EMOTIONAL INTELLIGENCE FOR EMPLOYEES' MOTIVATION

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This article adopts a system approach to analyze the Porter-Lawler model. This model synthesizes two important motivational models: the expectancy and the equity models. The expectancy model describes the influence of worker's expectation about the jobs and the rewards gained via the motivation process. The equity model describes workers' comparison of rewards and effort ratios with others. The Porter-Lawler model suggests workers are motivated if they believe their effort will result in rewards they deem important and that the effort-reward ratio must be equivalent to their referents. This model implies workers operate solely on economic rationale. The researcher describes emotion as a significant determinant of worker's judgement about referents, rewards, and equity. Emotional intelligence (EI) is proposed as an influential intervening variable in the Porter-Lawler motivation process model.

INTRODUCTION

Motivation is one of the most important devices for organizations to compete in the modern day environment. Contemporary organizations need to develop and adjust themselves to keep up with competition. In the past, organizations had the luxury of time to spend in all aspects of running businesses. Companies could spend as much as 5-20 years in research and development of new products (Boone & Kurtz, 1996). With the emergence of the digital era, such luxury is becoming too costly to afford. Those who move slowly will be left behind and eventually dropped out from the market.

Organizations are driven to improve their efficiency through investing more in equipment and technology. However, advanced equipment or technology cannot operate without people. Hence, employees are the most important elements of organizations. Employees are the real forces in organizations that get all jobs done. When an organization improves its efficiency, it is actually the employees who exert more efforts to get things done faster and better. Managers must understand the motivation process to motivate employees to exert their efforts toward organizational objectives.

Two popular contemporary theories of motivation are the expectancy model (Vroom, 1964) and the equity model (Adams, 1965). These models explain the motivation process. The expectancy model suggests that employees view rewards in an absolute term while the equity theory does not take into consideration various expectations employees have in mind. Porter and Lawler (1968) proposed that each theory alone was insufficient to cover the full complexity of the motivation process. The two models are combined for a better picture of the motivation process in an organization context. This new model suggests that the probability in attaining rewards and the value of rewards, derived from the perceived equity of employees' input and output of a job, are important elements of the motivation process.

Fincham and Rhodes (2005) defined satisfaction as feelings or affective responses workers experience in a job and that there are several dimensions of job satisfaction, i.e., satisfaction in the job itself, in co-workers, in the company, and with rewards. Satisfaction with rewards is a major theme in the Porter-Lawler model. Porter and Lawler (1968) suggested that valence is not determined from the absolute value of rewards. The value of rewards is comparative. Workers' valuation of rewards, both intrinsic and extrinsic, is derived from comparison of theirs against other peo's rewards. The satisfaction in the comparative value of rewards determines the level of effort employees will put into jobs. If their perceived rewards are comparatively less than others, they will be dissatisfied and will lose enthusiasm and hence, become less productive.

Since satisfaction is involved with the faculty of feeling or affection, the ability to maintain appropriate feeling or emotion toward rewards is essential. Employees' satisfaction with the value of rewards is assumed to be rational and based solely on economic