

Motivation of Banco do Brasil Employees to Participate in Programs of Corporate Volunteering: A Review Based on the Theory of Expectancy

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[Abstract] This study examined the motivation of Banco do Brasil's (Bank of Brazil's) employees to participate in volunteer programs based on the theory of expectancy. The methodology combined qualitative and quantitative approaches. The individual rewards were the first focus of the respondents, followed by social improvement and contribution for social inclusion, and even benefits to the company. Some negative aspects were also registered concerning the lack of time and being professionally overworked. Results are consistent with previous studies of the theory of expectancy, which support that people will choose the option according to individual perception of the value associated to various kinds of rewards.

[Keywords] motivation; theory of expectancy; corporate volunteering programs; Banco do Brasil; Brazil

Introduction

The first ideas concerning social responsibility emerged in the beginning of 20th century in the United States and arrived in Europe towards the end of the 1960s, spreading to several other countries in the 1970s. In the last thirty years, social responsibility has become a concern in business circles. Activities developed in the social arena have become very relevant. This study chose to focus on Banco do Brasil (Bank of Brazil) and its social actions, which are presented on the bank's website (www.bb.com.br) and also in its annual reports.

At the Bank of Brazil, the Volunteering Program aims to strengthen and stimulate actions developed by employees in order to contribute to social inclusion and the formation of citizens who are active subjects in the process of community transformation. The expectancy theory, one of the contemporary models of motivation that is well-accepted and tested (Mitchell, 1974), was chosen as the base for the study of motivation in this research. This model is, also, among the most complex motivational models ever elaborated and counts with a growing number of scientific studies that were based on it and were developed from its initial formulation (Allen, Lucero & Van Norman, 1997; Verma, 1989; Verma & McKersie, 1987; Parker & Dyer, 1976; Mitchell, 1974). Based on the arguments presented here, the following research question was elaborated: To what extent can the theory of expectancy be applied to explain the motivational phenomenon regarding participation of employees in the volunteer program of Banco do Brasil's agencies in the metropolitan region of Recife?

Methodology

The present study replied the methodology applied by Allen, Lucero, and Van Norman (1997), as well as Parker and Dyer, (1976), in a culturally different environment than the North American one. Finally, the exam of Régis (2001) was also used in Brazil. The researched sample was obtained from the population of employees of 48 agencies in the metropolitan area of Recife. The target public includes employees who occupied managerial positions at the time of the research. A total of 372 questionnaires were sent out, of which 241 were returned. To reduce the effects that the participation in the Volunteer Program could have on the sample, respondents were divided in two groups (participants and non-participants in the

Banco do Brasil's Volunteer Program). Respondents who defined themselves as participants of the program were not considered in this analysis.

Those who defined themselves as non-participants were divided in two other groups: volunteers and non-volunteers. To make this division, it was asked if they would participate in the program if they were offered a chance to do so. Including the non-participants was meant to keep the focus on the factors that motivate individuals to become volunteers for corporate volunteer programs.

A semi-structured questionnaire was used to collect qualitative and quantitative data. The original questionnaire, applied by Allen, Lucero, and Van Norman (1997) served as a basis for this study. The elaboration of the survey instrument originated during the construction of the theoretical basis framework, constituting a questionnaire that embraced several variables: personal, functional, and referents to the volunteering. From the 372 questionnaires available, 249 were answered, which represents a representative sample considering a universe of 703 employees that work in the 32 agencies in the city of Recife. The data was compiled in Excel spreadsheets.

The theory of expectancy was used to evaluate individual perception of the advantages and disadvantages related to the participation in the Volunteer Program. Thus, the most relevant variables for this study are valences, instrumentalities, and expectancy. In relation to personal and functional variables, it was verified the profile of the group of employees studied (age, gender, education, position in the bank, seniority, and location). Measurement of the Motivational Strength to Participate: the computation of the motivational strength associated with the option to participate was expressed through the following mathematical equation:

$$F_n = E_n \times \left[\sum_{i=1}^{27} (V_{ni} \times I_{ni}) \right]$$

In which:

- F_n - Motivational Strength to Participate of each employee
- E_n - Expectancy of participation of each employee
- V_{ni} - Valence for each reward of each employee
- I_{ni} - Instrumentality for each reward of each employee
- i - The reward evaluated on the list of 27 rewards
- n - Identification of the questionnaire using numerical order
- 27 - Number of rewards evaluated by the employees

Measurement of the Motivational Strength to Not Participate: The computation of the motivational strength associated with the option to not participate was expressed through the following mathematical equation:

$F_n = E_n \times \left[\sum_{i=1}^{27} (V_{ni} \times I_{ni}) \right]$	Knowing that: $E_n = 1 - P_n$
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In which:

- F_n - Motivational Strength to Not Participate of each employee
- E_n - Expectancy of the non- participation of each employee
- P_n - Probability of being pressured by superiors to participate
- V_{ni} - Valence for each reward of each employee
- I_{ni} - Instrumentality of not participating for each reward of each employee
- i - Th reward evaluated on the list of 27 rewards
- n - Identification of the questionnaire using numerical order
- 27 - Number of rewards evaluated by the employees

Computation of the Resulting Motivational Strength: The Resulting Motivational Strength “ F_{Rn} ” was determined by subtracting the Motivational Strength to Not Participate from the Motivational Strength to Participate. The resulting strength was interpreted as the motivational strength that leads the individual to participate or not in the volunteering program. It was expressed through the following mathematical equation:

$$F_{Rn} = F_n - F_n$$

In which:

F_{Rn} – Resulting Motivational Strength of each employee

F_n – Motivational Strength to Participate of each employee

F_n – Motivational Strength to Not Participate of each employee

n - Identification of the questionnaire using numerical order

The Motivational Strength to Participate, considering the data obtained through the analysis of valences, instrumentalities and expectancy was analyzed through the frequency of the obtained values. The percentages of correct and incorrect predictions proposed by the theory of expectancy were also observed through cross-tabulation, coefficient of correlation phi, and calculus of X^2 in order to make adjustments (Parker & Dyer, 1976). Because of the dichotomy in the nature of the dependent variable (volunteer or non-volunteer), logistic regression was used (Allen, Lucero, and Van Norman, 1997) in examining the differences between volunteers and non-volunteers and measured through the Resulting Motivational Strength. The data analysis was done in two parts: the first related to the closed questions, predominantly quantitative (answers in the questionnaires); the second regarded the texts, using the method of content analysis.

Data Analysis

The majority of employees displayed a positive evaluation of the valences related to rewards. The average of positive evaluations was 66.1 percent. With respect to the analysis of instrumentality, most of the employees presented high scores of instrumentality associated with the potential rewards reached through social programs and corporate volunteering programs in Banco do Brasil. Concerning the expectancies, most of the respondents did not present high scores associated to this point. The scale of expectancy varied from 0 percent (cannot participate even if the employee wanted to) to 100 percent (no doubt the employee could participate if he or she wanted). Concomitantly with the application of the theory of expectancy and to better comprehend the motivational phenomenon regarding the participation of employees in volunteering programs, we asked participants to issue an opinion on an open question about their possible participation in a volunteering program.

In the content analysis the record of all the answers that indicated the rewards perceived by employees as possibly being reached through participation in the Volunteer Program was studied. These answers could have a positive or negative meaning. One hundred and six respondents referred to rewards thinking about their own personal gains (50.7 percent). These rewards are associated to personal satisfaction, increased self-esteem, recognition from peers and society in general, and personal growth, confirming the positive percentage found in the quantitative analysis of the data related to valence (66.1 percent).

Seventy-two of the respondents (34.5 percent) related the rewards of their actions to social concerns; the reward was the feeling to be contributing to improving the quality of life in society and decreasing social inequality. With respect to the concern with the company, 10 (4.8 percent) of the respondents mentioned a reward in these terms, associating volunteering to the appreciation of the bank by the public opinion and strengthening of the company's image, among others.

Accuracy of Predictions from Theory of Expectancy

Table 1 reports the number of participants and volunteers and shows predictions and the results of the cross-tabulation made by SPSS. These predictions were compared with statements from employees in the questionnaire about their current status as a volunteer or not a volunteer.

Table 1. *Number of Participants, Volunteers, and the Predictions Based on the Resultant Motivational Strength*

Participants	27	(11,2%)	Volunteer	131	(61,2%)	Prediction of volunteers	91	(43,1%)
Non-Participants	214	(88,8%)	Non-Volunteer	83	(38,8%)	Prediction of non-volunteers	120	(56,9%)
Total	241	(100,0%)	Total	214	(100,0%)	Total	211 ¹	(100,0%)

¹ The difference on the number of volunteers is due to the fact that the strength to participate is equal to the strength to not participate and, therefore, no predictions could be made.

The model made correct predictions in 56.6 percent of the cases, producing a phi coefficient of 0.176. However, it is clear that the model was accurate only in the cases of employees who would be volunteers (71.4 percent), but not in those cases in which employees would not be volunteers (45.8 percent). As shown on the second line of the predictions in Table 2, a number of 120 non-volunteers was expected (negative resultant strengthen); however, only 55 among those declared that they were not volunteers (current state). The predictions to be a volunteer showed in the first line of the Table 2 that 91 volunteers was expected (positive resultant strengthen), and the majority (65) in fact said that they were volunteers (current state).

Table 2. *Accuracy of the Model to Predict Employee Behavior Regarding the Volunteer Program*

		Current Status		Total	Percentage of correct predictions
		Volunteers	Non-Volunteers		
Predictions	Volunteers	65	26	91	71,4
	Non-Volunteers	65	55	120	45,8
	Total	130	81	211	56,9
$\chi^2 = 6,52$	Phi = 0,176				
p=0,011	p=0,011				

The results of the logistic regression are presented on Table 3. The current status (volunteer or non-volunteer) composed a dependent variable, and the resulting strength was the independent variable. The coefficient of correlation presented is statistically significant and positive.

Table 3. *Logistic Regression for the Probability of Being A Volunteer in the Volunteering Program*

Variable	Coefficient	S.E.	Wald	Sig.	R	Exp (B)
Resulting Motivational Strength	0,0101	0,0027	13,6254	0,0002	0,2017	1,0101
Goodness of fit ²	212,52					
-2 Log Likelihood	269,02					
Percentage of accuracy	64,02%					

Conclusions

This result is consistent with the perspective of the theory of expectancy in which the people will choose the alternative (being a volunteer or not being a volunteer) according to their own personal perceptions of the value associated with diverse rewards. From the results obtained through field research along with theoretical research, it was possible to positively answer the research question and issue considerations about the proposed specific goals.

The number of employees that were already volunteers was a minority, 27 out of 241 respondents, although 131 stated that they were interested in participating on the Volunteer Programs. The employees who define themselves as potential volunteers for the Banco do Brasil's Volunteer Program, in the light of the theory of expectancy, are more motivated than the ones that define themselves as non-volunteers. Thus, the theory of expectancy in the multiplicative model "Valence x Instrumentality x Expectancy" can be applied, with some restrictions, to understanding the motivational phenomenon regarding participation in a corporate volunteer program in the Brazilian cultural environment.

With respect to the application of the model in Brazilian culture, and more specifically, in the Banco do Brasil located in Recife, the results show that it is possible to predict which employees would be willing to become volunteers and which of them would not. In order to test the predictions, the resulting motivational strength of each employee was observed. The ones that presented a positive resulting force were labeled as participants, and the ones that presented a negative resulting force were labeled as non-participants. Through this, predictions for the employees could be made.

Regarding concern for the company, 10 managers (4.8 percent) understood reward in terms of the company's interest: gains for the company, appreciation of the bank in the public opinion, strengthening the bank's image, among others. Only three employees (1.4 percent) demanded flexibility in their working hours. Finally, it is possible to say that the expectancy's model is a useful tool to help managers think about the mental processes in which motivation emerges.

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