

## Chapter 3

# Emotional Intelligence Model for Managers in Turkish Banking Sector and an Application

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### **ABSTRACT**

*This chapter explores the relationship between the emotional intelligence talents of bank and finance managers and employee job satisfaction. The chapter proceeds as follows: First, the authors carefully reiterate the theoretical review of job satisfaction and emotional intelligence literature. Second, the authors present the methodology, conception of the research, assumptions and limitations, measuring tools, surveys and research hypothesis used in their research. Third, the authors discuss their research findings. Finally, their research conclusions are presented. With regard to the appropriate estimation technique-regression analysis, the authors findings have demonstrated that interpersonal relationship has a significant impact on job satisfaction in the banking and finance sector. Contrarily, there is not any significant relationship between social intelligence and commitment to workplace in the banking, finance, education, computer, health, textile, automotive, electronics, or packing sectors. The contribution of this research shows that the social intelligence factor affects interpersonal relationships, working conditions and impulse control factors of banking and finance managers both directly and intensely.*

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## **INTRODUCTION AND BACKGROUND**

Job satisfaction is generally conceptualized as sophisticated psychological construct that affects employee's administrator, colleagues, salary, organizational policies, job health and safety or some kind of business related issues (Avery, Smillie, & Fife-Schaw, 2015). Luche defines the job satisfaction as "a pleasant or positive feeling that occurs with individuals job and job experiences" (cited in Anderson et al., 2001).

Job satisfaction is a consequence of hopes of a job, therefore it is nominative and depends on person. Satisfaction will be increase if the difference between hope and actual situation is low. Obviously, the important factor here is, which factor to the overall satisfaction of an employee is effective (Pan, 2015). Job satisfaction concept began to be explored in the 1920s and its importance was recognized in 1940s. According to Iscan & Timuroglu (2007), satisfaction means that providing the realization of something desired, reaching the hearts saturation, and can be defined as happiness occurs when the needs are met.

The most important characteristics that managers have to acquire in order to assure employees' job satisfaction is, the communication in the working place as well as offering working suggestions that prevents negative factors such as tension and conflict. The most important factors that can be gained by improving emotional intelligence are known as adaption to change, accordance and behaving consistent during decision period (Arıcıoğlu, 2002).

In this context, there is plenty of researches in the literature related with the emotional intelligence issue. Major studies in the literature have questioned employee citizenship and job satisfaction job satisfaction and employee turnover (Porter et al., 1974; Mobley, 1977), (Bateman, & Organ, 1983), EI and job satisfaction (El Khouly et al., 2011), job satisfaction and job performance (Judge et al., 2001; Pan, 2015), EI and leader member

Exchange (Jordan & Troth, 2011), personality and job satisfaction (Avery, Smillie, & Fife-Schaw, 2015). Below are some of the latest empirical and theoretical researches imparted to literature.

The main objective of this study is to reveal the relationship between the emotional intelligence, managers and their job satisfaction. In this context, the effect of emotional intelligence of managers on their job satisfaction and their relationship are studied.

Firstly, review of the literature was conducted in this research. After the background, criteria were chosen for analysis, then analysis of collected data was carried out. The theoretical framework of the study was created by means of the information obtained. Afterwards, starting from the theoretical framework laid out, a field study was performed. Field research was carried out with managers of enterprises operating in the province of Istanbul in March and April of 2013. In this research two surveys (Acar, 2001 & Cakir, 2006) were adopted. In the survey 157 people participated, and all participants are in managerial positions. Most of the managers (31.2%) participated in finance and banking sector, and the rest consisted of education, computer sector, packing, construction and real estate, health, automotive, electrical and electronics, machine, communication, media, textile, chemistry sectors.

Regression analysis was used to measure the relationship between two or more variables. Regression analysis that was used here occurred between dependent variable labeled as job satisfaction; besides social intelligence, interpersonal relationships, impulse control, emotional commitment, commitment to workplace were labeled as independent variables. It was seen that dependent variable of view to employees and independent variable of business commitment had mutual interaction. Over and above it was seen that dependent variable of view to managers had mutual interaction with independent variable of business commitment.

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