

Motivation of Community Members to Join IndoRunners Surabaya

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Abstract - Exercise community has been a trend in recent years and became one of many ways for people to fulfill their need to exercise. One of the exercise communities in Indonesia is IndoRunners. This research aims to find answers behind the phenomenon that people joined the community contrary to the fact that it requires more effort. This research intends to study the phenomenon and will try to reveal motivation of members behind joining IndoRunners Surabaya. Using Victor Vroom's Expectancy theory, the motivation is divided into expectancy, instrumentality, and valence. The researcher expects to find insights through these elements to find answer and create better understanding to the phenomenon. The result shows that expectations of members to join IndoRunners Surabaya which developed the effort in realizing those expectations, and is supported by the reward that they perceived. Knowledge from this research may benefit exercise communities or organizations in sports and exercise industries.

Keywords: Expectancy Theory, Human Motivation Theory, exercise community

INTRODUCTION

IndoRunners Surabaya is a sub-community of IndoRunners, which is one of the biggest exercise communities in Indonesia. Founded by Chris Paul Kawinda in 2012, they started as a Facebook group named “IndoRunners Surabaya”. Although they had only few members at start, over time more people joined the community and the Facebook group had reached over 4500 members in July 2017.

For the community activities, IndoRunners Surabaya hold exercise schedules on every week with each named Tuesday Night Run (TuNR), Thursday Night Run (TNR), and Sunday Morning Run (SMR) respectively. On these weekly schedules, the members gather at certain locations and time before starting warm-ups and run together. Outside of their weekly schedule, members of IndoRunners Surabaya also participate in running events held by various organizers. Some of them included events hosted by well-known organizations in Surabaya or even Indonesia, such as Jawa Pos, Cleo, Bank Central Asia, Bank Mandiri, etc. In the events, the organizers hold running competitions with participation fees and prizes for the winners.

When talking about participating on the activities, members who don't have the time on certain days are limited to participate on the days that the schedule provides. Moreover, participating in the night activities

such as Tuesday Night Run and Thursday Night Run would mean less free time at night. Meanwhile members who only have free time at Sundays would have to spend their time to join Sunday Morning Run if they want to participate. Furthermore, members who live far away from the scheduled running location would need a transportation method which translates to cost. This indicates that people who join IndoRunners Surabaya to exercise would require more effort than exercising by themselves. The fact that over 4500 people chose to join IndoRunners Surabaya despite it requires more effort is very interesting and unique, thus a research must be conducted to find out the motivation behind joining the community.

LITERATURE REVIEW

Victor Vroom's expectancy theory uses cognitive approach to identify human motivation. Perception plays a central role in this theory because it emphasize on cognitive ability to foresee probable result of behavior, where people have to choose between two or more alternatives (Andersone *et al.*, 2010). This theory believes that there are relationships between effort that people put, the performance achieved from that effort, and rewards they receive from their effort and performance (Lunenburg, 2011). He also added that people will be motivated if they believe that strong effort will lead to good performance, and good performance will lead to desired rewards.

Expectancy theory constructs motivation through three elements which comprises of expectancy, instrumentality, and valence. These three elements will determine the motivation of an individual and the motivation will then be processed before the individual makes the final choice to do a specific activity.

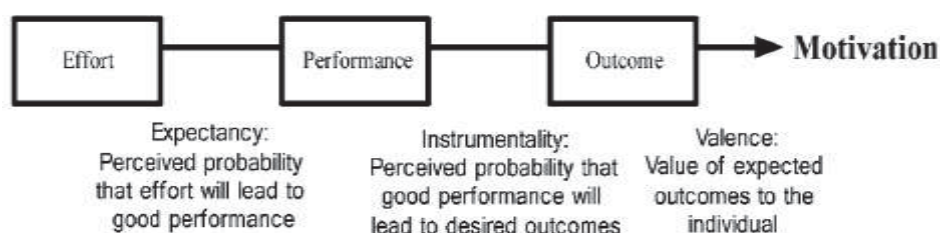


Figure 1
Vroom Expectancy Theory Model
Source: Lee (2007)

The first element of expectancy theory is expectancy, which can be described as momentary belief followed by a particular outcome (Vroom, 1964 in Lee, 2007). According to Lunenburg (2011), expectancy is an individual's estimate of probability that effort will result in a certain level of performance. Gatewood *et al.* (2002 in Renko *et al.*, 2010) further explained that expectancy is based on the experiences, communication, feedback, or information from other people. Expectancy value ranges from 0 to 1. Lee (2007) explained the expectancy values where the 0 value indicates that an individual sees no chance that effort will lead to the

desired performance level, while 1 value indicates that an individual is certain that effort will lead to the expected performance level.

The second element of expectancy theory is instrumentality, which is a performance-outcome perception (Anderson *et al.*, 2010). According to Lunenburg (2011), instrumentality can be described as an individual's estimate of probability that a certain level of performance will lead to various rewards. Furthermore, Renko *et al.* (2010) identified that instrumentality is a belief that an expected performance will result to desired rewards. Instrumentality value ranges from -1 to 1, where -1 value indicates that the outcome will be certainly achieved without having a specific level of performance first, while 1 value indicates that a specific level of performance is needed in order to achieve the desired outcome as reward (Lee, 2007).

The third and last element of expectancy theory is valence. It can be defined as an individual's strength of preference towards a specific outcome or reward (Lunenburg, 2011). Anderson *et al.* (2010) added that valence can also be described as emotional orientations that an individual holds with respect to the outcome or reward. Furthermore, Renko *et al.* (2010) argued that in order to maintain motivation of attaining reward as outcome, the outcome should be attractive enough. Similar to instrumentality, valence has a value ranging from -1 to 1. Value of 1 indicates that an individual has

strong preference towards attaining reward, while value of -1 is the extreme opposite, and value of 0 indicates that an individual has no preference of attaining reward (Lunenburg (2011)).

METHODOLOGY

This research uses exploratory research in qualitative approach based on the phenomenon that people chose to join IndoRunners Surabaya despite the fact that it requires more effort to exercise compared to exercising without joining the community. This research will explore the motivation behind the act of joining IndoRunners Surabaya and will be conducted at Surabaya, where the community is located. This research aims to reveal the motivation of IndoRunners Surabaya members, who will be the informants to gather information on explaining why they joined IndoRunners Surabaya.

This research uses Victor Vroom's expectancy theory that constructs motivation through three elements which comprises of expectancy, instrumentality, and valence. Expectancy element is operationalized as the members' perceived probability that joining IndoRunners Surabaya will result to extra benefits or advantages which cannot be achieved through exercising without joining the community. Instrumentality element is operationalized as the members' perceived probability that having the extra benefits or advantages from joining IndoRunners Surabaya will result to

specific reward, outcome, achievement, and privilege. Valence is operationalized as the members' value and evaluation on the reward, outcome, achievement, and privilege that they receive through benefits or advantages of joining IndoRunners Surabaya.

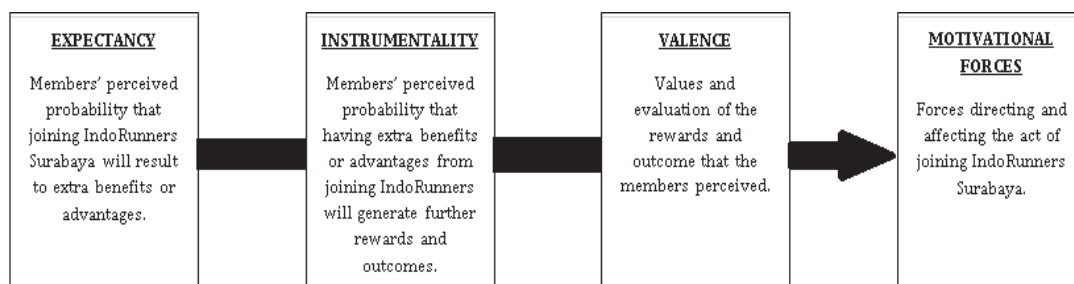


Figure 3.1
Joining IndoRunners Surabaya Motivation Model

This research uses in-depth interview to collect the information needed by the researcher to answer the research question. By having personal and direct contact interview with the informant, the researcher expects to gather deep information about the informants' motivation on joining IndoRunners Surabaya.

This research uses purposive sampling technique to determine the informants, which selects some members of the population who have relatively similar characteristics to the population. The characteristics will be based on the sights of the research by following:

1. Age between 17 to 65 years old
2. Have already joined IndoRunners Surabaya

3. Participated in IndoRunners Surabaya weekly schedule or events at least once
4. Graduated from high school or equal

In order to validate the information that has been gathered, a triangulation process will be applied. Triangulation process is applied by using multiple data collection methods which was collected from the interview process and the observation process. Information gathered will then be compared to the theory which the researcher uses in order to ensure its reliability, similarity, and consistency of the information. Therefore, if there are any false or errors within the information, the information will be re-collected to ensure its validity and objectivity.

A data analysis strategy by Strauss & Corbin will be implemented in order to validate the reliability and validity characteristics. After the researcher has finished gathering the data and information needed, the information will further be processed in order to be primary information for analysis stage. There are three main phases that the information will undergo in order to be primary, which comprise of open coding phase, axial coding phase, and selective coding phase. These three phases will breakdown the informants' answers and identify the relationships between the important variables.

RESEARCH RESULT

The 8 informants are 5 males and 3 females with age ranging from 24 to 43. Their occupation varies from lecturer, architect, entrepreneur, course caretaker, and mostly employee. All of the interviews took place in Surabaya and all informants had experience on participating on IndoRunners Surabaya activities at least once. Findings of this research from the in-depth interview process were written in transcript and then go through the process of open coding, axial coding, and selective coding. The result provided in this journal has already been processed through these three coding and will be shown on the next page and also evaluated with the non-participant observation process.

Table 1a

Results Table After Coding Process

Code	Keywords	Anom	Yudo	Aditya	Inesha
Motivational Force Expectancy	Expected Performance	Be healthy by doing exercise, and also socialize with other people which will motivate him to do exercise.	Encouraged to run by having friends who will do it with him, because running alone does not encourage him to do it.	Manage his body weight, find exercise friends, and run farther and faster together in the same place and same time while talking and taking care of each other.	-
	Expected Return	Reduce his cholesterol and blood sugar level.	Be healthy and away from disease he suffered which were cholesterol and uric acid	-	Have many friends from different background to exercise together.

				disease.	-	Willing to participate without considering distance problems.
			Found out about IndoRunners from Facebook, joined the community after his wife, and started participating on Tuesday and Thursday schedule.	Encouraged to find out more about race and events how to properly exercise.		
		Effort	Participates in events with IndoRunners, and more schedules near his home.	Feel more comfortable to run and do it more frequently in order to avoid diseases.	Befriended and race together with IndoRunners on both national and international events.	Participated with friends until she was able to run farther and lost some weight.
	Instrumentality	Individual Performance		Became healthier, able to know and away from the	Lost some weight, better lifestyle, and	Acquainted with older people who
		Reward and Outcome				
	Valence					

			<p>handle his health better. Also have new friends from various kind of societies from all around the world, and new friends who he can talk with about business.</p>	<p>diseases he suffered, and also have new friends who are more knowledgeable about exercises which add up his experience not only in running. New friend networks who he can consider family.</p>	<p>have many acquaintances from Surabaya, Jakarta, Bali, . He also got new friends who he later worked together on a coffee business and was able to offer an acquaintance his services as architect.</p>	<p>were willing to share their experience and some company officials from well-known companies who shared information regarding job vacancies in their company.</p>
	<p>Reward Satisfaction</p>	<p>Satisfied.</p>	<p>Very satisfied both in social and health.</p>	<p>Exceeded his expectations.</p>	<p>Satisfied.</p>	

Table 1b

Results Table After Coding Process

Code	Keywords	Agam	Wenly	Amilia	Mita
Motivationa I Force Expectancy	Expected Return	Meeting people who have the same interest in exercise and keep up his physical condition in order to do hiking, which is his hobby.	Healthier, more disciplined to do exercise, and get acquainted with people who share the same profession.	Find new friends who have the same hobby in running.	Friends to exercise with a community which accommodate on how to run further properly.
	Expected Performance	Have friends who he can talk to so he feels less fatigue while doing exercise.	More friends to exercise with drives him to feel encouraged to exercise routinely.	Exercising together with other IndoRunners members will encourage her to exercise more and reach finish faster.	-

	Instrumentality	Effort	<p>Did not mind about the cost and distance in order to come to the schedules, even when he doesn't participate in the exercise.</p>	<p>Found out more about the IndoRunners from the newspaper and Facebook, then joining the community.</p>	<p>Found out that there was IndoRunners Surabaya from Facebook and tried contacting the coordinator. She also didn't mind the night schedule since she was able to participate after work hours.</p>	-
	Individual Performance		<p>Had been participating in the schedules including night runs since he first joined.</p>	<p>Participated in every event and the weekly schedules.</p>	<p>Participated in the weekly exercise schedules routinely.</p>	<p>Joined first time during the community's weekly schedule and participated routinely. She then later tried participating in the 5K, 10K, Half Marathon, and Full Marathon race event.</p>

The researcher then performed the check and balance process which is included in the triangulation process by conducting a non-participant observation to minimizing bias and subjectivity on the answers of informants. This observation was conducted on both night and morning runs of the weekly schedule by IndoRunners Surabaya. The researcher found out that the members grouped up while doing the exercise which made the researcher assume that they were friends or relatives who made appointments to meet at the runs. The researcher also found out that on both of the runs, there were several spots for members to take a break, talking with other members, or take pictures which were usually shared in their social media and the community's Facebook group. This makes the researcher presume that the members didn't come to participate only in exercising, but they also came to meet and have fun while running together with their friends.

ANALYSIS

The informants have shown that they have positive motivation towards join IndoRunners Surabaya. This means that in accordance to Victor Vroom's Expectancy theory, they all have the value of 1 both in their expectancy and instrumentality and a value of +1 in their valence, which generated the product of their motivational force. Relating the data with the correlation between positive values of expectancy, instrumentality,

and valence implies that strong preferences in one or more components will lead to a strong overall motivation in joining IndoRunners Surabaya.

The researcher found that there were various motivations that drove the informants to join IndoRunners Surabaya, and all of them shared a particular motivational force in common, and that is the social factor. They were motivated that they were going to be able to meet new friends or acquaintances, and they believed that it will give them benefits. Although the informants had different and unique outcomes that they perceived, they showed that their overall satisfaction on the reward and outcomes were positive. It can be said that those were the product of their own effort to realize expectation and the result of the cognitive process emphasized in Victor Vroom's Expectancy theory.

SUMMARY AND RECOMMENDATIONS

This research was able to find out the motivations that drive people to join IndoRunners Surabaya from the informants. According to Victor Vroom's expectancy theory, the motivations were further broken down into the three elements, which include:

- I. There were 6 expectancies of joining IndoRunners Surabaya that had been recorded by the researcher. Health concerns, finding new friends, exercising with other people, physical condition

management, improving abilities, and safety concerns. All of these expectancies came from both the intrinsic and extrinsic factors of each informant.

- II. There were 4 instrumentalities of joining IndoRunners Surabaya that had been recorded by the researcher. Finding information about running and the community, participation on schedules and events, getting acquainted with other members, and considerations to participate. These instrumentalities were developed through the expectancy of each informant.
- III. There were 9 valences of joining IndoRunners Surabaya that had been recorded by the researcher. Being healthier, better health care, broader friend networks, getting business partners, losing weight, information about jobs, ability to hike more, run farther and properly, and information about running world. The valences were the result of the instrumentality of each informant in realizing their expectation and reflect the motivational force behind their actions.

Based on the entire discussion and analysis that this research has done, the researcher found that there are several limitations which may be overcome in future research. Below is the recommendation for further research:

1. Future research may include broader research area scope which includes two or more cities in Indonesia that has an exercise community to have more comprehensive understanding of the motivation for joining the community.
2. Future research about the same topic or objects may use other theory beside Victor Vroom's Expectancy Theory in order to provide better understanding of the human motivation.
3. Future research may use different research design approach, such as causal relationship in order to provide further understanding on the phenomenon that this research studied.
4. Future research may use more specific triangulation process to further minimize bias, such as medical reports of informants before and after joining an exercise community.

Understanding the motivation of people to join an exercise community is important to both the community and third parties involved in the industry, such as companies that produce sports equipment and those that intend to enter partnership with exercise communities. From exercise community perspective, they will be able to attract more members through better approach by understanding that people have unique motivation that can be exploited in order to attract them to join the community.

On the other hand, companies who seek partnership with exercise communities in creating events can promote their corporate social responsibility among the community members. Therefore the team of marketing management at both the community itself and the sport equipment company must find ways to build relationships from the principles that they applied in promoting each of their own corporate social responsibilities.

Lastly, companies that produce sports equipment are able to get insights about product preferences of community members, so the company will then be able to formulate marketing strategies that is well targeted. With better understanding of product preferences, they will also be able to market their products through endorsement by selected community members. For example, they can appoint a community member who has a specific set of achievements in the running world and is well-known among other community members to endorse their products. Members who directed their attention towards the endorsement may become more likely to buy and wear products that the company has to offer. This may also result to word-of-mouth marketing from inside the community that will promote the company's products even further.

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