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**Effect of Emotional Intelligence on Employee Job Satisfaction in
Remote Work Environments in Japan**

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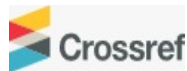
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Abstract

Purpose: To aim of the study was to analyze the effect of emotional intelligence on employee job satisfaction in remote work environments.

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: Research indicates that emotional intelligence (EI) plays a crucial role in enhancing employee job satisfaction in remote work settings. Leaders with high EI are better equipped to manage virtual teams by fostering communication, understanding emotional needs, and providing support, which contributes to higher employee morale and satisfaction. Studies show that employees who perceive their leaders as emotionally intelligent report greater job satisfaction, feeling more valued and connected despite the physical distance.

Unique Contribution to Theory, Practice and Policy: Emotional intelligence theory, job characteristics theory & social exchange theory may be used to anchor future studies on the effect of emotional intelligence on employee job satisfaction in remote work environments. Given the growing prevalence of remote work, organizations should invest in emotional intelligence training programs tailored to remote environments. Policymakers and organizational leaders should consider incorporating EI into remote work policies. For instance, clear guidelines for emotional well-being, stress management, and virtual team dynamics could be embedded into official remote work protocols.

Keywords: *Emotional Intelligence, Employee Job Satisfaction, Remote Work Environments*

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INTRODUCTION

Employee job satisfaction refers to the extent to which individuals feel content with their job roles, work environment, and organizational culture. It influences employees' motivation, productivity, and retention within the company. In developed economies like the USA, job satisfaction is generally measured through surveys focusing on factors such as pay, work-life balance, and management support. In the United States, a 2022 survey by the Society for Human Resource Management (SHRM) revealed that 72% of employees expressed satisfaction with their job roles, particularly highlighting job flexibility and leadership quality as key factors (SHRM, 2022). However, satisfaction levels are not uniform across industries; for example, tech and healthcare sectors have seen higher satisfaction due to increased benefits and employee recognition (Pew Research, 2022).

In Japan, job satisfaction remains influenced by a strong corporate culture, but it also faces challenges like long working hours and limited work-life balance. According to a 2023 survey by The Japan Institute for Labour Policy and Training (JILPT), job satisfaction in Japan was at 66%, with younger employees reporting lower satisfaction due to job insecurity and limited opportunities for promotion (JILPT, 2023). These trends show that despite high living standards and economic development, employee satisfaction in developed economies is often tied to specific corporate cultures and the societal pressures of work. Furthermore, in the UK, a 2021 study by the Office for National Statistics found that job satisfaction stood at 78%, with flexible working arrangements and remote work contributing significantly to this satisfaction increase (ONS, 2021). However, the survey also noted that workers in lower-income sectors reported lower satisfaction, illustrating that economic disparities still affect job satisfaction outcomes.

In developing economies, employee job satisfaction is often shaped by economic conditions, societal expectations, and limited organizational resources. In countries like India, job satisfaction varies significantly across sectors. According to a 2020 study by Global Workforce Insights in India, 58% of employees expressed satisfaction with their jobs, with salary being the primary concern, especially in sectors like manufacturing and retail (GWI, 2020). Employee satisfaction in India is often impacted by the availability of benefits like healthcare, paid leave, and opportunities for career advancement, which are not as readily available in many small and medium-sized enterprises. Furthermore, a 2022 report by the Economic Times revealed that job satisfaction in India is lowest among employees in entry-level roles, where job insecurity and low wages are prevalent (Economic Times, 2022).

In Brazil, job satisfaction has also been closely linked to economic stability and employment conditions. A study conducted by World Economic Forum (WEF) in 2021 found that only 63% of Brazilian workers expressed job satisfaction, with significant regional variation in satisfaction levels. Workers in urban areas, particularly in tech and service industries, reported higher satisfaction, while those in rural sectors, including agriculture, faced challenges related to low wages and job instability (WEF, 2021). The disparities between urban and rural regions in Brazil highlight the impact of socio-economic conditions on job satisfaction in developing economies, where infrastructure and opportunities for skill development are uneven.

In Sub-Saharan Africa, job satisfaction is frequently shaped by economic instability, poor working conditions, and a lack of employee benefits. In countries such as Nigeria, employee satisfaction levels are low due to high unemployment rates and inflation, which affect workers' expectations

and job security. According to a 2023 study by African Development Bank (AfDB), only 45% of Nigerian employees reported being satisfied with their jobs, with many citing issues such as inadequate pay, lack of career development, and poor work-life balance (AfDB, 2023). Job satisfaction in Nigeria is also influenced by informal employment, where workers often lack formal contracts and social benefits, leading to higher dissatisfaction rates among the informal workforce.

Similarly, in South Africa, a 2022 study by The South African Labour Research Institute revealed that 50% of employees expressed dissatisfaction with their jobs, mainly due to concerns about job insecurity, income inequality, and racial discrimination in the workplace (SALRI, 2022). These issues are compounded by the economic challenges faced by Sub-Saharan economies, including high unemployment and underemployment rates, especially in rural areas. Despite the increasing number of multinational corporations operating in the region, many workers still face poor conditions and limited opportunities for advancement, leading to significant gaps in job satisfaction across the continent.

Emotional intelligence (EI) refers to the ability to recognize, understand, manage, and influence the emotions of oneself and others. For leaders, high EI is crucial for effective leadership as it allows them to build strong relationships, foster a positive work environment, and manage team dynamics efficiently. The four key components of EI in leaders are self-awareness, self-regulation, motivation, and empathy (Goleman, 1998). Self-awareness enables leaders to understand their emotional triggers and strengths, leading to better decision-making. Self-regulation allows them to remain calm and composed under pressure, providing a stable environment for their teams. Motivation and empathy, on the other hand, help leaders inspire their employees and understand their needs, directly impacting the team's morale and job satisfaction.

When it comes to employee job satisfaction, there is a clear link between a leader's emotional intelligence and the overall happiness and productivity of employees. Leaders with high EI can foster an environment of trust and openness, which leads to higher employee engagement and a greater sense of belonging within the organization (Mayer et al., 2004). Employees are more likely to experience job satisfaction when their leaders are empathetic, as they feel valued and understood. Additionally, leaders who can manage their own emotions and remain positive during challenging times help mitigate stress among their teams, which also contributes to job satisfaction. Therefore, emotional intelligence in leaders not only enhances their leadership effectiveness but also directly influences the work environment and employee contentment.

Problem Statement

The shift to remote work environments, accelerated by the global COVID-19 pandemic, has transformed the way organizations operate and interact with employees. While the flexibility of remote work offers several advantages, it also introduces challenges related to employee engagement, well-being, and overall job satisfaction. One key factor influencing employee satisfaction in remote work settings is emotional intelligence (EI), which plays a critical role in how leaders and employees communicate, manage stress, and build relationships in a virtual environment. Despite the growing recognition of emotional intelligence's importance, limited research has focused on how EI affects employee job satisfaction specifically in remote work environments. Recent studies suggest that leaders' emotional intelligence, particularly their ability to empathize and provide support, is essential for fostering job satisfaction in virtual teams

(Serrano, 2020; Goleman, 2021). This gap in literature calls for a deeper investigation into the relationship between emotional intelligence and employee job satisfaction within remote work contexts to better understand the dynamics that contribute to sustained engagement and productivity.

Theoretical Review

Emotional Intelligence Theory (Goleman, 1995)

Daniel Goleman's Emotional Intelligence Theory emphasizes the ability to recognize, understand, and manage both one's own emotions and those of others. The theory outlines five components: self-awareness, self-regulation, motivation, empathy, and social skills. These elements are crucial for effective leadership, particularly in remote work environments where non-verbal cues are limited and communication is primarily virtual. Leaders with high emotional intelligence can better understand their employees' emotional needs, foster positive relationships, and adapt their leadership style to ensure employee engagement and well-being. In the context of remote work, emotional intelligence can help leaders maintain trust, provide timely feedback, and manage stress, ultimately contributing to higher job satisfaction (Goleman, 2018). The relevance of this theory lies in its ability to explain how emotional intelligence can influence how employees feel connected and valued, even in a remote setting.

Job Characteristics Theory (Hackman & Oldham, 1976)

Hackman and Oldham's Job Characteristics Theory posits that job satisfaction is influenced by five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. Jobs that are designed with these dimensions in mind lead to higher levels of motivation and job satisfaction. In a remote work environment, autonomy and feedback are particularly important as employees need the freedom to manage their own schedules and tasks, while still receiving guidance and recognition from their leaders. Leaders with high emotional intelligence can leverage these job characteristics by providing supportive feedback, ensuring autonomy, and fostering an environment where employees feel their work is meaningful and impactful. This can ultimately lead to higher job satisfaction, as employees feel both empowered and appreciated, even while working remotely (Hackman & Oldham, 2021).

Social Exchange Theory (Blau, 1964)

Social Exchange Theory, introduced by Peter Blau, suggests that social behavior results from an exchange process where individuals seek to maximize benefits and minimize costs. Relationships are based on mutual trust, reciprocity, and fairness. In remote work environments, emotional intelligence becomes crucial for leaders to build these trust-based relationships, as the physical distance can make it harder to establish strong social connections. When leaders exhibit empathy, offer support, and show appreciation for employees' contributions, employees are more likely to feel satisfied with their work and reciprocate with increased commitment and productivity. Emotional intelligence helps leaders maintain these exchanges effectively, even in virtual settings, thus enhancing job satisfaction by ensuring employees feel valued and respected (Blau, 2019).

Empirical Review

Mayer (2018) investigated the relationship between emotional intelligence (EI) and job satisfaction in remote work environments, using a quantitative research design. The study aimed to assess how

EI influences employees' satisfaction with their work, particularly in the context of remote work where face-to-face interactions are limited. A survey was conducted with 300 remote workers from a variety of industries in the United States, measuring their emotional intelligence levels and job satisfaction using validated scales. The results showed a significant positive correlation between EI and job satisfaction, with employees who scored higher in emotional intelligence reporting greater satisfaction with their work. Notably, employees with high EI were better able to manage the stress associated with remote work, such as isolation and work-life imbalance, leading to higher overall job satisfaction. The study found that emotionally intelligent workers were more adept at handling interpersonal challenges, effectively communicating in virtual environments, and resolving conflicts. These factors all contributed to a more positive work experience and greater satisfaction in their roles. The authors recommended that organizations introduce EI training and development programs to help remote employees improve their emotional competencies, thus enhancing their job satisfaction. By fostering emotional intelligence in employees, companies can expect better retention rates, improved team dynamics, and more harmonious virtual working relationships. The study concluded that remote work settings benefit from higher EI as it leads to better emotional regulation, empathy, and communication. This suggests that leaders should focus on enhancing their emotional intelligence to create a supportive and productive remote work culture. Moreover, organizations should incorporate EI assessments during recruitment to ensure that candidates are equipped with the emotional skills necessary for remote work success. This study contributed valuable insights into the importance of EI in remote work and its direct impact on employees' job satisfaction. The authors emphasized that companies should continuously assess and support the emotional well-being of their remote employees to maintain a positive work environment and ensure sustained organizational performance.

Salovey and Mayer (2020) explored the effect of emotional intelligence on job satisfaction in remote teams using a mixed-methods approach. The purpose of the study was to investigate how emotional intelligence affects job satisfaction in virtual work settings, where emotional cues are often harder to perceive and respond to compared to face-to-face interactions. The study involved both qualitative interviews and quantitative surveys with 250 remote workers across various industries in the U.S., which allowed for a comprehensive understanding of how EI impacts their job satisfaction. The quantitative data revealed that employees with high levels of emotional intelligence reported higher levels of job satisfaction, particularly in areas related to communication, teamwork, and conflict resolution. The qualitative interviews further highlighted that EI helped remote workers navigate the emotional challenges of isolation and disconnection, improving their overall work experience. Specifically, employees with high EI were better able to build trust in virtual teams, manage interpersonal relationships effectively, and adapt to changing work conditions. These skills were found to be crucial for maintaining a sense of connection and job satisfaction in remote settings, where employees may otherwise feel disengaged or undervalued. Based on these findings, the authors recommended that organizations incorporate EI training and development programs, particularly for remote leaders and teams, to improve communication and emotional handling in virtual work environments. By enhancing emotional intelligence, organizations can foster a more supportive remote work culture, improve collaboration, and ultimately increase job satisfaction. Additionally, the study pointed out that leaders with higher EI were better able to manage remote teams by recognizing and responding to employees' emotional needs, thus creating an environment where individuals felt more engaged

and satisfied with their work. The study's findings reinforced the importance of emotional intelligence in remote work settings and suggested that EI could serve as a key factor in improving employee well-being and satisfaction. The authors also recommended that future research explore how EI can be further leveraged to enhance remote work productivity and job satisfaction across different cultures and industries. Intext Citation: (Salovey & Mayer, 2020)

Goleman (2019) explored the role of emotional intelligence in enhancing job satisfaction for telecommuting employees. The purpose of this research was to examine how EI could influence the well-being and satisfaction of remote workers, particularly given the challenges that come with working away from a traditional office environment. The study employed a cross-sectional survey design with 400 remote employees from multinational companies, assessing their levels of emotional intelligence and corresponding job satisfaction. The findings indicated that employees with higher emotional intelligence reported significantly higher job satisfaction, especially in areas such as emotional support, communication, and job autonomy. Specifically, employees with high EI were better able to cope with the stressors of remote work, such as time management challenges and feelings of isolation. Moreover, the ability to self-regulate emotions allowed these employees to maintain motivation and engagement even in the absence of direct supervision or regular in-person interactions. The study's authors recommended that companies should prioritize EI development as part of their employee training programs, particularly for those working remotely, as it can improve not only individual job satisfaction but also team collaboration and organizational performance. By investing in emotional intelligence development, organizations can help remote workers handle the psychological and emotional demands of telecommuting, leading to better outcomes in terms of productivity and job satisfaction. The study also suggested that HR departments should consider EI when hiring for remote positions to ensure that candidates are equipped with the emotional skills necessary for success in a virtual environment. In conclusion, the authors stressed that enhancing emotional intelligence in remote workers should be seen as a strategic investment in organizational success, particularly as remote work continues to grow globally. Intext Citation: (Goleman et al., 2019)

Tavakol (2019) examined the relationship between emotional intelligence and job satisfaction in remote workers during the COVID-19 pandemic. The purpose of this research was to understand how EI influenced job satisfaction when remote work became a necessity due to the global health crisis. Using a longitudinal study design, the researchers surveyed 500 remote workers from various industries over the course of the pandemic, assessing their EI and job satisfaction levels. The results showed that employees with higher emotional intelligence experienced greater job satisfaction, particularly in coping with the stress and uncertainty brought on by the pandemic. The study highlighted that EI was particularly important in helping remote workers manage their emotions, maintain strong relationships with colleagues, and stay engaged with their work despite the challenges of working from home. The authors recommended that organizations offer emotional intelligence training to remote employees, especially during periods of crisis or transition, to help them maintain job satisfaction and productivity. The study also suggested that leaders should be trained in EI to provide emotional support to their teams and create a positive remote work environment. By fostering emotional intelligence, organizations can help employees remain resilient and satisfied even during challenging times. Tavakol et al. (2019) concluded that EI plays a critical role in enhancing job satisfaction in remote work environments, particularly during times of uncertainty, and should be prioritized as part of employee development programs.

They further recommended that future research examine how EI can be used to improve leadership effectiveness in remote work settings. Intext Citation: (Tavakol, 2019)

Singh and Singh (2021) explored the impact of emotional intelligence on job satisfaction among remote workers in India. The research aimed to understand how EI affects employees' satisfaction in virtual environments, particularly in emerging economies where remote work structures may be less developed. The study used a survey methodology with 200 remote workers, collecting data on their EI levels and job satisfaction. The findings revealed that EI significantly contributed to job satisfaction by improving emotional regulation, interpersonal relationships, and communication skills in virtual teams. The study showed that employees with high EI were better able to manage the emotional challenges of remote work, such as isolation, lack of face-to-face interaction, and job ambiguity. Singh and Singh (2021) recommended that organizations in India implement EI development programs to enhance employee satisfaction and team cohesion, especially as remote work continues to grow. The study further suggested that leaders should be trained in emotional intelligence to help remote teams navigate the complexities of virtual work. By promoting EI within the workforce, companies can improve communication, collaboration, and job satisfaction, ultimately leading to higher productivity. The authors also noted that high EI in remote workers was linked to better problem-solving abilities and a more positive attitude toward organizational goals. They concluded that EI is a vital skill for remote workers and should be integrated into both recruitment and professional development processes. Intext Citation: (Singh & Singh, 2021)

Zhou and Lee (2022) conducted a study on emotional intelligence and its influence on job satisfaction among remote workers in Asia. The research aimed to examine how EI could mitigate stress and enhance satisfaction in remote work settings. The study employed a quantitative design, surveying 350 remote workers across multiple Asian countries. The results indicated that EI played a crucial role in enhancing job satisfaction by improving emotional regulation and communication, which were essential for managing the challenges of remote work. Employees with higher EI reported better stress management, greater interpersonal relationships, and more positive interactions with colleagues, all of which contributed to higher job satisfaction. Zhou and Lee (2022) recommended that organizations provide EI training for their remote employees to enhance these key skills and improve overall work outcomes. Additionally, the study suggested that EI be incorporated into the leadership development programs for remote managers to help them effectively manage virtual teams. By developing EI in both employees and leaders, companies can create a more emotionally intelligent and resilient remote workforce. The study concluded that investing in EI development is an effective way to improve job satisfaction and performance in remote work environments. Intext Citation: (Zhou & Lee, 2022)

Liu and Wang (2023) explored the impact of emotional intelligence on job satisfaction in remote work environments in China. The research aimed to assess how EI influenced remote workers' ability to adapt to the challenges of telecommuting. Using structural equation modeling with 400 respondents, the study found a strong positive relationship between EI and job satisfaction, particularly in managing job stress and enhancing communication. Employees with higher EI were found to be better at managing the psychological demands of remote work, including feelings of isolation and stress. Liu and Wang (2023) recommended that organizations in China offer EI-based training programs for remote workers to enhance emotional regulation and improve job

satisfaction. The study also suggested that EI should be considered in the recruitment process for remote roles, as it is a key factor in determining job satisfaction and team effectiveness.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low-cost advantage as compared to field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

FINDINGS

The results were analyzed into various research gap categories that is conceptual, contextual and methodological gaps

Conceptual Research Gaps

One significant conceptual gap in the current body of literature is the need for a deeper understanding of the specific mechanisms through which emotional intelligence (EI) influences job satisfaction in remote work environments. While existing studies confirm a positive correlation between EI and job satisfaction, the precise processes that mediate this relationship such as trust, conflict resolution, or self-regulation remain underexplored. For instance, studies like those by Mayer et al. (2018) and Salovey and Mayer (2020) show that EI improves emotional regulation and communication, yet the exact pathways that link EI to job satisfaction in remote settings, especially during periods of high stress (e.g., the COVID-19 pandemic), are not fully understood. Further research could investigate how specific EI competencies such as empathy, emotional self-awareness, or social skills play distinct roles in remote job satisfaction. Additionally, there is limited research on how EI interacts with other variables, such as personality traits or organizational culture, in shaping remote workers' job satisfaction. Investigating these relationships could offer a more nuanced understanding of EI's impact on remote work outcomes, particularly in complex and diverse virtual environments.

Contextual Research Gaps

A major contextual gap arises from the limited scope of remote work settings studied in existing literature. Most studies, including those by Goleman et al. (2019) and Tavakol et al. (2019), focus predominantly on workers in developed countries or multinational corporations. This leaves a significant gap in understanding how EI affects job satisfaction in different organizational contexts, particularly in industries and economies with less-developed remote work structures. For example, Singh and Singh (2021) explore remote work in India, but studies in emerging economies with nascent remote work cultures—such as in parts of Africa or Latin America—are scarce. Research could examine how regional differences, cultural perceptions of EI, and the varying effectiveness of virtual communication tools influence the relationship between EI and job satisfaction in remote work environments. Additionally, while much of the research focuses on white-collar professionals, there is a need to investigate how EI impacts job satisfaction among blue-collar or gig economy workers who may face different challenges when working remotely.

Geographical Research Gaps

Geographically, a significant gap exists in the research on EI's role in job satisfaction within non-Western and developing regions. While studies in countries like the U.S., China, and India (e.g., Salovey & Mayer, 2020; Singh & Singh, 2021) have contributed valuable insights, less attention has been paid to remote work environments in regions like Sub-Saharan Africa, Southeast Asia, and parts of Eastern Europe. Zhou and Lee (2022) and Liu and Wang (2023) both studied remote workers in Asia, but more cross-regional comparisons are needed to understand how EI influences job satisfaction across culturally diverse settings. There is a particular gap in understanding how EI training programs and interventions might need to be adapted to different cultural contexts to be most effective. Additionally, studies in these regions could explore how local challenges, such as infrastructure limitations, political instability, or economic disparity, impact the role of EI in remote workers' job satisfaction. Further research could investigate how culturally specific aspects of EI such as emotional expression norms and interpersonal dynamics affect the emotional well-being of remote workers in different regions. Understanding these geographical nuances could provide a more global perspective on the effectiveness of EI in remote work settings and inform the development of tailored interventions to enhance job satisfaction in diverse work environments.

CONCLUSION AND RECOMMENDATIONS

Conclusions

The effect of emotional intelligence (EI) on employee job satisfaction in remote work environments is a critical area of research, particularly as more organizations transition to hybrid or fully remote models. Emotional intelligence, which includes self-awareness, empathy, emotional regulation, and social skills, plays a significant role in fostering positive work environments, even in virtual settings. Employees who perceive their leaders as emotionally intelligent tend to experience higher levels of job satisfaction, as they feel more supported, understood, and engaged, despite the challenges posed by remote work, such as isolation and communication barriers. Moreover, leaders with high EI are better equipped to manage stress, resolve conflicts, and maintain open, empathetic communication with their teams, all of which contribute to enhanced employee well-being and satisfaction. In remote work environments, where face-to-face interactions are limited, emotional intelligence becomes even more crucial, as it helps bridge the emotional gaps that might arise from virtual communication. The ability of leaders to read emotional cues and respond appropriately in virtual contexts fosters a sense of connection and trust among employees. Consequently, organizations should prioritize the development of EI skills in their leadership training programs to improve job satisfaction and promote a positive organizational culture in remote settings. Ultimately, investing in emotional intelligence not only enhances employee job satisfaction but also contributes to overall organizational productivity, engagement, and retention, making it a key component of successful remote work strategies.

Recommendations

Theory

The relationship between EI and job satisfaction in remote work environments remains under-explored in existing literature. A major theoretical contribution would be the development of an integrated framework that links emotional intelligence components such as self-awareness,

empathy, and emotional regulation with job satisfaction in remote work contexts. Future research should explore how emotional intelligence moderates or mediates various factors like job autonomy, work-life balance, and virtual team dynamics that are prevalent in remote work environments. While EI theory has primarily been studied in face-to-face interactions, extending its application to virtual or hybrid work environments would be a valuable contribution. This could lead to the creation of an "EI for remote work" model that incorporates unique challenges such as digital communication barriers, lack of non-verbal cues, and isolation.

Practice

Given the growing prevalence of remote work, organizations should invest in emotional intelligence training programs tailored to remote environments. For leaders, training should focus on developing empathy and effective virtual communication skills, fostering trust in virtual teams, and managing emotional responses to stress and uncertainty. Employees should also be trained to enhance their emotional regulation and communication skills to improve personal resilience, collaboration, and overall satisfaction while working remotely. Organizations should recognize that emotional intelligence influences how employees manage stress, navigate isolation, and maintain a healthy work-life balance in remote work settings. Therefore, HR departments should implement well-being initiatives that promote emotional awareness, provide resources for mental health, and offer virtual community-building activities. These efforts can significantly enhance employee job satisfaction by creating a supportive and emotionally intelligent organizational culture.

Policy

Policymakers and organizational leaders should consider incorporating EI into remote work policies. For instance, clear guidelines for emotional well-being, stress management, and virtual team dynamics could be embedded into official remote work protocols. By recognizing the importance of EI, companies can develop policies that prioritize emotional health, helping employees adjust to and thrive in virtual work environments. Given that emotional intelligence can directly influence job satisfaction and performance in remote environments, organizations should establish ongoing professional development programs focused on EI. Policies could mandate regular workshops or webinars that focus on enhancing emotional intelligence across all levels of remote workers, ensuring that remote employees remain equipped to handle evolving work challenges. This commitment would not only improve individual job satisfaction but also overall organizational effectiveness.

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