THE IMPACTS OF EMOTIONAL INTELLIGENCE COMPETENCY ON JOB SATISFACTION IN THE SERVICE SECTOR: AN APPLICATION ON THE TURKISH BANKING SECTOR

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ABSTRACT

Subject to the highly increased competition in almost all sectors especially in the service sector, the analysis of emotional intelligence competency and job satisfaction of employees has been one of the most crucial research subjects nowadays to get the highest productivity from employees in terms of almost all fields of the company. Since banking sector is one of the dynamic sectors that has been changed both negatively and positively due to economic crisis in different periods, this study has been applied on the banking sector. In addition to the analysis of these two variables in terms of relationship between each other, it has been also aimed to see if the level of emotional intelligence and job satisfaction differ by state-owned and private banks. As a data collection tool in the study, questionnaire technique has been used, and findings have been obtained from 150 staff through the survey on emotional intelligence competency by Wong and Law, and the short form of Minnesota job satisfaction survey by Weiss, Davis, England, Lofquist.

Key Words: Emotional Intelligence; Job Satisfaction; Banking Sector

INTRODUCTION

The concept of emotional intelligence has been one of the most frequently used subjects nowadays, and the number of studies on this subject has increased gradually, even if its importance has not been understood entirely yet. Although it does not have a long-standing background, this concept has begun to have an important place since emotions play a crucial role on people's whole life in terms of their effects on communication and control of them during negative or positive situations. The fact of emotional intelligence's being an indispensable part of our life was realized after proven that people who had shown high success on tests couldn't show the same success in their

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daily life (Cumming, 2005, p.3). This issue has been approved with most of studies done on this subject as well, and findings have shown that while one who has emotional intelligence can define or regulate his emotions well in any circumstances, and understand others' emotions and show empathy, the other one who has high level of IQ but not EQ, may not do the same thing.

Apart from emotional intelligence, job satisfaction of employees is another significant variable for the success of institutions in a competitive environment. According to most of the academic studies, there are several factors affecting job satisfaction like demographical factors or institutional factors while these effects are likely positive or negative depending on the person. Moreover, they are not only reflected on individuals' business life but also on their social life. In this case, organizations have some missions to increase the level of their employees' job satisfaction together with the emotional intelligence competency. That is to say; if organizations fulfill their duties and responsibilities, employees' job satisfaction level may vary accordingly. As a matter of the fact that most of the studies indicate that while ones whose cognitive intelligence level is reasonably high, may have difficulties in both business life and everyday life, others whose emotional intelligence level is high may overcome all kinds of problems easily. In other words, the more one uses his emotional intelligence, the more he is successful and he satisfies with the situation he is in.

This issue was confirmed by the research of Sy, Tram, Linda A. O'Hara (2006) in which it was aimed to examine the relationship between managers' and employees' emotional intelligence with the job satisfaction and job performance they have. As a result of this study, it has been understood that there is a strong relationship among these variables, and this positive relation has a high influence on the level of employees' job satisfaction which also increases the job performance and productivity. In addition to this, two other studies also proved the positive impact of emotional intelligence on job satisfaction and job performance (Kafetsios and Zampetakis, 2008). According to regression analysis used in these studies, the use and regulation of emotions have been more effective in terms of job satisfaction level rather than all other dimensions of EI. The same result was also acquired by both Abraham (2000) and Gardner (2003) (Guleryüz, Guney, Aydin and Asan 2008, p.1632).

Taking the significance of emotional intelligence and job satisfaction into consideration, banks have an important role in supply and demand for funds in the financial system. Banks as financial intermediaries constantly have to keep open to change their organizational structure in accordance with changing economic conditions. In this context, provision of internal and external customer satisfaction has become a prominent issue depending on the development of financial instruments and the legal system (Dincer and Hacioglu, 2009). Even though most studies in banking focus on various analysis methods such as satisfaction surveys and quality measurement related to external customers and financial performance, the studies should also reveal the findings for the innovative behavior and the efficiency of the employees such as emotional intelligence and job satisfaction. Furthermore, these studies need to be analyzed together with both state-owned and private banks

together since recent studies on the financial performance of state-owned and private banks (Dincer and Gorener, 2011a; Dincer and Gorener, 2011b), comparative analysis in terms of measuring the relationship between emotional intelligence and job satisfaction for state-owned and private banks is limited.

In short, the analysis of the relationship between emotional intelligence and job satisfaction has become more of an issue in terms of providing organizational harmony and obtaining positive performance outputs. In this sense, development of effective administration perspective and provision of job satisfaction for all employees have been a significant subject in both real and financial sector businesses owing to globalization and increasing competitive environment. Furthermore, the overall analysis of administration activities in private and state-owned companies and prioritizing emotional intelligence competency especially in terms of strategic decisions have been required as a result of increasing service quality and administration perspective. Thus, employees will get the substantial job satisfaction from organization conditions and opportunities offered by the organization thanks to effective management and administrators who have high level of emotional intelligence competency.

In recent, this transition period has been realized more intensely in financial sector in parallel with real sector companies as well. Reorganization process in banking sector especially after 2001 crisis in Turkey provided not only financial competency but also administrative competency to be considered essential. As a result of this need, it will be possible on a large scale for the employees, who have emotional intelligence competency, to be able to harmonize with other staff in banking system and obtain positive job performance outputs. Within this transition process, the study of managerial competence and job performance outputs has become critical for the state-owned and private banks in Turkey. Regarding this, the main objective of this study is to research into the effects and relationship between emotional intelligence and job satisfaction of bank employees in Turkey.

Emotional Intelligence and Job Satisfaction

To be able to understand the very meaning of the emotional intelligence, it is useful to define the term "emotion" as it is one of emotional components. Since people are thinking and feeling creatures, they are likely to react not only mentally but also emotionally both in their business life and private life. As known, emotion is an abstract concept, so its definition changes person to person. The definitions obtained from literature review show this variety clearly. In brief it can be said; "emotions are internal events that coordinate many psychological subsystems including physiological responses, cognitions, and conscious awareness. Emotions typically arise in response to a person's changing relationships (Mayer, Carusa and Salovey, 1999, p.267).

The term "intelligence" which is also one of the components of emotional intelligence cannot be explained with a monotype definition like the term "emotion". There have been a lot of

controversies about the meaning of intelligence almost for centuries. If it is necessary to make a general evaluation, intelligence is overall innate abilities developed as a result of the interaction from the environment. That is; intelligence consists of mental abilities necessary for an individual to be able to maintain his life and complete the different adaptation process in different conditions successfully.

The concept of emotional intelligence has been defined in a variety of ways especially based on the four models created by Mayer and Salovey, Bar-on, Goleman, Wong and Law. That is why; definitions for emotional intelligence presented in this study belong to only those writers. According to Mayer and Salovey, who used the term "emotional intelligence" for the first time, it is "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Mayer and Salovey, 1993, p.433; Dincer et al., 2011, p.910-911.). Baron defines emotional intelligence as "relating and understanding others, while adapting and coping with surroundings in order to become more successful in dealing with environmental demands" (Sahinkaya, 2006, p.34). According to Law and Wong, whose model has been used widely in recent years, emotional intelligence corresponds to emotional abilities that get someone to explain and express emotions in a correct way, integrate them into cognitive processes, understand emotions and their effects on different situations. Shortly, it gives one a chance to manage his emotions (2004, p.485). Finally, Goleman who has contributed extensively to this issue defines emotional intelligence as "something which helps one understand his own emotions, show empathy and control them in such a way that they facilitate his life and contribute him in any case (Dincer, Onay and Gursoy, 2011, p.139). That is; emotional intelligence can be considered as an umbrella for the relations between one's himself and others in his environment" (Orhan, 2012, p.8).

Since job satisfaction is an abstract concept, it is possible to see various definitions related to job satisfaction. Job satisfaction can be assumed as the determination of an employee's rate of happiness he gets from his job. However Odom and et. (1990) define job satisfaction as positive or negative feelings of an employee towards his own job in relation to his intrinsic, extrinsic and general perspective (Orhan, 2012, p.28).

As for Dogan, he describes it as "an effective reaction to a job that results from the comparison of perceived outcomes with those that are desired. It also describes the feelings, attitudes or preferences of individuals regarding work. Furthermore it is the degree to which employees enjoy their jobs" (2009, p.424). Considering all definitions, job satisfaction is simply called as positive reactions of employees towards their job.

METHOD

In the study, at first literature review was done about the variables; "emotional intelligence" and "job satisfaction". Secondary data analysis was realized through two survey studies applied on 150

staff of Turkish banking sector. The first survey study was adapted from the exploratory study "The Effects of Leader and Follower Emotional Intelligence on Performance and Attitude" written by Chi-Sum Wong and Kenneth S. Law. The main reason of using Wong and Law's Emotional Intelligence scale is that some of the scales such as "Baron's 15", which consist of 133 questions, are difficult to apply and have validity or reliability problems as being too long. However, the scale of Wong and Law consists of only sixteen sub-items regarding four main factors; "self-emotion appraisal, others' emotion appraisal, use of emotion, regulation of emotion" (Wong and Law 2002, p: 270-271). Each factor was measured with a total of four items. The answers are categorized with a 5 point likert scale as 1.never, 2.rarely, 3.usually, 4.often, 5.always. The second survey study was adapted from the short form of Minnesota Satisfaction Questionnaire which is one of the most preferred models used in academic studies. This scale was developed by Weiss, Davis, England and Lofquist (1967). In the scale, there are twenty questions in which job conditions are associated with "job satisfaction to measure the level of job satisfaction in terms of relationships among colleagues, promotion, payment, management relations, success, responsibility, organization policies, status, independency, ethic values, social facilities, working conditions etc." (Toker, 2007, p.96). The answers are categorized with a 5 point likert scale as 1. not satisfied, 2. only slightly satisfied, 3. neither satisfied nor dissatisfied, 4. Satisfied, 5.very satisfied.

In order to get the empirical results, firstly frequency descriptions have been presented through tables including demographical and institutional characteristics of staff taking part in the survey. Secondly, factor analysis has been done to reduce a set of variables to a lesser number of new variables. Thirdly, reliability tests have been applied on the obtained factors. After reliability tests, correlation analyses have been done to see if there is a relationship between EI (emotional intelligence) and JS (job satisfaction). Moreover, Independent Sample T-Tests have been included to see if EI and JS differ by the sector. Finally regression analysis has been done to set forth in what way EI affects JS. The empirical results of the analysis have been obtained and commented by means of SPSS 16 package program.

EMPIRICAL RESULTS

In this study, totally 150 people took part in the survey and 36 questions were asked to the participants. While the first 16 questions are related to EI, the last 20 questions are related to JS. In the table 1, numeric and percentage range of the sample profile has been presented in detail.

Table-1. Numeric and Percentage Range of the Sample Profile

Sex Range	Frequency	Percentage	Education Status	Frequency	Percentage
Woman	66	44,0	High school	3	2,0
Man	84	56,0	Vocational School	15	10,0
Total	150	100,0	Bachelor's Degree	119	79,3
Age Range			Master-Doctorate	13	8,7
18-34	22	14,7	*Total*	150	100,0
35-44	87	58,0	**Institution**		
45 and above	41	27,3	State	75	50,0
Total	150	100,0	Private	75	50,0
			Total	150	100,0
Marital Status			**Sector Experience**		
Single	72	48,0	0-5	71	47,3
Married	78	52,0	6-10	53	35,3
Total	150	100,0	11-15	19	12,7
Working Period in the Current Organization			16-20	4	2,7
0-5	69	46,0	21 years and above	3	2,0
6-10	62	41,3	*Total*	150	100,0
11-15	17	11,3			
16-20	1	,7			
21 years and above	1	,7			
Total	150	100,0			

When analyzing the table 1, it is seen that while 66 of participants are women, 84 of them are men. That is; male participants are 12 % more than female participants. When the age range, which has a crucial effect on emotional intelligence and job satisfaction, is analyzed the highest rate corresponding to 58, 0 % of the participants belong to those aged between 35 and 44. However, the lowest rate corresponding to 14, 07 % of the participants belong to those aged between 18 and 34. In the third part of the table 2, the percentage of the participants' marital status has been given. While 48, 0 % of participants are single, 52, 0 % of the participants are married. That is; out of 150 participants, 72 of them are single and 78 of them are married.

As known, another important factor for the job satisfaction is the time period that employees work in the current organization. In the analysis, it is clear that the range between 0-5 and 6-10 year is quite close to each other. The rate ranges from 41.3% (62 of employees) to 46.0% (69 of employees). However, the lowest rate which is seen as 0, 7% belongs to the participants who have been working for more than 16 years. When going over the education status data, the highest rate belongs to employees who have bachelor's degree with the rate of 78.1%, and the lowest rate belongs to those who have high school degree with the rate of 4.7%. As mentioned before, education is one of the main factors affecting the level of job satisfaction. Since the range is variable, the result can be more reliable and valid.

The most important data providing to analyze differences on the level of emotional intelligence and job satisfaction of employees is the institution. The rate is equal to each other in both state-owned and private banks. It is quite good that this percentage of distribution can provide the exact analysis in terms of the main point of this study. The last data is related to sector experience of the participants. As in the rate of working period in the current organization, the range between 0-5 and 6-10 year is quite close to each other regarding the sector experience. The total rate belonging to those groups who have sector experience between 0-10 years is 82.6 %. The rest of the rate equal to 17.4 % belongs to those groups who have sector experience more than 11 years.

Factor and Measurement Analysis in Relation to Variables

In this part of the study, Kaiser-Meyer Olkin (KMO) and Bartlet's Tests related to data set, factor analysis and reliability analysis related to the variables, and finally those analyses' results have been presented in detail.

"Kaiser-Meyer-Olkin Test and Barlett's Tests are used both to determine to what extent the sample chosen for the research exemplifies the population and to show the appropriateness of the correlation rate among variables for the factor analysis" (Gunluk, 2010, p.43).

Table-2. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test Results Related to Emotional Intelligence

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,751
Bartlett's Test of Sphericity	Approx. Chi-Square	259,530
	Df	55
	Sig.	,000

When looking at the KMO and Barlett's test results in relation to emotional intelligence in the table 2, it is figured out that the value of data set obtained from the survey questions has been found as 0,751 as a result of factor analysis. This result shows that the data set is applicable for the factor analysis in the rate of 75, 1%. Moreover, since Barlett's test value, which is the signification of correlation among variables, is p<0, 05, it is clearly understood that this value is also significant for the factor analysis. In brief, the result of both tests explains the fact that analysis results are statistically significant.

Table-3. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test Results Related Job Satisfaction

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,754
Bartlett's Test of Sphericity	Approx. Chi-Square	424,277
	Df	66
	Sig.	,000

When analyzing the KMO and Barlett's test results in relation to job satisfaction in the table 3, it is figured out that the value of data set obtained from the survey questions has been found as 0,754 as a result of factor analysis. This result shows that the data set is applicable for the factor analysis in the rate of 75, 4%. Additionally, since Barlett's test value is p<0, 05 as in the emotional intelligence, it is clearly understood that this value is also significant for the factor analysis. In brief, the result of both tests explains the fact that analysis results are statistically significant.

Factor analysis is "a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables. Thus, it is possible to reduce numerous variables into some groups or dimensions. After reducing, a factor name is given for each group or dimension. Finally, the more variance rates are high as a result of analysis, the more scale factor is high" (DeCoster, 1998, p.1)

As seen in the table 4, totally three factors have been found related to emotional intelligence as a result of factor analysis done using varimax rotation to set the variables. These factors have been named as "self & others' emotion appraisal, use of emotion and regulation of emotion" based on Wong and Law's model. As in the emotional intelligence analysis, again three factors have been found in terms of job satisfaction in relation to Weiss, Davis, England and Lofquist's model. These factors are classified as "work environment, work conditions and reward" that are thought as the most important factors affecting job satisfaction.

While grouping the variables during factor analysis, the questions of which values under 0, 50 have not been assessed and have been extracted. The reason of doing that is to increase the validity and reliability of the scale. When variances related to variables analyzed separately have been taken into consideration, cumulative variance for three factors connected to emotional intelligence has been found as %49,981. As for the variance for again three factors connected to job satisfaction, it has been found as %51,422. In the scope of the study, factor analysis results belonging to variables and cronbach alpha values belonging to factors have been introduced in the table 4 below.

Table-4. Factor Analysis and Reliability Statistics

VARIABLES	Factor Load	Cronbach α
EMOTIOANALINTELLIGENCE		
Self & Others' Emotion Appraisal		0,507
Q2-I have good understanding of my own emotions.	,670	
Q4-I always know whether or not I am happy	,628	
Q7-I am sensitive to the feelings and emotions of others.	,669	
Use of Emotions		0,561
Q9-I always set goals for myself and then try my best to achieve them.	,746	
Q11-I am a self-motivating person.	,673	
Q15-I can always calm down quickly when I am very angry.	,604	
Regulation of Emotions		0,659
Q8-I have good understanding of the emotions of people around me.	,724	
Q10-I always tell myself I am a competent person.	,704	
Q14-I am quite capable of controlling my own emotions.	,554	
Q16-I have good control of my own emotions.	,537	
JOB SATISFACTION		
Working Environment		0,696
Q3- The chance to do different things from time to time…	,557	
Q6- The competence of my supervisor in making decision…	,700	
Q7- Being able to do things that don't go against my conscience.	,602	
Q9- The chance to do things for other people…	,753	
Q10- The chance to tell people what to do…	,566	
Working Conditions		0,844
Q15- The freedom to use my own judgment…	,889	
Q17- The working conditions…	,866	
Reward		0,499
Q19- The praise I get for doing a good job…	,700	
Q20- The feeling of accomplishment I get from the job …	,660	

Correlation Coefficient Analysis in Relation to Variables

In this part of the study, results of correlation coefficient analysis have been presented to show if there is a significant relationship among variables or not, and if yes; what kind of a relationship there is: Positive or Negative. The first hypothesis and the results of the analysis have been given below.

H1: There is a significant relationship between emotional intelligence competency and job satisfaction level.

Table-5. Correlation Coefficient Analysis

Correlations

	SOEA	UEs	REs	WE	WCs	R
Self & Others' Emotion Appraisal	1	,304**	,301**	,349**	,258**	,429**
Use of Emotions	,304**	1	,432**	,264**	,137	,252**
Regulation of Emotions	,301**	,432**	1	,273**	,277**	,194*
Working Environment	,349**	,264**	,273**	1	,353**	,355**
Working Conditions	,258**	,137	,277**	,353**	1	,261**
Reward	,429**	,252**	,194*	,355**	,261**	1

The results presented in the table 5 clearly indicate the truth of the first hypothesis belonging to the main model of the study. That is to say; there is a significant and positive relationship among the variables, however the relationship is not rather strong. Thanks to the result obtained from the analysis, it can be said that when one's emotional intelligence level rises, the satisfaction level he gets from his job also rises accordingly.

Discriminant Analyses

In this part of the study, independent samples t-tests have been done to ascertain whether subcomponents of the variables classified by factor analysis differ according to institution or not. Thanks to this analysis, the usage rate of those subcomponents has been compared, and thus it has been tried to find out if the discriminant rate is casual or statistically significant.

The results of analysis done to determine which institution's employees use the talents of emotional intelligence more have been presented with their comments in the table 6.

H2: There is a significant difference between state-owned and private sector employees in terms of the usage rate of talents belonging to emotional intelligence competency.

Table-6. Independent Samples Results in Relation to Emotional Intelligence Regarding Institutional Factor

	Institution	N	Mean	Std. Deviation	F	Sig.
Use of Emotions	Public	75	3,8311	,58349	5,205	,024
	Private	75	3,8356	,71947		
Self & Others' Emotion Appraisal	Public	75	3,8622	,61291	,187	,666
	Private	75	4,0800	,57693		
Regulation of Emotions	Public	75	3,7600	,48008	11,698	,001
	Private	75	3,8400	,62553		

When looking at the data obtained from the independent samples t-tests in relation to the first talent of emotional intelligence competency, it is understood that employees working in the private sector use the ability of "use of emotions" more than employees working in the state-owned sector since

the mean value is found as 3,8356. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is statistically significant, and thus variances are not equal (F=5,205; p<0, 05+0,024). Taking into these results into consideration, it can be said that there is a significant difference between state-owned and private sector employees in terms of the usage rate of the first talent belonging to emotional intelligence competency, and thus employees working in the private sector use this ability much more. For that reason, H2 regarding the first talent of emotional intelligence competency has been accepted.

When examining the results in relation to the second subcomponent of emotional intelligence, it is again understood that employees working in the private sector use the ability of "self and others' emotion appraisal" more than employees working in the state-owned sector since the mean value is found as 4,0800. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is not statistically significant, and thus variances are equal (F=0,187; p>0, 05-0,666). Taking into these results into consideration, it can be said that there is no significant difference between state-owned and private sector employees in terms of the usage rate of the second talent belonging to emotional intelligence competency. Therefore, H2 related to the second talent of emotional intelligence competency has been rejected.

When analyzing the data related to the third talent of emotional intelligence competency, it is understood that employees working in the private sector use the ability of "use of emotions" more than employees working in the state-owned sector since the mean value is found as 3,8400. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is statistically significant, and thus variances are not equal (F=11,698; p<0, 05+0,001). Taking into these results into consideration, it can be said that there is a significant difference between state-owned and private sector employees in terms of the usage rate of the third talent belonging to emotional intelligence competency, and employees working in the private sector use this ability much more. For that reason, H2 regarding the third talent of emotional intelligence competency has been supported.

The results of analysis done to determine which institution's employees' job satisfaction level higher have been presented with their comments in the table 7.

H3: There is a significant difference between state-owned and private sector employees in terms of the job satisfaction level.

Table-7. Independent Samples Results in Relation to Job Satisfaction Regarding Institutional Factor

	Institution	N	Mean	Std. Deviation	F	Sig.
Working Environment	Public	75	3,8267	,36663	4,718	,031
	Private	75	3,8987	,48029		
Working Conditions	Public	75	3,7867	,52744	,034	,855
	Private	75	3,9033	,55430		
Reward	Public	75	4,0733	,49792	,780	,379
	Private	75	4,2533	,50252		

When analyzing the data related to the first factor affecting job satisfaction level, it is understood that employees working in the private sector get more satisfaction from the working environment than employees working in the state-owned sector since the mean value is found as 3,8987. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is statistically significant, and thus variances are not equal (F=4,718; p<0, 05+0,031). Taking into these results into consideration, it can be said that there is a significant difference between state-owned and private sector employees in terms of job satisfaction level obtained from the first factor. For that reason, H3 regarding the first factor affecting job satisfaction level has been accepted.

When looking at the data related to the second factor affecting job satisfaction level, it is understood that employees working in the private sector get more satisfaction from the working environment than employees working in the state-owned sector since the mean value is found as 3,9033. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is not statistically significant, and thus variances are equal (F=0,034; p>0, 05-0,855). Taking into these results into consideration, it can be said that there is no significant difference between state-owned and private sector employees in terms of job satisfaction level obtained from the second factor. That is why; H3 regarding the second factor affecting job satisfaction level has been rejected.

When examining the data related to the second factor affecting job satisfaction level, it is understood that employees working in the private sector get more satisfaction from the working environment than employees working in the state-owned sector since the mean value is found as 4,2533. But to ensure the validness of that result, it is required to analyze F and sig. values from the analysis table. Test results show that the difference among variances is not statistically significant, and thus variances are equal (F=0,780; p>0, 05-0,379). Taking into these results into consideration, it can be said that there is no significant difference between state-owned and private sector employees in terms of job satisfaction level obtained from the third factor. That is why; H3 regarding the third factor affecting job satisfaction level has been rejected.

IMPACT ANALYSES

In this part of the study, regression analyses have been done to analyze the interaction among variables, and totally three regression models have been set. In the first model, the interaction between "working environment" and the "three talents of emotional intelligence competency" has been analyzed. In the second model, the interaction between "working conditions" and the three talents of emotional intelligence competency has been analyzed. Finally, in the third model, the interaction between "reward" and the "three talents of emotional intelligence competency" has been analyzed.

Comments on hypotheses tried to be tested through regression analysis with the aim of seeing the effects of emotional intelligence on job satisfaction and the results of the analysis have been presented in the table 8, 9, 10.

Table-8. Results of Regression Analysis in Relation to the Working Environment Factor

Independent Variables	Std. Error	Std. Beta Coefficient	T	Sig.	R²	F
1	,281		8,512	,000	,164	9,572
Self & Others' Emotion Appraisal	,057	,270	3,337	,001		
Use of Emotions	,056	,122	1,419	,158		
Regulation of Emotions	,066	,139	1,626	,106		

Dependent Variable: Working Environment

H4: The bank employees' having the abilities of emotional intelligence affects the job satisfaction they get from the working environment positively.

The empirical results (p<0, 05+0,001) in the table 8 indicate that the bank employees' having the ability of "self and others' emotion appraisal" affects the satisfaction they get from the working environment provided for them from the institution positively. In other words it can be said that the more those employees use their ability of "self and others' emotion appraisal", the more they get satisfaction from the working environment. This positive interaction makes employees more relaxed and peaceful in the working environment as they can respect each other and establish empathy which is one of the crucial factors for being adaptable and solution oriented for problems. Thus, since they know their own feeling and understand others' as well, they do not let potential problems affect their job satisfaction negatively. On the contrary, they try to overcome the problems using their consciousness. To sum up, as there is a positive reaction between these two variables, H4 regarding the first talent of emotional intelligence has been supported.

As a result of the analysis (p>0, 05-0,158), it is seen that there is no interaction between bank employees' having the ability of "use of emotions" and the job satisfaction they get from the working environment. That is to say, it does not mean that the more one uses his emotions, the more he gets job satisfaction from the environment he works in. Unlike, those bank employees do not consider these two variables dependent. That is why; H4 regarding the second talent of emotional intelligence has been rejected.

When analyzing the results in the Table 8 (p>0, 05-0,106), it is proven that the ability of "regulation of emotions" does not have any effect on job satisfaction obtained from the working environment, so H4 regarding the third talent of emotional intelligence has been rejected. Shortly, the bank employees taken part in the survey do not identify working environment with the ability of "regulation of emotions".

Table-9. Results of Regression Analysis in Relation to the Working Condition Factor

Independent Variables		Std. Error	Std. Beta Coefficient	T	Sig.	R²	F
1		,368		6,445	,000	,111	6,057
	Self & Others' Emotion Appraisal	,075	,196	2,348	,020		
	Use of Emotions	,073	,-021	-,240	,811		
	Regulation of Emotions	,086	,227	2,575	,011		

Dependent Variable: Working Conditions

H5: The bank employees' having the abilities of emotional intelligence affects the job satisfaction they get from the working conditions positively.

When the data related to first ability of emotional intelligence is analyzed (p<0, 05+0,020) in the table 9, it is understood that the bank employees' having the ability of "self and others' emotion appraisal" has a positive effect on the job satisfaction obtained from the working conditions. As those who can interact with their team-mates effectively and approach positively, they can satisfy with the conditions provided for them as well. Therefore, H5 regarding the first talent of emotional intelligence has been accepted.

As for the impact of the second ability of emotional intelligence on job satisfaction obtained from the working conditions, it is seen from the analysis (p>0, 05-0,811) that there is a negative interaction between these two variables. In other saying, the more one uses his emotions, the less he will get job satisfaction from the working conditions. That is why; H5 regarding the second talent of emotional intelligence has been rejected.

Finally, when examining the results for the last talent of emotional intelligence (p<0, 05+0,011), it is clear that there is positive interaction between the ability of "regulation of emotions" and the "working conditions factor". Therefore, H5 regarding the third ability of emotional intelligence has been supported.

Table-10. Results of Regression Analysis in Relation to the Reward Factor

Independent Variables	Std. Error	Std. Beta Coefficient	T	Sig.	R²	F
1	,326		7,451	,000	,201	12,236
Self & Others' Emotion Appraisal	,067	,384	4,847	,000		
Use of Emotions	,065	,125	1,488	,139		
Regulation of Emotions	,076	,025	,293	,770		

Dependent Variable: Reward

H6: The bank employees' having the abilities of emotional intelligence affects the job satisfaction they get from the reward positively.

When the impact of first talent of emotional intelligence on the reward factor of job satisfaction has been examined (p<0, 05+0,000), it is observed that there is a positive interaction between these two variables. The more one employee uses the ability of "self and others' emotion appraisal", the more he gets satisfaction from the reward provided for him. The main reason of this is that one who can know himself well, his expectations can be reasonable accordingly. For that reason, H6 regarding the first talent of emotional intelligence has been accepted.

As for the impact of second talent on the reward factor, it is understood that there is no interaction between these two variables as the significance level is higher than 0, 05. That is why; H6 regarding the second talent of emotional intelligence has been rejected. Finally, when the results for the third talent have been analyzed (p>0, 05-0,770), it is clear that there is no interaction between bank employees' having the ability of "regulation of emotions" and the satisfaction they get from the reward. Therefore, H6 regarding this talent of emotional intelligence has been rejected.

FINDINGS AND CONCLUSION

This study has been realized with arbitrary employees working in different positions of state-owned and private banks in Istanbul. The main goal of the study is to determine the relationship between "emotional intelligence", which has been a very popular subject those days, and "job satisfaction" of employees, which is one of the main factors playing a significant role on the success of companies.

Theoretically, it has been thought to have been relatively strong relationship between these two variables and positive interaction with each other in this study. In addition, it has been expected that the interaction would be different regarding the institutional factor. In accordance with these assumptions, it is found out as a result of the survey applied on 150 employees who work in state-owned and private banks in Turkey that there is a significant relationship and interaction between employees' emotional intelligence and job satisfaction in a positive way but not so strong. Additionally, it is observed from the study results that there is a significant difference between state-owned and private banks in terms of emotional intelligence competency. The results show that emotional intelligence level of private bank employees is higher when compared to state-owned bank employees. When the results are analyzed in terms of job satisfaction, it is understood that there is no significant difference between state-owned and private bank employees except for the working environment factor. Private bank employees get higher satisfaction from the working environment provided for them.

As known, it is vital for the businesses to increase the quality of service and create variable goods for the existing and potential customers to be able to maintain the increase of profitability which is the ultimate objective in a competitive environment together with globalization. In accordance with this purpose, the coordination of activities in businesses has gained importance. One of the crucial points to realize the external customer satisfaction and profitability objective is to provide internal customer satisfaction as well in the organization structure. In this context, the satisfaction of employees from the organization means that the firm can get the required output efficiently.

Moreover, one of the effective factors which enable employees to get the expected satisfaction in the organization is the attitudes of administrators and their competency in terms of decision making. Apart from these, employees should assure the emotional intelligence competency factors such as having self-awareness, self-management, motivation, empathy and social skills. In other words, not only should they evaluate, regulate and use their emotions effectively, but also they should understand and evaluate others' emotions.

On condition that businesses employ individuals who have high level of emotional intelligence and job satisfaction in terms of management and organization they will gain the upper hand to be at the forefront in the competitive markets and keep up with the change quickly within the scope of information based economy. In this regard, global competition and free market case resulted from globalization prompt not only private companies but also state-owned ones into this transition process swiftly. Thus, it is understood clearly that state-owned companies like private companies should also give importance to employ individuals who have emotional intelligence competency and to provide internal customer satisfaction to be able to maintain the external customer satisfaction constantly. This stated tendency of state-owned institutions has been observed especially in banking sector after 2001 crisis in Turkey and hereby they have started to place great importance on internal customer's job satisfaction and employees who have emotional intelligence

in management and organization with the aim of increasing the level of customer satisfaction equally with private companies.

In conclusion, when the results are considered as a whole, the level of emotional intelligence and job satisfaction should be increased equally in both sectors. Within this scope, institutions need to create a kind of atmosphere in which employees are able to manage themselves, develop empathy, increase their motivation and they also need to give importance to increase the staff's satisfaction to get better performance.

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