VROOM'S MOTIVATION THEORY: GEN Y'S PERCEPTION

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ABSTRACT

As the global workforce shifts from the previous generation to the next generation, companies have to adapt to the needs of a new-cohort of employees, namely Generation Y (Gen Y). By 2020 it is estimated that three-out-of-four employees in the workplace will be from Gen Y. This presents a challenge for human-resource professionals. The aim of this study is to discover and explore Vroom's Motivation factors; such as valence which is perceived as important by Gen Y who work in corporate-service organizations in the Greater-Jakarta area. Therefore, Vroom Motivation Theory was examined as a fundamental theory of this research, which is a quantitative study and uses cross-sectional data collection. Questionnaires were the main source of information, and the data was processed through Cronbach's Alpha and Kaiser–Meyer–Olkin as reliability and validity tests. Furthermore, the data collected was analyzed through a T-test, a Pearson Correlation, and a Multiple Regression (Normal and Step–Wise). The final formula was adapted from Step-Wise Regression. The research found that 'salary', 'accessibility', and 'importance' have the highest correlations for the 'expectancy', 'instrumentality', and 'valence' variables respectively. The implications are that Gen Y's motivation can be driven through salary increases, providing access to a higher-level manager, and creating a job that is perceived to be important by the Gen Y employee.

INTRODUCTION

The rapid growth of Gen Y employees that are pouring into the labor market creates the need for attention with reference to the employees' conditions. In 2015, Gen Y surpassed the Baby Boomer generation (Fry,

2016) and it is expected that 75% of the workforce globally will consist of Gen Y by 2025 (Schawbel, 2012).

The general understanding of 'Generation Y' is simplified as the group of people that were born between 1981 and 2000 (Singapore Management University, 2014). This puts the oldest Generation Y member at 37 and the youngest at 18. In some countries they have already started to experience work. This dramatically changes the dynamic of a workplace.

In Asia, the growth of the workforce is considered the highest in the world (Allen, Ahmed, Yip, & Switzer, 2014). The working group is classified from the age of 15 – 64 years old. ASEAN, China, and India combined are considered as the highest growth areas in the workforce. It is estimated that around 90% of this workforce are living in developing or under-developed countries, in which they cannot accommodate the large labor force with employment (Allen, Ahmed, Yip, & Switzer, 2014). Furthermore, there is an increasing percentage of Gen Y workers that have started to get into a higher position in the workplace, from 12% to 87% (Sparreboom & Ernst, 2013).

In Indonesia, Gen Y is starting to expand and stretch their abilities and talents in the work areas as both professionals and entrepreneurs. The total population now within Indonesia has reached an estimated 260 million, with almost half of those members of Gen Y. So it can be concluded that Gen Y is slowly becoming the backbone of the country's workforce.

The study of Utami, Triady, and Suci (2018) shows compared with Baby Boomers, Gen-Y has very high consideration for social and intrinsic values. Besides that, Gen Y has different motivations within the workplace. To a certain extent this generation are willing to work with 'friendlier rules' (Singapore Management University, 2014) and tend to perceive things differently. What matters are the results; they appreciate an explanation of the bigger picture that could motivate them to do more and even try to find different solutions (Singapore Management University, 2014). Therefore, employers need to find ways to facilitate the influx of Gen Y talent who have grown up in a different education system from their predecessors and have different expectations of their role in the company. It is up to the predecessors: Baby Boomers and Generation X to act as mentors and lay out the pathways for Gen Y (Beutell & Wittig-Berman, 2008).

This new shift brings about a problem, in which companies are facing the new demands of Gen Y workers, so they start to sense the need to retain their employees to create loyal and long-lasting workers. Some companies have already started offering benefits and compensations which are meant to retain their employees. They perceive that the cost of training and recruiting new employees is higher than retaining the ones that already exist.

The research objective is to give an overview for HR management who operate in the area to prepare and advance the companies interests through the satisfaction of its employees, based upon the needs and values within targeted individuals.

Traditional human resource management operates by giving incentives to its workers (Milgrom & Roberts, 1992) and relies heavily on incentive motivation since that was how the last few generations were treated before.

Nowadays, High Performance Work Systems (HPWS) attempt to create a sense of belonging and passion within each employee (Peffer, 1998).

Milgrom (1992), stated that traditional human resources that operate based on mainstream organizational economics are most likely to ignore social and psychological aspects, not to mention the spiritual dimension of the employees. Tomer (2001), said that traditional HR are concerned with finding the right person for the job, while ignoring the development of the pre-existing staff.

LITERATURE REVIEW

The term generational cohort is defined as a group of people within a delineated population that experience the same significant events in the same time period (Pilcher, 2012). The individuals that have been grouped into specific generational populations may have developed common norms and moral values that are different from generations before or after them (Kowske, Rasch, & Wiley, 2010), such as Baby Boomers, Generation X, and lastly Gen Y. Each generation has unique characteristics and perceptions in their working style and lifestyle (Twenge, Campbell, Hoffman, & Lance, 2010).

Generation X

Generation X is the name given to the group of people who were born between 1965 and 1980 (Nisen, 2013). The characteristic that defines this generation is experiencing the aftermath of the Watergate scandal, the Great Depression, a series of recessions, and even the Cold War. They have witnessed high unemployment due to economic instability (Twenge et al., 2010). Research that was done by Park and Gursoy (2011) stated that Generation X is more independent and values their career more than the organization. Smola (2002) said that Generation X values freedom at work and are less work-centric than their predecessors.

Generation Y

Generation (Gen) Y (the Millennials); are individuals who were born between 1981 and 2000 (Nisen, 2013). They are known for their exposure to technology, multi-cultural environments, and multi-tasking work (Smola & Sutton, 2002). They are interested in business, computing, teaching, law, medicine, and hotel and tourism management (Zemke, Raines, & Filipczak, 2000). They are slowly replacing the older generations, and in the workplace, they value more meaningful and challenging work (Twenge et al., 2010).

Vroom's Expectancy Theory

According to Vroom (1964), motivation is driven by behaviors from conscious choices among many alternatives that are available. He developed what is known now as 'Vroom's Motivation Theory', which comprises 'valence', 'instrumentality', and 'expectancy'.

Valence refers to emotional orientation that people have in relation to outcomes or results, with two polar points that are positive and negative (Vroom, 1964). Valence is a consolidation of three parameters that are 'importance', 'attractiveness', and 'desirability' (Thierry, 1996). The second term, 'instrumentality' explores the factors which shape and allow

expectations within a person. It is highly dependent on expectation which comes from past experiences, and this implies certain efforts may result in certain outcomes. The third term in Vroom's model is called 'expectancy', the 'action outcome' association in a person's mind. Several things can shape and change the ideals of expectancy, which has implications on the confidence of a person to achieve and accomplish his/her job.

The main strength of Vroom's theory of expectancy is that all three factors; expectancy, instrumentality, and valence, are connected to one another, yet independent from external motives. This theory fits directly with Gen Y's characteristics. This generation wants involvement that includes personal expression.

Tan (2015) inferred that motivations of Generation Y are based upon value which was given in the form of motivation or hygiene. Research conducted by Johnson (1997) shows that in order to retain employees it would be best through motivation rather than monetary offers as financial incentives are valued differently from one individual to another.

Aryee, Walumbwa, Seidu, & Otaye (2013) emphasized the important role of valence in measuring conducive work within the company. Valence appears as a value that will be appreciated through individuals based upon their own needs (expectation and instrumentality of the company). Thus using 'valence' as an expected target result would be most notable and reliable due to the ability of this factor in reaching different priorities through a simplified form of variables.

Hypothesis Development

Based on the discussion above, the research question is: which of the independent Vroom factors are perceived more significantly on valence variables by Gen Y workers in corporate service organizations within the Greater Jakarta area? The hypotheses used are directed towards the value of valences which are 'importance', 'attractiveness', and 'desirability', in conjunction with the independent variables coming from both 'expectancy' and 'instrumentality'. Thus, the hypotheses are:

H1: There is a significant relationship between independent Vroom factors towards importance perceived by Gen Y workers in corporate service organizations within the Greater Jakarta area.

H2: There is a significant relationship between independent Vroom factors towards attractiveness perceived by Gen Y workers in corporate service organizations within the Greater Jakarta area.

H3: There is a significant relationship between independent Vroom factors towards desirability perceived by Gen Y workers in corporate service organizations within the Greater Jakarta area.

The framework of this research can be seen in Figure 1. The three variables (expectancy, instrumentality, and valence) co-exist and create a relationship that can be measured in a statistical format.
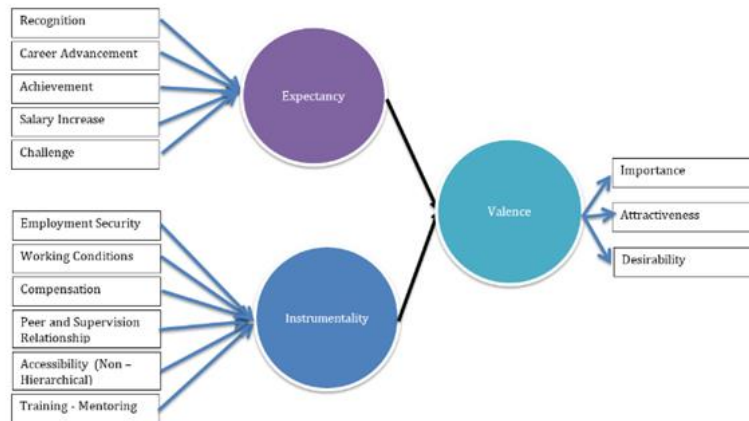
Figure 1. Research Framework

MATERIALS AND METHODS

This research is explanatory research, where it is intended to discover and explain the relationship between variables in the research. The focus of this research is to investigate the variables within Vroom's theory of motivation factors; that is valence, which may or may not be perceived as important by Gen Y.

The pool for this research was Gen Y workers who were working in corporate service organizations. The company had to be a young start-up (a maximum three years after founding), and under a venture or bigger corporate group. The research was conducted through purposive and quota-sampling methods.

The total sample for this research were 108 collective respondents. These respondents represented four group of companies, with similar business practices, which still existed in corporate service organizations. The companies' details are as follows:

• Group Company A - offers services in the form of customer service to individuals

• Group Company B is a cluster of companies that are under a venture

• Group Company C is a branding and activation company for new start–ups

• Group Company D is a start–up consultant in marketing and product engagement

The questionnaire includes three parts that consist of a cover letter, demographic questions, and variables for the testing of this research. The cover letter represents the introduction to the questionnaire and the objective of the research. The second part, the demographic questions, included the respondents' gender, age, and work experience. The sampling method was purposive, thus the sample was directed towards corporate service organizations. The last part of the questionnaire was the variables, which were separated into mainly expectancy, instrumentality, and valence.

The first groups of variables included the independent variables of expectancy and instrumentality. Expectancy primarily describes the expectation of the persons' actions that will contribute to his/her actions in the future. On the other hand, instrumentality depends on the persons' beliefs/perceptions about the company or the organization's ability to

provide equipment and other necessary requirements to complete the job. The second group of variables were embedded in the first group of questions, categorized as instrumentality in Vroom's Theory of Motivation. Vroom's theory could be related back to McClelland theory since there is a relationship in the points of view of Vroom and McClelland in the expectancy and motivator factors (Johnson, 2015). Instrumentality factors are based on Peffer (1998), who proposed the High-Performance Working System for the basis of instrumentality in this research. The last variable valence, was based on three parameters: importance, attractiveness, and desirability (Vroom, 1964). The data results were analyzed through validity and reliability tests for the pre-test questionnaires, and continued to Independent T-Test, ANOVA, Pearson Correlation, and Multiple Regression (including Step-wise Regression).

Regression analysis, mainly Multiple Regression, is used because it is the most suitable analytical tool for the framework. The reason is the conditional of related approaches are more viable and a lot more sufficient through regression, in which the goal is to target the relation and the influence of a specific rational parameters (independent variables) towards the dependent variables which in this case is 'valence'.

Linear Regression would deduce the influence of one factor in conjunction with the results of the created dependent factors; this would be useful if it was based on the research model, which in the current condition it is not. Thus, the use of Multiple Regression in the form of a Step–Wise to eliminate factors which are more representable towards the dependent variable itself.

RESULTS AND DISCUSSIONS
Reliability and Validity Tests
The reliability test that was used for the pre-testing of the questionnaire was based on Cronbach's Alpha coefficient, which measures the internal consistency for the three variables in the survey: expectancy, instrumentality, and valence. The closer the results were to 1, the better the consistency of the variables; if there was a benchmark of greater than 0.6 the variables could be deemed reliable. Table 1 shows the summary of the reliability test for the three variables. It can be inferred that all questions are usable for further analysis.

Table 1.
Reliability Test Summary (Pre-Test)

Variables	Cronbach's Alpha	Acceptable Level	No. Of Variables	Conclusion
Expectancy	0.734	0.6	5	Reliable
Instrumentality	0.773	0.6	6	Reliable
Valence	0.791	0.6	3	Reliable

Meanwhile the validity test was conducted in order to analyze whether each of the questions was valid to be used and answered or not. It was measured through a parameter called Kaiser-Meyer-Olkin (KMO) sampling adequacy

and Bartlett's Test as shown in Table 2. The values from the KMO for all three variables were above 0.5, which was the minimum benchmark. Furthermore, it was supported by the Bartlett's Test of Sphericity value that exceeded the 95% confidence mark. Thus, there was an adequate result for further testing.

Table 2.
Validity Test Summary (Pre-Test)

		Expectancy	Instrumentality	Valence
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.65	0.608	0.667
Bartlett's Test of Sphericity	Approx Chi-Square	27.30	58.460	24.235
	df	10	15	3
	Sig.	0.002	0.000	0.000

Correlations and Mean Regression

The simplified correlations listed in Table 3 are expectancy, instrumentality, and valence variables and are correlated to each mean correlation respectively. It shows the rank of the variables that belongs to Expectancy, Instrumentality, and Valence factors. Salary increased, accessibility to higher manager, and importance of the job are the most important variables perceived by Generation Y.

Table 3. *Expectancy Correlations*

Expectancy Factors	Correlation	Sig.	Rank
Recognition	0.418	0.000	5th Rank
Achievement	0.466	0.000	4th Rank
Career Advancement	0.606	0.000	2nd Rank
Salary Increase	0.627	0.000	1st Rank
Challenge	0.477	0.000	3rd Rank
Instrumentality Factors	Correlation	Sig.	Rank
Employment Security	0.060	0.537	5th Rank
Compensation	0.394	0.000	4th Rank
Working Conditions	-0.25	0.794	6th Rank
Relationship with Peers	0.603	0.000	2nd Rank
Accessibility to Higher Manager	0.625	0.000	1st Rank
Training	0.507	0.000	3rd Rank
Valence Factors	Correlation	Sig.	Rank
Importance	0.437	0.537	1st Rank

Attractiveness	0.406	0.000	2nd Rank	
Desirability	0.358	0.000	3rd Rank	

Meanwhile Table 4 shows that mean expectancy was largely significant in influencing the mean of valence, while mean instrumentality had no significant influence on the mean of valence.

Table 4. *Mean Regression Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square
	B	Std. Error	Beta			
(Constant)	3.008	0.354		8.501	0	0.0
Mean Expectancy	0.13	0.065	0.191	1.996	0.049	37
Instrumentality Mean	0.009	0.083	0.011	0.11	0.912	

Therefore, the regression formula is as follows:

Vm = 3.008 + 0.130 Em+ 0.009 IM …… (1).

A more in-depth look at the results of the Model Summary shows that there was only 3.7% in mean of valence that can be explained in the means of expectancy and instrumentality.

Valence Regression Result – Importance – Attractiveness – Desirability

Table 5. *Importance (Valence) Factor Regression Step Wise Coefficient*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square
	B	Std. Error	Beta			
(Constant)	.103	.633		.162	.871	.216
EXCha	.290	.082	.315	3.543	.001	
INCom	.300	.107	.257	2.790	.006	
INEmp	.256	.086	.270	2.994	.003	
EXRel	.124	.053	.215	2.364	.020	

Based on the results in Table 5 and the four models, the new and Step-Wise method of regression formula was:

I = 0.103 + 0.290EXCha + 0.200INCom + 0.256INEmp + 0.124INRel …..(2).

This Step-Wise method result showed that there was 21.6% of variability in importance that can be explained by this model alone.

Table 6. *Attractiveness (Valence) Factor Regression Step Wise Coefficient*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square
	B	Std.	Beta			

		Error				
(Constant)	4.225	.591		7.148	.000	.281
EXRec	.290	.064	.384	4.518	.000	
INTra	-.302	.076	-.349	-4.001	.000	
INWor	-.315	.094	-.292	-3.339	.001	
EXCar	.172	.082	.179	2.104	.038	

Taking from Table 6 and the four final model, it yields the following regression formula:

$$A = 4.225 + 0.290EXRec + 0.172EXCar - 0.302INTra - 0.315INWor……. (3).$$

The model showed that 28.1% variability in attractiveness can be explained through these four most significant variables.

Table 7. *Desirability (Valence) Factor Regression Step Wise Coefficient*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square
	B	Std. Error	Beta			
(Constant)	3.753	.381		9.861	.000	.192
EXRec	-.232	.071	-.290	-3.270	.001	
INTra	.250	.081	.273	3.070	.003	
INRel	-.159	.058	-.242	-2.734	.007	

From Table 7, it would yield the following regression model for desirability as:

$$D = 3.753 - 0.232EXRec + 0.250INTra - 0.159INRel……. (4).$$

The model showed that 19.2% of variability in desirability can be explained by these new models (recognition, training, and relationship with peers).

Importance, Attractiveness, and Desirability Factors
The results indicate that importance is highly influenced by challenges in the expectancy area. It is also supported by employment security, relationship with peers, and compensation. It can be inferred that the importance of valence is motivated through different challenges that individuals are going to complete while being compensated and supported with instrumentality such as employment security and relationship with peers.

For attractiveness, it shows most variables that have a positive correlation come from expectancy, which can be implied as the attractiveness of a job or task to be done through motivation from the individual, with the expectation of recognition and career advancement.

The final factor of valence is desirability. In this factor, most of the results were negative while the positive correlation was only training, which comes from instrumentality. A quick implication is an individual believes that the company could provide training in which they could learn to gain new skills for tasks in future. An important thing to note was the individuals tested had already got the job(s).

CONCLUSIONS

The Vroom's motivational factors that are perceived important by Gen Y and the implications are as follows: for the expectancy variables, salary is one of the highest correlations, followed by career advancement, and then challenges. The implication is a person's expectation through expectancy is most likely be driven through salary increases, because the person needs to fulfill their desires through monetization since money can fulfill their general living needs.

In addition, after the person fulfills their general needs, this research shows that they will pursue career advancement and challenges to achieve their social well-being and status. This is in line with Harrison's (2010) statement that challenges allow people to gain confidence and a feeling of achievement in their social lifestyle.

Companies that seek to increase expectancy in their employees could fulfill their basic needs through their salary, since there are already minimum wages; this would solve the problem of basic needs. In addition, bringing different challenges and situations to the employees will allow the individual to thrive and become more productive.

For the variables of instrumentality, accessibility is the highest, followed by relationships and training. This finding can be interpreted as: a person will feel more motivated when they can have access to a higher-level manager even though Gen Y dislike hierarchical structures. Moreover, it also puts the onus on the employee to seek training and even mentorship from the higher levels. This will boost the person's working performance in terms of both self-preservation and towards the outcome result.

Companies that want to engage their employees and increase instrumentality could start to create access to mentors and trainers so that the individuals could learn and consult with them; this extends to the level of private life, monthly financing, and even project consultation.

Companies and organizations could also motivate and retain their employees by providing the significant variables of the respective valence factors. In this case importance is the highest; followed by attractiveness, and desirability. It can be inferred that as a person will seek out the importance of the job first, then in return they will look for any other interests that may be valuable. This will then boost the attractiveness of the job and thus build up desirability towards the opportunities it may offer.

These findings apply to Gen Y employees that work in corporate service organizations in the greater Jakarta area, Indonesia. Therefore, companies can motivate and retain Gen Y by incorporating these research findings when developing companies' rules and policies.

LIMITATIONS

The results and findings of this research are constrained by some limitations. The limitations are as explained below:

1. The geographical limitation. This research is limited to respondents in the greater Jakarta area alone. Consequently, these results might differ and be inapplicable to other regions in the world.

2. There is no restriction on characteristics of the respondents relating to their service jobs and activities. This research includes and generalized the respondents that are part-time, full-time, and contract-based.

3.   This study was conducted on workers who are employed at companies. Thus the findings might be different from the respondents who are students, unemployed individuals, or even candidates for a job.

RECOMMENDATIONS FOR FUTURE RESEARCH

These recommendations are proposed for better research outcomes in the future:

1.   Exploring workplace motivational factors using other research methods such as qualitative studies. A qualitative study could give a deeper insight into the motivational factor influences and relationships. Moreover, a combination of both qualitative and quantitative studies will provide a better result for this method and type of research.

2.   Examining more than one type of industry might give further insights. Future research might explore the perspective between undergraduate students and employees for example.

3.   Treating the valence variables through logistic regression will also give a direct insight and also most of the variables could be tested using the additional fundamental research upon the creation of a questionnaire. The analysis of the data can be interpreted differently based on the needs and the conditions of the time and target audience (respondents).

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