Relationship between emotional intelligence and innovative work behaviors in Turkish banking sector

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Abstract
Nowadays, almost all sectors especially service ones are aware of the fact that the presence of employees who have high level of emotional intelligence and innovative work behaviors is crucial so as to perform efficiently and productively. Since customer satisfaction and customer loyalty are the main primacy for the banking sector, they need to keep up with all kinds of changes and developments to resist and gain advantages over their competitors subject to the highly increase of competition worldwide. The main reason of applying this study on the banking sector is its dynamic structure that has been changed both positively and negatively owing to the economic crisis. In connection with this, it is aimed to present the importance of emotional intelligence and innovative work behaviors on the success of banking sector through the analysis of two variables in terms of their relationship between each other. Additionally, it is intended for setting forth the differences of state-owned and private banks in terms of the level of emotional intelligence and innovative work behaviors. As a data collection tool, questionnaire technique has been used. It has been benefited from the emotional intelligence scale developed by Wong and Law to obtain the data related to emotional intelligence level; and the innovative work behaviors scale developed by Janssen to obtain the data related to innovative work behaviors. The findings obtained from the questionnaire were applied to 332 employees in Turkish banking sector.

Keywords: Emotional Intelligence; Innovative Work Behaviors; Banking Sector

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1. Introduction

As a result of globalization and in parallel with economic dynamics, it is required for both senior managers, junior administrative officers and other employees to have high level of emotional intelligence competency for an achievement during the decision making process. The importance of this requirement has been proven by many academic studies concluding that individuals who have high level of emotional intelligence competency can make good decisions and implement the taken decisions in the right place at the right time. Those internally and externally taken decisions as a result of emotional intelligence factor not only activate inter-organizational relations and communication but also increase the performance level.

As it is emphasized in Dogan and Demiral’s study, “it is not enough to have employees who have high level of IQ or technical and mental talents to be able to increase success, provide efficient and productive performance, and create customer satisfaction during the 21st century business management mentality. Besides, organizations need to employ emotional and social individuals who can know or manage their own emotions, and also understand what others feel” (Orhan, 2012, p.1).

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Apart from that, the necessity of innovative management strategies and also employees who are open to innovations has been started to be more of an issue for the companies in the competitive environment emerged by the impact of globalization factor, because dynamic changes and developments in the field of technology owing to this fierce competition affect almost all sectors seriously. In short, organizations should renew employees’ work processes and methods taking either internal or external needs or expectations to become a dominant player in the market. To this respect employees need to be motivated in terms of all work conditions to search out new work methods or generate new ideas including innovative approaches. And thus, it will be easier for them to present their innovative work behaviors accordingly.

2. Literature Review and Hypotheses

2.1. Emotional Intelligence and Innovative Work Behaviors

The significance of emotional intelligence on the success of beings in both their social life and business life has been understood day by day. Depending on this, the number of studies on this issue has increased rapidly and emotional intelligence has been started to become a kind of popular concept in recent years. When analyzing studies on banking sector about emotional intelligence’s influences, results are generally similar to each other. It is proven that there is a positive effect of emotional intelligence on the performance of employees in organizations (Kaura, 2011, p.175; Naeeem, Saif, Khalil, and Jinnah, 2008, p.59; Hashem, 2010, p.193-195; Rahim and Malik, 2010, p.193-194; Patnaik, Satpathy and Pradhan, 2010, p.19). When considering the variety of definitions obtained from the literature review, it is seen that they are all based on four models generated by Mayer and Salovey, Goleman, Bar-on, and Wong and Law. Mayer and Salovey who used the term “emotional intelligence” for the first time, defines it as “a kind of talent to observe one’s own and others’ emotions, to recognize them and to use this information to guide one’s thinking or actions” (Mayer and Salovey, 1993, p.433; Orhan and Dincer, 2012, p.620). According to the model created by Mayer and Salovey there are four main abilities including “perception of emotions; use of emotions for inspiration; understanding of emotions; and finally regulation of emotions for the enrichment of personal development and social relations” (Lee, 2003, p.35). Thus, individuals who have this ability will be able to manage possible problems more effectively when compared to others who do not.

According to Goleman whose extensive studies on this issue have been considered significant, emotional intelligence is “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 (Orhan and Dincer, 2012, p.620). Goleman’s model consists of five abilities which of them are “self-awareness, self-regulation, motivation, empathy, and social talents” (Psenicka and Rahim, 2002, p.305).

As for Baron, he defines emotional intelligence as “relating and understanding others, while adapting and coping with potential problems around his environment in order to become more successful in dealing with environmental demands” (Sahinkaya, 2006, p.34). In Baron’s model, there are also five abilities which are; “social talents, interpersonal talents, adaptability dimension, overcoming stress and finally general mood” (Çakar and Arbak, 2004, p.37)

In reference to Law and Wong, whose model has been used widely due to “its reliability and validity” (Dincer et all, 2011, p.911) in recent years, emotional intelligence includes emotional talents that help one explain and express emotions in the right time and place, integrate them into cognitive processes, thus understand emotions and their effects on different situations easily. Consequently, it gives one a chance to regulate and manage his emotions (Law and Wong, 2004, p.485). The model of Wong and Law comprises of only four main talents; “self-emotion appraisal, others’ emotion appraisal, use of emotion, regulation of emotion” (Wong and Law 2002, p: 270-271).

As mentioned above, the increase of changes and developments in almost all fields make innovative work behaviors gain importance for the organizations. Banks have also realized that fact and commenced to reform and renew their work processes including their products and services. Since “innovative work behavior” is a brand new concept, the number of the studies on this issue is reasonably limited. Janssen whose innovative work behaviors scale has been used in this study emphasizes the fact that an organization should have such employees who are to be both enthusiastic and open to innovation individually to survive or subsist in the long run (Janssen, 2000, p.289). In conjunction with the limited number of studies, limited number of definitions has been obtained from the literature review. Generally,
innovative work behaviors have been defined as the sum of behaviors that involves the development of an idea, stimulation of it to be implemented, and then actualization of the idea for the benefit of the organization. In this way, employees can be motivated to improve themselves constantly and adapt to the job process effectively. Thanks to such kinds of employees, the performance of the organization increases accordingly and some possible threats can be turned into opportunities.

2.2. Hypotheses

In this study, the relationship between emotional intelligence and innovative work behaviors have been tried to be analyzed in addition to differences between institutional factors in terms of the usage rate of those talents. Totally three hypotheses have been developed in relation to this subject. They are presented as in the following.

H1: There is a significant relationship between emotional intelligence and innovative work behaviors.
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.
H3: There is a significant difference between state-owned and private sector employees in terms of the usage rate of innovative work behaviors.

3. Methodology

3.1. Research Goal

The main goal of the study is to determine the relationship between emotional intelligence and innovative work behaviors of employees working in the banking sector in Turkey. Additionally, it is aimed to see differences between state-owned bank and private bank employees in terms of using these abilities.

3.2. Sample and Data Collection

In the study, at first literature review has been realized about the variables; “emotional intelligence” and “innovative work behaviours”. Secondary data analysis has been done through two survey studies applied on 332 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. As mentioned above, the basic reason of using the scale developed by Wong and Law is that it consists of limited number of questions which increases the validity of the scale as survey participants can concentrate on the questions effectively and answer them in a reliable way. That is to say, it is not difficult to apply and have validity or reliability problems as being not too long. 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 has been measured with a total of four items. The answers have been categorized with a 5 point likert scale as 1.never, 2.rarely, 3.usually, 4.often, 5.always.

The second survey study has been adapted from the “Job Demands, Perceptions of Effort-reward Fairness and Innovative Work Behavior” by Janssen (2000). In the scale, there are ten questions in which the development and application of new ideas have been tried to be analyzed. The answers have been categorized with a 5 point likert scale as 1.never, 2.rarely, 3.usually, 4.often, 5.always. For 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 IWB (innovative work behaviors). Moreover, Independent Sample T-Tests have been included to see if EI and IWB differ by the sector. The empirical results of the analysis have been obtained and commented by means of SPSS 16 package program.

3.3 Analyses and Results

In this study, totally 332 bank employees took part in the survey and 26 questions were asked to the participants. While the first 16 questions are related to EI, the last 10 questions are related to IWB. In the Table 1, numeric and percentage range of the sample profile has been presented which play effective role on the level of EI and IWB.
### Table 1 Numeric and Percentage Range of the Sample Profile

| Category          | Frequency | Percentage |
|-------------------|-----------|------------|
| **Sex Range**     |           |            |
| Woman             | 138       | 41.6       |
| Man               | 194       | 58.4       |
| **Total**         | 332       | 100        |
| **Age Range**     |           |            |
| 18-24             | 41        | 12.3       |
| 25-34             | 184       | 55.4       |
| 35-44             | 88        | 26.5       |
| 45-54             | 13        | 3.9        |
| 55 and above      | 6         | 1.8        |
| **Total**         | 332       | 100        |
| **Marital Status**|           |            |
| Single            | 150       | 45.2       |
| Married           | 182       | 54.8       |
| **Total**         | 332       | 100        |
| **Education Status**|     |            |
| High School       | 8         | 2.4        |
| Vocational School | 34        | 10.2       |
| Bachelor’s Degree | 242       | 72.9       |
| Master-Doctorate  | 48        | 14.5       |
| **Total**         | 332       | 100        |
| **Institution**   |           |            |
| State-owned       | 166       | 50         |
| Private           | 166       | 50         |
| **Total**         | 332       | 100        |
| **Sector Experience Time**| | |
| 0-5               | 151       | 45.5       |
| 6-10              | 122       | 36.7       |
| 11-15             | 45        | 13.6       |
| 16-20             | 8         | 2.4        |
| 21 years and above| 6         | 1.8        |
| **Total**         | 332       | 100        |

In the first part of the Table 1, it is seen that while 138 of participants are women, 194 of them are men. When the age range, which has a crucial effect on emotional intelligence, is analyzed the highest rate corresponding to 55, 4% of the participants belong to those aged between 25 and 34. However, the lowest rate corresponding to 1, 8% of the participants belong to those aged 55 and above. In the third part of the Table 1, the percentage of the participants’ marital status has been given. While 45, 2% of participants are single, 54, 8% of the participants are married. As for the education status data, the highest rate belongs to employees who have bachelor’s degree with the rate of 72, 9%, and the lowest rate belongs to those who have high school degree with the rate of 2, 4%. The most important data providing to analyze differences on the level of emotional intelligence and innovative work behaviors of employees is the institution. The rate is equal to each other in both state-owned and private banks. This equal 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. The highest rate belongs to employees who have 0-5 year sector experience and the lowest rare belongs to those employees who have 21 years and above sector experience.

### 3.3.1. Kaiser-Meyer-Olkin Test and Barlett’s Tests

“Kaiser-Meyer-Olkin Test and Barlett’s Tests are, which 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,” are presented below. (Gunluk, 2010, p.43).
In Table 2, Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test Results Related to Emotional Intelligence are presented. The KMO and Bartlett’s test results in relation to emotional intelligence in Table 2 show that the value of the data set obtained from the survey questions has been found as 0.817 as a result of factor analysis. This result shows that the data set is applicable for the factor analysis in the rate of 81.7%. Moreover, since Bartlett’s test value, which is the significance of correlation among variables, is $p < 0.05$, it can be said 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.

In Table 3, Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test Results Related to Innovative Work Behaviors are presented. When analyzing KMO and Bartlett’s test results in relation to innovative work behaviors in the Table 3, the value of the data set obtained from the survey questions has been found as 0.888 as a result of factor analysis. This result shows that the data set is applicable for the factor analysis in the rate of 88.8%. Moreover, since Bartlett’s test value, which is the significance of correlation among variables, is $p < 0.05$, it can be said 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.

### 3.3.2. Factor Analysis and Reliability Test Results

Factor analysis, which is “a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables and to reduce numerous variables into some groups or dimensions”, is presented below in the Table 4 (DeCoster, 1998, p.1).

When going over the analysis results for emotional intelligence, it is seen that three factors have been found. These factors have been named as “regulation of emotions, self & others’ emotion appraisal, and use of emotions” based on Wong and Law’s model. As for the analysis results of innovative work behaviors, only one factor has been obtained as “development and application of new ideas” in relation to Janssen’s model. While grouping the variables during factor analysis, the questions of which values under 0.50 have not been assessed and have been extracted to raise the validity and reliability of the scale. The cumulative variance for three factors connected to emotional intelligence has been found as 51.78%. As for the variance for the one factor connected to innovative work behavior, it has been found as 40.58%.

### Table 4: Factor Analysis and Reliability Statistics

| VARIABLES                     | Factor Load | Cronbach α |
|-------------------------------|-------------|------------|
| **Emotional Intelligence**    |             |            |
| Self & Others’ Emotion Appraisal |             |            |
| Q2-I have good understanding of my own emotions. | .615 | 0.560 |
| Q4-I always know whether or not I am happy | .581 |
| Q7-I am sensitive to the feelings and emotions of others. | .705 |
| Q8-I have good understanding of the emotions of people around me. | .799 |
| Use of Emotions               |             |            |
| Q9-I always set goals for myself and then try my best to achieve them. | .755 | 0.576 |
| Q11-I am a self-motivating person. | .598 |
| Regulation of Emotions        |             |            |
| Q16-I can control my own emotions and manage problems easily. | .799 | 0.587 |
Q14: I am quite capable of controlling my own emotions. **732**
Q15: I can always calm down quickly when I am very angry. **694**

**INNOVATIVE WORK BEHAVIORS**

**Development and Application of a New Idea**

- Q1: I am also interested in other problems except for my own one. **627** 0.840
- Q2: I am interested in how works progress. **616**
- Q3: I search out and learn new work methods or techniques. **716**
- Q4: I develop different solutions for problems. **605**
- Q5: I produce new approaches for the business conduct. **743**
- Q7: I convince people to make them support innovative ideas. **660**
- Q8: I produce innovative ideas systematically for the implementation of the work. **653**
- Q9: I promote for the application of new ideas. **727**
- Q10: I show effort to develop new works. **587**

**3.3.3. Correlation Coefficient Analysis**

In this part of the study, correlation coefficient analysis results have been done to see whether there is a significant relationship between emotional intelligence and innovative work behaviors or not and what kind of a relationship there is: Positive or Negative. The first hypothesis and analysis results have been presented below.

**H1:** There is a significant and positive relationship between emotional intelligence and innovative work behaviors.

**Table 5 Correlation Coefficient Analysis**

|                      | RE  | SOEA | UE  | DANI | Mean | Std. Deviation |
|----------------------|-----|------|-----|------|------|----------------|
| **Regulation of Emotions** | 1   | ,350”| ,399”| ,314”| 3.9789| ,56342         |
| **Self & Others’ Emotion Appraisal** | ,350”| 1   | ,316”| ,414”| 4.1476| ,54595         |
| **Use of Emotions**     | ,399”| ,316”| 1   | ,299”| 4.2229| ,63509         |
| **Development & Application of New Ideas** | ,314”| ,414”| ,299”| 1    | 4.0003| ,48594         |

The analysis results presented in the Table 5 clearly show the validity of the first hypothesis belonging to the main model of the study. There is a significantly positive relationship among the variables. Thanks to the results obtained from the analysis, it can be said that the more one uses his emotional intelligence, the more new ideas he develops and applies them in the work process for the benefit of the organization. When factors are analyzed separately, employees who are talented at knowing both their emotions and others’ emotions can develop new ideas and apply them on the work process much more when compared to other talents of emotional intelligence. The lowest relationship is observed between the talent of use of emotions and development and application of new ideas. **3.3.4. Discriminant Analyses**

In this part of the study, independent samples t-tests have been done to determine if factors of the variables differ according to institution or not. Thanks to this analysis, the usage rate of those factors has been compared, and thus it has been tried to find out if the discriminant rate is statistically significant. The analysis results have been presented in the Table 6.

**Table 6 Independent Samples T-Test Results in Relation to Emotional Intelligence Regarding Institutional Factor**

|                      | Institution     | N   | Mean    | Std. Deviation | F     | Sig.  |
|----------------------|-----------------|-----|---------|----------------|-------|-------|
| **Regulation of Emotions** | State-owned  | 166 | 4,0181  | 49272          | 8,855 | 0,003 |
|                      | Private        | 166 | 3,9398  | 62527          | 8,855 | 0,003 |
| **Self & Others’ Emotion Appraisal** | State-owned | 166 | 4,0261  | 52028          | 0,498 | 0,481 |
|                      | Private        | 166 | 4,54546 | 55304          | 7,967 | 0,005 |
| **Use of Emotions**     | State-owned  | 166 | 7,967   | 0,005          |       |       |
|                      | Private        | 166 | 6,9695  |                |       |       |
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.

When analyzing the data related to the first talent of emotional intelligence, it is understood that employees working in the state-owned sector use the ability of “regulation of emotions” much more when compared to employees working in the private sector since the mean value is found as 4,0181. In order to ensure the validity of that result, it is necessary 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=8,855; 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 first talent belonging to emotional intelligence, and employees working in the state-owned sector use this ability much more. For that reason, H2 regarding the first talent of emotional intelligence has been supported.

When looking at the data obtained from the independent samples t-tests in relation to the second talent of emotional intelligence, it is 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 4,2691. But to ensure the validity 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=0,498; p>0,05-0,024). Taking into these results into consideration, it can be said that there is not a significant difference between state-owned and private sector employees in terms of the usage rate of the first talent belonging to emotional intelligence, and thus employees working in the private sector use this ability much more. For that reason, H2 regarding the second talent of emotional intelligence has been rejected.

As for the results in relation to the second factor of emotional intelligence, it is again 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 4,3163. But to ensure the validity 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=7,967; p<0,05-0,005). 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. Therefore, H2 related to the second talent of emotional intelligence has been supported.

| Table 7 Independent Samples T-Test Results in Relation to Innovative Work Behaviors Factor |
|-----------------------------------------------|
| Institution                       | N | Mean | Std. Deviation | F    | Sig. |
|-----------------------------------------------|
| Development & Application of New Ideas |
| State-owned                        | 166 | 3,9250 | 36519 | 30,435 | .000 |
| Private                           | 166 | 4,0756 | 57352 | 30,435 | .000 |

H3: There is a significant difference between state-owned and private sector employees in terms of the usage rate of innovative work behaviors.

The data obtained from the independent samples t-tests in relation to the factor “development and application of new ideas”, it is understood that employees working in the private sector develop and apply new ideas much more when compared to employees working in state-owned sector since the mean value is found as 4,0756. So as to ensure the validity 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=30,435; p=0, 05-0,000). Taking into these results into consideration, it can be said that there is a significant difference between state-owned and private sector employees. For that reason, H3 has been accepted.

4. Conclusion

This study has been realized with 332 employees working in different positions of state-owned and private banks in Turkey, Istanbul. One of the main aims of the study has been to ascertain the relationship between “emotional intelligence”, which has been a very popular subject those days, and “innovative work behavior”, which is a brand new subject playing important role to overcome the potential challenges resulted in globalization around the world.
The other aim has been to see if the usage rate of emotional intelligence and innovative work behaviors differ by institution.

Depending on the data obtained from literature review, it has been assumed to have relatively strong relationship between these two variables and positive interaction with each other in this study and additionally it has been expected that the level of these variables would be different regarding the institutional factor. In accordance with these assumptions, it is found out as a result of the survey applied on 332 employees that there is a significant relationship and interaction between employees’ emotional intelligence and innovative work behaviors in a positive way but not so strong. It is also observed from the study results that there is a significant difference between state-owned and private banks in terms of both emotional intelligence and innovative work behaviors. The results show that while the first talent “regulation of emotions” belonging to emotional intelligence is higher in state-owned bank employees, the second talent “self and others’ emotion appraisal” is equal in terms of both institutions’ employees. As for the third talent “use of emotions”, it is used much more by private bank employees. When the results are analyzed in terms of innovative work behaviors, it is proven that there is a significant difference between state-owned and private bank employees. Private bank employees develop and apply new ideas much more than state-owned bank employees.

In conclusion, when the results are considered as a whole, the level of emotional intelligence and innovative work behaviors should be increased equally in both sectors. Within this scope, institutions need to renew their innovative approaches and offer some training to increase their employees’ usage of talents for both emotional intelligence and innovative work behaviors. To realize these things, institutions should create a kind of atmosphere which is another important factor to make employees feel secure and have the chance to produce new ideas and present them accordingly.

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