CHAPTER 3

EFFECTS OF MANAGERS' EMOTIONAL INTELLIGENCE AND PERSONALITY TYPES ON JOB SATISFACTION: ESKISEHIR EXAMPLE

Özgül ÖRSAL[1]
Aliye MAVİLİ[2]

INTRODUCTION

In the rapidly growing competitive environment that characterizes today's business world, managers and employees alike are required to invest time and consideration into being aware of the problems, motivations, and needs of the people with whom they work, all of which serve to provide job satisfaction and to help employees achieve success. Institutions marked by high levels of emotional intelligence engage employees, customers, and suppliers in a more willing and involved manner to understand better and fulfil their wishes. An effective manager is tasked with determining the skills he or she must develop and how to make improvements in their own limitations and inadequacies. These decisions can then be adopted for the implementation of a better performance management system in organizations and their features can be incorporated to ensure future compatibility (Shaju & Subhashini, 2017). Organizations characterized by high levels of cognitive intelligence alone do not hold up in the face of opposition.

The emotional intelligence levels of the managers come to the forefront in cases where job satisfaction plays an important role (Nikoli, Vukonjanski, Nedeljkovi, Olga Hadži, & Terek, 2016; Özkalp & Kırel, 2016). It has been confirmed through various studies that the emotional perceptions of managers have a positive effect on the job performance of employees (Clarke & Mahadi, 2017; Shaju & Subhashini, 2017). Managers with high levels of emotional intelligence play an active role in motivating both themselves and other employees by disseminating positive energy to any given situation. Included among the factors considered key

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[1]   PhD, Department of Management and Organization, Eskisehir Osmangazi University, Eskisehir, Turkey, o.orsal222@homail.com

[2]   PhD, Prof. Dr., Department of Social Work, Biruni University, Istanbul University, Istanbul, Turkey, aliye-aktas@biruni.edu.tr

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