proposed conceptual model. From the model between constructs). Additional research opportunities will be undertaken, such as identifying others factors may be influence salespeople's motivation and behaviour toward marketing intelligence, such as individual, managerial, and environmental factors can be included in the proposed conceptual model.

The study conducted by Ummu Mamman seeked to assess the motivation in the banking industry at Ecobank Nigeria. The survey research design was used for the study. The study revealed that, management can make use of different strategies and policies to motivate employees in the banking environment. Employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as

motivating elements sufficient to push employees of the bank to give out their best. The research also revealed that the core duty of the bank is normally carried out by branch Staff who as such motivational packages should be geared towards them to ensure that they delight the customers. Promotion has been a worry to most staff; measures should be put in place by management to ensure that there is continuity in the promotion of staff to avoid low productivity in terms of deposit mobilization. The study revealed that if management withdrew motivational packages it will have serious repercussions on employees' performance. There was a positive relation between employee performance and corporate performance since employees were able to achieve the bank's performance indicators in terms of deposits, loan recovery, profitability and also ensuring the liquidity of the banks. The conduciveness of the office environment has first time impression on the customers and the welfare of the employees.

Snelgar et al in their examination which point was to recognize certain classifications of rewards that representatives consider to be most significant, including base compensation, possibility pay, advantages, execution and vocation management, quality workplace, and work-home incorporation, reasoned that the effect of these reward classifications on an association's capacity to draw in, rouse and retain workers was investigated, together with the impact of statistic factors on remuneration inclinations. The outcomes demonstrated that base compensation is esteemed to be the most favored reward part among respondents; nonetheless, they are most dissatisfied with the level at which this reward is given by their present managers. Base compensation is also the most significant remunerate when pulling in and retaining representatives. Contrasts between remuneration inclinations what's more, statistic factors, including age, sexual orientation and occupation level, were found.

Many updations and overhauls in the Expectancy theory have been exhibited since it was proposed by Victor Vroom in 1964. One of these modals is the Lawler's Model of the Expectancy Theory.

Edward Lawler claims that the ease of expectancy theory is precarious in light of the way that it acknowledges that if a business makes a reward, for instance, a fiscal reward or headway, enticing enough, delegates will manufacture their effectiveness to get the reward. In an area entitled "On the Origins of Expectancy Theory" dispersed in *Great Minds in Management* by Ken G. Smith and Michael A.

Hitt, Vroom himself agreed with a segment of these responses and communicated that he felt that the theory should be reached out to consolidate research coordinated since the main generation of his book.

Şafaklı and Ertanin (2012) coordinated an assessment on "Comprehensiveness of Factors Motivating Employees in the Banking Sector of Northern Cyprus and their Demographic Reflections" In that review, motivation as one of the most noteworthy factors possibly adding to the performance of agents has been broke down in association with the money related piece of Northern Cyprus. Due to the examination, the most noteworthy segments pushing agents are independently "unprejudiced pay and headway", "expanded restorative preferred position and other social workplaces", and "working condition". Another basic finding of the examination is the way that "reasonable remuneration and headway" having the most amazing capacity of rousing workers don't separate as shown by measurement characteristics. It might be fought that revelations of the assessment can be explained basically by Maslow's Hierarchy of Needs Theory despite expectancy of reward and its worth, esteem theory, and Vroom's expectancy theory. Furthermore, when differentiated and a tantamount report in Finland, it is found that the hugest ascertain inducing workers the two countries is wage.

The purpose behind the proposition worked by Hamm (2011) was to consider motivation parts and helpers in a Finnish Bank X. The examination depicts the standard qualities of motivation and sparks and the factors that impact them, and the results give significant information to Bank X. the fact was to develop whether there are resemblances in the motivation factors between different age social occasions, sexual directions and positions, and whether motivation factors influence people's job orientation. We in like manner thought about what sorts of driving force ask workers to perform better, for instance, paying little mind to whether they are material or non-material. The assessment furthermore shows contrasts among inclination and learning based motivating forces.

The examination looks at organizational conduct as an idea with the fundamental spotlight on motivation and rewards. The most significant zones of the investigation are the elements influencing work motivation.

The postulation centers around three principle gatherings of motivation theory, which are Theories of necessities, Incentive hypotheses and Expectancy speculations. From every one of the theory bunches the most outstanding

speculations were picked for study and are exhibited in the proposal. The idea of motivation is analyzed completely, and especially the related ideas of work motivation and work fulfillment. This is presented by displaying the work motivation process.

The work involvement with Bank X helped us recorded as a hard copy the proposition, as without being representatives we would not have had the authorization to do the contextual investigation. Additionally, having the option to assemble data and utilize the bank's own handling apparatuses facilitated our work. Being representatives of Bank X did not have any impact on the aftereffects of the observational investigation as this theory was totally isolated from the daily work.

The examination was led utilizing a quantitative poll and it was completed in eight Southern Finland branches. The members comprised of representatives of the bank, barring the administration. The surveys were circulated by means of email and as the poll structure we utilized the organization's inner structure.

From the aftereffects of the investigation we found that the majority of the respondents paying little mind to their age, sexual orientation and position felt that the help and endorsement of the manager was significant. Cash as a rousing component was likewise felt to be significant, however regard was considerably more important and particularly for the moderately aged respondents. It was additionally observed that every one of the individuals from a work network felt that an open environment was significant.

## **CHAPTER THREE MATERIALS AND METHODS**

### **3.1. RESEARCH METHODOLOGY**

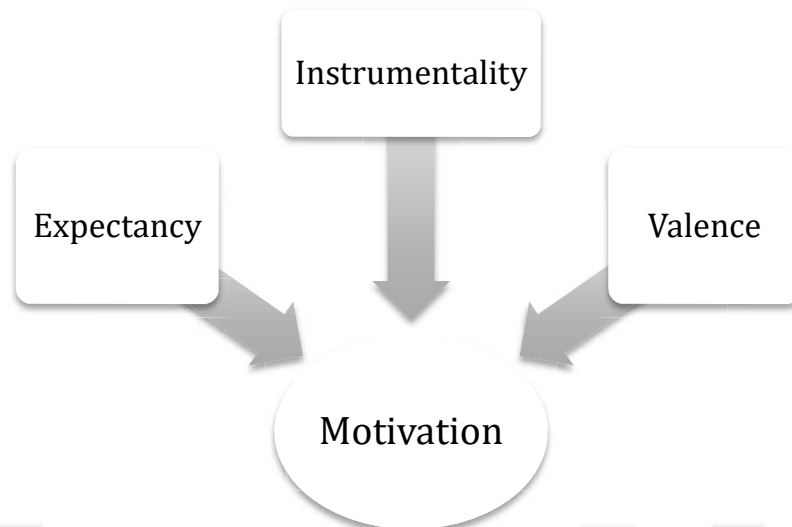
The term paradigm, according to Collis and Hussey (2003:43), refers to the advancing of science practice based on people's philosophies and assumptions about the globe and the nature of data; in particular, how to perform research. There are two primary paradigms or philosophies of studies. The first is known as the paradigm of positivism, also frequently known as the paradigm of quantitation. According to Fels and Onwegbuzie (2013), quantitative research can answer questions about the relationships or differences among the variables in the form of correlations or comparisons. During the study, a mixed study technique was used. For the purpose of this study, a questionnaire was used as the primary method of collecting data.

To conduct this study we went through Factor Analysis which components are KMO and Bartlett's test, Rotation Analysis, Reliability and Cronbach's test, Descriptive Analysis, Regression Analysis, Correlation Tables.

### **3.2. RESEARCH MODEL**

Considering the equation previously mentioned of Vroom's the expectancy theory (1964), the following research model has been established.





### 3.3. THE QUESTIONNAIRE

As indicated by Collis and Hussey (2003:175), it is important to give exact directions to the respondents with respect to whether boxes must be ticked, regardless of whether beyond what one box can be ticked or whether numbers or words ought to be hovered to show the reaction.

Chun-Fang, C. (2006). An Expectancy theory model for Hotel representative motivation : The directing job of correspondence fulfillment, was the survey model. The survey was adjusted as indicated by the example of this examination.

In this examination study, each piece of the poll was speaking to various sorts of inquiries. The principal set was about the estimation expectancy connected to shut issues. Four things of desire were taken from the writing (Campbell et al., 1970; Gavin, 1969; Porter and Lawler, 1968) to evaluate the desires for every respondent on seven-point occupation results running from profoundly differing to very concurring.

The subsequent set, Instrumentality is the conviction that in the event that one meets execution desires, one will get a more prominent reward. Prizes were distinguished in the elicitation study as pay, money related reward, headway and advancement, just as taking on all the more testing work, having a sentiment of achievement, and feeling generally excellent about self. Eight values of instrumentality were drawn from the writing (Gavin, 1969; Matsui and Ohtsuka, 1978; Reinharth and Wahba, 1975), and respondents utilized a 7-point scale to

uncover what they made of in the case of performing admirably would bring about such rewards. The 7-point scale ran from firmly differ to emphatically concur with the announcement (Chuang 2006).

The third set, Valence suggests the value the person eventually spots on compensations. Ten values of valence were drawn from the composition (Galbraith and Cummings, 1967; Gavin, 1969; Mobley, 1971; Mitchell, 1974), and respondents evaluated the appealing nature of work results using a 7-point scale going from really undesirable to genuinely charming. Models join "Incredible Salary/wage" ; " Good working conditions"; "Business soundness "and "Individual creating and improvement.

The fourth set, Work motivation is portrayed as the exhibition or technique of an agent being moved to work. Four values of work motivation were grasped from the composition (Arvey and Mussio, 1973 ; Ivancevich, 1976; Kopelman, 1979; Landy and Guion, 1970). Respondents evaluated work motivation using a 7-point scale going from solidly vary to unequivocally agree.

### **3.4. SAMPLE AND VALIDITY**

Blumberg et al (2008:69) express that an example is a piece of the objective populace, deliberately chose to speak to that populace.

As per Collis and Hussey (2003:56), a populace is any correctly characterized set of individuals or gathering of things which is under thought. Collis and Hussey (2003:155) demonstrate that guarantee that the example chose isn't one-sided and is illustrative of the populace from which it is drawn.

There are fourteen (14) business banks that are authorized to work in Cameroon, namely:- Afriland First Bank, Atlantic Bank Cameroon, Banque International Du Cameroon I"Epargne Et Le Credit (BICEC), Citibank Commercial Bank of Cameroon, Eco Bank, National Financial Credit Bank, Societe Generale Des Banques Au Cameroon (SGBC), Standard Chartered Bank, Union Bank of Cameroon (UBC) and United Bank for Africa (UBA). Banking guidelines and enactment in Cameroon have been laid out to fulfill the steadiness of the financial system.

To complete our examination, we submitted to bank workers an unknown and deliberate poll of around twenty inquiries to bank employees in Cameroon. This

speaks to a sum of 14 banks. (Mouissi, 2015) note that all degrees of the financial chain of command were focused on. So we gathered a sum of 189 responses.

As shown by Collis and Hussey (2003:186), validity is stressed over how much the assessment revelations decisively addresses what's happening in the situation; toward the day's end, paying little heed to whether the data accumulated is a real picture of what is being considered. Thus to verify the validity of the study, the KMO and Bartlett's test was used.

According to Blumberg et al (2008:455), relentless quality on the other hand is stressed over assessments of how much an estimation is free of discretionary or uncertain mix-ups. Collis and Hussey (2003:186) explain further that the constancy of the responses got from individuals is a noteworthy issue being alluded to structure in a positivistic report. Collis and Hussey (2003:187) uncover that responses to questions may be entirely trustworthy, anyway the result will be futile if the request don't check what the researcher anticipated that them should measure, in a manner of speaking validity is low. It is as such critical that the request presented by the researcher contrast with the researcher's explanation with respondents concerning the motivation behind the study.

### **3.5. DEFINITION OF THE VARIABLES**

Work Motivation arranges unequivocal behavioral alternatives. Subsequently, when choosing behavior options, individuals select the decision with the best motivation powers. The motivational power for a behavior, action, or undertaking is a component of three undeniable acknowledgments: Expectancy, Instrumentality, and Valence.

Expectancy is the evident probability that effort will provoke extraordinary execution; factors impacting the individual's expectancy acumen including self-practicality, target inconvenience, and self control. Expectancy prescribes that one's effort will provoke needed execution; expectancy relies upon past getting, courage, and the evident inconvenience of the introduction objective.

Instrumentality is the obvious probability that incredible execution will incite needed outcomes; trust, control, polices are variables affecting an individual's instrumentality acknowledgment. Instrumentality is the conviction that if one meets execution want, her or she will get a progressively important reward.

Valence suggests the value the person before long spots on the reward. This is capacity of necessities, objectives, targets, characteristics, and tendencies. Expectancy theory is generally maintained by careful affirmations and is an extensively used theory of motivation in the workplace (Campbell and Pritchard, 1976; Heneman and Schwab, 1972; Mitchell and Biglan, 1971).

### **3.6. ANALYSIS OF DATA**

To conduct the analysis of the data collected, the factor analysis was used. Therefore, many types of analysis were necessary at every stage. KMO and Bartlett's test, Rotation Factor Analysis, Reliability (Cronbach's alpha), descriptive analysis, Regression analysis and ANOVA test were conducted throughout this study.

In order to describe the strength and direction of the linear relationship between the two variables correlation analysis is normally used.

For the purpose of this study and the variables used bivariate correlation will be used. However, Pearson Product-Moment Correlation Coefficient ( $r$ ) will be used to find the strong relationship between the variables. Where the value of ( $r$ ) normally varies between -1 to 1 in which it will indicate whether there is positive correlation (One variable increase, the other variable also increases) or negative correlation (One variable increase, the other variable also decreases). Also, the size of the absolute value shows the strength of the relationship i.e +1 or -1 shows a perfect correlation.

#### **3.6.1 KMO and Bartlett's Test**

KMO and Bartlett's Test is used to indicate the suitability and the validity of the data used for the factor analysis. If the KMO value is under 0.6 the sample is not adequate and also if the value is close to 0 which means the factor analysis will be difficult to conduct. If the KMO values are in between 0.8 and 1 it indicates that the sample is adequate.

Table 1: KMO and Barlett's Test Results

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	5149.125
	df	325
	Sig.	.000

Based on Table 1 the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett test were used to test the suitability of the data for factor analysis. KMO value was calculated as 0.904. The KMO Sample Adequacy Measure was higher than 0.60 and the Bartlett test was significant ( $p < 0.05$ ), indicating that the data were suitable for factor analysis.

### 3.6.2 Rotation Factor

In the study, the data obtained using the questionnaire forms by my respondents was used in the factor analysis and varimax rotation analysis. As a result of rotation, 24 responses were collected under 4 factors. The 4 factors were determined from the total variance explained table. Also, the Questions were grouped according to sizes. From the result of the analysis the four factors are all under my Expectancy Variable. The table above shows the distribution of the questions by factors.

Table 2: Rotation Analysis

<b>Rotated Component Matrix<sup>a</sup></b>				
	Component			
	1	2	3	4
Q1		.815		
Q2		.688		
Q3		.834		
Q4		.673		
Q5			.792	
Q6			.811	
Q8			.559	
Q9			.770	
Q10			.601	
Q13	.756			

Q14	.829			
Q15	.872			
Q16	.867			
Q17	.903			
Q18	.869			
Q19	.864			
Q20	.811			
Q21	.840			
Q22	.752			
Q23				.697
Q25				.740
Q26				.722

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 6 iterations.

All the values below 0.5 were excluded from the analysis.

As seen in Table 2 the rotated component matrix helps to determine what each component represents. The first component is highly correlated with the valence variable which means the bank employees in Cameroon believe that good salaries, financial bonuses, pay increment, promotion opportunities, authority over their jobs, sentiment of achievement will strongly lead to their good performance.

The second component is highly correlated with the expectancy variable which means they agree on the fact that if they work very hard their productivity, job performance will strongly increase.

The third component is highly correlated with the instrumentality variable which suggests that good performance at their work will certainly lead to extrinsic rewards.

The fourth component is highly correlated with work motivation variable which shows that if they are highly motivated their job performance will definitely increase.

### 3.6.3 Distribution of Questions by Factors

Based on the survey submitted to the sample, the following distribution by factor was made. 26 questions were classified into 4 variables which are Expectancy,

Instrumentality, Valence and Work motivation but 4 questions (7,11,12 and 24) were excluded after the rotation analysis.

Independent variables are Expectancy, Instrumentality and Valence while Work Motivation represents the Dependent variable.

Table 3: Distribution of Questions by Factors

<p>VARIABLE 1: EXPECTANCY</p>	<p>1. If I work very hard, my job performance will enhance substantially.</p> <p>2. If I work very hard, a lot more will be accomplished by me.</p> <p>3. If I put more effort into my work, it will considerably enhance my productivity.</p> <p>4. I will definitely be considered an efficient employee if I put more effort into my work.</p>
<p>VARIABLE 2: INSTRUMENTALITY</p>	<p><b>Good performance in my work will certainly lead to my ....</b></p> <p>5. Getting great salary.</p> <p>6. Get a financial bonus.</p> <p>8. having more open doors for promotion.</p> <p>9. Having more accountability and authority over my work.</p> <p>10. To undertake more serious duties.</p>

<p>VARIABLE 3: VALENCE</p>	<p>13. Great wage / salary. 14. Increasingly monetary rewards. 15. More increases in pay 16. Fascinating work 17. Growth / promotion opportunities 18. More responsibilities / control of my work. 19. Additional difficult work undertakings. 20. Complete use of my abilities and skills. 21. Sentiments of accomplishment. 22. Self-improvement and development.</p>
<p>VARIABLE 4: WORK MOTIVATION</p>	<p><b>When I am highly motivated, I will definitely...</b> 23. expend more effort on the job. 25. increase productivity on the job. 26. be willing to get involved in my job.</p>

### 3.6.4 Reliability and Cronbach's Alpha

The Cronbach's alpha is made to determine the coefficient of reliability ranging from 0 to 1. It is important to go through this process to be able to proof the reliability of the data collected for the analysis.

Table 4: Reliability and Cronbach's Alpha

Variables	N of Items	Cronbach's Alpha
EXPECTANCY	4	.888
INSTRUMENTALITY	5	.793
VALENCE	10	.971
WORK MOTIVATION	3	.944



Therefore, according to the above table 4, we can read that all values measured using the 26 questions categorized into 4 variables, have a Cronbach Alpha values close to 1 which shows how reliable the result is.

### 3.6.5 Descriptive Statistics

Descriptive Statistics are usually representing a quantitative analysis of a data in a simple way, its about determining the major of central tendency (Mean, Median and Mode) and the dispersion (Standard deviation and Range). In this case only the Mean and the Standard deviation will be important to conduct the analysis.

Moreover, it is crucial to mention that the questions were categorized into the 4 variables.

Table 5: Descriptive Statistics

<b>Valid N (listwise)=184</b>	<b>N</b>	<b>N of Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>EXPECTANCY</b>	189	4	5.61	1.14740
<b>INSTRUMENTALITY</b>	188	5	4.32	5.03643
<b>VALENCE</b>	185	10	6.31	.98409
<b>WORK MOTIVATION</b>	189	3	6.01	2.70050

Out of the 189 respondents, in expectancy a total of 189 was recorded. In instrumentality a total of 188 was recorded which means 1 response was incomplete. In valence a total of 185 was recorded which means 4 responses were incomplete. In Work Motivation a total of 189 was recorded. Which clearly shows that 184 responses represent the valid datas.

When the mean and standard deviation values of the answers given to the questions of the variables used in the study were examined,

The Expectancy variable consists of 4 questions and the average of the answers ranging from 1 to 7 is 5.61 and the standard deviation is 1.15 and the variance is 1.32

The Instrumentality variable consists of 5 questions and the average of the answers ranging from 1 to 7 is 4.32 and, the standard deviation is 1.07 and the variance is 1.14

The Valence variable consists of 10 questions and the average of the answers ranging from 1 to 7 is 6.31 and, the standard deviation is 0.98 and the variance is 0.97

The Work Motivation variable consists of 3 questions and the average of the answers ranging from 1 to 7 is 6.01 and, the standard deviation is 2.7

### 3.6.6 Correlation Analysis

The correlation table is used to define the correlation coefficients between a set of variables. In each table every variable is correlated with the others. The standard absolute values of r, 0 to 0.09 is considered very weak, 0.10 to 0.29 as weak, 0.3 to 0.49 as moderate and 0.5 to 1 as very strong correlation.

Table 6: Correlation Table of Expectancy

Correlations					
		EXPECT ANCY	VALE NCE	INSTR UMEN TILEN TALIT Y	WOR K MOT IVAT ION
EXPECTANCY	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	189			
VALENCE	Pearson Correlation	.554**	1		
	Sig. (2-tailed)	.000			
	N	185	185		
INSTRUMENT ALITY	Pearson Correlation	.524**	.330**	1	
	Sig. (2-tailed)	.000	.000		
	N	188	184	188	
WORK MOTIVATION	Pearson Correlation	.570**	.665**	.350**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	189	185	188	189

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation between Work Motivation and Expectancy is 0.570 which means there is a very strong correlation between the two variables.

The correlation between Work Motivation and Instrumentality is 0.350 which means there is a moderate correlation between the two variables.

The correlation between Work Motivation and Valence is 0.665 which means there is a very strong correlation between the two variables.

The correlation between Expectancy and Instrumentality is 0.524 which means there is a very strong correlation between the two variables.

The correlation between Expectancy and Valence is 0.554 which means there is a very strong correlation between the two variables.

The correlation between Instrumentality and Valence is 0.330 which means there is a moderate correlation between the two variables.

From the interpretation above Valence is the independent variable that has the strongest correlation with the dependent variable (work motivation).

### 3.6.7 Multiple Regression Analysis

The Multiple regression analysis is used to show the relationship between the independent variables and the dependent variable considering the research model established there are 3 independent variables (Expectancy, Instrumentality and Valence) and 1 Dependent Variable (Work Motivation).

Table 7: Multiple Regression Analysis Results

#### MODEL SUMMARY <sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.713 <sup>a</sup>	.508	.500	1.92117

a. Predictors: (Constant), instrumentality, valence, expectancy

b. Dependent Variable: work motivation

According to Cohen (1992) R-Square value .12 or below indicate low, between .13 to .25 values indicate medium, .26 or above and above values indicate

high effect size. From the model above, Expectancy, Instrumentality and Valence taken as a set represent 50.8 % of Work Motivation which is very Significant value.

Table 8: Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.094	.996		1.098	.274
	EXPECTANCY	.650	.164	.275	3.956	.000
	VALENCE	1.361	.173	.492	7.849	.000
	INSTRUMENTALITY	.033	.033	.062	1.000	.318

a. Dependent Variable: Work Motivation

The results on the table 8 are given according to the standardized coefficient. Considering each independent variable (Expectancy, Instrumentality and Valence) the Variable is significant if the P-Value is below 0.05. From those values the acceptance or rejection of the hypothesis can be seen

From the Expectancy Variable the P-Value is  $.000 < 0.05$  which means that it a significant predictor of Work Motivation.

From the Valence Variable the P-value is  $.000 < 0.05$  which means that it a significant predictor of Work Motivation.

From the Instrumentality Variable P-Value is  $.318 > 0.05$  which means that it is not a significant predictor of Work Motivation.

### 3.7. FINDINGS

According to my Survey, I decided to categorize my analysis based on four independent variables under the condition of positive effect on work motivation. Firstly, in my result i have a total of 189 valid respondents.

Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett test were used to test the suitability of the data for factor analysis. KMO value was calculated as 0.904. The KMO Sample Adequacy Measure was higher than 0.60 and the Bartlett test was significant ( $p < 0.05$ ), indicating that the data were suitable for factor analysis.

In the study, the data obtained using the questionnaire forms by my respondents was used in the factor analysis and varimax rotation analysis. As a result of rotation, 26 responses were collected under 4 factors. The 4 factors were determined from the total variance explained table. Also, the Questions were grouped according to variable. From the result of the analysis the four factors are all under Expectancy Variable. The table (3) shows the distribution of the questions by factors.

All Values were measured using the 26 questions but categorized into 4 variables, but all Cronbach Alpha values are all close to 1 which shows how reliable the result is.

However, it is important to mention the absence of demographic statistics due to the lack of data, indeed as previously mentioned bank employees of Cameroon were very reluctant about sharing their personal informations (age, gender and position) because of some safety reasons.

It was impossible to categorize the respondents according to the 14 banks listed, because the survey submitted to the sample was anonymous.

When the mean and standard deviation values of the answers given to the questions of the variables used in the study were examined according to the Descriptive Statistics.

When the mean and standard deviation values of the answers given to the questions of the variables used in the study were examined. The Expectancy variable consists of 4 questions and the average of the answers ranging from 1 to 7 is 5.61 and the standard deviation is 1.15. The Instrumentality variable consists of 5 questions and the average of the answers ranging from 1 to 7 is 22.5 and, the standard deviation is 5.04. The Valence variable consists of 10 questions and the average of the answers ranging from 1 to 7 is 6.31 and, the standard deviation is 0.98 . The Work Motivation variable consists of 3 questions and the average of the answers ranging from 1 to 7 is 14.1 and, the standard deviation is 2.7

Based on the correlation result, the result is all showing a strong positive relationship in the expectancy variables. That means with this result it shows that the

respondents concluded if they work hard their job performance will improve and will get more accomplished.

The result under the instrumentality variables shows a low value which is considered as a non significant result. According to this the respondents responds shows that performing well in their job will not have a positive impact to personal feelings.

The result of the valence variables shows a positive value. Related to the Respondents this shows us that the more challenging work task they have the more opportunities they have for advancement in work.

In the variable of expectancy two components were extracted according to the scree slot. In this result the first principal component has large positive response of 'if they work very hard, their job performance will significantly improve' and the second principal component has a large negative response of 'If they work very hard, they will get a lot more accomplished', practically this component shows the respondent have less interest in feeling more accomplished in their work.

Also, according to the variable of instrumentality four components were extracted according to the scree slot. In this result the first principal component has large positive response of 'Performing well their job will definitely result having more responsibility and control over their job'. The second and third principal component has a negative response of 'Performing well in their job will definitely result having more opportunities for promotion'. The fourth principal component has a relatively large negative response of 'Performing well in their job will definitely result taking on more challenging work tasks'. In this result it shows that under the instrumentality variable respondents considered performing well in their job will not attract more freedom and responsibility to their job.

The valence variable has two principal components extracted. The first showing high positive response from the respondents that they prefer to have more opportunities for advancement or promotion. The second component with relatively large negative response of good salaries and wages.

Based on the work motivation aspect three principal components were extracted. The result shows with a large positive response that when they are highly motivated they increase productivity on the job.

The correlation between Work Motivation and Expectancy is 0.570 which means there is a very strong correlation between the two variables. The correlation

between Work Motivation and Instrumentality is 0.350 which means there is a moderate correlation between the two variables. The correlation between Work Motivation and Valence is 0.665 which means there is a very strong correlation between the two variables. The correlation between Expectancy and Instrumentality is 0.524 which means there is a very strong correlation between the two variables. The correlation between Expectancy and Valence is 0.554 which means there is a very strong correlation between the two variables. The correlation between Instrumentality and Valence is 0.330 which means there is a moderate correlation between the two variables. It clearly shows that Valence is the independent variable that has the strongest correlation with the dependent variable (work motivation).

Based on the seven-point Likert scale, the mean scores for the four measure items of expectancy ranged from 5.42 to 5.68 and the mean scores for five measures of instrumentality ranged from 5.30 to 5.67 and the mean scores for ten measures of valence ranged from 6.31 to 6.52 and finally The mean scores for the four measures of attitude toward work motivation ranged from 5.92 to 6.44. When respondents evaluated the three components of the expectancy theory, valence had higher scores than expectancy and instrumentality. Respondents responded that they would improve their performance when they were highly motivated

From the regression model summary Table. Expectancy, Instrumentality and Valence taken as a set represent 50.8 % of Work Motivation which is very Significant value.

When considering the coefficients table which gives a P-value for each one of the independent variables (expectancy, instrumentality and valence), only the variables expectancy and valence are the possible predictors of work motivation of bank employees of cameroon while instrumentality is not.

According to the hypothesis previously made in the study 3 hypothesis have been suggested. Therefore, the table below shows the results after the analysis.

Table 9: Hypothesis Table

	<b>HYPOTHESIS</b>	<b>RESULTS</b>
<b>H1</b>	The expectancy affects positively work motivation of bank employees of Cameroon	ACCEPTED
<b>H2</b>	The Instrumentality affects positively work motivation of bank employees of Cameroon	REJECTED
<b>H3</b>	The Valence affects positively work motivation of bank employees of Cameroon	ACCEPTED





## CONCLUSION AND SUGGESTION

The choice of the topic of this thesis was made on a banal statement considering a huge interest for organizational behaviour in general. What motivates employees? In the previous years, many interships in banks of Cameroon has raised a particular concern on work motivation. Indeed, experiencing the realities faced by bank employees in Cameroon, made the choice of the sample of this study obvious. Focusing on work motivation and on the different theories, a specific interest was made on the expectancy theory (Vroom, 1964). Vroom believes that instrumentality, expectancy and valence determine someone's motivation.

The aim of the present research was first of all to examine, break down and understand employee' motivation utilizing expectancy theory. Secondly, to evaluate the stretch out of every expectancy theory segment to work motivation of bank employees of Cameroon. Thirdly, to analyze the significance of motivational components for bank employees of Cameroon as thought by Expectancy Theory. Moreover, it will help to respond to some exploration question that was featured in the first section. The study was then designed to examine the positive effect of the three Expectancy Theory components (expectancy, instrumentality, and valence) on work motivation

Therefore, an anonymous and deliberate set of questions was submitted to bank employees of Cameroon. The target was the 14 banks currently legit in Cameroon (Mouissi, 2005). The submitted questionnaire was adressed to all the bank employees regardless of their positions, age and gender. Accordingly, 189 responses were collected and 184 weremfound valid. To archieve this aim I went through a complete factor analysis (KMO and Bartlett's Test, Rotatio analysis, Reliability and Cronbach, Descriptive Statistics, Correlation Analysis and Multiple Regression Analysis.

This research has shown that expectancy theory could indeed explain work motivation of bank employees of Cameroon. Though, it is not always the case if we

consider the study conducted by Turcan (2010) where the theory was not useful to predict faculty motivation when using blackboard tools. Moreover, the analysis results showed that, among the two components determining work motivation of bank employees of Cameroon according to Vroom (1964) which are expectancy and valence, bank employees of Cameroon have a preference for valence. This means that they give a high importance to rewards compare to the others components. So, when bank employees of cameroon were asked to represent the digit that express how desirable they feel about the rewards mentionned in the valence component, they highly acknowledge their desire. The results and interpretation of the data could be very crucial informations for banks managers in order to know what to do in order to motivate their employees or increase their performance. Even if, valence seems to be the most likely variable affecting the dependant variable and rewards seem to be closely related to bank employee's motivation, the other component is also to be considered. In fact, expectancy also has a high correlation to work motivation. So, this means that the perceived probability that effort will lead to good performance is high enough to be considered. This is a positive denotation for bank mangers in cameroon. Finally, instrumentality has the less correlation to work motivation and also, a non significant P-value. It implies that bank employees of Cameroon do not believe that good performance will lead to rewards. This is a mindset manger need to change because it is beneficial to the organization cuz the main aim of an employee is the value he/she gives to rewards. It is crucial for an organization, a bank, considering the sample to get employees that link their good performance to the direct obtention of some rewards.

The contribution of this study has been to confirm the reliability and the truthfulness of the Expectancy Theory of motivation. Also, it contributes to the research work motivation on the bank industry field, especially in Cameroon where this study seems not to be very common.

Being limited by the actual economic cinjuncture of Camerron, this study lacks of demographic statistics of the target sample. Infact, people are usually reluctant to answer such questionnaire because they think they might lose their job if they are being identified. So, even if they agreed on answering this survey, they mostly refused to give any informations ontheir gender, age or postion. Besides, this study did not give any response ratio corresponding to every bank legite in Cameroon which represent a source of weakness. Indeed, the submitted

questionnaire had no mention of the bank name where the respondent is working. So, the analysis made might not a global representation of all the fourteen banks legit in Cameroon so it should not be considered as so.

Notwithstanding these limitations, this study suggests a high consideration of all the Expectancy Theory components as they are very crucial to banks of Cameroon. Infact, bank employees of Cameroon will in general accept that intrinsic and extrinsic rewards are critical to them. Along these lines, if the managers want a better productivity from their workers, they should be able to fulfill those requirements. Furthermore, studies need to be carried out in order to get a theory that could be more reliable. Also, it will be interesting to know which are the intrinsic and extrinsic rewards Lin (2008) that affect work motivation of bank employees of Cameroon.





## **APPENDIX**



**APP A. WORK MOTIVATION SURVEY**

### App. A1 WORK MOTIVATION SURVEY

Part I: Please circle the digit that represents the degree to which you agree with each statement.

Strongly agree                      Strongly Disagree

1. If I work very hard, my job performance will enhance substantially.

1 2 3 4 5 6 7

2. If I work very hard, a lot more will be accomplished by me.

1 2 3 4 5 6 7

3. If I put more effort into my work, it will considerably enhance my productivity.

1 2 3 4 5 6 7

4. I will definitely be considered an efficient employee if I put more effort into my work.

1 2 3 4 5 6 7

Part II: Please circle the digit that represents the extent to which you agree with each sentence.

Strongly Disagree                      Strongly Agree

Good performance in my work will certainly lead to my ....

1. Getting great salary.

1 2 3 4 5 6 7

2. Get a financial bonus.

1 2 3 4 5 6 7

3. An increase in pay.

1 2 3 4 5 6 7

4. having more open doors for promotion.

1 2 3 4 5 6 7

5. Having more accountability and authority over my work.

1 2 3 4 5 6 7

6. To undertake more serious duties.

1 2 3 4 5 6 7

7. having sentiments of achievement.

1 2 3 4 5 6 7

8. feeling generally excellent about myself.

1 2 3 4 5 6 7

Part III: Please circle the digit reflecting the desirability of each of the following:

Very Desirable

Very Undesirable

1. Great wage / salary.

1 2 3 4 5 6 7

2. Increasingly monetary rewards.

1 2 3 4 5 6 7

3. More increases in pay

1 2 3 4 5 6 7

4. Fascinating work

1 2 3 4 5 6 7

5. Growth / promotion opportunities

1 2 3 4 5 6 7

6. More responsibilities / control of my work.

1 2 3 4 5 6 7

7. Additional difficult work undertakings.

1 2 3 4 5 6 7

8. Complete use of my abilities and skills.

1 2 3 4 5 6 7

9. Sentiments of accomplishment.

1 2 3 4 5 6 7

10. Self-improvement and development.

1 2 3 4 5 6 7

Part IV: Please circle the number which indicates how likely or unlikely you are to act in the way described below:

Likely

Unlikely

When I am highly motivated, I will definitely...

1. expend more effort on the job.

1 2 3 4 5 6 7

2. enhance quality of my job performance.

1 2 3 4 5 6 7

3. increase productivity on the job.

1 2 3 4 5 6 7

4. be willing to get involved in my job.

1 2 3 4 5 6 7

Part V. Please answer the following background questions. We will use this information to help understand more about the group of people who have answered this survey. Answers will be summarized and your identity will not be revealed in any way.

1. What is your gender? Male Female

2. What is your age? \_\_\_\_\_

3. What is the highest level of education you have completed?

Secondary but no degree ( ) High school degree ( ) Completed some college ( )

College or university ( ) Graduate degree ( )

4. In what department of this Bank do you work?

Administration ( ) Front office ( ) Housekeeping ( ) Food & Beverage ( )

Other (Please specify) \_\_\_\_\_

5. What is your job title?

(Optional) \_\_\_\_\_

6. How long have you worked in this Bank? \_\_\_\_\_ Years Months

7. How long have you worked in the Bank industry? \_\_\_\_\_ Years Months

If you have any further comments, please write them below.

Thanks for your time and participation!



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