



AN EXAMINATION OF APPLICATION OF VROOM'S EXPECTANCY THEORY IN THE STATE CIVIL SERVICE COMMISSION SOUTH-SOUTH NIGERIA

Agbele George (Ph.D)¹ and Onoriode Omorho Humphrey²

Department of Business Administration and Management, Delta State Polytechnic, Ozoro.

¹Email: onoriodehumphrey@yahoo.co.uk

²Email: georgeashams@gmail.com

ABSTRACT: *The study examined the application of expectancy theory in the State Civil Service Commission of South-South Nigeria. The objectives of the study are to determine the relationship between the performance and reward, and if the reward of the staff is based on the performance. Two hypotheses were tested and research questions also analyzed. Using random sampling technique, 180 respondents were selected as sample size. 180 copies of questionnaire were designed and administered for the collection of data and the chi-square statistical tool used for the analysis. The findings revealed that there is no positive relationship between performance and reward and that there is no significant difference between the employee that is well motivated and the demotivated. It was also discovered that the promotion of staff is based on length of years, zoning formula and passing recommended examination not performance or input. Based on the above, we recommend that the idea of anchoring promotion on zoning formula, length of years and passing qualifying examination is deleterious to the system and should be rejected vehemently, but rather think on reward system that is linked to effort in order to encourage hard work and enhance effective performance in the States Civil Service.*

KEYWORDS: Expectancy, Theory, Reward System, Performance

INTRODUCTION

In order to enhance productivity and efficiency in an organization, the issue of effort, performance and outcome is very critical in terms of the success of every organization all over the world. It is evident that when effort-performance is rewarded, positive results will be achieved. Expectancy theory is a process which is basically concerned with how the people think and behave to get what they want (Idemobi, 2010). This is the reason why individual desire in an organization must be considered by the management if meaningful success is to be achieved. Individuals must be encouraged to work together. Motivation is the process whereby the manager creates and maintains the desire of his subordinate to achieve the planned goals of the organization.

According to Mathibe (2008), balancing the employee's labour with their social needs and expectations is necessary in organization. It is obvious that the reward system in government establishments is not based on productivity and hard work. Ejiofor (1984) argues that the reward system in many Nigerian organizations has deteriorated as it is not based on productivity. His study shows that there is no correlation between reward and output. He further



argued that no organization has ever survived without rewarding those who work hard and punish those who harm it. However, it is unfortunate that the States Civil Service have a wrong perception of the theory of motivation which affects their performance generally. This incidentally affects the functions and application of this expectancy theory in the system.

Werner (2002) opines that an employee exerts a high effort if there is reasonable probability that the effort will lead to the attainment of an organization goal and the attainment of organizational goal will become an instrument through which the people attains personal goal. According to the theorist, every employee has an expectation or a desire in every organization. Organizational structure, culture, leadership style, plans and purposes is a determining factor whether the desired goal and objective of the employee will be achieved. Sometimes, the management style of the organization frustrates workers' expectations toward accomplishing their objectives. On that note, we want to examine the expectancy theory in relation to state civil service in south-south zone Nigeria.

Statement of the Problem

It is unfortunate today that poor performance, low productivity, inefficiency and a reward system that de-emphasize hard work have continued to be on the increase in many of the government establishments in Nigeria. In the past, employees' positive attitude to work yielded optimum productivity for their effort, equitable reward for job performance at all levels but the reverse is the case today. Is very unfortunate today that all over the world Nigeria is one of the countries where hard work and diligence is being discouraged. Therefore, this study sought to evaluate the effect of the application and examination of expectancy theory of motivation on enhancing performance of States Civil Service in the South-South zone.

Objectives of the Study

The main objective of this study is to examine the application of expectancy theory in the States Civil Service in the South-South Zone. The specific objectives are to:

1. Determine the relationship between job performance and reward system in the State Civil Service.
2. Determine if the promotion (reward) of staff at the State Civil Service is based on their performance.

CONCEPTUAL FRAMEWORK

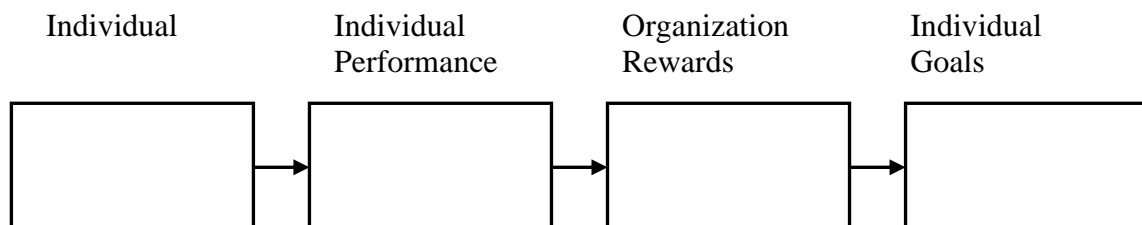
The Concept of Expectancy Theory

Expectancy theory was developed by Victor H. Vroom in 1964, and it is a process theory unlike the Maslow and Herzberg and other content theories that focused on the needs of the individuals in order to motivate them. It states that a person's desire to produce at any given time depends on his particular goals and his perception of the relative worth of performance as a path to the attainment of these goals. This theory views productivity as a means of satisfaction. In other words, productivity is not an end, but a means to a goal; so if workers perceive high productivity as a means of attaining one or more of their goals, they will tend to



be high producers but if they view low productivity as a path to the achievement of their goals, they will tend to be low producers.

The understanding of worker (employee) desire in every organization is very important if meaningful results are to be achieved by the management. Robin (1976) explained expectancy theory with an illustration.



A simplified expectancy model

Source: Stephen P. Robins 1976 pp. 3.3.

Robins explains that the key to the expectancy theory is therefore the understanding of individual goal and the linkage between efforts and performance; between performance and rewards, and finally between rewards and individual goal satisfaction. Ejiolor (1984) noted that the performance of an organization is a function of three critical variables: the person working in the organization, the organization itself and the environment in which the organization is operating and that each of these critical variables is a product of other factors. Performance of an employee is critical to the success of an organization. Performance is affected by multifarious variables.

Vroom expectancy theory takes a contingency view of motivation in the sense that it does not assume that there is no best way to motivate all persons. He defined the concept of expectancy as follows:

“Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that this behavior is affected not only by his performance among these outcomes, but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal strength is indicated by subjective certainty that the act will not be followed.

The theory states that there is no universal method for motivating people. When an administrator understands what needs an employee seeks to satisfy, does not mean that the employee himself perceives high job performance, as necessarily leading to the satisfaction of these needs.

When we are talking about performance in an organization, the issue of motivation must not be neglected. According to Vroom’s expectancy theory, employee expectations can affect an individual’s motivation. In fact, the amount of effort employees exert on a specific job depends on their expectation of the outcome. That is why Williams, James and Susan (1999) state that



the work of Vroom contends that employees ask three questions before committing maximum effort to a task. These are:

- Can I accomplish the task?
- If I do accomplish it, what is my reward?
- Is the reward worth the effort?

Vroom basically proposed three variables which in turn were vital to motivate employees; Expectancy, instrumentality and valence.

Expectancy has to do with the effort that employee puts in; which means that the more the effort put in, the more the performance will be. Instrumentality is the belief that if you perform well in a task then the outcome is going to be good. (Idemobi,2010). Valence has to do with the value or importance that the individual places on the expected outcome. How an employee values the outcomes offered to them for the task performed is a vital issue, which of course may suggest the next line of action of the employee whether to increase in effort exerted on a particular task or to decrease.

But the rewards and incentives designed to motivate staff must be related to the job or the individual staff before they can be meaningful. Expectancy has to do with what an employee desires to receive as a reward before exerting energy on a particular task. Such incentives must take cognizance of the needs of the individual. This is because since needs vary from worker to worker, incentives will also vary from need to need. Green (1992) opines that valence – instrumentality – expectancy theory suggests that the multiplication function of valence, instrumentality and expectancy represents motivational force which predicts a person's choice.

As stated before, Vroom theory is a process theory because individuals cannot think of performance without effort or reward without performance. Before any employee expects a reward (motivation) from the organization, there must be performance. Also before an individual can think of output, his effort (ability) must be put into the task. But other theories like Maslow and Herzberg are all about what the employee needs and how the needs can be satisfied. Again, performance is not complete without linking it to motivation in terms of employee productivity. In order words, the employee must be rewarded by the organization in form of salary benefits, promotion etc for goal attainment both in private and public organizations.

METHODOLOGY

The population area of the study consists of all the staff of the States Civil Service Commission offices in South-South Nigeria. We employed a random sampling technique to pick 30 respondents from each of the six (6) states (Akwa-Ibom, Bayelsa, Cross-River, Delta, Edo and Rivers) that make up the geo-political zone, given us a total sample size of 180. A well-structured 180 copies of questionnaire were distributed to the respondents which cut across the Senior and Junior Staff of the commission. The response rate was 100%, an indication that the response was high. The positive response was as a result of the frank effort and measures taken by the researcher to overcome various limitations faced during the study such as:



disappointment and delay in data collection. Questionnaire instrument was the source of primary data collection, while the secondary source consists of published textbooks, journals, newspapers and materials from the internet. The data collected from the field was subjected to chi-square statistical tests.

RESULTS AND DISCUSSION

The hypotheses of the study were tested, research questions critically examined and results of the exercise indicated accordingly in tables 1,2,3 & 4 below.

Hypothesis 1

H₀: There is no positive relationship between the performance of workers and their reward in the State Civil Service.

Table 1: Relationship between Performance and Reward

	Respondents		Total	%	D/F	Sig. Level	Critical Level	Calculated	Decision
	Senior Staff	Junior Staff							
Yes	62	50	112	62	1	5%	3.84	1.16	Not Significant
No	32	36	68	38					
Total	94	86	180	100					

Source: Field Survey, 2020.

$$D/F = N - 1 = 2 - 1 = 1$$

The above revealed that 62% respondents agreed that there is no significant relationship between performance and reward and the remaining 38% disagreed. Therefore, we accept the null hypothesis and reject the alternative because by the application of chi-square test, a calculated value of 1.16 was obtained while a critical value of 3.84 was also obtained respectively.

Hypothesis II

H₀: There is no positive relationship between the job performance of a civil servant that is well motivated and the one that is not motivated.

Table 2: Employee performance motivation compared in the civil service

	Respondents		Total	%	D/F	Sig. Level	Critical Level	Calculated	Decision
	Senior Staff	Junior Staff							
Yes	52	42	94	52	1	5%	3.84	2.223	Not Significant
No	37	49	86	48					
Total	89	91	180	100					

Source: Field Survey, 2020.



From table 2 above, we discovered that 52% of the respondents accepted that there is no significant difference between an employee's performance that is motivated and an employee that is not motivated while the remaining 48% did not accept.

By application of chi-square test, we have calculated values of 2.223 and 3.84 critical values respectively. We therefore retain the null hypothesis and reject the alternative

Research Question 1

The research question is to find out whether the promotion of a State Civil Servant is based on their performance or other factors or condition is stipulated by the commission?

Table 3: Bases for promotion in the Civil Service

S/N	1	2	3	4	5	6	7	8	Total
Question and Response	Quota/Zoning formula	Number of Years	Qualifying Examination	Performance	Performance and Length of Years	Performance and Passing qualifying examination	Specified number of years	APER	
Respondents	41	6	23	9	2	31	54	4	180
Percentage	23	3	13	5	7	17	30	2	100

Source: Field Survey, 2020.

Table 3 above shows the result of the research question No. 1 whether the promotion of civil servant is dependent on their performance or other factors. From the total sample size of 180, 41 respondents (23%) agreed that the promotion is based on number years, qualifying examination, performance and length of years, performance and passing qualifying examination, specified number of years and Annual Performance Evaluation Report (APER) respectively.

Research Question 2

What kind of relationship exists between job performance and promotion at the State Civil Service?

Table 4: Nature of relationship between performance and promotion

S/N	Responses	Respondents	Percentage
1	Negative Relationship	23	13
2	Zero/Neutral Relationship	103	57
3	Positive Relationship	54	30
	Total	180	100

Source: Field Survey, 2020



From table 4 above, 54 (30%) respondents out of 180 agreed that the relationship between promotion and performance is positive. This means equality of effort and reward in the Civil Service. But 23 (13%) respondents have the opposite view (more effort, less reward and less effort, more reward). The remaining 103 (57%) respondents accepted that promotion (reward) in the State Civil Service is neutral which means that promotion is not based on effort or performance but predetermined factors which are applicable to those that performed and those that didn't perform at the State Civil Service.

FINDINGS

The result of the analysis revealed that a higher value was obtained for the critical level which showed 3.84, while the calculated value was 1.16. This also showed that there is no positive significant relationship between the variables (motivation and performance). Thus ($3.84 > 1.16$), this means that the input of workers in the State Civil Service is not commensurated with the reward system that is being put in place. By implication, discouragement to handwork and laziness will set-in in the State Civil Service. This agrees with the opinion of Keith (2003) who stipulates that productive workers advance in their work place when motivation is tied to performance and vice versa.

Furthermore, our result indicated that there existed a significant relationship between a civil servant that is well motivated and the one that is not motivated. 48% of the respondents discontented that there is a significant relationship between the motivated and unmotivated, while the remaining 52% consented that there is no significant relationship, and we observed a less value of 2.22 for the calculated and higher value of 3.84 for the table value suggesting acceptability of Null hypothesis. This means negative attitude to work which suggest low productivity in the system also

It was further observed that Annual Performance Evaluation Report (APER) was not a yardstick for promotion, but rather a predetermined factor – passing qualifying examination and zoning formula, which implies that Annual Performance Evaluation Report is just a more formality in the State Civil Service.

Again, table 3 (The type of relationship between promotion and performance) shows that the relationship between the variables are neutral. In other words, promotion is for the hard-workers and low workers, for the good and the bad as well. According to Ejiofor (1994), this means insensitive to workers' effort and ability, which makes such organization unproductive and inefficient. An organization that rewards every worker equally does not encourage commitment and dedication to duty. Over the years, the performances of civil servants look unprogressive, unproductive and stagnated in nature because of insensitivity to employees' potential.

CONCLUSION AND RECOMMENDATIONS

Expectancy theory is a process theory, it therefore recognizes the understanding of the individual link between effort and performance, between performance and reward, and finally between reward and goal satisfaction. This issue of input and output is very critical for



enhancing productivity and efficiency. From the findings, we discovered that there is no positive relationship between performance and reward at the State Civil Service Commission. Based on that, we recommend that:

1. A reward system that encourages hard work, honesty and sincerity to work, effort and performance result oriented should be developed, welcomed and disseminated in the states civil service to improve productivity.
2. The idea of anchoring promotion on zoning formulas, length of years and passing qualifying examinations does not encourage performance and should be rejected vehemently, but rather think of a reward system that is linked to effort in order to enhance performance at the State Civil Service Commission.

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