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EXPECTANCY AND SALES PERSONNEL MOTIVATION TO CONTINUE WORK PERFORMANCE DURING THE COVID 19 PANDEMIC

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ABSTRACT:

Declining level of public purchasing power affects several industries during the COVID-19 pandemic. As one of the industries affected by the COVID-19, the decrease in sales performance felt by one of the telecommunication providers in Bali, Indonesia which has incurred loss in the first quarter of 2020. As a result, the sales personnel have experienced low level of motivation. The purpose of this study was to investigate how to motivate the sales personnel to continue work performance during the COVID-19 pandemic under the expectancy theory approach that consists of expectancy, instrumentality, and valence. The theory proposed if high level of efforts will lead to the attainment of high level of performances and high level of performances will be valued with desired outcomes in the future. Convenience sampling was used in this study. 110 respondents were collected and analyzed. The result shows simultaneous influences of independent variables toward dependent variable at $p < .001$ as the level of significance and the values of $F = 69.493$. This indicates that the sales personnel believe if the amount of effort given will be associated with the achievement of better performance and rewards. This study highlights the presence of expectancy variable which has a positive but not significant influence on motivation. This study suggests that expectancy variable should be increased while maintaining instrumentality and valence by setting realistic and achievable targets during the COVID-19 situation, providing necessary equipment and facilities to maximize skills and resources.

Keywords: Expectancy, Instrumentality, Valence, Motivation, Sales personnel, Telecommunication, Indonesia

Introduction

The impact of the COVID-19 outbreaks not only affecting the health sector but the existence of this virus even affects the economic sectors of countries around the world, including Indonesia. The influence of COVID-19 can hamper economic growth of a country, one of which is due to the decline in people's purchasing power. Declining levels of people purchasing power can also affect several industries and lead to the decrease in sales

performance such as in the telecommunications industry.

Becoming one of the regions affected by the COVID-19 in Indonesia, the impact on sales revenue was also felt by one of the telecommunication providers unit in Bali which has incurred loss compared to first quarter of 2020. As the sales personnel plays an important role in persuading buyers, deal with complex sales situation, competitive environment, and achieve overall organization sales goal (Ahearne & Rapp, 2010), during this pandemic, sales personnel have experienced negative effect from the COVID-19 mostly in term of the decrease in sales performance for 53.31% in the first quarter of 2020 compared to the previous quarter.

Figure 1. Company X Unit Sales Performance

NO	Unit	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
1	A	1400	2059	868	859	714	854	1373	1386	1302	1205	1202
2	B	840	1337	370	365	368	441	802	768	806	780	711
3	C	589	1210	296	385	351	444	626	635	494	502	446
Total		2829	4606	1534	1609	1433	1739	2801	2789	2602	2487	2359
											Decrease: 53.31%	

Source: Telecommunication Company X Sales Report Performance

Sales personnel could not be able to work effectively especially for the type of salesperson who persuades buyers and builds a relationship with customers through in-person interactions because there is a high chance of possibility that their performance will be decreased and are at risk during the COVID-19 social isolation (Midura, 2020). Even though community activity restriction, large scale social restriction and quarantines have been implemented to reduce the spread of COVID-19 in Indonesia, not many people allow the sales personnel to come to their house because most of them are afraid to get infected from the COVID-19 and many of them make changes in terms of shifting purchasing priorities because they prefer to meet their daily needs rather than purchasing the product and services offered by the sales personnel.

Since the decrease in sales could lead to bankruptcy, due to the current circumstance, sales personnel have experienced demotivation because of unmet sales targets (Perez, 2020). In general, demotivation can be seen as a lack of motivation or loss of motivation (Sandiford and Divers, 2011). Sales personnel may feel demotivated that indicates a lack of motivation to sell and there is the need to contribute on reducing the feeling of demotivation in sales personnel such as from managers (Chisimba, 2018). Therefore, it is important to know about how to keep the sales personnel motivated during the COVID-19 outbreak (Lyon, 2020).

Motivation theories can be used to predict and determine behavior concerning the internal and external forces that influence people's choice of action especially in the case of achieving sustained high levels of performance (Joseph, 2015). In managing motivation, understanding and having awareness about the knowledge of motivation theories can help to create a motivational environment and the implementation of these theories can lead to higher productivity performance (Hassen, 2005).

Literature Review

Theory of Motivation

The term motivation has been described and conceptualized by various researchers; the development of the term motivation has begun in the earlier year of the 1880s. Prior to that

time, the use of the word “will” was used in an exchange of the word motivation when talking about human behaviour motivation, and in that time, motivation was believed to be an entity that drives people to act (Forgas, Williams & Laham, 2005). Meanwhile, Tohidi & Jabbari (2011) explained the word of motivation was inspired by the Latin term of “move” that can be said as a movement in the English word. According to Chaudhary & Sharma (2012), the word of motivation was derived from the word “motive” which can be described as the wants, needs, and desires of a person.

Several theories have been suggested to explain motivation of a person to perform works that were classified into two categories namely, Content theories (traditional theory) and Process theories (modern theories) (Nasri & Charfeddine, 2012; Brooks, 2006). The first categories of theories which are content theories investigate what can motivate a person to behave (Dune & Lusch, 2008). Vitai (2016) argued that content theories concern on what are those factors that need to be satisfied and to be fulfilled that ensure employees are currently striving for those needs which gives them satisfaction. Content theories are based on various factors which will influence job satisfaction. Content theories such as Maslow’s Hierarchy of needs that are developed by Abraham Maslow distinguish the desire or needs of human beings into five needs that first must satisfy the lower level needs before seeking to satisfy higher-level needs which classified into; A) physiological, B) safety, C) social, D) esteem and E) self-actualization (Dunne & Lusch, 2008). Meanwhile, Herzberg (1959) proposed the two-factor theory that separate work factors into motivation factors as a powerful contributor for job satisfaction also hygiene factors that can be used and must be presents to prevent dissatisfaction. Other theories that are considered as the content theories were proposed by Douglas McGregor (1960) which claimed that there are 2 types of managers in the theories that based from the desire to increase satisfaction to perform better in the workplace by the consciousness of the managers that must address motivation factors which distinguish 2 natural views of people work namely, Theory X and Theory Y (Lawter, Kopelman & Prottas, 2015).

Process theories focused on how to motivate people or employees in the workplace to behave in certain ways that the theory can be classified into Adam’s Equity theory and Vroom expectancy theory, which currently shares compatible framework to understand the work motivation (Dune & Lusch, 2008; Adam, 1963).

Theory Supporting this Study: Vroom’s Expectancy Theory

Expectancy theory has been used as a foundation theory of sales personnel motivation since it is commonly used to solve the motivation problems in employees (Dune & Lusch, 2008). Categorized as one of the process theories of motivation, expectancy theory represents goal-oriented behavior which means that people’s behavior could be directed and oriented into individualized goals (Suciu, Mortan & Lazar, 2013). Vroom (1964) argued that people tend to act in a hedonistic way that prefers an action that can bring a high level of performance.

According to expectancy theory, people are motivated to perform their job or activities that they find attractive and can be accomplished. However, the attractiveness of the job or activities itself depends on how well it can lead to favorable consequences (Johns, 1996). Expectancy theory identified 3 factors that influence a person motivation namely,

1. The expectancy or probability that this behavior will lead to the achievement of a certain degree of performance,

2. The instrumentality or perception that this degree of performance will lead to or block the achievement of the job outcome and
3. Valence or the level of job outcome and reward attractiveness that people will get (Oliver, 1974).

The idea of Expectancy theory in sales personnel motivation support the concept of the sales personnel performance, which if performance associated with bonus and reward, it can remind sales personnel that the work they are doing today will be valued by a given reward in the future, such reward can be seen in bonus payments whereas it is considered to be more effective on directing sales personnel to attain organizational objectives

(Barchitta, 2013). Furthermore, the formulations of expectancy theory have differentiated between extrinsic and intrinsic rewards which then show that these rewards have additive effects on motivation (Pousa & Mathieu, 2010).

Expectancy (X1)

Vroom explained expectancy can be said as an action or opportunity arising from behavior, three things that need to be considered that can affect sales personnel expectancy are commonly known as, a) self-efficacy, b) goal difficulty, and c) perceived control over performance. In order to encourage the sales personnel to give more effort when doing their job as their responsibility, the sales personnel need to have the belief if they can improve their performance by putting effort and additional time (Darmon, 2007). The belief itself is associated with *self-efficacy* as the salesperson belief that they can perform their job effectively just as the common question that the sales personnel might asked themselves “*Can the sales personnel have faith in the execution and belief that they have the proficiency to accomplish the shared objectives?*” Meanwhile, a *goal difficulty* will be faced if the sales goals are set too high or the sales performance expectation could not be met, if the sales personnel sense that their expectations are beyond what they can accomplish, their motivation can be decreased. As a consequence, to increase their expectancy, the salespeople must have trust over their expected outcome and some level of *control* about it (Barchitta, 2013).

Subsequently, the goals that are considered as unrealistic or beyond the person capability to reach may lead to a low level of motivation since there is a low perception of expectancy. Therefore, providing resources such as required skill and support help on increasing the level of expectancy are necessary to provide (Synder & Alderton, 2016; Scholl, 2002; Redmond & Nemati, 2016). A study performed in personal selling and marketing intelligence claimed that expectancy is associated with the sales personnel motivation to work (Nasrie & Chafferdine, 2012) which is in line with the compelling logic of Vroom's (1964) work and motivation study of sales personnel motivation.

X1: Expectancy of future results influences the motivation of the sales personnel to continue work performance in order to increase sales during the COVID-19 pandemic.

Instrumentality (X2)

Instrumentality variable has been linked with performance and reward which it is considered the estimation whether the probability of sales personnel performance will lead to a certain reward or not (Walker, 1977; Ritz, 2016). The link between performance and reward can be seen in the common question that the sales personnel would have asked

themselves, the sales personnel might ask themselves that “*If I get information about competitors or customers will I get more pay?*” In addition, instrumentality can be seen as the belief that if the sales personnel can perform well by meeting their performance expectation, they can get a good reward for their accomplishment (Nasri & Charfeddine, 2012).

In this context, 3 things that can affect the instrumentality of expectancy theory can be recognized as follows, a) trust, b) control, and c) policies. By means that the trust to those who decide the reward as well as the one who will receive the reward, *control* of the decision making process in case there is no trust, and *policies* that clearly stated about how performance will lead to rewards (Nimri, Bdair & Bitar, 2015).

X2: Instrumentality of future results influences the motivation of the sales personnel to continue work performance in order to increase sales during the COVID-19 pandemic.

Valence (X3)

Valence can be seen as the value of the reward from the employees' perspective (Nimri, Bdair & Bitar, 2015). According to Darmon (2007), the sales personnel were more likely to value a reward differently according to their preference needs at a certain time in their life therefore, the distinction should be made between the valence of extrinsic rewards that can be achieved from supervisor or client, which it is mostly appealing lower-level needs such as bonuses and salaries that classified as financial rewards or nonfinancial rewards like promotions or supervisor recognition. In terms of the valence of intrinsic rewards, it appeals to high order needs from the sales personnel itself such as the feeling of accomplishing difficult tasks or self-fulfilment.

A study conducted for Romanian employees shows that intrinsic valence has a significant impact on work motivation; it promotes the primary desire of employees which concerning personal development that considered abilities utilization, sense of accomplishment, and job responsibility to be highly valuable (Beiu & Davidescu, 2018).

X3: Valence of future results influences the motivation of the sales personnel to continue work performance in order to increase sales during the COVID-19 pandemic.

Expectancy, Instrumentality, Valence on Motivation (X4)

Expectancy theory has recognized expectancy, instrumentality, and valence as variables which commonly used because motivation is considered as an output or results from the amount of force and effort of a salesperson puts toward job-related activities that lead to the expected level of performance or *Expectancy* accompanied with the perceived relationship between reward and performance or *Instrumentality* as well as the *Valence* of the rewards (Vroom, 1964).

A previous study proposed that the idea of expectancy theory in sales personnel motivation support the concept of the sales personnel performance, which if performance associated with bonus and reward, it can remind the sales personnel that the work they are doing today will be valued by a given reward in the future, such reward can be seen in bonus payments whereas it is considered to be more effective on directing sales personnel to attain organizational objectives (Barchitta, 2013).

X4: Expectancy, Instrumentality, and Valence of future results influence the motivation of the sales personnel to continue work performance in order to increase sales during the COVID-19 pandemic.

Method

Type of Research

This study employed quantitative research method as the research methodology to prove also verifies the research hypothesis and theory testing based from the sales personnel perspective at one of the telecommunication provider in Bali, Indonesia. The sampling procedure used in this study was considered as convenience sampling.

Data Collection

Likert scale within the range of 1-5 was used in this study. The questionnaire was distributed to 30 respondents for the pre-test to check the validity and reliability of the data with a total of 31 questions given to the respondents. 4 questions were invalid and eliminated in this study because the value less than (0.361), therefore, as a final result there were 26 questions in total. After reliability test, all of the 26 questions have the R value/Pearson correlation more than 0.60. This indicates that the questionnaires are reliable since the value of Cronbach's Alpha is 0.951.

Data Analysis Technique

According to Ibrahim (2015), data analysis is a process of conducting specific evaluation and calculations to obtain relevant information from the data. Multiple Regression analysis technique is used to find out the correlation between independent variables on dependent variable which performed using statistical software that commonly applies Statistical Package for Social Sciences version 22.0 (SPSS). Regression analysis begins with classical assumption as the required criteria or conditions that must be met for the classic assumption test in Ordinary Least Square (OLS) of multiple linear regression analysis which consist of several tests to be tested, namely, Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation Test (Supian & Bon, 2019).

The multiple regression models in this study can be seen as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \dots\dots\dots(1)$$

Y: Sales personnel motivation, X1: Expectancy, X2: Instrumentality, X3: Valence, β_0 : Intercept(Constant), $\beta_1, \beta_2, \beta_3$: Regression Coefficient. e: Error (with the error tolerance (α) is 5% and a significance level of 95%).

Result and Discussion

Respondent Profile

A total of 110 respondents have been gathered to participate in this study. The amount of respondent was dominated by male respondents (60.9%) followed by female respondents (39.1%) with almost 82 (74.5%) of respondent were 26-45 years old. As for the level of

education, most respondents have been undertaken bachelor degree as their last education (45.1%), followed by the high school degree (42.5%), and the rest (9.7%) were master degree.

Descriptive Statistic

Descriptive Statistic analysis test contains a summary of a statistic obtained from a collection of information that is measured quantitatively. The result of this test can be seen as follows:

Table 1 Descriptive Statistic Test Result

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1	110	22	40	33.11	4.187
X2	110	19	40	33.96	4.758
X3	110	17	30	25.32	3.408
Y	110	12	20	17.04	2.282
Valid N (listwise)	110				

Source: IBM SPSS 22.0 Descriptive Test Output

Based from the statistic descriptive table above, Expectancy (X1) has a minimum value of 22 with the maximum value of 40, average mean of 33.11 and standard deviation of 4.187. Meanwhile, Instrumentality (X2), have the minimum value of 19 with a maximum value of 40, average mean of 33.96 and standard deviation of 4.758. Valence (X3) has the minimum value of 17 with a maximum value of 30, average mean of 25.32 and standard deviation of 3.408. While Y or Motivation has the minimum value of 12 with a maximum value of 20, average mean of 17.04 and standard deviation of 2.282.

Multicollinearity Test

To find out multicollinearity problem in the regression model, VIF or Variance Inflation Factor can be used as an estimation tool to predict the existence of multicollinearity problem in this study. The result of multicollinearity test can be seen below

Table 2. Multicollinearity Test Result

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.597	1.086		2.391	.019		
X1	.032	.045	.059	.724	.471	.472	2.120
X2	.120	.053	.251	2.273	.025	.261	3.836
X3	.366	.072	.547	5.073	.000	.273	3.657

a. Dependent Variable: Y

Source: IBM SPSS 22.0 Descriptive Test Output

According to the calculation from multicollinearity test table, independent variable which is X1 (Expectancy) shows VIF value for 2.120 that is less than 10 while the tolerance value is 0.472 that indicates the value is more than 0.10, therefore it can be said that there is

no multicollinearity problem exist on Expectancy (X1).

Heteroscedasticity Test

In order to detect heteroscedasticity problem in this study, White testing is used to estimates heteroscedasticity standard of error. Therefore, the R square must be multiplied by the number of the sample size (N) to get the value of Chi Square.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161 ^a	.026	-.002	2.24079

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: RES2

Table 3. Heteroscedasticity Test Result

Source: IBM SPSS 22.0 Descriptive Test Output

As the result, the decision-making procedure shows the Chi-square count (N x R square= 110 x 0.026) is 2.86 as its value which is less than 7.815 (the result of Chi-square value table) therefore there is **no sign of heteroscedasticity error**.

Autocorrelation Test

The autocorrelation test in this study was performed using Durbin watson test or commonly known as a DW test which must be compared with the lower and upper critical values (dU) that the result can be seen as follows.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.814 ^a	.663	.653	1.34376	1.853

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Table 4. Autocorrelation Test Result

Source: IBM SPSS 22.0 Descriptive Test Output

According to the result of autocorrelation table, the value of Durbin-Watson is 1.853, moreover, if compared with 5% (0.05). Subsequently, the value of dU from the r table is 1.7455 and dL is 1.6336. In this case, the value of DW is more than the value of dU and less than (4-dU) which is 2.2545. In conclusion, **there is no sign of autocorrelation problem existed**.

Normality Test

By reading Kolmogorov- Smirnov table, the result of normality test can be seen below:

Table 5. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		110	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.32513968	
Most Extreme Differences	Absolute	.107	
	Positive	.039	
	Negative	-.107	
Test Statistic		.107	
Asymp. Sig. (2-tailed)		.004 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	.150 ^d	
	99% Confidence Interval	Lower Bound	.141
		Upper Bound	.160

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

Source: IBM SPSS 22.0 Descriptive Test Output

Monte Carlo is used in an exchange of the exact *p*-value from the data which provides an unbiased estimate regarding the exact *p*-value (Mehta & Patel, 2013). Based on the kolmogorov-smirnov table above, the Monte Carlo Sig. value is 0.150 which is more than 0.05, therefore, based on the basis of decision making in the normality test of this research the data distribution is considered as normal.

Simultaneous Hypothesis Test (F-Test)

F-test is used to test whether the regression model is considered as significant or non-significant or to determine the simultaneous effect among independent variables on dependent variable.

Table 6. F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	376.451	3	125.484	69.493	.000 ^b
	Residual	191.403	106	1.806		
	Total	567.855	109			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: IBM SPSS 22.0 Descriptive Test Output

Based on the ANOVA table above, the significance value of the F test are $p < .001$ while the calculated F value is 69.493. The value of the F table is 2.96. So, it can be concluded that the hypothesis is **accepted**, because the F value is greater than the value of the F table ($64.493 > 2.96$) with the significance of 0.05.

Partial Hypothesis Test (T-test)

T test is used to find out whether the independent variables have partially influences

the dependent variable or not which the following are the results of T-test.

Table 7. T-Test Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.597	1.086		2.391	.019
	X1	.032	.045	.059	.724	.471
	X2	.120	.053	.251	2.273	.025
	X3	.366	.072	.547	5.073	.000

a. Dependent Variable: Y

Source: IBM SPSS 22.0 Descriptive Test Output

According to the coefficient table above, the value of the significance of the Expectancy variable (X1) is 0.471 and the t count value is 0.724. The significance value of Instrumentality variable (X2) is 0.025 with the value of t count is 2.273. And the value of the Valence (X3) significance is 0.000 with the t count value of 5.073. The value of t table can be calculated using the following formula of the t table = $(\alpha / 2; n-k-1)$ which in this study the result is (0.025; 106). Looking through the t table t it is determined that the value of t table is 1.982. Subsequently, it can be concluded that Expectancy hypothesis is rejected with a significance value of $0.471 > 0.05$ and the t count value is $0.724 < 1.982$. Instrumentality hypothesis is accepted with a significance value of $0.025 < 0.05$ with t count value is $2.273 > 1.982$ also Valence hypothesis is accepted with a significance value of $0.000 < 0.05$ with t count value is $5.073 > 1.982$.

Coefficient of Determination (R^2)

The purpose of identifying the coefficient of determination is to measure the ability of multiple linear regression models in explaining the variation in the dependent variable which is predictable from the independent variable. In this case, the coefficient of determination can be seen from the table below.

Table 8. Coefficient of Determination (R^2) Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.663	.653	1.344

a. Predictors: (Constant), X3, X1, X2

Source: IBM SPSS 22.0 Descriptive Test Output

From the output of the table above, the value of R square is 0.663 it implies that the influences of Expectancy (X1), Instrumentality (X2), and Valence (X3) simultaneously toward Motivation (Y) is 66.3 %.

Multiple Linear Regression Analysis

Multiple Linear regression analysis used to find out the influences of independent variables toward dependent variable. The summary of multiple linear regression analysis can be seen as follows.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.597	1.086		2.391	.019
	X1	.032	.045	.059	.724	.471
	X2	.120	.053	.251	2.273	.025
	X3	.366	.072	.547	5.073	.000

a. Dependent Variable: Y

Table 9. Multiple Linear Regression Result

Source: IBM SPSS 22.0 Descriptive Test Output

From the table above, the multiple linear regression analysis can be converted into the equation below.

$$Y = 2.597 + 0.023 X1 + 0.120 X2 + 0.366 X3 + e$$

As the regression coefficients show positive results, it indicates that there is a change in the movement of independent variables in the same direction with the dependent variable. While the regression coefficient that has a negative result determines that the movement of independent variable is not in the same direction of the dependent variable. From the result of regression equation obtained above, Expectancy, Instrumentality, and Valence have a positive regression coefficient which indicates that Expectancy, Instrumentality, and Valence have direct influences on the Motivation. The following is the discussion of multiple linear regression analysis results from each of the independent variables toward the dependent variable:

Expectancy and Motivation

The value of t count resulted from Expectancy variable (X1) is 0.724 whereas the value of t table is 1.98260. It can be concluded that the t count is lower than the t table or $0.724 < 1.982$ while the level of significance is 0.471 this is more than 0.05 or $0.471 > 0.05$. This implies that expectancy has a positive but not significant influence on the sales personnel motivation. The finding of this study is supported with the previous study conducted for public sector employees claimed expectancy variable also does not significantly influence motivation since working in a public sector is considered to be routine-oriented where there is little room for creativity as well as better performance. Therefore, if possible the mundane task should be decreased (Nimri, Bdair & Bitar, 2015). During the COVID-19 pandemic, Goal difficulty is faced because the sales target is considered as difficult to accomplish since most customers are afraid to get infected if sales personnel come to their house using door-to-door technique and also most of the customers prefer to meet their daily needs first instead become too focused to buy the product and services offered. From this point of view, this makes them prefer to work alone to meet their

target without having another high expectation as an individual that is beyond their ability to achieve.

In addition, to support this study, previous literature according to Darmon (2004) claimed that some salespersons will set low goal levels and others will set high goals that depend on their motivation. In addition, there is high possibility that substantial efforts lead to at least a low level of performance, whereas a high level of performance cannot be achieved if there is a low level of effort, especially in this context is due to the COVID-19 condition

Valence and Motivation

The presences of Valence (X3) as independent variable of future result significantly influence Motivation (Y) of the sales personnel during the COVID-19 pandemic because according to the result of the t-test, the t count is more than t table or $5.073 > 1.982$ and the level of significance is 0.000. In this case, the result of finding is in line with the finding of the previous study based from Beiu & Davidescu (2012), which stated that extrinsic and intrinsic valence has a direct influence on employee motivation. In this case if trust is developed among the sales personnel and the company, the awareness that the sales personnel have control over their reward system also developed, and providing formalized organization policies are maintained, it will lead the achievement of the company goals and increased level of motivation.

In this case, the company can provide rewards based on the needs of the sales personnel during the COVID-19 pandemic as it is justified the prior study which explained if it is important to have the awareness that employees will be highly motivated if the rewards obtained are based on their desires or what they want instead of having rewards that are unrelated or disinteresting to them. Moreover, if employees acknowledge that they can receive the rewards they have desired from their performance, the more likely their motivation is influenced positively (Fulrich, 2016).

DISCUSSION

According from the result of analysis obtained using the help of SPSS software, it can be seen that Expectancy, Instrumentality and Valence have the significance level of $p < .001$ which is less than the standard level of significance which is 0.05 and the calculated f value of 4.986 that is greater than f table 2.96.

These results indicate that Expectancy theory which consists of Expectancy, Instrumentality, and Valence has a simultaneous effect on sales personnel motivation study. This is in line with the previous literature which explained that expectancy theory is commonly used because motivation is considered as an output or results from the amount of force and effort of a salesperson puts toward job-related activities that lead to the expected level of performance accompanied with the perceived relationship between reward and performance as well as the valence of the rewards (Vroom, 1964). It also justified the previous literature which proposed that the idea of expectancy theory in sales personnel motivation support the concept of the sales personnel performance, which if performance associated with bonus and reward, it can reminds the sales personnel that the work they are doing today will be valued by a given reward in the future, such reward can be seen in bonus payments whereas it is considered to be more effective on directing sales personnel to attain organizational objectives (Barchitta, 2013).

Conclusion and Implications

Expectancy theory suggests that people are motivated to perform their job or activities that they find attractive and can be accomplished, in this case, it is related to expectancy or chance that the action will be associated with the achievement of a certain degree of performance, and the perception of instrumentality that performance will lead to or block the achievement of the job outcome also valence or the level of job outcome and reward attractiveness that people valued. This study presents a new insight that expectancy has positive but not significantly influences sales personnel motivation to continue work performance. This is because during the COVID-19 pandemic, most prospective customers are afraid to get infected from sales personnel who offer the company product and services using door-to-door technique also there is a decrease in people purchasing power.

The most important factor is due to the target that is considered as difficult for several salespeople therefore some of them do not tend to maximize their effort which resulted in a low level of performance. This is because they are mostly focused on the company target without having another expectation such as having their individual goal. As a result, their motivation decreased and need to be improved. Therefore, to enhance expectancy, setting realistic and achievable targets during the COVID-19 situation, providing necessary equipment and facilities such as training to maximize their skill and resources, giving a proper demonstration on how performance evaluated and rewarded, also listening and understanding problems and difficulties related to the execution of work performances from each of the sales personnel can be applied to ensure they get a clear understanding about how effort and performance influence one another.

From the company perspective, convincing that good performance will lead to desired outcomes can help on improving motivation of the sales personnel as well as enhancing instrumentality and valence. Ensuring the sales personnel to be aware of their organizational policies and sales SOP as part of instrumentality, it can help on convincing salespeople that performance will lead to a positive outcome. In addition, the awareness of what each of the sales personnel wants and needs during this time of crisis should be improved since every salesperson views the valence of the reward differently. Providing such an increase in terms of recognition and pay may lead to a positive result which helps in determining positively - valent outcomes.

Besides, Instrumentality is proven to have a significant influence on motivation because trust is developed among those who decide and get the rewards, also the presence of organization policies helps on improving motivation of the sales personnel as it is in line with the tendency of what most people want in terms of control to know when and how they will get rewarded as part of the Instrumentality aspect. Moreover, based on the result of analysis this study indicates that Valence has a significant influence on motivation in which extrinsic and intrinsic rewards can improve their motivation to continue work performance, therefore, the distinction between extrinsic and intrinsic rewards should be made and according to their needs since rewards are valued differently by the salesperson. Conducting a survey about what type of rewards are important to be provided in this crisis situation once the sales personnel can reach their target may be applied. This can be thought worth considering for the company during the COVID-19 pandemic to keep the sales personnel motivated during the COVID-19 pandemic and to ensure that good performance will be followed by desired outcomes.

This study presents a limitation in terms of restriction of result generalization due to the sample size and current situation during the COVID-19 pandemic. More research in fact will be necessary to conduct and elaborated with the finding of this study such as exploring other factors in terms of pay and rewards that may influence the salesperson motivation during the crisis situation as part of human resource management activities.

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