Dissertation Title:

An evaluation study of the deficiencies of the Vroom’s Expectancy Model to improve the predictability of the model on job motivation

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I hereby certify that the work embodied in this Dissertation Project is the result of original research and has not been submitted for a higher degree to any other University or Institution.

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# Table of Content

1. Synopsis
   
2. Chapter 1 – Introduction
   1.1 Introduction
   1.2 Summary of Literature Reviews
   1.3 Research Questions and Hypotheses
   1.4 Significance of this research
   1.5 Research Design
   1.6 Key Variables and Data Collection Method
   1.7 Sample Selection
   1.8 The Analysis
   1.9 Limitation of the study
   1.10 Ethical implications
   1.11 Conclusion

3. Chapter 2 – Literature Reviews
   2.1 Introduction
   2.2 Parent Literatures
     2.2.1 Expectancy
     2.2.2 Instrumentality
     2.2.3 Valence
   2.3 Intermediate Literatures
   2.4 Conclusion

4. Chapter 3 – Research Design and Methodology
   3.1 Introduction
   3.2 Basic Framework
   3.3 Research Design
   3.4 Research Methodology
   3.5 Conclusion

5. Chapter 4 – Data Analyses
   4.1 Introduction
   4.2 Pilot Study
     4.2.1 Process Feasibility
     4.2.2 Resources Feasibility
     4.2.3 Management Feasibility
     4.2.4 Scientific Feasibility
     4.2.5 Conclusion
   4.3 Data Analyses
     4.3.1 Participant Profile
     4.3.2 Hypothesis 1 (H1)
     4.3.3 Hypothesis 2 (H2)
     4.3.4 Hypothesis 3 (H3)
     4.3.5 Hypothesis 4 (H4)
     4.3.6 Hypothesis 5 (H5)
     4.3.7 Hypothesis 6 (H6)
4.4 – Conclusion

6. Chapter 5 – Conclusions

5.1 – Introduction

5.2 – Conclusions on hypotheses and research questions

5.2.1 – Research Question 1

5.2.2 – Research Question 2

5.2.3 – Research Question 3

5.3 – Conclusions about the research problem

5.3.1 – Conclusion on the research designs and methodologies on Expectancy theory

5.3.2 – Conclusion on the inclusion of intrinsic and negative Outcomes in Expectancy theory

5.3.3 – Conclusion on the influence of Job Category on Expectancy theory

5.4 – Implications for the theory

5.4.1 – Implication of the influence of Job Category to Expectancy theory

5.4.2 – Implication of the research design and methodology to Expectancy theory

5.5 – Implication for policy and practice

5.6 – Limitations and implication for further research

7. Reference

8. Appendix
**Synopsis**

The Expectancy theory, first introduced by Vroom (1964), has always been one of the most widely used theories in the study of job effort, job satisfaction and occupational preference. However, despite the popularity of the theory, the results of using Expectancy theory in the context of organization studies have been questionable. As illustrated by various past researches, the explanatory power of using Expectancy theory in the study of employees’ performance has shown to account for only 10 to 15 percents of the variances. These results have led to question as to whether Expectancy theory remains valid and practical in organization studies especially in the new era of business world.

Various studies on Expectancy theory have shown that the reason for the low predictability of the theory lies with the existence of various deficiencies in the theory. These deficiencies are categorized into theoretical and methodological deficiencies. In theoretical deficiencies, it is pointed out that various important determinants of human behaviors which have direct influence to employees’ decision have been excluded in the Expectancy theory. These determinants are categorized as intrinsic and negative outcomes. In addition, the influence of job category has also found to be absence in the study of Expectancy theory as well. In methodological deficiencies, various factors, including the use of within-person approach, the measurement and scaling issues in Expectancy theory are identified. It is the objective of this paper to study these various deficiencies and find an answer to improve the predictability of the Expectancy theory in the study of employees’ behavior.

The research findings in this paper have led to a few important implications for the improvement of the Expectancy theory. The inclusion of the intrinsic outcomes has shown to improve the predictability of Expectancy theory while further studies are needed to validate
the inclusion of negative outcomes. Most importantly, the influence of job category is found to be significant and future studies on Expectancy theory should not ignore this important factor.