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# Uluslararası İktisadi ve İdari Bilimler Dergisi

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### THE EFFECTS OF EMOTIONAL INTELLIGENCE AND LOCUS OF CONTROL ON JOB SATISFACTION AND LIFE SATISFACTION

Hakan TURGUT\*

İsmail TOKMAK\*\*

M. Fikret ATEŞ\*\*\*

**ABSTRACT:** The aim of this study is to determine the effects of Emotional Intelligence (EI) and Locus of Control (LoC) on Job Satisfaction (JS) and Life Satisfaction (LS) in two different research models. The data were collected from 223 teachers in 15 different high schools in Ankara-Turkey by an e-survey prepared for aim of this research. The reliability of research scales were found quite high for this sample. According to the regression analyses, EI has a direct effect on JS and LS however, LoC doesn't affect JS and LS. Besides, in the relationships between EI and JS or EI and LS, LoC has no indirect effect. LoC affects Appraisal of Emotions (AoE) the dimension of EI, JS and LS positively and AoE has a positive direct effect on the relationship between LoC and JS, as well. And finally, EI has no indirect effect on the relationship between LoC and LS.

**Key Words:** *Emotional intelligence, locus of control, job satisfaction, life satisfaction.*

**Jel Classification:** M10, M12.

### DUYGUSAL ZEKÂ VE KONTROL ODAĞININ İŞ TATMİNİ İLE YAŞAM TATMİNİ ÜZERİNDEKİ ETKİLERİ

**ÖZET:** Çalışmanın amacı, iki farklı araştırma modelinde, Duygusal Zekânın (DZ) ve Kontrol Odağı'nın (KO) İş Tatmini (İT) ve Yaşam Tatmini (YT) üzerindeki etkilerini belirlemektir. Araştırmada kullanılan veriler, araştırmanın amacı doğrultusunda hazırlanmış bir e-anket vasıtasıyla Ankara'da bulunan 15 farklı lisede görevli 223 öğretmenden toplanmıştır. Ankette kullanılan ölçeklerin hesaplanan güvenilirlikleri tespit edilen bu örneklem için oldukça güvenilir bulunmuştur. Veriler uygulanan regresyon analizlerine göre DZ'nin, İT ve YT üzerinde doğrudan bir etkiye sahip olduğu, ancak KO'nun İT ve YT'ni etkilemediği tespit edilmiştir. Ayrıca, DZ ve İT veya DZ ve YT arasındaki ilişkilerde KO'nun dolaylı etkisinin olmadığı görülmüştür. KO'nun Duyguları Değerlendirme (DD) alt boyutunun DZ, İT ve YT'ni pozitif olarak etkilediği ve DD'nin, KO ve İT arasındaki ilişki üzerinde de olumlu bir doğrudan etkiye sahip olduğu görülmüştür. Son olarak, DZ'nin KO ve YT arasındaki ilişkide dolaylı etkisinin olmadığı tespit edilmiştir.

**Anahtar Kelimeler:** *Duygusal zekâ, kontrol odağı, iş tatmini, yaşam tatmini.*

**Jel Sınıflandırması:** M10, M12.

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## 1. Introduction

The only way to gain advantage over competition methods which change due to the impact of asymmetric information in the business world is to develop multi-dimensional dynamic strategies instead of single dimensional static politics (Porter, 2008). Therefore, the organizations must gain “competitive labor force”, which is one of the most important production factors that the organizations should give importance to while building their dynamic superiority strategies. This study consists of the expected significant knowledge and skill which the competitive labor force should possess in the organizational and personal life and variables regarding strong personality, high satisfaction and happiness and the relationships among these variables (Robbins & Judge, 2015). In this respect, the variables used in the construct of this study are presented below.

Emotional Intelligence (EI) was firstly introduced by Salovey and Mayer (1990: 189) and defined as “*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*”. Afterwards, Goleman (1998: 50) redefined EI as “*abilities such as being able to motivate oneself, and persist in the face of frustrations; to control impulse and delay gratification; to regulate one’s moods, and keep distress from swamping the ability to think, to read another’s innermost feelings; to handle relationships smoothly, to empathize and to hope*” in his famous book. Furthermore, it is argued that EI was affected by the biological and cultural aspects of Gardner (1993)’s Multiple Intelligence Theory.

Different models have been proposed in Emotional Intelligence (EI) studies in literature. Schutte and his friends (1998)’s EI model which was based on the model proposed by Salovey and Mayer (1990) consists of four dimensions as well and it aims to measure EI. However, the EI scale which was reformed by Austin, Saklofske, Huang & McKenney (2004) consists of three sub-factors: Optimism/Mood Regulation (OMR) “*involves the organization of emotions in one’s self and the regulation of emotions in others*”; Utilisation of Emotions (UoE) “*use of emotions, flexible planning, creative thinking, directed attention and motivation*”; and Appraisal of Emotions (AoE) “*emotional evaluation and expression in one’s self and evaluation of emotions in others*” (Schutte, Malouff & Thorsteinsson, 2013). Although emotions are at the heart of this model, they also involve social and cognitive functions related to the expression, regulation and use of emotions (Tatar, Tok & Saltukoğlu, 2011).

Locus of Control (LoC), which is an important personality dimension and another variable in this study, has aroused interest of several researchers in terms of personality elements and behavior (Gangai, Mahakud, & Sharma, 2016). LoC fundamentally applies to an individual’s effort of associating the events that affected him in a good or bad way, his experiences, abilities and personal differences with his fate or certain situations which he has influence on (Rotter, 1966; Sudak & Zehir, 2013). The individuals who evaluate the phenomena they experience or that affect them all the time and think that they have the ability to decide in these situations on their own are considered as people with an Internal LoC (Int-LoC) whereas, people who think their lives are controlled by external forces are defined as people with an External LoC (Ext-LoC) (Rotter, 1996; Spector et al., 2002).

Internal Locus of Control (Int-LoC), which states that people may affect their life experiences that influence their own lives, is based on Bandura’s Social Learning Theory

(1977), which foresees that learning that will create a perception of the environment will cause attitude differences later on. People with an Int-LoC are accepted as people with positive characteristics; however, people with an External Locus of Control are accepted as people with negative characteristics (Şeşen, 2010). People with Int-LoC who think that they have influence on their lives are defined as people who have high self-confidence; they are also sociable, entrepreneurial and independent (Basım, Çetin, & Meydan, 2009). As people with Ext-LoC who think that their lives are influenced by fate, luck or forces that they cannot control (Rotter, 1996) think that they have no direct effect on the environment, they are known as insecure, dependent and passive people (Spector et al. 2002; Oliver, Jose & Brough, 2006).

Job Satisfaction (JS) is another variable of this study about which Locke (1976) suggested that there is a direct and obvious relationship between employees' efforts and profits or expectations and perceptions in the jobs they do which are aimed to fulfill their needs (Büyükbayram, & Gürkan, 2014). Apart from this, it is claimed that JS shapes the relationships within the organization and outside the organization depending on the employees' emotions and experiences (Robbins & Judge, 2015). In another definition, JS is thought to be present in employees who are able to decide whether the perceptions of his expectations are in harmony with his financial and spiritual gain for his effort when compared to the job's quality and quantity (Spector et al., 2002). Besides, JS could also be defined as the pleasure which is taken by the employee in creating a piece of work with his favorite workmates (Spector & Fox, 2003).

Job Satisfaction (JS) was based on Herzberg (1959)'s Two-Factor Theory. According to his theory, people are influenced by two sets of factors such as Intrinsic Aspects (InA) of the job-motivation (i.e. recognition, responsibility), and the other is Extrinsic Aspects (ExA) of the job-hygiene (i.e. security, wage, working conditions) (Herzberg, Mausner & Snyderman, 2011). If the employees cannot get enough JS as they need, then they will be displeased with their jobs and start to feel distant, which will affect their personal lives and as a result, a general state of unhappiness will arise (Buyukbayram, & Gurkan, 2014). At that time, the presence of InA facilitates higher JS and performance, whereas the absence of ExA helps mitigate against job dissatisfaction (Basım, Çetin, & Meydan, 2009).

Life Satisfaction (LS) is a state of happiness a person feels as a result of the evaluations he makes which he accepts as accurate about the life he lives (Diener et al., 2000). Likewise, LS is not about the only one situation; it includes all the dimensions of life, its needs and expectations (Diener & Diener, 1996). Therefore, the core of LS represents the cognitive aspect of subjective goodness which is about the happiness based on expectations and perceptions (Ikiz & Kirtıl, 2010; Erdoğan, Talya, Donald & Layla, 2012). Individuals make decisions by doing a completely subjective assessment about what they achieved with these principles in their business lives (job loss, job change, retirement, new promotions) and their family life (marriage, conflicts in marriage, divorce and birth) (Erdoğan et al., 2012; Luhmann et al., 2013). The people who have high LS lead a meaningful life and they share the aims and values which are significant for them (Ignat & Clipa, 2012).

Life Satisfaction (LS) which is the basic aim of life is based on Maslow (1943)'s Hierarchy of Needs Theory. Furthermore, it may be mentioned that LS is based on Vroom (1963)'s Expectancy Theory, according to Neugarten (1961)'s opinion such as "*LS is obtained from the compared expectations of a person and what he/she has got*". Some authors also argued that higher LS is concerned with a higher probability of marriage and childbirth, and

with a lower probability of divorce, starting a new job, and moving out (Luhmann et al., 2013).

In the literature research different studies were found in which the relationships of Emotional Intelligence (EI), Locus of Control, Job Satisfaction (JS) and Life Satisfaction (LS) were studied separately but no study was found in which four of the variables were studied together. The relationship between EI and LoC in both aspects was analyzed in different studies in literature. In this study, it was aimed to analyze the effects of EI and LoC as independent and mediator variables on JS and LS in two different research models. In this respect, in this study, firstly, the indirect effect of LoC in the relationship between EI and JS or LS has been analyzed and then the indirect effect of EI in the relationship of LoC and JS or LS has been analyzed by changing the places of the variables LoC and EI. And therefore, based on the analysis results in literature the relationships between the variables are presented in the following parts. In literature, both LoC and EI are variables about JS and LS and these relationships are studied and presented.

## **2. Relations among Variables**

Employees with high Emotional Intelligence (EI) are more successful in evaluating and arranging their emotions and therefore they experience a higher JS (Ikiz & Kırıl, 2010). For example, employees with high EI are better in identifying the emotions they feel when disappointed or under stress and in arranging these emotions in a short time. Employees with lower EI, on the other hand, are stated to experience problems in controlling and managing their emotions in such situations which can affect their and Job Satisfaction (JS) negatively (Kafetsios & Zampetakis, 2008).

In interpersonal relationships, as employees with high Emotional Intelligence (EI) are due to regulatory processes about emotional awareness and EI are regarded as resistant (Cooper & Sawaf, 1997), they are expected to overcome unpleasant emotional and stressful problems more easily (Mayer & Salovey, 1995; Kafetsios & Zampetakis, 2008). In this respect, it is possible to say that EI has a huge direct effect on the JS which will be felt by the employees working in a peaceful environment with their workmates and managers (Brunetto et al., 2012).

Employees lacking EI are expected to be dissatisfied in both their business and daily lives because of the problems they experience in their social and business relationships (Goleman, 1998; Shoostarian & Fatemeh, 2013). And therefore, the concept of EI and its effects on business manner in the field of organizational behavior is considered as one of the top research subjects (Brunetto et al., 2012; Ignat & Clipa, 2012). For this reason, in the studies analyzing the relationships between EI and JS it is stated that EI affects JS positively (Orhan & Dinçer, 2012; Sudak & Zehir, 2013).

Employees with high EI who perceive the emotions at the right time, in the right way and reacting to their environment at the right time in the right way as required reinforce their use of self-consciousness and self-management assessment as well as social-consciousness and social-ability (Goleman, 1995; Deniz, Öztürk, & Hamarta 2007). Therefore, an individual being aware of his EI and learning, managing and using his emotions in a positive way will affect his standard of life and therefore his Life Satisfaction (LS) positively (Diener et al., 1985; Diener et al., 2000). EI, which is also described as individuals'

perceptions and others' state of emotions at the right time, is also about a state of using consciousness-ability (Ignat & Clipa, 2012).

While Emotional Intelligence (EI) shapes the quality and quantity of the socializing individual's relationship with his environment, it creates new conditions for high LS, which is a total of important values increasing the feeling of peace and success in business and family life (Goleman, 1995; Palmer, Donaldson & Stough, 2002). So, the analysis results about the identification of the direct effect of EI suggest that employees with EI who spread positive feelings around have a significant contribution to high LS (Austin et al., 2004). The studies focusing on the relationship between EI and LS show that there is a positive relationship between EI, mental health and feeling fine psychologically and EI affects LS positively (Bar-On, 2002; Rey, Extremera & Pena, 2011).

In other studies done in Turkey, Deniz (2006) and Ikiz and Kırtil (2010) discovered a positive relationship between EI and LS in their study which was carried on students. Additionally it has been stated that there is a similar positive relationship between EI and LS on nature sportsmen (Ardahan, 2012). For this reason, individuals with high EI are believed to have a higher standard of life compared to others.

When studies on the relationship between Emotional Intelligence (EI) and Locus of Control (LoC) are examined, it is observed that the relationship between these two variables is both ways. Deniz, Traş & Aydoğan (2009) and Bar-On (1997) analyzed whether EI has an direct effect on LoC in their studies carried on university students and as a result, they specified that coherence and general mood affect locus of control negatively. In this respect, because individuals with high EI have the ability to control and manage their feelings, to activate themselves and to maintain better relationships, these individuals are thought to have an Int-LoC based point of view and this case was studied (Deniz et al., 2009).

Singh (2006) determined in his study carried on civil society workers that EI has a positive relationship with Internal Locus of Control (Int-LoC), but it has a negative relationship with Ext-LoC. Barbuto and Story (2010) analyzed the other part of the relationship between these variables and they discovered that LoC affects EI positively. Feldman (2011) found similar evidence as Barbuto and Story (2010) that there is a positive relationship between Int-LoC and EI. Gildea (2012) found similar evidence that EI affects Int-LoC positively.

Similarly, individuals who have Int-LoC and who believe they can control the phenomena which affect them, are believed to understand and manage their feelings better (Basım, Çetin, & Meydan, 2009); in short, because they can expose more of their ability of EI, their Int-LoC is also believed to affect EI positively and this case was studied. Due to the fact that the increase in the scale of LoC scores which was used in the study points out Internal Locus of Control (Int-LoC), there is a negative relationship between EI and LoC statistically and a positive relationship between EI and Int-LoC.

According to Dailey (1980), who was the first to study the relationship between LoC and JS, individuals with Ext-LoC have a lower motivation in work environment and that they participate less, which leads to low JS. Siu and Cooper (1998) proposed that JS has two different dimensions as InA and ExA, which are related to the organization and the job itself and that LoC has a negative relationship with the dimension of JS relating to the job itself. In this respect, employees with Int-LoC have higher satisfaction about the job itself than others (Wang, Bowling, & Eschleman, 2010). Besides, it is stated that one of the most important

discrepancies about the behavior of employees in their organizations with Int-LoC and Ext-LoC is JS (Chen & Silverthorne, 2008).

Within this framework, it is suggested that employees with Int-LoC feel themselves better, they are more concentrated on their work and they have a higher JS whereas, employees with Ext-LoC have a lower JS (Spector et al., 2002; Agarwal & Srivastava, 2016). Furthermore, individuals who are confident with their abilities and competence and think that the key to success lies within them state that they reach satisfaction in their jobs (Şeşen, 2010). Similarly, in the study carried out by Srivastava, Misra, & Singh (2016) it is mentioned that employees with Int-LoC have higher JS and performance and they can handle stressful situations better than employees with Ext-LoC.

According to Rotter's (1996) definition, individuals with Internal Locus of Control (Int-LoC) do not just sit and wait what life will bring; they do whatever is needed to be done in certain situations. Employees with Int-LoC have control on choosing where they live; who to have relationship with, where to work and what kind of life style they are going to have (Klonowicz, 2001; Spector et al., 2002). Moore (2007) determined in his study that although Int-LoC was a strong determiner for Life Satisfaction (LS), no relationship mentioned between LS and External Locus of Control (Int-LoC), there was a positive direct effect of Int-LoC on LS.

The most important obligation of the managers in the realization of organizational effectiveness is to create a sustainable environment and appropriate conditions for the employees to secure them to have positive feelings about the work they do and to increase their levels of Job Satisfaction (JS) and LS (Spector & Fox, 2003). At the same time the important personality reflector LoC's being internal or external focused may affect the success of an individual's business or social relations.

Employees with Int-LoC, who think what lies beneath professional achievements are self-competence and inspections (Spector et al., 2002), are foreseen to have high EI levels as well as providing both high JS and high LS (Tatar et al., 2011). Otherwise, if the employees don't have enough job satisfaction in their jobs, they are going to be displeased with their jobs, they are going to be distant and their LS level is also going to decrease in their lives in general (Joseph et al., 2015).

### **3. Methods**

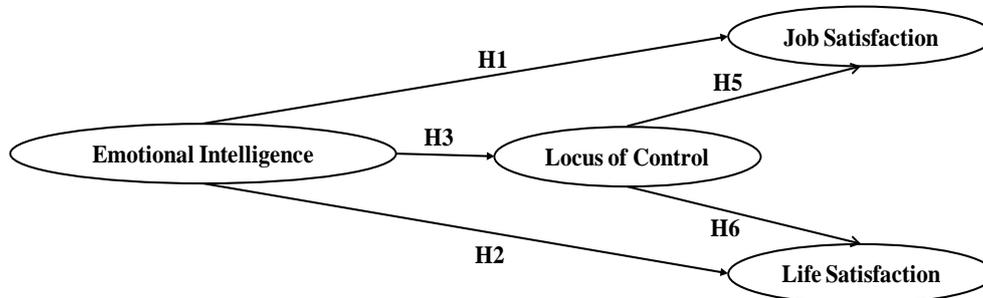
#### **3.1. Empirical Models and Hypotheses**

Organizations which give importance to LS in employees' private lives, and JS in their work lives, make their personalities stronger by putting LoC in the first place and encourage them to use not only Intelligence Quotient but also EI in order to perform their jobs are foreseen to gain competitive priority. Furthermore, definitions concerning the variables of the study above and the relationships between them are examined. While forming the hypotheses in this study, the main idea of the employees displaying EI and exposing certain attitudes and behavior unwillingly as part of their jobs is taken into consideration.

Employees with high EI are considered to be more successful, and experience higher JS and LS compared to employees with low EI who cannot organize their own feelings and do not understand others' feelings. In the light of these findings, two different research models were developed. In the first model, EI is the independent variable, whereas, LoC is the

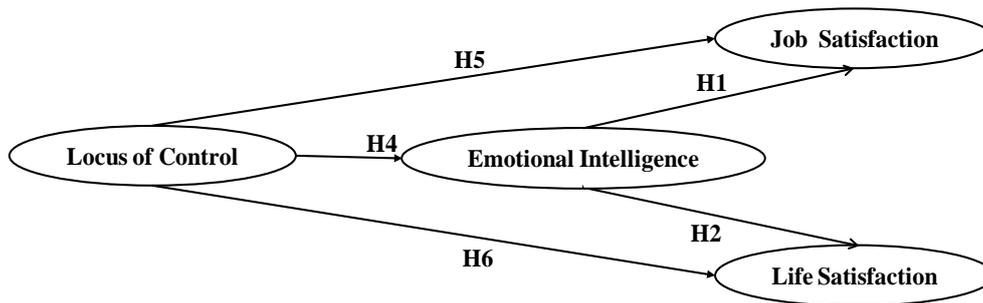
mediator variable and the indirect effect of LoC on how EI affects JS and LS is analyzed. The first model considering this research is presented in Figure 1.

**Figure 1:** The First Research Model (LoC is the mediator variable)



In the second research model, as there is a two-sided relationship between LoC and EI, LoC is considered as an independent variable and EI is a mediator variable and the indirect effect of EI on how LoC affects JS and LS is analyzed. The second model of this study is presented in Figure 2.

**Figure 2:** The Second Research Model (EI is the mediator variable)



And, the ten hypotheses of the first and second research models to be analyzed are as follows:

- Hypothesis 1:** Emotional intelligence has a significant and positive direct effect on job satisfaction.
- Hypothesis 2:** Emotional intelligence has a significant and positive direct effect on life satisfaction.
- Hypothesis 3:** Emotional intelligence has a significant and negative direct effect on locus of control.
- Hypothesis 4:** Locus of control has a significant and negative direct effect on emotional intelligence.
- Hypothesis 5:** Locus of control has a significant and negative direct effect on job satisfaction.
- Hypothesis 6:** Locus of control has a significant and negative direct effect on life satisfaction.

**Hypothesis 7:** Locus of control has a indirect effect on the relationship between emotional intelligence and job satisfaction.

**Hypothesis 8:** Locus of control has a indirect effect on the relationship between emotional intelligence and life satisfaction.

**Hypothesis 9:** Emotional intelligence has a indirect effect on the relationship between locus of control and job satisfaction.

**Hypothesis 10:** Emotional intelligence has a indirect effect on the relationship between locus of control and life satisfaction.

### 3.1. Sample

Administrators and teachers working in public schools of the city of Ankara, Çankaya form the research population. It is determined that a total of 2.776 staff consisting of teachers and administrators working in 47 public high schools. In the city of Ankara, Çankaya, a total of 498 administrators and teachers were identified working in 15 different high schools with the method of cluster sampling (Clusters are identified as follows: Vocational High School, Anatolian/Science High School, Public High School and Anatolian Technical and Vocational High School).

The questionnaire forms were distributed to the administrators and teachers between November and December, 2016. 247 of the participants filled in the forms but as 24 of them were filled in improperly, they were taken out, and therefore, 223 forms were evaluated. 9% (n=20) of the participants are administrators, 91% (n=203) of them are teachers, 53.8% (n=120) of them are women, 46.2% (n=103) of them are men, 76.7% (n=171) are married, 17.9% (n=40) are single and 5.4% (n=12) are divorced. Average age of the participants is 39.46 (sd=6.43), their average work year in their present school is 6.38 years (sd=4.8), their average total experience is 15.5 years (sd=6.4). Their weekly work load is 23.15 hrs. (sd=8.21); 9.1% (n=201) of them have bachelor's degree, while 9.9% (n=22) of them have postgraduate education.

### 3.2. Measures

In the questionnaires sent to the participants, there are five separate parts. In the first part, participants are asked to answer questions about themselves for the statistics. The other parts consist of scales about the variables of the study and detailed information about these scales is explained in the following paragraph. The summary of the test results are presented in Table 1.

**Emotional Intelligence Scale (EIS)**, to measure EI, the EIS was used which was improved by Schutte, and his friends (1998), rearranged by Austin, and his friends (2004) and adapted to Turkish by Tatar, and his friends (2011). The EI has three sub-factors and it consists of 41 items - Optimism/Mood Regulation (OMR) (21 items), Appraisal of Emotions (AoE) (13 items), and Utilisation of Emotions (UoE) (8 items). The EIS is arranged as a 5 point Likert Scale (1=I strongly disagree, 5=I strongly agree). As a result of the Exploratory Factor Analysis (EFA) done on the scale, it was determined that 6 questions were collected under no factors, so they were left out of the study. Therefore, the EIS consists of three sub-factors and a total of 35 items: Optimism/Mood Regulation (OMR) with 18 expressions, Appraisal of Emotions (AoE) with 11 expressions, and Utilisation of Emotions (UoE) 6 expressions. To test

the reliability of the scale, Cronbach's alpha coefficient was determined as 0.87 for the whole scale.

**Internal-External Locus of Control Scale (LoCS)**, Rotter's (1996) this scale was used to measure people's LoC. The LoCS, which was adapted to Turkish by Dağ (1991), was improved to measure the people's generalized control expectancies' position on the inward and outward dimensions. In the 29-items LoCS 6 items are filler items and they are not scored. The questions in the LoCS are prepared to measure two different perspectives on the same subject and the participants are expected to choose the one they fancy. In the scale high scores show the increase in the belief of Ext-LoC. In the EFA, it was conferred that the LoCS has a single factor structure. To test the reliability of the scale, Cronbach's alpha coefficient was measured as 0.71.

**Minnesota Satisfaction Questionnaire (MSQ)**, to measure the participants' JS, the EI scale was used which was improved by Weiss and his friends (1967), and scale was adapted into Turkish by Baycan (1985) which 20 questions short form of MSQ was used. The scale consists of two sub-factors as Intrinsic Aspects (InA) (12 items) and Extrinsic Aspects (ExA) (8 items) of JS. It is a five point Likert scale (1=Not pleased with it at all, 5=extremely pleased with it). As a result of the EFA, it was determined that 3 questions were collected under none of the factors, and therefore, they were left out. The MSQ consists of two sub-factors and 17 items, 9 of which are about InA and 8 of which are about ExA of JS. To test the reliability of the scale, Cronbach's Alpha coefficient was measured as 0.85.

**Life Satisfaction Scale (LSS)**, to measure LS of the participants, the scale improved by Diener and his friends (1985) and adapted into Turkish by Köker (1991) was used. The LSS consists of five points and it is used to measure the individual's subjective wellness. The LSS is a 7 point Likert scale (1=I strongly disagree, 7=I strongly agree). In the EFA, it was found out that the LSS is a single factor structure. To test the reliability of the scale, Cronbach's Alpha coefficient was measured as 0.79.

## 4. Results

### 4.1. Findings of Correlation Analysis

Some analyses were done on the data that are collected at the end of the study by using statistical package. In this respect, the average of the data about the variables in the first stage, their standard deviation and the correlations among them were analyzed. As a result, these calculations are presented in Table 1.

**Table 1.** Mean, Standard Deviation, Average Variance Extracted and Correlations

Variables		Mean <sup>a</sup>	sd.	1	2	3	4	5	6
Emotional Intelligence (EI)	Optimism/Mood Regulation (OMR)	4.17	.60						
	Appraisal of Emotions (AoE)	3.82	.75	.557**					
	Utilisation of Emotions (UoE)	3.10	.75	.117	.082				
Locus of Control LoC		9.60	3,37	-.120	-.172*	-.037			
Job Satisfaction (JS)	Intrinsic Aspects (InA)	3.96	.66	.313**	.357**	-.147*	-.208**		
	Extrinsic Aspects (ExA)	3.56	.77	.169*	.136*	-.051	-.205**	.548**	
Life Satisfaction (LS)		4.79	1.33	.353**	.176**	.018	-.309**	.218**	.415**

\*p<0.05, \*\*p<0.01, \*\*\*p<0.001

<sup>a</sup> Mean: 1 =strongly disagree to '6=strongly agree; N = 223; sd: standard deviation.

## 4.2. Findings of Regression Analysis

### 4.2.1. Findings of the First Study Model

In the second dimension of the analyses, regression analysis were done to test the hypotheses; the results of the analysis about the first study model are presented in Table 2. In this respect, the dimensions of Emotional Intelligence, Optimism/Mood Regulation (OMR) ( $\beta=.185$ ,  $p<.05$ ), Appraisal of Emotions (AoE) ( $\beta=.270$ ,  $p<.01$ ) and Utilisation of Emotions (UoE) ( $\beta=.190$ ,  $p<.001$ ), each one has a significant and positive direct effect on InA, which is a sub-factor of JS. However, none of the sub-factors of EI has an direct effect on ExA. As a result, Hypothesis 1 is partly supported. When the relationship between EI and LS is analyzed, only Optimism/Mood Regulation (OMR) ( $\beta=.372$ ,  $p<.001$ ), which is one of the dimensions of EI, is determined to affect LS positively, whereas, no significant relationship was found between Appraisal of Emotions (AoE), Utilisation of Emotions (UoE) and LS. As a result, it can be stated that Hypothesis 2 is partly supported.

In the analysis results concerning the relationship between the variables EI and LoC no significant relationship was found statistically. As a result, Hypothesis 3 is rejected.

**Table 2.** Regression Analyses Results Concerning the First Study Model

Independent Variables	Dependent Variables	R	R <sup>2</sup>	ΔR <sup>2</sup>	F	p	β			t		
							OMR	AoE	UoE	OMR	AoE	UoE
H <sub>1</sub> OMR, AoE, UoE	InA	.426	.182	.171	16.221	.000	.185*	.270***	.190**	2.498	3.661	3.093
	ExA	.190	.036	.023	2.737	.000	.143	.062	-.073	1.777	.776	-1.086
H <sub>2</sub> OMR, AoE, UoE	LS	.355	.126	.114	1.513	.000	.372***	-.029	-.023	4.872	-.380	-.367
H <sub>3</sub> OMR, AoE, UoE	LoC	.176	.031	.018	2.321	.076	-.032	-.152	-.020	-.401	-1.902	-.304
							β			t		
							LoC					
H <sub>5</sub>	InA	.208	.043	.039	9.970	.002	-.208**			-3.158		
LoC	ExA	.205	.042	.038	9.705	.002	-.205**			-3.115		
H <sub>6</sub> LoC	LS	.309	.095	.091	23.270	.000	-.309***			-4.824		

\*p<.05, \*\*p<.01, \*\*\*p<.001

When the relationship between LoC and JS was analyzed, it was found out that LoC affects both InA ( $\beta=-.208$ ,  $p<.01$ ) and ExA ( $\beta=-.205$ ,  $p<.01$ ) negatively, and therefore, Hypothesis 5 is accepted.

According to the analysis results concerning the relationship between LoC and LS, it was determined that LoC affects LS ( $\beta=-.309$ ,  $p<.001$ ) negatively, and therefore, Hypothesis 6 is accepted.

To test the indirect effect of LoC, a three dimensional regression analysis which was suggested by Baron and Kenny (1986) was used. According to this method, to be able to maintain a indirect effect, the following conditions must be available:

- (1) The independent variable (EI) must have an direct effect on dependent variables (JS, LS),
- (2) The independent variable (EI) must have an direct effect on the mediator variable (LoC),
- (3) When the mediator variable (LoC) is included in the regression analysis with the independent variable (EI), while the regression coefficient of the independent variable (EI) on the dependent variables (JS, LS) decrease, the mediator variable (LoC) must have a significant and direct effect on the dependent variables (JS, LS).

As a result of regression analyses, the first condition in the model suggested by Baron and Kenny (1986) was fulfilled by partly accepting Hypothesis 1 and Hypothesis 2. However, Hypothesis 3 which forms the second condition in the model was rejected. In the light of these findings, it can be stated that LoC doesn't have a indirect effect in either EI-JS or EI-LS relationship. As a result, Hypothesis 7 and Hypothesis 8 are rejected.

4.2.2. Findings of the Second Study Model

In the third dimension, regression analyses on the second study model were done and the results are presented in Table 3. Firstly, the relationship of LoC with each of the sub dimensions of EI was analyzed. According to this, LoC has a negative relationship (as LoCS was reverse scored) with only AoE ( $\beta=-.172, p<.01$ ), which is a sub-factor of EI. No relationship of any kind was determined between LoC and OMR and UoE, which are the other sub dimensions of EI. As a result, it could be stated that Hypothesis 4 is partly accepted. In the mediation analyses which will further be done, only AoE, the sub-factor of EI is taken into consideration.

It was suggested that OMR ( $\beta=.185, p<.05$ ), AoE ( $\beta=.270, p<.01$ ) and UoE ( $\beta=.190, p<.001$ ) have a significant and positive direct effect on InA, which is one of the sub-factors of JS, whereas, none of the sub-factors of EI has a direct effect on ExA. As a result, Hypothesis 1 is partly supported. Because of this reason, in the mediation analysis only InA variable was taken into consideration.

Table 3. Summary of Regression Analyses Results on the Second Study Model

Independent Variables	Dependent Variables	R	R <sup>2</sup>	$\Delta R^2$	F	p	LoC					
							$\beta$			t		
H <sub>4</sub> LoC	ExA	.120	.014	.01	3.203	.075	-.120			-1.790		
	AoE	.172	.03	.25	6.741	.010	-.172**			-2.596		
	UoE	.370	.001	-.003	.296	.587	-.037			-.544		
							$\beta$			t		
							OMR	AoE	UoE	OMR	AoE	UoE
H <sub>1</sub>	InA	.426	.182	.171	16.221	.000	.185*	.270***	.190**	2.498	3.661	3.093
OMR, AoE, UoE	ExA	.190	.036	.023	2.737	.000	.143	.062	-.073	1.777	.776	-1.086
H <sub>2</sub>	LS	.355	.126	.114	1.513	.000	.372***	-.029	-.023	4.872	-.380	-.367
							$\beta$			t		
							LoC					
H <sub>5</sub>	InA	.208	.043	.039	9.970	.002	-.208**			-3.158		
LoC	ExA	.205	.042	.038	9.705	.002	-.205**			-3.115		
H <sub>6</sub>	LS	.309	.095	.091	23.270	.000	-.309***			-4.824		

\*p<.05, \*\*p<.01, \*\*\*p<.001

When the relationship between EI and LS was analyzed, it was found out that only OMR ( $\beta=.372, p<.001$ ), which is one of the sub-factors of EI, affects LS positively and no significant relationship was found between AoE and UoE and LS. As a result, it can be stated that Hypothesis 2 is partly supported. Because of these results, only OMR variable was taken into consideration in mediation relationship.

When the relationship between LoC and JS, it was found out that LoC affects both InA ( $\beta=-.208$ ,  $p<.01$ ) and ExA ( $\beta=-.205$ ,  $p<.01$ ) negatively, and therefore, Hypothesis 5b is accepted. According to the analysis results concerning the relationship of LoC and LS, it was determined that LoC affects LS ( $\beta=-.309$ ,  $p<.001$ ) negatively and Hypothesis 6 is accepted.

When the relations of sub-factors concerning the analysis of the indirect effect of EI between LoC and JS, it was found out that LoC has a significant relationship only with AoE which is one of the sub-factors EI, and LoC, so the other sub-factors OMR and UoE were left out. In the relationship of the sub-factor AoE and the sub-factors of JS, as it was discovered that only AoE has a significant relationship with InA, the sub-factor InA alone was taken into consideration in mediation analyses. To find out the mediation relationship, a three dimension regression analysis suggested by Baron and Kenny (1986) was done. In these analyses the independent variable LoC, AoE, which is a sub-factor of the mediator variable EI and the dependent variable InA, which is a sub-factor of JS. The results are presented in Table 4.

When demographic variables are restrained it was discovered that the independent variable (LoC) has a significant and negative relationship ( $\beta=-.210$ ,  $p<.01$ ) on the dependent variable (InA), the independent variable (LoC) has a significant and negative relationship with the mediator variable (AoE) ( $\beta=-.186$ ,  $p<.01$ ), the regression coefficient of the independent variable (LoC) on the dependent variable (InA) decreases ( $\beta=-.148$ ,  $p<.01$ ) and the mediator variable (AoE) has a negative direct effect ( $\beta=-.332$ ,  $p<.001$ ) on the dependent variable (InA). In the light of these findings, it can be stated that AoE has a indirect effect in the relationship of LoC and InA. As a result, Hypothesis 9 is partly accepted.

**Table 4.** The Regression Analyses Concerning the Mediating Effect of Appraisal of Emotions Concerning the Effect of LoC on InA.

Variables	Test 1		Test 2		Test 3	
	InA		AoE		InA	
	$\beta$	SE	$\beta$	SE	$\beta$	SE
Age	-.077	.015	.094	.017	-.108	.015
Tenure	.038	.011	-.007	.013	.040	.011
Career	-.009	.016	-.270	.017	.080	.015
LoC	<b>-.210**</b>	.013	<b>-.186**</b>	.015	<b>-.148**</b>	<b>.013</b>
AoE			<b>-.332***</b>		<b>.057</b>	
R <sup>2</sup>	.050	-	.066	-	.153	-
$\Delta$ R <sup>2</sup>	.032	-	.049	-	.133	-
F	2,680*	-	3.881**	-	7.831***	-

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

To identify how significant the indirect effect is, the SOBEL test was conducted and z value -5.49 ( $p<0,001$ ) was found statistically significant. This result shows that appraisal of emotions has a indirect effect in the relationship between LoC and internal JS.

When the relations of sub variables concerning the analysis of the indirect effect of EI between LoC and LS, it was found out that LoC only has a significant relationship with AoE, which is one of the sub variables of EI, however, AoE has no relationship with LS. In the light of these relationships, as the necessary conditions weren't fulfilled according to the

mediation model suggested by Baron and Kenny (1986), EI was proved to have no indirect effect between LoC and LS. Hypothesis 10 is rejected.

## 5. Discussion & Conclusion

As employees spend most of their lives in work environment, the employees who get enough JS from their jobs have a higher amount of performance and productivity in their personal lives. Apart from these individual benefits, the organizations that have employees with high JS also get organizational benefits such as an increase in productivity, low rate of labor turnover and qualified labor. JS consists of elements based on the job's internal qualification such as success, being famous, being appreciated and promoting, known as InA, as well as the job's external qualification such as management policy, working conditions, payment and satisfaction of the employees, known as ExA. As a result of this study, the findings show us that individuals with high EI have a high InA such as success, being famous and being appreciated which are about the job's internal qualifications, however, there were no exact results about ExA such as managing policies, payment and working conditions regarding the external qualifications of a job. Similar to this research, Büyükbayram and Gürkan (2014)'s study on nurses also shows that although EI dimensions affect IoA positively, they have no significant and direct effect on EoA.

It has been determined that in the relationship of EI and LS, only the dimension of OMR affects employees' LS positively. Employees' optimistic and tolerant behavior allows them to have a positive psychological mood and this way they can get more satisfaction in life (Deniz, Öztürk, & Hamarta 2007). It was stated that in getting satisfaction from life, accepting themselves and others as they are and joining life activities and general mood play an important role, and therefore, optimistic individuals are accepted as happy, moderate and social, whereas, individuals who are not optimistic are considered as being anxious towards problems (Ikiz & Kırtıl, 2010). The results of the study are parallel to the ones in literature.

As individuals with high EI have the ability to assess their emotions and use them, activate themselves and they are more successful in maintaining relationships, these individuals will have a more Int-LoC point of view (Deniz et al, 2009) and this case was analyzed. However, in the light of these findings, no relationship was found between EI and LoC in this sample group. As this result could be due to the sample group of the study, it is interpreted that this result should be analyzed in other sample groups.

As a result of this analysis, it is determined that EI and LoC have a two-sided relationship. It was assumed that individuals with InA could have a high level of EI, and by looking at the results, it can be stated that our hypothesis is partly supported. Based on this, it is found out that individuals with InA affect assessment of emotions positively which is one of the sub-factors of EI. A positive relationship was also found in Barbuto and Story's (2010) and Feldman's (2011) studies between InA and EI. As individuals with InA have a more autonomous personality and they are not affected by environmental elements as much as others, the assumption that they could be more successful in assessing emotions compared to individuals with ExA is supported. It was assumed that InA might have a similar relationship with the other two dimensions of EI, OMR and UoE; however, no significant relationship is determined regarding those at the end of the study.

At the end of the analyses, the findings have supported the hypotheses that employees with InA, who think that they have control on the events that happen in their lives and that affect them, might have high JS and LS (Deniz et al, 2009). Individuals with Int-LoC have a high InA, ExA and LS concerning the rest of their lives (Siu & Cooper, 1998; Moore, 2007; Chen & Siverthorne, 2008).

Finally, the indirect effect of LoC and EI were analyzed. In this sample group, it has been determined that LoC has no indirect effect in the relationship between EI and JS or between EI and LS. However, when the indirect effect of EI in the relationship between LoC and JS or between LoC and LS was analyzed, only the indirect effect of assessing emotions on InA has been determined. Individuals with InA are able to assess their emotions more effectively compared to others, and as a result, they feel a higher JS towards elements based on their InA.

The results of the study show that EI and LoC have important effects on employees' JS and LS. Employees who are pleased with the quality of their jobs and lives will have higher performance and will add more value to their organizations. In this respect, HR departments could apply some tests to determine the level of the candidates' EI during the hiring process and they could employ the ones who have higher level of EI. Besides, during the tests that will be applied during this hiring period, they could test whether the candidate has Int-LoC or Ext-LoC and therefore determine an employment strategy appropriate for the candidate and the job. It is stated that EI can be improved later to a certain extent. As a result, organizations can set up some educational programs to improve their employees' EI abilities.

With this study, some of the hypotheses presented at the beginning are proved to be accepted and some are rejected. The reason for this could be the sample group of the study which was a little restricted. One of the restrictions of the study is that it was done with the cross sectional data. Due to these reasons, to generalize the results of the study and to test the unaccepted hypotheses again, it could be repeated with different and larger sample groups.

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