

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

Mr. Mubasher Munir

Ph.D. Scholar, Department of Public Administration, Faculty of Social Sciences,
University of Sindh, Sindh, Pakistan.

Dr. Ayaz Ahmad Chachar

Associate Professor, Department of Public Administration, Faculty of Social Sciences,
University of Sindh, Sindh, Pakistan.

Dr. Hamadullah Kakepoto

Professor, Department of Public Administration, Faculty of Social Sciences,
University of Sindh, Sindh, Pakistan.

Received on: 22-07-2024

Accepted on: 20-08-2024

Abstract

Leadership support within an organization plays a crucial role in strengthening the employees' connection to the organization. The significance of job satisfaction plays a crucial role in assessing the performance and success of the public sector. Employees in the public sector encounter various challenges within their work environment, which can impact their job satisfaction, productivity, and overall well-being. Elements such as inadequate leadership support, diminished self-efficacy, and insufficient emotional intelligence may lead to decreased job satisfaction among public sector employees. This research study aims to examine the relationship between leadership style, emotional intelligence, self-efficacy and job satisfaction public sector employees. The objective of the study is 1) To examine the relationship among leadership style, emotional intelligence, self-efficacy and job satisfaction public sector employees. Whereas, the Hypothesis described is 1) There is no significant relationship among leadership support, emotional intelligence, self-efficacy and job satisfaction public sector employees. This research study was conducted using a descriptive type with a quantitative approach. The researcher proposes a population of employees engaged in the public sector. The researcher determined a sample size of 400 for questionnaire distribution, with a target of 250 completed responses required for analysis. The five-point Likert scale was developed and utilized to gather data from respondents. The respondents were assured that the data would be utilized solely for the purposes of this research study. The collected data after analysis revealed that there is a strong correlation between the variables such as, leadership style, emotional intelligence, self-efficacy and job satisfaction. The

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

leaders with effective leadership style can run the organizational matters smoothly with highest productivity. Those leaders who have the skills to deal with the emotions of the employees can develop their self-efficacy and inspire that brings jobs satisfaction among them resulting better organizational productivity.

Keywords: leadership support, emotional intelligence, self-efficacy, job satisfaction public sector, employees

INTRODUCTION

Leaders develop a collective vision for the future that consistently embodies positivity and value. The leaders' interpersonal skills facilitate alignment among the entire team. They articulate their vision to motivate their team and assist them in comprehending the organizational issues. Job satisfaction plays a crucial role in determining the performance and success of the public sector across various fields of life. Employees in the public sector encounter various challenges within their work environment, which can influence their job satisfaction, productivity, and overall well-being. Elements like inadequate leadership support, diminished self-efficacy, and insufficient emotional intelligence may lead to decreased job satisfaction among public sector employees (Jordan, & Troth, 2021).

Emotional intelligence encompasses the capacity to comprehend and regulate both personal emotions and the emotions of others. It has been demonstrated to be an essential element in job satisfaction and performance within the public sector. Leadership support pertains to the extent of guidance, assistance, and feedback that employees obtain from various levels of leadership. Research indicates that it significantly influences job satisfaction among employees (Podsakoff et al., 2007). Self-efficacy refers to the confidence in one's capability to successfully execute a task, and it is intricately linked to job satisfaction and overall work performance (Gupta, Singh, & Kumar, 2017).

Although these factors are significant, there is a scarcity of research examining the relationship between leadership support, emotional intelligence, self-efficacy, and job satisfaction within the public sector. The objective of this study is to examine the influence of emotional intelligence, leadership support, and self-efficacy on job satisfaction within the public sector workforce (Clarke, & Mahadi, 2017).

Job satisfaction is an essential element that can influence the overall well-being and productivity of employees, especially in the public sector. In the public sector, employees frequently operate in high-pressure environments that can influence their job satisfaction. Support from leadership, emotional intelligence, and self-efficacy are three essential factors that can impact job satisfaction among public sector employees. Although research exists regarding the individual effects of these factors on job satisfaction, additional investigation is required to gain a comprehensive understanding of their combined impact (Afifah, Sari, Anugerah, & Sanusi, 2015).

This study seeks to enhance the understanding of the elements that affect job satisfaction among public sector employees through a thorough examination of these factors. This study's findings can inform the development of interventions and strategies aimed at enhancing emotional intelligence, leadership support, and self-efficacy among public sector employees, ultimately leading to improved job satisfaction and overall work performance in the public sector. This research seeks to address the existing gap in literature by offering insights into the significance of leadership support, emotional intelligence, and self-efficacy in enhancing

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

job satisfaction among public sector employees.

PROBLEM STATEMENT

This study addresses the insufficient research concerning leadership support, emotional intelligence, self-efficacy, and job satisfaction among public sector employees. This issue is notably important considering the difficulties encountered by the public sector in Punjab province of Pakistan, which may lead to diminished job satisfaction among employees. A comprehensive understanding of the factors that enhance job satisfaction among public sector employees in Punjab province of Pakistan can guide the formulation of interventions and strategies aimed at improving employee well-being and overall work performance in the public sector. This study seeks to explore the relationship between leadership support, emotional intelligence, self-efficacy, and job satisfaction among public sector employees in Pakistan. The study aims to enhance the current body of literature by offering insights into the factors that affect job satisfaction among public sector employees. It will also guide the creation of interventions and strategies designed to improve employee well-being and overall work performance within the public sector.

OBJECTIVE:

1) To examine the relationship among leadership style, emotional intelligence, self-efficacy and job satisfaction public sector employees. Whereas, the

HYPOTHESIS:

1) There is no significant relationship among leadership style, emotional intelligence, self-efficacy and job satisfaction public sector employees.

REVIEW:

Support from leadership plays a vital role in enhancing job satisfaction for employees across various sectors, including the public sector. Individuals with extensive experience in the organizational hierarchy serve as leaders in the public sector, often taking on roles such as supervisors, managers, executives, and higher officials. They not only guide the team, organization, or sector but also assist employees in attaining job satisfaction, resulting in enhanced performance. A study revealed that leadership support significantly enhances job satisfaction among public sector employees. Research indicates that employees benefiting from substantial leadership support tend to report increased job satisfaction, enhanced commitment, and reduced turnover rates (Podsakoff, LePine, & LePine, 2017).

Emotional intelligence is recognized as a significant factor influencing job satisfaction among employees in the public sector. A study conducted by Singh and Gupta (2017) indicates that emotional intelligence is significantly positively correlated with job satisfaction among public sector employees. Individuals possessing elevated emotional intelligence tend to encounter reduced stress levels, enhanced interpersonal relationships, and increased job satisfaction (Jordan & Troth, 2011). Self-efficacy, defined as the belief in one's capability to successfully execute a task, has been shown to have a strong correlation with job satisfaction and overall work performance. A study indicates that self-efficacy is significantly positively correlated with job satisfaction among public sector employees. Research indicates that employees

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

exhibiting elevated self-efficacy tend to report enhanced job satisfaction, motivation, and performance (Nielsen et al., 2009).

The current body of literature indicates that leadership support, emotional intelligence, and self-efficacy are essential elements in enhancing job satisfaction among public sector employees. The identified factors can inform the development of interventions and strategies aimed at enhancing employee well-being, job satisfaction, and overall work performance within the public sector (Sari, Suwarno, & Sofyan, 2018).

Although emotional intelligence, leadership support, and self-efficacy are crucial in enhancing job satisfaction among public sector employees, there is a scarcity of studies investigating their collective impact. A study conducted by Sari et al. (2018) revealed that emotional intelligence, leadership support, and self-efficacy significantly enhance job satisfaction among employees in the public sector. Furthermore, the study revealed that self-efficacy influences the connection between emotional intelligence and job satisfaction, while leadership support affects the relationship between self-efficacy and job satisfaction (Zampetakis, & Moustakis, 2011).

The public sector plays a crucial role in the Punjab province of Pakistan, employing a substantial segment of the workforce. Nonetheless, the public sector encounters various challenges, including inadequate working conditions, insufficient job security, and low compensation, all of which can impact employee satisfaction, productivity, and overall well-being. Elements such as leadership support, emotional intelligence, and self-efficacy are essential in enhancing job satisfaction among public sector employees in various countries. Punjab is the largest province of Pakistan regarding its population and various activities. Nonetheless, the understanding of how these factors impact job satisfaction among public sector employees (Nielsen, Yarker, Randall, & Munir, 2019).

Numerous studies have explored the impact of leadership support, emotional intelligence, and self-efficacy on job satisfaction across different contexts; however, there remains a limited comprehension of how these elements affect job satisfaction specifically among public sector employees. The majority of current research on this subject has concentrated on various industries, sectors, or countries, leaving a notable gap in understanding the specific challenges encountered by public sector employees.

Furthermore, although there exists some literature on job satisfaction, there is a scarcity of studies that have specifically examined the influence of emotional intelligence, leadership support, and self-efficacy on enhancing job satisfaction within this context. Consequently, a notable research gap exists in the literature regarding the factors that affect job satisfaction among public sector employees in Punjab Province of Pakistan, especially concerning leadership support, emotional intelligence, and self-efficacy (Miao, Humphrey, & Qian, 2017). The identified research gap is notably important considering the challenges encountered by the public sector in Punjab Province of Pakistan, such as inadequate working conditions, insufficient job security, and low wages, all of which can considerably impact employee job satisfaction and overall well-being. An enhanced comprehension of the elements that foster job satisfaction within the public sector of Punjab Province, Pakistan, can guide the formulation of interventions and strategies aimed at improving employee well-being and overall work performance in this sector (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2018).

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

This study seeks to fill the existing research gap by examining the impact of emotional intelligence, leadership support, and self-efficacy on job satisfaction among public sector employees in Punjab Province, Pakistan. The findings of the study can enhance the current literature on job satisfaction and guide the creation of specific interventions and strategies aimed at improving employee well-being within the public sector of Punjab Province, Pakistan.

RESEARCH METHODOLOGY

This research study was conducted using a descriptive type with a quantitative approach. The researcher proposes a population of employees engaged in the public sector. The researcher determined a sample size of 400 for questionnaire distribution, with a target of 250 completed responses required for analysis. The five-point Likert scale was developed and utilized to gather data from respondents. The respondents were assured that the data would be utilized solely for the purposes of this research study. The inferential statistics was applied to get the better results of the correlation of multiple variables.

Multiple Correlation

| | | Correlations | | | |
|----|---------------------|--------------|--------|--------|--------|
| | | LS | EI | SE | JS |
| LS | Pearson Correlation | 1 | .786** | .726** | .395** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 250 | 250 | 250 | 250 |
| EI | Pearson Correlation | .786** | 1 | .824** | .373** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 250 | 250 | 250 | 250 |
| SE | Pearson Correlation | .726** | .824** | 1 | .339** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 250 | 250 | 250 | 250 |
| JS | Pearson Correlation | .649** | .612** | .389** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 250 | 250 | 250 | 250 |

** . Correlation is significant at the 0.01 level (2-tailed).

The multiple correlation statistics disclosed the strong correlation among the variables it reveals that the variables are strongly correlated which demonstrates a strong bond among the variables. It advocates a strong correlation in mentioned variables such as, leadership support, emotional intelligence, self-efficacy and job satisfaction. The heads of the institutions having a strong grip and command over the leadership can inspire their subordinates with leadership support, emotional intelligence, self-efficacy and job satisfaction. The skilled leaders can prove to be effective in terms of organizational productivity with their team work. These leaders inspire their and develop trust and satisfy them in working in the organization with zeal and zest.

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

FINDINGS

The analysis of the collected data indicated a significant correlation among the variables, including leadership support, emotional intelligence, self-efficacy, and job satisfaction. Leaders who employ an effective leadership style can manage organizational matters efficiently, resulting in maximum productivity. Leaders who possess the ability to manage employee emotions can enhance self-efficacy and inspire job satisfaction, ultimately leading to improved organizational productivity.

It emphasizes a significant relationship among the identified variables, including leadership support, emotional intelligence, self-efficacy, and job satisfaction. The leaders of the institutions, possessing a firm grasp and authority over their roles, have the ability to motivate their subordinates through support, emotional intelligence, self-efficacy, and job satisfaction. Effective leaders can significantly enhance organizational productivity through their collaboration with the team. These leaders inspire their teams, foster trust, and engage them in their work within the organization with enthusiasm and dedication. The results of this study are corroborated by Zampetakis, L. A., & Moustakis, V. (2011). The emotional intelligence traits of managers and group outcomes indicate that the attributes of emotional intelligence in managers are closely linked to organizational productivity. Organizational leaders who possess a strong grasp of human resource management can motivate their subordinates through effective leadership support, emotional intelligence, self-efficacy, and job satisfaction.

CONCLUSION

The research study's results concluded a strong correlation among variables including leadership support, emotional intelligence, self-efficacy, and job satisfaction. The leader of the organization plays a crucial role in managing operations efficiently, fostering trust and satisfaction among subordinates, and enabling them to perform their duties effectively. Leaders who possess the ability to manage employee emotions can enhance self-efficacy and inspire job satisfaction, ultimately leading to improved organizational productivity.

RECOMMENDATIONS

Study recommendations are as bellows:

The emotional intelligence of managers in both blue and white-collar environments should be acknowledged as a key factor affecting employee job satisfaction.

Managers with transformational leadership qualities can effectively motivate employees across various environments, influencing their capacity to work diligently and deliver positive outcomes for the organization.

The emotional intelligence of managers is directly linked to their transformational leadership qualities, which should be fostered and trusted in both blue- and white-collar environments. The emotional intelligence exhibited by managers varies across different working environments; therefore, it is essential for managers to adapt their management styles according to the job satisfaction levels of employees in each setting.

By implementing these recommendations, there is potential for improvement as companies concentrate on enhancing employee productivity, identifying the most suitable leadership styles for their environment, and effectively utilizing emotional intelligence within the

A Correlational Study of Leadership Support, Emotional Intelligence, Self-Efficacy and Job Satisfaction in Public Sector Employees

workplace. The organization is capable of comprehending the various initiatives required to meet the needs of its employees and ensure their retention. Additionally, it is essential for managers to concentrate on leadership styles and emotional intelligence skills to enhance job satisfaction among employees across various environments.

REFERENCES

1. Afifah, U., Sari, R. N., Anugerah, R., & Sanusi, Z. M. (2015). The effect of role conflict, self-efficacy, professional ethical sensitivity on auditor performance with emotional quotient as moderating variable. *Procedia Economics and Finance*, 31, 206-212.
2. Canrinus, E. T., Helms-Lorenz, M., Beijaard, D., Buitink, J., & Hofman, A. (2012). Self-efficacy, job satisfaction, motivation and commitment: Exploring the relationships between indicators of teachers' professional identity. *European journal of psychology of education*, 27, 115-132.
3. Charoensukmongkol, P., Moqbel, M., & Gutierrez-Wirsching, S. (2018). The role of coworker and leadership support on job burnout and job satisfaction. *Journal of Advances in Management Research*, 13(1).
4. Clarke, N., & Mahadi, N. (2017). The significance of mutual recognition respect in mediating the relationships between trait emotional intelligence, affective commitment and job satisfaction. *Personality and Individual Differences*, 105, 129-134.
5. Gupta, R., Singh, N., & Kumar, R. (2017). Longitudinal predictive validity of emotional intelligence on first year medical students perceived stress. *BMC medical education*, 17, 1-6.
6. Jordan, P. J., & Troth, A. (2021). Emotional intelligence and leader member exchange: The relationship with employee turnover intentions and job satisfaction. *Leadership & Organization Development Journal*.
7. Miao, C., Humphrey, R. H., & Qian, S. (2017). A meta-analysis of emotional intelligence effects on job satisfaction mediated by job resources, and a test of moderators. *Personality and Individual Differences*, 116, 281-288.
8. Nielsen, K., Yarker, J., Randall, R., & Munir, F. (2019). The mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey. *International journal of nursing studies*, 46(9), 1236-1244.
9. Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2017). Differential challenge stressor hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: a meta-analysis. *Journal of applied psychology*, 92(2), 438.
10. Sari, N., Suwarno, B., & Sofyan, D. (2018). The Relationship between emotional intelligence and students English achievement at X Mia And Iis of SMA Negeri 8 Bengkulu. *Journal of English Education and Teaching*, 2(1), 28-35.
11. Zampetakis, L. A., & Moustakis, V. (2011). Managers' trait emotional intelligence and group outcomes: The case of group job satisfaction. *Small Group Research*, 42(1), 77-102.