The Commercial Bank Service Managers' Job Satisfaction in People's Republic of China

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Abstract: The study aimed to study the commercial bank managers 'job satisfaction with personality traits, emotional intelligence, adversity quotient, emotional labor in the five national-owned commercial banks of the People's Republic of China. The original survey instruments comprised 35 statements and data were collected including 302 valid responses were collected. Data analysis was using exploratory factor analysis, confirmatory factor analysis and structural equation modeling (SEM). The findings of the study revealed the personality traits, emotional intelligence, and adversity quotient have a significant favorable influence on the emotional labor. The personality traits, emotional intelligence, adversity quotient, emotional labor has a significant beneficial impact on the job satisfaction. The results of the study supplied the reference for the commercial bank in the impractical implication.

Keywords: Personality Traits, Emotional Intelligence, Adversity Quotient, Emotion Labor, Job Satisfaction

Introduction

Under the background of accelerated interest rate marketization, intensified financial disintermediation and the emergence of internet finance, bank financial services in mainland of China have achieved rapid development. Bank financial services have become a new highlight of the event of the banking industry and a meaningful way to achieve business transformation. According to the "2016 China banking wealth management business development report" released by the China banking association, the balance of bank wealth management products reached 23.50 trillion yuan at the end of 2016, up 56.46% compared with 2015. A total of 186,800 financial products were issued in 2015, 6,300 more than in 2015, an increase of 3.48%. A total of 158.41 trillion yuan of wealth management funds were released, 44.44 trillion yuan more than in 2015, 38.99% were increased (China banking association, 2017).The financial capital plays an important role in the economic, it was used to increasing their shares of listed companies, government investment fund, and enterprise supporting fund. The customers' wealth management becomes the target marketing of domestic commercial banks. Therefore, financial service manager in the commercial bank becomes a vital labor force deliver product value to customers. It is essential to understand the real psychological needs and expectations of each financial service manager from the perspective of non-compensation, to improve the job satisfaction and prevent brain drain of financial service manager.

The researches mainly study the relationship among the three variables of personality traits, emotional intelligence and job satisfaction, but seldom involve the two variables of adversity quotient and emotional labor, less research on financial service managers' real psychological needs and their expectations. The paper focused on financial service managers of five national-owned commercial bank in China as the research objective, through the data analysis method of the financial service managers of personality, emotional intelligence, adversity quotient, to explore the relationship between job satisfaction with personality traits, emotional intelligence, adversity quotient, emotional labor.

Literature review and research formwork

Theories on the relationship between personality traits, emotional intelligence, adversity quotient, emotional labor and job satisfaction are becoming more and more mature, especially in the fields of education and management. The primary research includes the following:

 (1) Research on the relationship between personality traits and emotional labor.
Personality traits reflect basic dimensions on which people differ. According to trait psychologists, there are a limited number of these dimensions (dimensions like extraversion, conscientiousness, or agreeableness), and each

individual falls somewhere on each dimension, meaning that they could be low, medium, or high on any specific traits(Matthews, Deary & Whiteman, 2003). Personality traits can be divided into internally controlled personality traits and externally controlled personality traits (Rotter, 1996). Emotional labor is a specific aspect of functioning in an occupation involving service, which is likely to be correlated with personality traits. The term emotional labor refers to expressing emotions expected to be shown during professional interactions in occupations involving providing services. Emotional labor is an indispensable component of a professional role and it is continually performed during doing professional duties (Hochschild, 2009). Employee with different personality traits will influence the way their emotions are expressed, which is the argument between deep camouflage and surface camouflage. When employee must adjust their external emotions according to the emotional expression principles of the organization, highly extroverted workers are more likely to experience positive and optimistic emotions, and thus tend to think positively. Moreover, they are more willing to express their sincere feelings through deep emotional regulation in disguise. On the other hand, employee with low extroversion is not able to adjust their inner emotions to a large extent due to their small degree of social contact (Grandey, 2000). Based on the above, the hypothesis as follows:

H1: Personality traits have a positive influence on emotional labor.
(2) Research on the relationship between emotional intelligence and emotional labor.

Emotional intelligence is an ability to maintain self-control, enthusiasm, and self-stimulation (Sy et al., 2006). Emotional intelligence includes self-emotional appraisal, others-emotional appraisal, use of emotion, regulation of emotion (Mayer and Salovey, 1991). Theoretical approaches were followed by the design of measures to assess the construct of emotional labor. Based on the measurement method emotional labor constructs can be categorized into trait emotional labor (emotion-related self-perceived abilities) and behavioral tendencies measured through self-report tests (Petrides, 2001). Emotional labor cause-effect model includes emotional cues, moving regulation process and long-term results. Emotional cues describe the personal characteristics of general emotional labor workers, such as gender, emotional expression, emotional intelligence and positive and negative emotions, and affect the regulation effect of emotional labor, which is reflected in job satisfaction and performance (Grandey, 2003). Based on the above, the hypothesis as follows:

H2: Emotional intelligence has a positive influence on emotional labor.
(3) Research on the relationship between adversity quotient and emotional labor.

Adversity quotient (AQ) is a score that measures the ability of a person to deal with adversities in his or her life and is also primarily useful to predict attitude, mental stress, perseverance, longevity, learning, and response to changes in environment (Stoltz,1997). Interpersonal conflict will cause negative emotions, and will lead to many adverse reactions, so the cause of negative emotions is mainly caused by interpersonal conflict emotional events; In addition, it is further proposed that these negative emotional responses to interpersonal conflicts will make it more difficult for workers to express positive emotions and more likely to produce emotional labor. When customers interact with each other, workers need to adjust their emotions to express positive emotions. Therefore, the customer service performance of surface camouflage or deep camouflage may be different, which may result in employees' withdrawal behavior (Grandey, 2000). Based on the above, the hypothesis as follows:

H3: Adversity quotients have a positive influence on emotional labor.
(4) Research on the relationship between personality traits and job satisfaction.

Job satisfaction is under the influence external factors, it remains something internal that has to do with the way how each employee feels (Hop pock, 1935). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being (Kaliski, 2007).Different personality traits will affect the degree of job satisfaction. Many personality variables are related to job satisfaction. Some of the core personality traits of an individual will change workers' view of their work and further affect their job satisfaction (Judge, Locke & Durham, 1997). A survey of job satisfaction among 307 franchisees in the United States, an interactive model was proposed in which the five dominant personality traits and job characteristics would affect job satisfaction (Morrison, 1996). Based on the above, the hypothesis as follows

H4: Personality traits have positive influence on job satisfaction.

(5) Research on the relationship between emotional labor and job satisfaction

During interpersonal transactions, service employees are frequently involved in the process of emotional labor (Morrison, 1996). Two types of emotional labor acting mechanisms have been proposed: surface acting and deep acting. Emotional labor is associated with emotional exhaustion and job burnout, higher levels of work stress and psychological distress, and job dissatisfaction (Grandey, 2000).Job satisfaction is the psychological reaction of workers after comparing the expected needs with the actual requirements. In the empirical study on the relationship between emotional labor, job satisfaction and organizational commitment, it was proposed that positive emotional expression had a positive effect on job satisfaction (Yang & Chang, 2008). Based on the above, the hypothesis as follows:

H5: Emotional labor has a significant positive impact on job satisfaction.

(6) Research on the relationship between emotional intelligence and job satisfaction.

Emotional intelligence is one's ability to understand, process, and use emotional information to enrich one's life. Emotional intelligence is a non-cognitive ability that affects success in one's life (Freshwater & Stickley, 2004). Emotional competence including personal competence and social competence that everyone has their advantages and disadvantages, they are good at the six emotional competencies including in emotional competence framework, they will have a positive impact on work efficiency (Goleman, 1988). Job satisfaction is the mental reaction of workers to the anticipated and actual needs (Yang and Chang, 2008). Emotional intelligence appears to play a critical role in key organizational outcomes, such as job performance and job satisfaction, especially when the focus is on human interaction (Van& Viswesvaran, 2004). Based on the above, the hypothesis as follows:

H6: Emotional intelligence has a significant positive effect on job satisfaction.

(7) Research on the relationship between adversity quotient and job satisfaction.

The job satisfaction of the internal controller was higher than that the external controller, and the external controller was less satisfied than the internal controller, the commitment to work was less than that the internal controller (Hartely, 1976). Job satisfaction is the reaction after the expectation and the actual demand (Yang & Chang, 2008). The control construct in adversity quotient is positively correlated with job performance (Wang, 2002). Based on the above, the hypothesis as follows:

H7: Adversity quotient has a significant positive effect on job satisfaction.

The mediating effect:

The research is mostly based on the Grandey (2000) who discuss the relevant research on the cause-and-effect model of emotional labor. Most of them take emotional labor as an intermediary variable (Brotheridge & Grandey, 2002).According to Grandey (2003), emotional labor will be affected by pre-factors, which further affects workers' job satisfaction and organizational performance. In this study, the pre-factors affecting emotional labor are divided into personality traits, emotional intelligence and adversity quotient. Based on the above, the hypothesis as follows:

H8: The mediating effect of personality traits through emotional labor has a significant impact on job satisfaction.

H9: The mediating effect of emotional intelligence through emotional labor has a significant impact on job satisfaction.

H10: The mediating effect of Adversity quotient through emotional labor has a significant impact on job satisfaction.

According to the above hypotheses, the framework of the study is proposed as Figure 1:
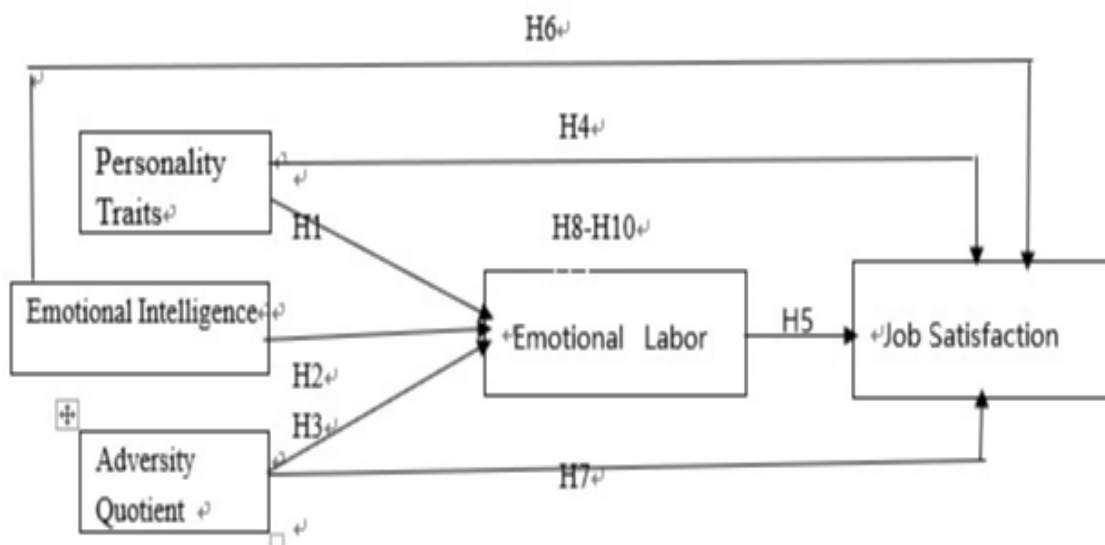

Figure 1. Research Framework

Research Methodology

Research Design

1)   The questionnaire's design

The questionnaire contains two parts; the primary data is divided into basic information of respondents and relationship between job Satisfaction with personality traits, emotional intelligence, adversity quotient, emotional labor. The original survey instrument comprised 35 statements. Likert five-point Scale (5 - Point Scale) was used in the study.

2)   Sampling design

This study focuses on five national-owned commercial banks in the People Republic of China as the research scope; the questionnaires are distributed to those who are willing to assist the investigation. Convenience Samplingas the research samples. In this study, questionnaires were sampled from five major Banks that were willing to support, including the industrial and commercial bank of China, agricultural bank of China, Bank of China, China construction bank and bank of communications. Each bank issued 70 questionnaires and 350 questionnaires in total. 330 questionnaires were collected, and 10 questionnaires that were invalid, incomplete, or contradictory were excluded. 320 surveys were valid, and the recovery rate of 91.42%.

3)   Research Tool

The study investigated the commercial bank managers' job satisfaction with personality traits, emotional intelligence, adversity quotient, emotional labor in the mainland of China. full Model data were analyzed by the SPSS23 and the evaluation of model fit was observed by the AMOS21.Data analysis was using exploratory factor analysis, confirmatory factor analysis and structural equation modeling (SEM).

Results

1）Descriptive statistical analysis

Respondents	Rang	N（N=320）	%
Gender	Female	175	54.68
	male	145	45.32
Age	26-35	172	53.75
	36-45	86	26.87
	≤25	53	16.55
	≥46	9	2.83
Marital Status	Single(includingdivorce)	156	48.75
	married	164	51.25
Education	College or university	257	80.31
	Graduate and above	60	18.75
	senior school and blow	3	0.94
Seniority(years)	6-15	162	50.62
	≤5	124	38.75
	16-20	27	8.44
	≥21	7	2.19
Position	non-executive	229	71.56
	middle manager	75	23.44
	up-lever manager	16	5

The characteristics of respondents include gender, age, marital status, education background, seniority, and position. The statistical analysis results are shown in **Table 1**:

Table 1：The Characteristics of Respondents

On gender, the proportion of female is 54.68%, while the male is 45.32%. On age, the percentage of "26-35 years old" was the highest, at 53.75%, followed by "36-45 years old". On the Marital status, the Single (including divorce) proportion is 48.75%less than married with 51.25%. On education, the percentage of College or university covers 80.31%, the Graduate and above with 18.75%. On the seniority(years), the proportion of 6-15 is the highest at 50.62%, 5 years and less covers 49.38%. On the percentage of position, the portion of lower than Middle manager is coved 71.56%,middle manager is 23.44%, while the manager and above is 5%.

2) **Factors analysis**

The data were tested by KMO sampling adequacy and Bartlett's test of sphericity. Exploratory factor analyses (EFA) was performed for every construct of the conceptual framework. The Kaiser-Meyer-Olkin (KMO) values exceeded the recommended value of 0.7. Bartlett's test of sphericity value was significant ($p<0.05$) and Cattell's scree test was also used (Pallant, 2007).According to **Table 2** that the KMO is more significant than 0.7 and the bar-type spherical tests are all less than the significance level of 0.001, so all are suitable for factor analysis.

Table 2 KMO Value

Dimension	KMO	Bar-Type Ball Test		
		χ^2	df	p-value
Personality Traits	0.718	397.214	10	0.000***
Emotional Intelligence	0.841	2076.560	105	0.000***
Adversity Quotient	0.811	1074.086	66	0.000***
Emotional Labor	0.709	450.224	15	0.000***
Job Satisfaction	0.883	1428.671	28	0.000***

Finding

This study explores the influence of personality traits, emotional intelligence, adversity quotient, emotional labor and job satisfaction. Full Model data were analyzed by the SPSS23 and the evaluation of Model Fit was observed by the AMOS21, the result was showing in the Table 3:

Table 3 Linear Structure Data Analysis

	Relation			Standardized Regression Weight: Estimate	C.R. (t-value)	P-value
VARIABLES	Personality Traits	IP		0.832		
		OP		0.871	15.22	***
	Emotional Intelligence	EI		0.525		
		EO		0.673	7.284	***
		EE		0.635	7.097	***
		EM		0.579	6.762	***
	Adversity Quotient	CON		0.532		
		OWN		0.635	7.133	***
		EN		0.692	11.302	***
		RE		0.741	7.516	***
	Emotional Labor	EP		0.56		
		ED		0.54	6.422	***
	Job Satisfaction	SO		1.039		
		SI		0.688	9.543	***
PATHS	Emotional Labor	<---	Personality Traits	0.592	7.208	***
	Emotional Labor	<---	Emotional Intelligence	0.425	3.719	***
	Emotional Labor	<---	Adversity Quotient	0.583	6.802	***
	Job Satisfaction	<---	Emotional Labor	0.142	3.036	**
	Job Satisfaction	<---	Personality Traits	0.419	3.682	***
	Job Satisfaction	<---	Emotional Intelligence	0.439	4.168	***
	Job Satisfaction	<---	Adversity Quotient	0.417	3.482	***
FIT INDEX	Chi Square			198.834		
	Degree of freedom(d.f.)			75		
	Chi Square / d.f.			2.651		
	GFI			0.921		
	AGFI			0.917		
	CFI			0.932		
	NFI			0.897		
	RMR			0.035		
*p-value<0.05 ** p-value<0.01 ***p-value<0.001						

After confirming the full model suitability, the research will further explore the relationship between the variables. The hypothesis results in table 4, The path analysis results of the study are shown in figure 3. Which are as follows:

Table 4 The Hypothesis Results

| Hypothesis	Research Path	Hypothetical Relationship	Direct Effect	Mediating Effect	Hypothesis Result
H1	Personality Traits — Emotional Labor	Positive	0.592***	-	Accept
H2	Emotional Intelligence — Emotional Labor	Positive	0.425***	-	Accept
H3	Adversity Quotient — Emotional Labor	Positive	0.583***	-	Accept
H4	Personality Traits — Job Satisfaction	Positive	0.419***	-	Accept
H5	Emotional Labor — Job Satisfaction	Positive	0.142**	-	Accept
H6	Emotional Intelligence— Job Satisfaction	Positive	0.439***	-	Accept
H7	Adversity Quotient — Job Satisfaction	Positive	0.417***	-	Accept
H8	Personality Traits — Emotional Labor — Job Satisfaction	Positive	0.592	0.08406 (0.592*0.142)	Reject
H9	Emotional Intelligence— Emotional Labor — Job Satisfaction	Positive	0.425	0.06035 (0.425*0.142)	Reject
H10	Adversity Quotient — Emotional Labor — Job Satisfaction	Positive	0.417	0.08279 (0.583*0.142)	Reject
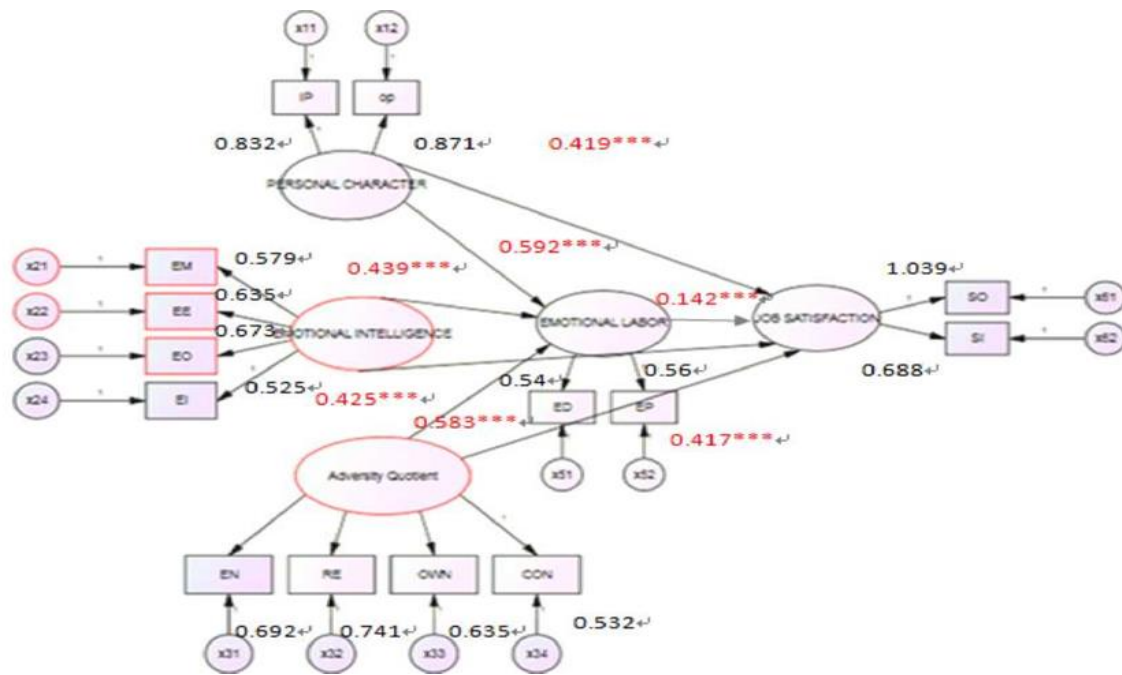
Figure 3 The path analysis results

Conclusions and Discussion

1) Personality Traits have a positive effect on Emotional Labor.

Bank financial service managers with external controlling personality traits are more willing to express their sincere feelings and positive thinking through deep emotional regulation. While, the low degree of social interaction of the bank financial service managers with internal controlling personality traits is unable to adjust their inner emotions, so the degree of surface camouflage is relatively high.

2) Emotional Intelligence has a positive effect on Emotional Labor
Emotional intelligence is the precondition of emotional labor. Therefore, bank financial service managers can master their own emotions or perceive the ability of other people's emotions and then affect the regulating of emotional labor.

3) Adversity Quotients have a positive effect on Emotional Labor
When bank financial service managers interact with customers, they need to adjust their emotions to express positive emotions. Therefore, the performance of customer service in surface disguise or deep disguise may be different. Thus, when bank financial managers encounter difficulties in dealing with customers, the regulating effect of their emotional labor becomes particularly important.

4) Personality Traits have a positive effect on Job Satisfaction
Bank financial service managers believe that opportunities are on their own hands; they are less likely to disguise their emotions. They are willing to adjust their emotions according to the emotional principles required by the company, and then they generate positive thinking and improve their job satisfaction.

5) Emotional Labor has a positive effect on Job Satisfaction
The bank financial service managers will use deep emotional camouflage at work to relieve emotional stress, show the company's emotional requirements, and improve job satisfaction.

6) Emotional Intelligence has a positive effect on Job Satisfaction
The emotional intelligence of bank financial service managers will affect their satisfaction with their negotiation and communication skills in the work, so it is positively correlated with job satisfaction.

7) Adversity Quotients have a positive effect on Job Satisfaction

The more bank financial service managers can understand the degree of adversity they can master and bear the responsibility brought by internal and external adversity events, the higher job satisfaction they will have.

8）Mediating Effect on Emotional Labor

The data show bank financial service managers' personality traits, emotional intelligence, adversity quotients have a positive effect on job satisfaction through the mediating factor are failed, hypotheses results are rejected.

Suggestions:

1) Bank financial service managers 'personality traits, emotional intelligence, adversity quotient, and emotional labor all have significant impacts on job satisfaction, which is a valuable reference for the government banking industry to recruit suitable bank financial bank financial service managers. It is suggested that banks can use relevant scales to recruit the new employees.

2) Apply to practical management, the top leader of banks should understand the real inner psychological needs and expectations of bank financial service managers from the perspective of non-compensation, which can improve the job satisfaction and reduce the turnover rate and retaining talents of excellent bank financial service managers.

3) The study supplies the propose to imply to marketing management methods and measures according to a different bank financial service manager.

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