Chapter 19

Innovative Work Behaviors in Turkish Banking Sector

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ABSTRACT

In relation to globalization and its worldwide effects, the requirement for a high level of emotional intelligence competency that both senior managers, junior administrative officers, and other employees should have has gained importance for a successful decision making process. In addition, the significance of innovative management strategies and also employees who are open to innovations has started to be more of an issue for companies since dynamic changes and developments in the field of technology owing to this fierce competition affect almost all sectors seriously. Taking all of these variables into consideration, this chapter aims to investigate the role and importance of innovative work behaviors in the Turkish Banking Sector by using the questionnaire technique as a data collection tool. Findings have been obtained from 332 staff through the survey on emotional intelligence competency by Wong and Law and the innovative work behavior survey by Janssen.

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 the high level of emotional intelligence competency can make good decisions and implement those 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).

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.

LITERATURE REVIEW
AND HYPOTHESES

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; Naeem, Saif, Khalil, and Jinnah, 2008, p. 59; Hashern, 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 al., 2011, p.911) in recent years, emotional intelligence includes emotional talents that help one explain and express emotions in the
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