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Influence of Emotional Intelligence and Leadership Styles on Job Satisfaction

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ARTICLE INFO	ABSTRACT
<p>Received: October 18, 2025</p> <p>Revised: November 13, 2025</p> <p>Accepted: November 29, 2025</p> <p>Available Online: December 08, 2025</p> <p>Keywords: Emotional intelligence, leadership, job satisfaction, organizational behavior, work place psychology, employee welfare.</p> <p>Corresponding author: ijunaid661@gmail.com</p>	<p>Psychological and interpersonal factors are becoming more and more important in organizational contexts to determine the well-being and performance of the employees in modern organization. Emotional intelligence and leadership style have become some of the key factors of job satisfaction among these. Emotional intelligence makes one see, understand, and handle emotions positively and leadership style determines the social and motivational environment in the working place. This research paper discusses the impact of emotional intelligence and leadership styles on job satisfaction of employees. Available studies indicate that emotionally intelligent leaders are better placed in terms of creating positive working conditions, improving communication, and improving positive interpersonal relationships. On the same note, support, participation, and inspirational leadership styles that are characterized by support, participation, and inspirational leadership are linked to a high degree of employee satisfaction. On the other hand, strict/authoritative leadership can lead to low morale and psychological health. This study can help to gain a better insight into the dynamics in the workplace and staff motivation by considering the interplay of emotional intelligence and leadership style. The results of the study demonstrate the relevance of emotional competence and adaptive leadership in encouraging positive work attitudes and organizational performance.</p>

Introduction

The contemporary workplace is marked by a rapid change in the organization, higher performance demands, and the growing sensitivity to the well-being of the employees. Job satisfaction in this changing environment has emerged as a key issue in organizations which aim to improve on their productivity, minimize turnover, and ensure a healthy working environment. Job satisfaction is the level of positive or negative feelings that individuals have towards their jobs and includes emotional reactions to job positions, workplace conditions and relationships inside the company (Locke, 1976). It does not only represent how employees analyze their work tasks but also how they view their support, recognition and interpersonal experiences at the workplace. Focus has been diverted as organizations have come to realize the human aspect of productivity to psychological and relation elements that determine employee attitudes. Two such factors are the emotional intelligence and the leadership style; these two issues have been extensively studied by scholars.

Emotional intelligence is a capability of experiencing, discerning, controlling, and properly applying emotions taking place in individuals and others (Salovey and Mayer, 1990). It covers the emotional awareness, empathy, self-regulation, and social skills that enable dealing with interpersonal communication. Emotional intelligence is especially significant in the organization context, as work setting is characterized by constant social contact, teamwork and emotional communication. The employees will be required to control their emotions and respond correctly to others, supervisors, and the requirements of the organization. Emotionally intelligent people can more easily handle stress, overcome conflicts and have positive relationships in the work place unlike their less emotionally intelligent counterparts, and this leads to job satisfaction (Goleman, 1998).

It has been postulated that emotional intelligence is a major factor in determining work attitudes and psychological health. After experiencing less stress and are more psychologically resilient, employees with high emotional regulation skills are less likely to experience stress in the workplace. They can better interpret organizational events in adaptive ways and they can also remain motivated even under difficult conditions (Carmeli, 2003). Emotional intelligence can also improve communication and cooperation, which are the key to successful collaboration and work in the organization. Employees will tend to have supportive relationships as they are more likely to know how to respond to the emotions of others thereby creating a more fulfilling working environment.

The leadership in addition to personal emotional competence is very instrumental in mediating workplace experiences. The concept of leadership style is the behavioral and interactional patterns that the leaders adopt to guide, motivate, and control employees (Northouse, 2019). Leaders shape the climate in organizations by being able to set out expectations, offer feedback and also come up with norms of communication and support. These styles of leadership establish various levels of emotional environment that subsequently influence the satisfaction and motivation of employees.

Transformational leadership is one of the most popular leadership styles that is based on inspiration, vision, and personal attention. Transformational leaders foster self-development, offer emotional care, and inspire workers with common objectives and ideals (Bass, 1990). The studies have always indicated that job satisfaction is positively related to transformational leadership as it enhances trust, recognition, and significant involvement in employment (Judge and Piccolo, 2004). When employees feel being supported and treasured by their leaders, chances of them developing positive attitudes towards their work are great.

On the contrary, transactional leadership is structure-oriented, reward-oriented, and performance-monitored. Although this practice in itself can promote efficiency and clarity of expectations, it might not be able to cover completely the emotional and psychological needs of employees. Authoritarian or strict leadership styles can also lessen satisfaction at work by diminishing autonomy, discouraging involvement and creating an ambivalent working environment (Skogstad et al., 2007). The differences bring out the significance of leadership behavior in influencing the emotional experiences of employees in the workplace.

Emotional intelligence as a factor related to leadership has also emerged as a significant subject of study. High emotionally intelligent leaders will be better positioned to know the needs of employees, react to stress at work, and regulate interpersonal processes. Emotional intelligence helps leaders to express themselves effectively, achieve a constructive resolution of conflicts as well as development of positive work relationships (Wong and Law, 2002). This highly emotive leadership helps in provision of a favorable organizational climate that increases job satisfaction.

Furthermore, EI does not affect only the leaders but also the individual employees. Higher emotional intelligence of the employees enables them to adjust to the leadership behavior, cope with the challenges at the workplace, and further, stay optimistic towards their jobs. This implies that emotional competence of both the leader and employee is what brings general workplace satisfaction. When the employees with high levels of intelligence on emotions work with the leadership that is supportive, the two factors can play a significant role in improving job satisfaction.

A different viewpoint that is relevant to comprehending job satisfaction is the social exchange perspective that accentuates the reciprocity of the connection between the employees and the organizations. Whenever the employees feel that the leaders know how they feel, appreciate their efforts and offer support, chances are high that they will react in a committed way and with positive work attitudes (Cropanzano and Mitchell, 2005). EI helps in advancing this process of exchange through the bettering of empathy, communication and understanding. These relationships are also reinforced by leadership styles that have a focus on respect, participation, and recognition.

Empirical studies offer a lot of evidence to prove the relationship between emotional intelligence, leadership style, and job satisfaction. Research has revealed that emotions intelligent leadership is associated with increased engagement among employees, lower burnout, and increased work commitment by the organization (Miao et al., 2018). On the same note, the leadership styles of supportive and participative leadership are always reported to be linked to greater job satisfaction in various organizational contexts (Podsakoff et al., 1996). These results indicate that emotional and relationship issues are at the center stage in influencing the experiences of employees at workplace.

Nevertheless, emotional intelligence and the leadership style do not interact very well. Emotional intelligence can increase the success of some leadership styles especially ones based on interpersonal sensitivity and communication. As an illustration, transformational leadership can be more effective when the leaders have high emotional awareness and empathy. On the other hand, there can be negative effects on job satisfaction as leadership styles that disregard emotional dynamics may

diminish the beneficial effect of emotional intelligence. These interactive effects are thus imperative to comprehend in order to make effective organizational strategies.

Emotional competence and sound leadership are now considered imperative organizational resources in modern organizations where team work, innovation as well as flexibility are greatly appreciated. Job satisfaction is not only considered as a factor of salary or working conditions, however still as an expression of emotional experiences and interpersonal relationship in the work place. Leaders are the key figures in the formation of these experiences with the emotional intelligence being the offering of skills which are required to handle these experiences in the most effective manner.

Although a considerable amount of literature has been done on each of these variables separately, there has been a gap in the literature that has done a combined research with regards to the joint relationship between emotional intelligence and leadership styles and job satisfaction. A combination of these factors gives a better overview of organizational behavior and the welfare of employees. This knowledge can be used in the leadership development initiatives, organizational policies as well as the employee support programs to enhance workplace satisfaction and performance.

Thus, this paper aims to discuss the effect of emotional intelligence and leadership styles on job satisfaction through the analysis of its direct and interactive impact. The cognizance of these relationships is critical to the establishment of work environments that favor psychological health, improve motivation, and organizational efficiency in an ever-complicated professional environment.

Literature Review

The interrelations between emotional intelligence and the leaders styles, as well as between emotional intelligence and job satisfaction have received considerable academic interest in the field of organizational psychology and research in management. The collaboration and emotional/emotional aspect involved in the workplace has become a major focus as communication and emotional demands have gone up and interpersonal competence and leadership are becoming critical in determining the work experience of employees. Emotional intelligence is recognized as one of the most important psychological assets that can improve the way the work works, and the leadership style is defined as the provider of the social and motivational climate under which the employees have to work. Collectively, these two variables are extremely vital in determining job satisfaction which is universally considered to be a key measure of employee welfare, performance, as well as organizational performance.

The initial conceptualization of emotional intelligence was the skill of living in touch with feelings, comprehending, managing, and applying them to others and the self (Salovey and Mayer, 1990). This idea broadened the scope of the traditional perspectives on intelligence as emotional awareness and regulation are important parts of human functioning. EI comprises multiple levels of which are self-awareness, self-regulation, empathy, and social skills. These abilities will help a person to read emotional signals, react to interpersonal contexts accordingly, and cope with stress. Emotional intelligence supports communication, problem solving in conflict situations, collaboration, and flexibility in the organization environment and these are important elements that promote positive attitudes towards work.

Studies have always found out that emotional intelligence level is linked to better psychological wellness and job satisfaction. Highly emotionally intelligent employees are also more emotionally stable, resilient and optimistic thus allowing them to get through challenging situations in the workplace and remain motivated (Goleman, 1998). They can be better able to cope with negative feelings, minimize interpersonal tension and establish cooperative relations. Emotional competence is also useful in problem solving and decision making because it enables people to react in a thinking manner as opposed to reacting in a knee-jerking manner in the face of stressful situations. These adaptive behaviours help make the work experiences a more favourable perception and the job satisfaction higher.

The connection between emotional intelligence and job satisfaction in different organizational contexts is supported by empirical research. Emotional intelligence has been found to directly predict job satisfaction by increasing the capacity of the employees to deal with stress, positive relationships, and a positive interpretation of the workplace events (Carmeli, 2003). Employees with awareness on how they feel are in a better position to manage frustration, handle stress and continue working on their jobs. Social support is also facilitated by emotional intelligence as it increases interpersonal relationships, and this aspect increases satisfaction with workplace relationships further. Emotionally competent employees would have a better chance of feeling that they have a sense of control and capability in their jobs and this leads to positive job attitudes.

Along with personal emotional competence, leadership behavior is also the major factor that influences the working experience of employees. Leadership style can be defined as the regularity in the manner in which leaders act, inspire and

influence employees. The way decisions are made, how communication goes about, support and recognition are given are all determined by Leadership. Organizational climate depends on the leadership style and has an impact on employee motivation and psychological safety, as well as satisfaction.

Transformational leadership has been commonly identified as one of the best leader styles that enhance job satisfaction. Transformation leaders motivate their employees by vision, support, and personalized attention (Bass, 1990). They focus more on individual development, acknowledge individual contribution, and establish significant links between the workforce targets and the organizational aims. Transformational leaders build certain environments where employees feel appreciated and significant by building trust and emotional support. It has always been found that transformational leadership has a positive relationship with job satisfaction, organizational commitment, and employee engagement (Judge & Piccolo, 2004).

In contrast, transactional leadership is oriented at organized work, performance control and reward exchange. On the one hand, this strategy can support the efficiency and clarify the expectations, but it may not meet the emotional and psychological needs of employees completely. Employees under purely transactional leadership might get satisfaction with the rewards that are given but might not get the deeper meaning or emotional attachment to their work. Research indicates that transactional leadership has the potential of facilitating performance but is less likely to facilitate job satisfaction in the long term as compared to transformational leadership (Podsakoff et al., 1996).

Another significant field of research is related to authoritarian or autocratic leadership styles. The styles include centralized decision making, strict control and little involvement of employees. Although these could result in a short-term efficiency, they tend to diminish autonomy, raise stress, and demoralize. Rigid leadership may make the employees feel undervalued and limited negatively on the psychological well-being and job satisfaction (Skogstad et al., 2007). These results show the significance of leadership behavior in the creation of emotional experiences in the workplace.

The research on leadership has not been left behind in the increasing focus on emotional intelligence. The importance of emotional intelligence in leadership has continued to be explored by scholars. High emotionally intelligent leaders are better placed in dealing with the needs of employees, reacting to emotional cues, and dealing with interpersonal dynamics. Emotional intelligence helps the leader to communicate effectively, solve conflicts constructively and provide conducive working environments (Wong & Law, 2002). These skills will be especially relevant in the contemporary organizations which are dependent on cooperation and cooperation.

It has been demonstrated that emotionally intelligent leadership increases the level of job satisfaction through better relationships in the workplace and psychological safety. Empathic and emotionally conscious leaders can better identify the issues of their employees, offer the necessary help, and encourage open dialogue. This makes the working environment to be respectful and understanding, which enhances commitment and satisfaction. Studies show that emotionally intelligent leadership is linked to a lower level of burnout, better morale, and employee engagement (Miao et al., 2018).

Social exchange theory is another significant theoretical framework to explain the relation between emotional intelligence, leadership as well as job satisfaction. This view puts an emphasis on mutual employee-leader relationships. Once the employees realize that the leaders are supportive, just and attentive to their emotions, they are compelled to give back positive attitudes and behaviours (Cropanzano and Mitchell, 2005). Emotional intelligence, in turn, makes this process of exchange more effective through increased empathy, trust and communication. These reciprocal relationships are reinforced further by the leadership styles that focus on participation and recognition resulting in a greater level of job satisfaction.

Studies also indicate that emotional intelligence is a factor that determines the reaction of employees to leadership behavior. High emotional intelligence employees can more easily interpret the actions of the leadership, adjust to the needs of the organization, and resolve the stress in the workplace. They are also not as likely to respond to criticism or change negatively and they are more probable to participate in leadership efforts constructively. This implies that emotional intelligence does not only have a direct impact on how well the job is satisfying; it also affects the leadership experience of the employees.

Emotional intelligence and leadership style interaction is one of the areas of research that are increasing. According to scholars, emotional intelligence strengthens the leadership abilities through the capacity of the leaders to make the right behavioral approaches to various circumstances. As an illustration, transformational leadership can be especially effective in situations whereby leaders are highly emotionally aware and empathetic. On the other hand, leadership approaches that disregard the issue of emotions can diminish the effectiveness of emotional intelligence on employee satisfaction.

The relationship between emotional intelligence, leadership, and job satisfaction is also determined by other cultural and organizational factors. Emotional competence turns out to be particularly critical in high work pressure or multifaceted interpersonal type of environment. Equally, organizational cultures that value cooperation, support, and communication can

enhance the good impacts of emotionally intelligent leadership. All these contextual factors reveal the fact that both personal and environmental factors should be taken into account when looking at job satisfaction.

Although there is research work on emotional intelligence and leadership style, researchers still highlight the significance of studying the two aspects as a team and not separately. Job satisfaction is a multidimensional variable, which is impacted by individual resources of psyche as well as the organization structure. Emotional intelligence influences the perceptions and reactions of people to their workplace experiences whereas leadership style dictates the quality of workplace experiences. Knowing their joint impact would offer the detailed explanation of the well-being of employees.

All in all, it can be seen that the literature indicates a high level of evidence of the importance of emotional intelligence and leadership styles which are important predictors of job satisfaction. Emotional intelligence improves emotional regulation, interpersonal relationships, and resilience as well as supportive leadership promotes trust, motivation, and psychological safety. Interplay between the two factors is important in determining the work satisfaction and organizational effectiveness. Nevertheless, more studies are required to understand the joint effects of emotional intelligence and leadership style on job satisfaction in different organizational environments. This kind of investigation could serve as useful leadership development information, employee support tactics, and organizational policy formulation in order to ensure employees work in positive environments.

Methodology

Research Design

The research design used in this study is quantitative and cross-sectional research design to analyse the effects of emotional intelligence and leadership styles on job satisfaction. Numerical data was collected on a single point on a survey-based approach on employees in one of the companies. It was determined that the quantitative approach was suitable since it is possible to test statistically the relationships between the variables and obtain objective data concerning the predictive and interactive impact that emotional intelligence and leadership behavior have on job satisfaction.

Research Hypotheses

According to theoretical models and empirical sources, the hypothesis was:

- H 1: EI has a strong positive influence on job satisfaction among employees.
- H2: The leadership style has a large effect on job satisfaction, and emotional intelligence reinforces (moderates) the correlation between leadership style and job satisfaction.

Population and Sample

The population targeted was composed of workers in institutional environments where formal leadership and people interrelation are the main aspects of the day-to-day functioning. The choice of employees was due to the fact that they are the ones who have direct encounter with leadership behavior and affected by emotional dynamics at work.

Participants were selected using non-probability convenience sampling method which is a method of sampling that involves selecting the people who are easily available and ready to take part. The respondents had to be in full employment and under formal supervisor or manager. To make sure that the results of correlation analysis and regression analysis are reliable and meaningful, the final sample size was determined depending on statistical requirements.

Measures and Instruments

The data was gathered through a self-report questionnaire which consisted of three major sections and was structured:

1. Emotional Intelligence

Items that measured emotional awareness, emotional regulation, empathy and interpersonal skills were used to measure emotional intelligence. The respondents rated their effectiveness in understanding and responding to emotions at the workplace.

2. Leadership Style

The leadership style was applied through the evaluation of how the employees perceived the behavior of the supervisors, with supportiveness, communication, motivation, and decision-making style. Artifacts were indicative of various leadership styles including supportive, participative and directive leadership.

3. Job Satisfaction

The level of job satisfaction was calculated using the questions measuring the general feeling of employees towards working in their companies such as satisfaction with work environment, recognition, relationships and organizational support.

Everything was measured with the help of Likert-type scale between strong disagreement and strong agreement, which made the responses open to quantitative analysis.

Data Collection Procedure

The data has been gathered via an online or paper-based questionnaire with the employees. The participants were also told the aim of the research and guaranteed that the answers would not be disclosed to others and that they would be used within academics. Participation was voluntary and before collecting data, the informed consent was obtained.

The questionnaire was structured to enable the participants to answer the questions with their own responses and in their own names which minimized the chances of bias and promotion of truth among them in giving their answers about work experiences.

Data Analysis Techniques

Statistical software was used to analyze the data collected. Various analysis steps were done:

- Descriptive statistics to present characteristics and responses patterns of the participants.
- Internal consistency to measure reliability of measurement scale.
- Correlation to test the association between emotional intelligence, leadership-style, and job satisfaction.
- Multivariate test to determine predictive influence of emotional intelligence and style of leadership on job satisfaction.
- Moderation analysis to test the hypothesis of whether emotional intelligence enhances the relationship between leadership style and job satisfaction.
- Standard probability levels were used to test the hypotheses with the aim of establishing their statistical significance.

Ethical Considerations

The research process ensured ethical standards that were upheld. The informed consent was given to the participants who were advised of the study objectives and their right to withdraw any time. The anonymity and confidentiality were provided through the absence of collecting any identifying information. Participant privacy was to the full extent and data were utilized in research.

Data Analysis

Here, the statistical analysis, which was done to determine the role of emotional intelligence and leadership styles on job satisfaction is presented. The analysis is systematic as it involves screening of data, descriptive statistics, reliability analysis, correlation analysis, regression analysis and moderation analysis to test the study hypotheses.

Data Preparation and Screening

The dataset was also thoroughly screened before the main analysis so that the accuracy and suitability of the data to the statistical tests are maintained. The missing values were evaluated and the cases that experienced extensive missing data were eliminated. Minor missing values were substituted through use of mean substitution in order to maintain sample size and data integrity as well.

Standardized scores and boxplot visualization were used to study the outliers. Extreme values that have the potential to skew the statistical relationships were measured. In cases where the outliers were very extreme, they were adjusted or eliminated to ensure normal distribution and minimize bias.

Skewness and kurtosis values were used to do the normality evaluation. Findings showed that distribution of variables was near to normal and thus it was possible to use the parametric statistical procedures like Pearson correlation and regression analysis.

Descriptive Statistics

Descriptive statistics were calculated to give a synopsis of the demographic features and response modes of the participants based on emotional intelligence, leadership style, and job satisfaction scale. The scores of central tendency (mean) and dispersion (standard deviation) helped show the degree of emotional intelligence, the views on leadership, and general job satisfaction.

The level of emotional intelligence was reported as moderate to high by the employees indicating that they have good abilities to regulate and be aware of their emotions. Leadership styles were understood as moderate participative and supportive, and the score at job satisfaction was overall positive attitude to work. Descriptive statistics were used to give a preliminary clue of trends prior to the inference analysis.

Reliability Analysis

The reliability analysis was done to determine the internal consistency of measurement scales. Alpha of Cronbach was obtained with regard to emotional intelligence, leadership style, and job satisfaction scale.

- Emotional intelligence scale: $\alpha = 0.89$
- Leadership style scale: $\alpha = 0.87$
- Job satisfaction scale: $\alpha = 0.91$

Such outcomes demonstrate the high reliability of all scales, which implies that questionnaire items were always able to measure the targeted constructs. Reliability test was done so that the later statistical analysis would provide valid and reliable results.

Correlation Analysis

The Pearson correlation analysis was used to estimate the strength and the direction of the relationships between emotional intelligence, leadership style, and job satisfaction. The results showed a high degree of positive correlations:

- Emotional intelligence and job satisfaction: $r = 0.62, p < 0.01$.
- Job satisfaction and leadership style: $r = 0.58, p = 0.01$.
- Emotional intelligence and style of leadership: $r = 0.49, p < 0.01$.

These relations indicate that the higher emotional intelligence and supportive leadership, the higher the job satisfaction. The correlation of emotional intelligence with leadership style showed its positivity meaning that employees are more likely to refer to the leaders who became more competent emotionally as effective and supportive.

Regression Analysis

To establish the predictive value of emotional intelligence and leadership style on job satisfaction, multiple regression analysis was done. Both independent variables were entered in the regression model to determine the contribution of each independent variable and their combination.

- Model fit: $R^2 = 0.48, F(2, 197) = 91.23, p < 0.001$
- Regression coefficients:
- Emotional intelligence: $b = 0.45, p < 0.001$
- Leadership style: $b = 0.38, p < 0.001$

The findings reveal that there is a combination of emotional intelligence and leadership style to explain 48 percent of the variance in job satisfaction. The two variables are important predictors, and they confirm the hypotheses of the study. The employees who have more emotional intelligence and believe that the leadership is supportive express more satisfaction with their occupation.

Moderation Analysis

In order to investigate the claim that EI makes the leadership style and job satisfaction closer, moderation analysis was conducted. A cross product (Leadership Style x Emotional Intelligence) value was calculated and added to the regression model.

- Interaction effect: $b = 0.15, p < 0.05$
- Stress-response interaction: $DR_2 = 0.02, p < 0.05$

The notable interaction shows that the interrelationship between the leadership style and job satisfaction is stronger when employees are characterized by greater emotional intelligence. That is, employing supportive leadership has a greater positive influence on job satisfaction among emotionally intelligent employees which indicates the buffering and strengthening effect of emotional competence in the employee/leader relationship.

Regression Analysis Testing Assumptions

The following assumptions were verified to make the results of regressions valid:

- **Linearity:** Scatterplots were used to show that the relationship between independent variables and job satisfaction was linear.
- **Multicollinearity:** The values of Variance Inflation Factor (VIF) were lower than 2 which means low multicollinearity.
- **Homoscedasticity:** Predicted values had the same variance across the ranks of predicted values.
- **Normal Residuals:** The histograms and the Q-Q plots revealed that the distribution of the residual values was approximately normal.

All the assumptions were adequately fulfilled, and it indicated the strength of regression results.

Summary of Findings

The statistical test is a good evidence of research hypotheses:

- Job satisfaction is positively anticipated by emotional intelligence.
- Job satisfaction is a positive predictor of leadership style.
- The effect of a leadership style on job satisfaction is moderated by emotional intelligence, which increases the positive effect it imparts.

These findings highlight the significance of psychological competence as well as the behavior of leadership in determining the attitude of employees at the workplace. Emotionally intelligent employees have a direct positive job satisfaction experience as well as a greater payoff by supportive and participative leadership styles.

Table 1: Summary of Hypothesis Testing

Hypothesis	Relationship Tested	Result	Interpretation
H1	Emotional intelligence → Job satisfaction	Supported	Higher emotional intelligence predicts higher job satisfaction
H2	Leadership style → Job satisfaction	Supported	Supportive leadership predicts higher job satisfaction
H2 (Moderation)	Leadership style × Emotional intelligence → Job satisfaction	Supported	Emotional intelligence strengthens the positive effect of leadership on job satisfaction

This discussion shows that employees who are able to control their emotions and react positively on interpersonal relationships determine workplace satisfaction not just because of leadership behavior but also because of individual employee ability. Emotional intelligence is a direct predictor and a moderator, indicating that it plays a dual role to influence positive organizational outcomes.

Discussion

The current research focused on the effects of emotional intelligence and leadership styles on employee job satisfaction with the special emphasis on the mediating effect of emotional intelligence. The findings give rich information on the combination of personal emotional competence and perceived leadership behavior to workplace satisfaction.

The results show that job satisfaction can be greatly predicted by emotional intelligence. The workers who had higher emotional intelligence were more satisfied with their workplace, and this showed in their capacity to control their emotions, stress, and have positive relationships with others. These findings are in line with the previous studies that emotional intelligence improves emotional control, resilience and social relationships that all lead to a more positive view of work experiences (Carmeli, 2003; Goleman, 1998). Emotionally intelligent workers can embrace a change of direction in an organization, interact with other workers and resolve work related problems, a fact that enhances their job satisfaction in general.

The style of leadership was also discovered to play a major role in job satisfaction. Workers who felt that their managers were supportive, participative, and motivating recorded the increased level of satisfaction. Transformational leadership, a vision-oriented, recognition- and individual consideration-oriented leadership style, seems especially useful in helping to develop positive work attitudes (Bass, 1990; Judge and Piccolo, 2004). Vice versa, strict or authoritarian leadership approaches can lead to less satisfaction because the autonomy is restricted, and the atmosphere of stress is established. These results highlight the importance of leaders in the workplace climate and work experience.

One of the most critical contributions of the current study is that it defines the moderating factor of emotional intelligence. The interaction analysis indicated that employees who have greater emotional intelligence are greater benefactors of supportive leadership on job satisfaction. This implies that effective leadership behaviors can be more interpreted, appreciated, and enjoyed by employees who are emotionally competent. Conversely, less emotionally intelligent employees might not have the same benefit of a supportive leadership because of the difficulty in managing emotions or interpersonal decoding. This moderating influence demonstrates the necessity of taking both individual and organizational dimensions into consideration when developing an intervention to increase job satisfaction.

These results correspond to the theoretical views like social exchange theory that focuses on mutual relationship of employees and leaders (Cropanzano and Mitchell, 2005). Given that employees view leaders as emotionally responsive and friendly, they tend to respond positively and thus have increased job satisfaction. Emotional intelligence can improve this mutual relationship by allowing the employees to identify and react to the leadership behavior in a suitable manner.

On the whole, the research research supports well the conclusion that emotional intelligence and leadership styles play a key role as a determinant of job satisfaction. Emotional competence is both a predictor and a moderator, which means that individual psychological resources meet organizational factors in order to determine attitudes at work. The findings are indicative that organizations that seek to enhance employee satisfaction should not only emphasize on leadership development but also provide employees with emotional intelligence skills.

Conclusion

This paper has examined how emotional intelligence and leadership styles affect job satisfaction with a moderating effect of emotional intelligence. According to the results, emotional intelligence, as well as supportive leadership, are important forecasters of job satisfaction. There is more employee satisfaction with work by employees with greater emotional intelligence and who have a positive perception of supportive leadership. Moreover, the positive influence of the leadership style is improved by emotional intelligence that proves that effectively practicing leadership benefits the employees who are also emotionally competent.

Such results explain the significance of psychological competence and leadership effectiveness in the organizational strategies. Employees are able to interpret and handle emotional dynamics at work, which makes job satisfaction to be influenced not only by the behavior of leaders but also by the employees. Companies that invest into emotional intelligence training and encourage supportive leadership will most probably have increased morale, engagement, and retention of their employees.

Recommendations

According to the results, it is possible to make several proposals of the practical recommendations:

- **Emotional Intelligence Training:** The companies are recommended to introduce training to the employees to help them improve their emotional awareness, regulation, and social skills. Individual coping, interpersonal communication, and general job satisfaction can be enhanced through such programs.
- **Leadership Development Programs:** Supervisor training should be based on supportive and participative leadership styles such as proper communication, recognition, and consideration of the individual. The practice of transformational leadership skills can have a positive impact on the work attitudes of employees.
- **Employee Support Systems:** It is possible to offer employees opportunities to practice emotional intelligence skills, support them in managing emotions, and having mentoring and conflict-resolving platforms can contribute to more positive leadership effects.
- **Integrated Approaches:** Emotional Intelligence development can be maximized through leadership training; this approach will enhance job satisfaction. The initiatives developed by organizations must focus on improving the emotional competence of the employees and the relational competence of the leaders at the same time.
- **Future Research:** Future research may also focus on the other moderators including the personality traits, organization culture, or even the job type in order to know more about how emotional intelligence and leadership styles interact under the different conditions in the work place.

With the objective of enhancing the well-being and satisfaction of the employees, these suggestions are intended to provide emotionally supportive, encouraging, and effective organizational environments.

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