

The Effect of Leaders' Emotional Intelligence and Employee Motivation on Job Satisfaction in the Ministry of Interior of UAE

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ABSTRACT

The style and characteristics of leadership become a critical factor of success at the modern workplace. However, the organizations in the government sector are struggling to maintain the satisfaction of employees at high level due to weak communication between the leaders and employees. The influence of emotional intelligence is essential for every organization seeks improving the life and career of its employees. Therefore, the aim of this study is to examine the relationships between emotional intelligent leadership, employee motivation, and job satisfaction in the ministry of interior of United Arab Emirates (UAE). Quantitative methodology was applied to test the hypothesized relationships and validate the proposed conceptual framework. Questionnaire was used to collect data from a sample of employees in the ministry. Simple random sampling technique was applied in the survey procedure. SPSS and AMOS software was utilized to conduct data analysis which is based on SEM. The results showed that emotional intelligent leadership has a significant effect on job satisfaction of ministry's employees, whereas employee motivation mediates this relationship. In addition, the result reveals that mediator1 partially mediates this relationship. The outcome of this paper contributes to the theory of motivation and satisfaction of human resources at the workplace and provide novel evidence on the substantial role of emotional intelligent leadership in fostering the well-being of employees. Therefore, government organizations and policymakers in the UAE sector should consider the findings of this study in developing strategic future plans for developing the level of satisfaction and motivation among the workforce.

Keywords: Leaders' Emotional Intelligence, Employee Motivation, Job Satisfaction

1. Introduction

The power of leaders to inspire followers and bring about good change within an organization is one of the factors contributing to success in the workplace today. Particularly if it is ingrained in leadership styles, emotional intelligence may be very helpful in motivating people (Maitha et al., 2021). The capacity to evaluate and regulate the feelings oneself as well as those of others is referred to as emotional intelligence. According to Sandi and Nermin (2020), emotional intelligence may have a significant impact on organizational output. Since emotional intelligence encourages a deliberate focus on three areas—awareness of others, consciousness of oneself, and consciousness of context—it deserves critical analysis and scientific measurement. While using emotional intelligence in the workplace is one of the success elements, organizations are quick to embrace new tactics in order to succeed (Haitham et al., 2021). Since the abilities of leaders to get along with others is a key indicator of good leadership in an organization, demonstrating emotional intelligence to coworkers has a significant effect on them (Batool, 2013). In order to further demonstrate emotional effectiveness and foster positive working relationships, leaders and managers are required to have specialized abilities in emotional reflection (Pradhan & Jena, 2017). By establishing enduring and beneficial relationships across departments, leaders with these abilities may effectively manage the company culture and promote improved cooperation (Batool, 2013). Additionally, this enhances connections at work and helps with client retention and responsibility (Ghazal et al., 2021). Individuals' job happiness is correlated with emotional intelligence. An individual with great emotional intelligence has a favorable outlook on the company. High emotional intelligence leaders have the potential to improve work satisfaction, lower stress levels, and strengthen company commitment.

An organization's entire performance depends heavily on emotional intelligence leadership, especially when it comes to staff engagement and work happiness. These problems and difficulties are particularly relevant in the UAE's Ministry of Interior because of the demanding and varied nature of the workplace. Leaders with emotional intelligence are more likely to recognize and respond to the wants and worries of their staff, which eventually boosts motivation and work satisfaction. In light of this, it's critical to address the particular problems and difficulties that might come up while putting emotional intelligence leadership techniques into reality. Leaders may successfully customize their strategy to foster an emotional intelligence culture and, eventually, increase employee job satisfaction by knowing the particular characteristics of this company and the varied workforce that works there. Navigating these particulars calls for a thorough comprehension of the particular dynamics at work in the ministry as well as a dedication to creating a helpful and upbeat workplace culture. Since the research has not well articulated the connection between leaders' emotional intelligence and job satisfaction from the perspective of employee motivation, there is a deficiency in the literature about the alignment of these concepts and their integration into a single framework. Therefore, by comprehending how employee motivation manifests its influence between intelligent leadership

and work happiness in the UAE Ministry of Interior, this study fills in these gaps and tackles these concerns. To that end, the aim of this study to examine the effect of leaders' emotional intelligence on job satisfaction, as well as investigate the mediating role of employee motivation on the relationship between leaders' emotional intelligence and job satisfaction in the ministry of interior of UAE.

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is a person's perception of how they feel about their work and whether they enjoy it or not (Boamah, 2018). According to others, job satisfaction is a more complicated idea that includes a range of intricate psychological reactions to work (Hulin et al., 2003). There are differences in how people feel about their jobs (Thompson, 2013) and how they perceive them (Castaneda & Scanlan, 2014). In the same vein, there is no universal definition for the idea of job satisfaction. Because of this, many scholars have their own definitions of what job satisfaction is. For example, "job satisfaction" is defined as a cheerful or pleasant mental state that comes from people's enjoyment of their own work or experiences (Erida, 2018). The total work evaluation of a company is frequently used to describe job satisfaction. Likewise, job satisfaction may be considered of as a motivator that alters the culture of the company, which boosts worker productivity and service quality. Although it is a critical component, it is never satisfied at any one time and is very challenging to ascertain (Dorothea, 2015). Many factors, including financial compensation, career progression, recognition, team dynamics and supervision, and perks, have an impact on job satisfaction (Rai, 2019). Things that are easy to measure and measurable, including productivity and financial performance, are typically measured by organizations (Thiagaraj, 2017). Job satisfaction is a crucial yet challenging-to-measure characteristic in service firms (Uysal, 2017). On the other hand, other scholars think that happy employees should be satisfied employees. These workers are more considerate and offer superior customer service at work (Paul, 2013). According to Zhu (2013), a contented person is always a contented employee. Consequently, the degree of employee satisfaction has been used to gauge work satisfaction (Boamah, 2018).

A novel definition of job satisfaction was put out by Gopinath and Kalpana (2020) in this context. They claimed that job satisfaction is comprised of three dimensions: cognitive (intellectual), affective (emotional), and behavioral. Individual differences exist in the degree to which work satisfaction assessments evaluate emotional feelings or cognitive judgments of the job (Qasimov & İsrayılova, 2017). Employees' emotional response to their employer is reflected in the subjective concept of affective work satisfaction (Castaneda & Scanlan, 2014; Spector, 2008; Thompson, 2012). Therefore, affective job satisfaction gauges how happy or pleasurable a

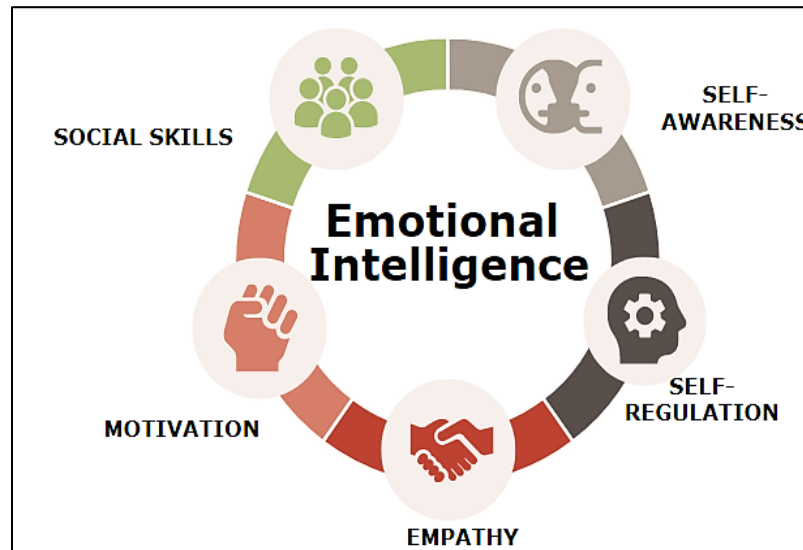
person is with their work overall. However, a more rational and subjective indicator of job satisfaction is cognitive job satisfaction (Kalleberg, 2013). When two or more aspects of a work are analyzed simultaneously, cognitive job satisfaction cannot be multidimensional and cannot be dimensional (Lam & Cheung, 2024). Cognitive job satisfaction gauges how much an employee believes their workplace benefits them and can assist them in achieving their own objectives, as opposed to evaluating how much joy or satisfaction they derive from a specific area of their employment. Though the two ideas are not the same and do not always have the same causes and effects, they are connected because they are both influenced by people's thoughts. Cognitive job satisfaction may aid an employee in achieving affective job satisfaction (Castaneda & Scanlan, 2014; Kumari, 2014). Job satisfaction may also be seen in the context of how an employee's work experience or quality of work life impacts them (Uysal, 2017). Leaders and managers may consider other crucial aspects, such as workers' perceptions of their company, by having a better understanding of job satisfaction (da Cruz Carvalho et al., 2020).

2.2. Emotional Intelligence

Emotional intelligence has lately attracted a lot of scientific interest, especially in the field of psychology (Suleman et al., 2020). It is regarded as an essential element of psychological health and a successful existence. People with emotional intelligence are aware of this and utilize their reasoning to control their emotions rather than letting them control them. Emotional intelligence has grown in importance in recent decades as a measure of an individual's knowledge, skills, and talents in the personal, professional, and educational spheres (Grobler et al., 2017). According to research, mastery of emotions evolves with time and emotional abilities are taught and learnt (Levitats et al., 2017). It is simpler to comprehend and assess the sentiments of others when one is aware of one's own feelings. According to recent research, pleasant emotions result in increased productivity and wise choices in both personal and professional spheres (Manoranjan, 2018). Applying emotional intelligence makes people more suited to their environment (Mahdi et al., 2021). A person who is emotionally fit will be able to identify, experience, value, and communicate human emotions in a healthy and productive way (Dadich & Olson, 2017). As a result, emotional intelligence is a crucial requirement for success in both the personal and professional spheres. Researchers employ emotional intelligence as a metric to comprehend how it contributes to increased work satisfaction (Sunita et al., 2016). The significance of employee job satisfaction for organizational success has prompted researchers to examine the elements that may contribute to a greater level of job satisfaction, including motivation, self-regulation, social skills, and self-awareness (Baker, 2018), as illustrated in Figure-1. In order to manage their own behaviors through other people's networks, people often need to be able to communicate and relate to others (Dadich & Olson, 2017). It is impossible to separate people's emotions from their reactions in any aspect of life or job (Saud, 2019). Instead of being told to control their emotions,

expressively aware people recognize and make use of their sentiments (Nemah, 2019). In their daily lives, almost everyone experiences and connects their ideas and perceptions. Passions offer valuable insights on families, behaviors, and other aspects of our surroundings (Baker, 2018).

Figure-1. The factors of emotional intelligence (Baker, 2018)



2.3. Employee Motivation

The motivation of employees is an important topic at all times. A key component in the Motivation is essential in the workforce (Jain et al., 2019). Because employee motivation is crucial to their performance and productivity, there has been a surge in study on the topic during the past ten years. Additionally, researchers believe that there are several intrinsic or extrinsic connections between motivational elements and work satisfaction (Girdwichai & Sriviboon, 2020). Employee motivation is the most crucial factor in maximizing a business's potential, particularly in the current day when globalization impacts practically every firm and forces them to retain their market place. Every firm therefore aims to manage its people resources effectively in order to maintain their motivation. To put it another way, motivation is a key component that pushes people to perform at their highest level and support their business in achieving its goals. While negative inspiration will lower employees' motivation and involvement in their job, strong positive inspiration will empower them (Jain et al., 2019). Both internal factors that drive human action and external cues that might serve as incentives to carry out certain activities are connected to motivation, according to Mikkelsen et al. (2017). Additionally, they asserted that three actions—direction, force, and duration—are influenced by motivation. Organizations may therefore better explain and predict individual emotions as well as the cognitive and behavioral patterns displayed by various workers by having a better understanding of the motivational styles

of their varied workforce (Hsiung & Tsai, 2017). According to Kanfer et al. (2017), motivation encompasses typical issues including objectives, needs, rewards, aspirations, and desires. Cameron and Green (2019) define motivation as the inner drive that gives people the energy, they need to accomplish both personal and organizational goals. Intrinsic motivation, or the degree of motivational state in which people are drawn to and inspired by the activity itself, lies at the heart of the importance of motivation in attaining success in the workplace (Beal, 2017). Accordingly, the process of starting and sustaining goal-directed performance has been characterized as work motivation (Larsson et al., 2018). People's competence and skill learning may be influenced by their motivation, claim Cameron and Green (2019). According to a different perspective, Jacoby (2018) said that the very nature of work itself might inspire workers to increase their output. However, motivation is typically associated with the ego rather than the work (Durodolu, 2016). Regarding this, Breugh et al. (2018) propose that there are two acknowledged forms of employee motivation: intrinsic motivation and extrinsic motivation. Individuals with extrinsic motivation are not motivated to perform strange jobs; instead, they prepare in order to obtain additional rewards, such pay raises or promotions, as well as recognition from their supervisors (Larsson et al., 2018). Individuals that possess intrinsic motivation, on the other hand, are self-motivated or inwardly driven and do not need extra rewards, compensation, or other perks to perform optimally.

In sum, studying employee motivation in the ministry of interior is important for several reasons. Firstly, the ministry of interior plays a crucial role in maintaining law and order within a country. The effectiveness and efficiency of its operations heavily rely on the motivation and dedication of its employees. Understanding what drives and motivates these individuals can help identify areas for improvement and enhance overall performance. Additionally, a motivated workforce is more likely to go above and beyond their assigned duties, leading to increased productivity and better outcomes for the ministry and the community it serves. By delving into the factors that influence employee motivation such as leadership style, the ministry can implement strategies such as recognition and rewards programs, professional development opportunities, and a supportive work environment. These initiatives can foster a positive and motivating atmosphere, encouraging employees to reach their full potential and contribute their best efforts to the ministry's goals. Ultimately, by regularly assessing and addressing employee motivation, the ministry can create a culture of continuous improvement, ensuring long-term success and fulfilment for both the organization and its dedicated workforce.

3. Hypotheses Development

3.1. Emotional Intelligence and Job Satisfaction

Leaders who possess high emotional intelligence have been shown to have a positive impact on the overall job satisfaction of their team members. This is because leaders with strong emotional intelligence are better able to understand and manage their own emotions, as well as effectively navigate and empathize with the emotions of others (Muchsinati, 2023). As a result, employees feel more supported, valued, and understood in their roles, leading to higher levels of job satisfaction and overall well-being in the workplace. In addition, leaders with high emotional intelligence are able to create a more positive and inclusive work environment, which can further contribute to job satisfaction (Saha et al., 2023). By fostering open communication, trust, and respect, these leaders are able to build stronger relationships with their team members and create a sense of belonging within the organization. Ultimately, when employees feel appreciated and respected by their leaders, they are more likely to feel satisfied and fulfilled in their roles, leading to increased productivity and overall success for the team and the company as a whole (Winton, 2022). The review of literature revealed that emotional intelligence of leaders and job satisfaction of employees are connected (Navas & Vijayakumar, 2018; Feyerabend et al., 2018; Alzyoud et al., 2019). A person can have the best training, an analytical mind, and a limitless supply of ideas, but leaders cannot influence their subordinates unless they have good emotional intelligence skills. Given that the leadership profession entails understanding, empathy, and care, Job satisfaction is influenced by emotional, intellectual, and behavioral factors. The emotional variable relates to emotions related to work, such as weariness, tension, or joy. The cognitive or intellectual variable refers to beliefs about one's occupation, i.e., the belief that one's vocation is reasonably demanding and risky (Suleman et al., 2020). In addition, emotional intelligence has an indirect effect on performance through job satisfaction and a caring climate (Navas & Vijayakumar, 2018). In sum, emotional intelligence is extremely necessary in functioning leadership positions, as leaders wish everybody to fulfill individual and collective responsibilities effectively, while job satisfaction has a direct association with individuals' success (Suleman et al., 2020). Thus, it has been found that emotional intelligence and job satisfaction are related. As a result, this study assumes that excellent emotional intelligence among leaders will have a favorable impact on employee job satisfaction. As a result, in order to cope with challenges linked with the mission of the Ministry of Interior in the UAE, leaders who have emotional intelligence skills should affect the level of job satisfaction of subordinates. This study will test the following hypothesis statement based on this claim:

Hypothesis 1:

"Leaders' Emotional Intelligence has a significant effect on job satisfaction"

3.2. Emotional Intelligence and Employee Motivation

Leaders who possess high emotional intelligence are better equipped to understand and connect with their employees on a deeper level. This ability to empathize and communicate effectively can have a profound impact on employee motivation (A'yuninnisa et al., 2024). Leaders who have good emotional intelligence will be better able to motivate their employees (Harahap et al., 2023). In other sense, individuals are more likely to feel motivated to give their best efforts when they feel heard, understood, and valued by their leaders who possess a degree of emotional intelligence (Rubio et al., 2022). Additionally, leaders with high emotional intelligence are better able to manage their own emotions and handle challenging situations in a way that inspires and motivates their team. This creates a positive work environment where employees feel supported and encouraged to excel. In other words, leaders with high emotional intelligence can foster a culture of trust and collaboration within their teams. By being able to relate to their employees on a personal level, they can create a sense of belonging and loyalty among their team members. This, in turn, leads to increased productivity and motivation among the employees (Tanjung, 2022). In essence, emotional intelligence is a critical skill for leaders looking to create a motivated and engaged workforce. The literature reveals that leaders who have emotional intelligence skills motivate their followers. In fact, emotional intelligence contributes to change in leadership (Issah, 2018). Self-motivation is an essential component of emotional intelligence. Hence, leaders who are emotionally intelligent have the ability to motivate themselves and others as well. This assumption has been found to be true; e.g., the relationship between emotional intelligence and leadership efficacy has been investigated by Orozco and Marasigan (2021) to understand how these two concepts motivate and persuade groups of followers to embrace the work. They found that those leaders used their emotional intelligence and social abilities to encourage their followers and motivate them to achieve high levels of performance. Moreover, emotionally intelligent leaders have the social skills to allow followers to gain significant knowledge of other group members' attitudes, aspirations, and interests, which should influence them by comprehending and resolving followers' unstated needs and generating goals that may be accepted by them (Srivastava, 2013). Based on the aforementioned arguments, the empirical evidence supports the notion that emotional intelligence and leadership style are related and confirms the positive effect of emotional intelligence on follower attitudes and performance (Görgens-Ekermans & Roux, 2021). In other words, emotional intelligence is the basis for the development of organizational leadership and leads to tremendous positive changes in the followers' lives as they focus on achieving high levels of morality and motivation (Semenets-Orlova et al., 2021). Thus, emotionally intelligent leaders possess high self-confidence and self-motivation to display confidence in their followers, which acts as a motivational factor for followers. Accordingly, this study will test the following hypothesis statement to understand the relationship between leaders' emotional intelligence and employee motivation in the ministry of interior of the UAE.

Hypothesis 2:

“Leaders’ Emotional Intelligence has a significant effect on employee motivation”

3.3. Employee Motivation and Job Satisfaction

When employees feel motivated in their work, they are more likely to feel satisfied with their job and perform at a higher level (Agustiar & Hazriyanto, 2024). Motivated employees are also more likely to be engaged in their work and have a positive attitude towards their tasks and responsibilities. This can lead to increased productivity, better teamwork, and overall success for the organization (Hapsara & Ahmadi, 2024). Employee motivation can come from a variety of sources, such as recognition, rewards, opportunities for growth and development, and a supportive work environment. By prioritizing employee motivation, organizations can create a positive and fulfilling work culture that benefits both employees and the company as a whole and achieve satisfaction among the employees (Prayudi & Komariyah, 2023). When employees are motivated through incentives for example, they feel valued and appreciated, also they are more likely to go above and beyond in their roles and contribute significantly to the company's success because they are satisfied (Suci et al., 2023). In other words, motivated employees tend to have higher job satisfaction and lower turnover rates, which can save the organization time and resources in recruiting and training new employees. Ultimately, investing in employee motivation can have a ripple effect on all aspects of the business, leading to increased profitability and sustainability in the long run. The study of Pancasila et al. (2020) also found significant correlations between work motivation and leadership and job satisfaction. In this sense, one important reason that drives individuals to work is the need to meet their goals. Every organization must consider its employees' needs and expectations, as well as their abilities and skills and how they intend to work in the future. If the organization recognizes the needs of employees, it will be simple to place the employee in the proper position to have productive staff (Newstrom, 2014); e.g., research that was achieved by Araslı et al. (2014) revealed a significant positive association between intrinsic motivation and job satisfaction. While the presence of extrinsic motivations through incentives and rewards will make employees feel satisfied with their work, employees who are satisfied will work efficiently towards their obligations and responsibilities, thereby improving employee performance (Pancasila et al., 2020). As a result, it is suggested that the employees in the ministry of interior of the UAE, if they get extrinsic motivation elements such as professional development opportunities, higher pay, and recognition, will be satisfied with their work regardless of intrinsic motivation. Hence, this study asserted that both employee motivation and job satisfaction have a significant effect on job satisfaction. To confirm this assumption, the following hypothesis statement will be tested:

Hypothesis 3:

“Employee motivation has a significant effect on job satisfaction”

4. Research Methodology

This study applied quantitative methods to analyze relationships between Leaders’ Emotional Intelligence, Employee Motivation, Job Satisfaction. The population is the employees in the ministry of interior of UAE. Data instrument is self-administrated questionnaire. The data collection has been conducted on a sample of 400 employees. Simple random sampling technique has been applied in the survey procedure. SPSS/AMOS software is deployed to conduct data analysis. SEM is principal approach used to conduct data analysis and test the hypothesis of this study.

5. Result and discussions

Data analysis results indicate findings that address the study's research questions. Testing hypotheses should provide evidence for the existence and intensity of effects, hence answering research questions. This study is carried out in stages, beginning with path analysis to determine the importance of direct links between emotional intelligent leadership, employee motivation, and job satisfaction within the suggested framework (Akoglu 2018). To that aim, unstandardized coefficients are used to validate and accept hypotheses, whereas standardized coefficients (Beta) are used to quantify the strength of the interrelationships between the aforementioned constructs inside the structural framework. The output data in Table-1 shows the magnitude of correlations between emotional intelligent leadership and employee motivation (beta = 0.66), emotional intelligent leadership and work satisfaction (beta = 0.65), and lastly job satisfaction and employee motivation (beta = 0.52). The values and magnitudes of beta between the constructs, as well as between the constructs and their relevant dimensions, indicate a moderate degree of linkages between them.

Table-1. Standardized regression coefficients and significance of relationships

Hypothesis Statement	Directions of effects	Beta	C.R	Sig.	Result
H1: Emotional intelligent leadership has a significant effect on job satisfaction	Emotional intelligent leadership → job satisfaction	0.65	4.14	0.00	Supported
H2: Emotional intelligent leadership has a significant effect on employee motivation	Emotional intelligent leadership → employee motivation	0.66	5.23	0.00	Supported

H3: Employee motivation has a significant effect on job satisfaction	Employee motivation → job satisfaction	0.52	3.51	0.00	Supported
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To test the hypothesis, the p-value indicates how probable the observed data is to have occurred under the null hypothesis. If the p-value is less than the criterion of significance (usually $p < 0.05$), this study rejects the null hypothesis. In other words, the alternative hypothesis holds true. To support the hypotheses, the Critical Ratio (C.R) is used to assess the significance level of unstandardized regression coefficients (Hair et al., 2019). To validate hypotheses and achieve research objectives, two criteria are used: (1) if $C.R \geq 1.96$ for a specific relationship, then a hypothesis is accepted (i.e., $p < 0.05$); otherwise, the hypothesis should be rejected, and (2) the estimate path coefficient for a relationship is significant at the 0.05 cut-off.

According to Table-1, Hypothesis (H1) is supported, indicating that "leaders' emotional intelligence has a significant effect on job satisfaction" (Sig. = 0.00, C.R = 4.14 > 1.96). This research suggests that there is a high association between leaders' emotional intelligence and employee job satisfaction in the UAE's Ministry of Interior. This lends credence to the premise that ministry leaders with higher emotional intelligence are better able to comprehend and connect with their team members, resulting in improved work satisfaction. Moving forward, it will be critical to investigate how leaders may build and improve their emotional intelligence in order to favorably affect employee happiness and overall organizational performance. By giving leaders the tools and strategies, they need to increase their emotional intelligence, they may establish a more pleasant work atmosphere and stronger relationships with their team members. Hypothesis (H2) is examined. The hypothesis (H2) is accepted, indicating that "leaders' emotional intelligence has a significant effect on employee motivation" (Sig. = 0.00, C.R = 5.23 \geq 1.96). This research suggests that leaders' emotional intelligence has a significant impact on staff motivation inside the UAE's Ministry of Interior. Leaders with strong emotional intelligence are better able to understand and connect with their staff, resulting in higher levels of motivation and job satisfaction. By identifying and adopting hypothesis (H2), businesses may focus on building and cultivating emotional intelligence qualities in their leaders, resulting in a more positive and productive work environment. Furthermore, these findings indicate that investing in emotional intelligence training for leaders has a direct influence on staff engagement and performance. Prioritizing the development of emotional intelligence allows firms to establish an environment of empathy, communication, and cooperation among their employees. As a result, the UAE Ministry of Interior may see higher productivity, better decision-making, and overall success.

Hypothesis (H3) was accepted, indicating that "employee motivation has a significant effect on job satisfaction" (Sig. = 0.00, C.R = $3.51 \geq 1.96$). This finding suggests that there is a high correlation between employee motivation and work satisfaction at the UAE's Ministry of Interior. This study lends credence to the premise that raising employee motivation might increase job satisfaction inside the firm. This positive correlation suggests that investing in strategies to boost employee motivation could lead to higher levels of job satisfaction and overall employee well-being in the ministry. Organizations must realize the importance of employee motivation in guaranteeing work happiness and productivity. By implementing programs and initiatives that focus on boosting motivation levels, the Ministry of Interior in the UAE can create a more positive work environment for its employees. This can result in higher levels of work satisfaction, enhanced staff retention, and better performance outcomes.

6. Conclusions

This study set out to examine the effect of leaders' emotional intelligence and employee motivation on job satisfaction in the Ministry of Interior of the United Arab Emirates. The results provide strong empirical evidence that emotional intelligence in leadership significantly enhances job satisfaction among employees. Leaders who demonstrate higher emotional intelligence are more capable of understanding, managing, and responding to the emotional needs of their employees, which in turn fosters a more positive and supportive work environment. Furthermore, the findings confirm that employee motivation serves as a partial mediator in this relationship. This suggests that emotionally intelligent leaders not only have a direct positive impact on job satisfaction but also indirectly influence it by enhancing employees' motivation levels. Motivated employees are more engaged, committed, and likely to experience satisfaction in their roles. These insights contribute meaningfully to the theoretical frameworks surrounding motivation and job satisfaction, particularly in public sector settings where challenges such as rigid structures and bureaucratic processes can hinder employee well-being. The study reinforces the idea that emotional intelligence should be recognized as a core leadership competency in government organizations, as it plays a pivotal role in improving employee morale and satisfaction. From a practical standpoint, the findings highlight the need for policymakers, human resource managers, and leadership development programs in the UAE government sector to prioritize the cultivation of emotional intelligence in their leaders. By doing so, organizations can strengthen internal communication, enhance employee motivation, and ultimately achieve higher levels of job satisfaction, which contributes to better performance and service delivery. Finally, while the study provides valuable contributions, future research could broaden the scope by examining other potential mediators or moderators, such as organizational culture, work-life balance, or leadership style variations. Additionally, comparative studies

across other ministries or private sector organizations would help to validate and extend the generalizability of these findings.

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