

## **Emotional Intelligence, Job Engagement, and Employee Performance: The Moderating Role of Perceived Organizational Support**

Andi Ira Angraeni Rahman<sup>1\*</sup>

<sup>1</sup>Management Science Doctoral Program, Halu Oleo University, Kampus Hijau Bumi Tridharma, Anduonohu, Kec. Kambu, Kota Kendari, Sulawesi Tenggara  
andiiraangraenirahman@gmail.com

### **Abstract**

This study aims to analyze the determinants of employee performance by examining the influence of emotional intelligence and perceived organizational support while evaluating the moderating role of the interaction between these variables and job engagement. Employing a quantitative approach with Partial Least Squares Structural Equation Modeling or SEM PLS analysis techniques, this research involved the entire population of 80 employees at the Health Department of Bombana Regency as respondents selected through saturated sampling method. The statistical analysis results provide empirical evidence that emotional intelligence has a positive and significant impact on employee performance and plays a central role in shaping high job engagement. Conversely perceived organizational support partially proves to have no significant direct effect on performance but the interaction test findings indicate that this variable functions effectively as a moderator that strengthens relationships in the model. Specifically organizational support will only have a tangible impact on performance improvement when synergized with a high level of job engagement. The conclusion of this study emphasizes that to achieve optimal performance the institution needs to prioritize the development of employee emotional maturity while ensuring the existence of targeted organizational support that can strengthen the contribution of employees who already have high dedication to their work.

**Keywords:** Employee Performance, Emotional Intelligence, Perceived Organizational Support, Job Engagement

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis faktor-faktor penentu kinerja karyawan dengan meneliti pengaruh kecerdasan emosional dan persepsi dukungan organisasi, serta mengevaluasi peran moderasi interaksi antara variabel-variabel tersebut dan keterlibatan kerja. Dengan menggunakan pendekatan kuantitatif dengan teknik analisis Partial Least Squares Structural Equation Modeling atau SEM PLS, penelitian ini melibatkan seluruh populasi 80 karyawan di Dinas Kesehatan Kabupaten Bombana sebagai responden yang dipilih melalui metode sampling jenuh. Hasil analisis statistik memberikan bukti empiris bahwa kecerdasan emosional memiliki dampak positif dan signifikan terhadap kinerja karyawan dan memainkan peran sentral dalam membentuk keterlibatan kerja yang tinggi. Sebaliknya, persepsi dukungan organisasi sebagian terbukti tidak memiliki pengaruh langsung yang signifikan terhadap kinerja, tetapi temuan uji interaksi menunjukkan bahwa variabel ini berfungsi efektif sebagai moderator yang memperkuat hubungan dalam model. Secara khusus, dukungan organisasi hanya akan memiliki dampak nyata pada peningkatan kinerja ketika disinergikan dengan tingkat keterlibatan kerja yang tinggi. Kesimpulan penelitian ini menekankan bahwa untuk mencapai kinerja optimal, lembaga perlu memprioritaskan pengembangan kematangan emosional karyawan sambil memastikan adanya dukungan organisasi yang tepat sasaran yang dapat memperkuat kontribusi karyawan yang sudah memiliki dedikasi tinggi terhadap pekerjaan mereka.

**Kata kunci:** Kinerja Karyawan, Kecerdasan Emosional, Dukungan Organisasi yang Dirasakan, Keterlibatan Kerja

Copyright (c) 2026 Andi Ira Angraeni Rahman

✉Corresponding author: Andi Ira Angraeni Rahman

Email Address: andiiraangraenirahman@gmail.com (Kampus Hijau Bumi Tridharma, Sulawesi Tenggara)

Received 01 January 2026, Accepted 07 January 2026, Published 13 January 2026

## **INTRODUCTION**

In the modern era, organizations are required to not only create an efficient structure, but also manage and develop human resources as a whole, including the psychological and emotional aspects of employees (Adero and Odiyo 2020)). In the midst of the increasing complexity of work and the pressure

of the work environment, the organization's attention is no longer only focused on the technical abilities of employees, but also on behavioral aspects, such as the ability to manage emotions, involvement with work, and perception of organizational support. This challenge is increasingly relevant in the public service sector which demands high performance and excellent service to the community (De Waal, 2010).

Several studies show that emotional intelligence is one of the important factors that can affect employee behavior and performance (Chikobvu and Harunavamwe, 2022). Emotional intelligence makes a significant contribution to how individuals cope with work pressure, build social relationships, and maintain engagement with work. On the other engagement has been proven to contribute to improving organizational performance through the dedication and positive energy that employees give to their work. However, work involvement is not formed independently. Support from organizations in the form of awards, attention, and facilities also plays an important role in strengthening such engagement (Opoku & Boateng, 2024). By integrating these three variables, emotional intelligence, work involvement, and perception of organizational support, this study is directed to reveal how these three play a role in shaping employee performance.

Emotional intelligence is a form of personal resource that is very important in the context of modern work (Odame et al., 2020). Individuals with high levels of emotional intelligence are able to recognize and manage their emotions well, understand the feelings of others, and respond to work situations more adaptively. Emotional intelligence contributes to increased job satisfaction, which in turn strengthens an individual's engagement with work. Emotional intelligence not only improves employee well-being, but also serves as an important resource in strengthening in-person work engagement (Vyas, 2015). In a work environment that is full of emotional stress such as health services, emotional intelligence is an important provision in maintaining psychological stability and the quality of work interactions.

Work involvement is a positive psychological condition that is reflected in the enthusiasm, dedication, and full concentration of employees in carrying out their duties. Work engagement significantly improves individual job satisfaction and work outcomes. In addition, work engagement has been proven to be a link between psychological factors such as emotional intelligence and organizational outcomes such as performance (Extremera et al., 2018). However, the effectiveness of work engagement is greatly influenced by the conditions of the work environment, including employees' perceptions of the extent to which the organization provides support. Opoku and Boateng (2024) prove that when employees feel valued and supported by the organization, their work engagement increases and has a direct impact on performance. Perceptions of organizational support play a reinforcing factor in the relationship between engagement and work outcomes, including employee commitment and loyalty.

Although a number of studies have highlighted the importance of emotional intelligence in improving work performance, the approach used tends to be more direct and less concerned with the

role of work involvement as an intermediate variable. In addition, most of the studies are still conducted in the context of private companies and have not touched much on the public sector work environment, especially in the health service sector. In the context of jobs that demand high intensity of social interaction and emotional management such as the health sector, psychological mechanisms such as work engagement are crucial to be considered as a bridge between emotional intelligence and performance. A study by Dogra and Dogra (2024), for example, shows that emotional intelligence contributes to engagement and work commitment, but has not elaborated in depth on how this engagement leads to concrete work performance.

From a theoretical perspective, many studies still do not integrate contextual variables such as perceptions of organizational support in the relationship model between work engagement and performance. In fact, in a work environment that demands high emotional engagement, the perception that the organization provides attention, assistance, and appreciation to employees will reinforce the positive effects of engagement on performance. Perceptions of organizational support can serve as moderator variables that reinforce the relationships between variables within psychological and organizational frameworks. However, the integration of emotional intelligence as a predictor, work involvement as a mediator, and the perception of organizational support as a moderator in a complete model are still rare, especially in the context of public services in Indonesia.

This study seeks to address the existing gaps by building a conceptual model that brings together three main variables in a coherent theoretical framework. Referring to the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007), emotional intelligence is positioned as a personal resource that plays a role in encouraging work engagement. In this theory, work engagement is influenced by the interaction between job demands and resources, both those coming from individuals and organizations. Emotional intelligence, as an individual's psychological capital, allows employees to respond adaptively to work pressure, maintain high engagement, and ultimately produce optimal performance. Thus, work engagement becomes a mediating variable that bridges the relationship between emotional intelligence and performance.

In addition, the study also proposes that perceptions of organizational support can moderate the relationship between work engagement and performance. Employees who feel that their organization cares about their well-being will be more motivated to translate work engagement into real performance. Perceptions of organizational support reinforce the relationship between work engagement and work outcomes through increased motivation, loyalty, and a sense of responsibility. Thus, this research model offers an integrative approach that not only explains the relationships between variables, but also reflects the real context of the public sector work environment. This approach is expected to be able to make a significant theoretical and practical contribution to the development of psychological-based human resource management.

This research was conducted on employees of the Bombana Regency Health Office, a local government institution in Southeast Sulawesi that has an important mandate in providing health services

for the community. This office oversees various health service units such as health centers, nutrition service units, disease control, and health promotion. In carrying out their duties, Health Office employees not only face administrative workload, but also direct involvement in service activities in the field, which often take place in limited conditions both in terms of human resources and supporting facilities.

Employees of the Bombana District Health Office work under high pressure, especially in handling public health cases, conducting promotive and preventive interventions, and adapting to changing central policies. In the midst of this high workload, employees' ability to manage emotions, remain actively involved in work, and feel support from the organization is crucial in maintaining work performance. Therefore, this context is very appropriate to test the relationship model between emotional intelligence, work engagement, and employee performance, taking into account the perception of organizational support as a reinforcing variable.

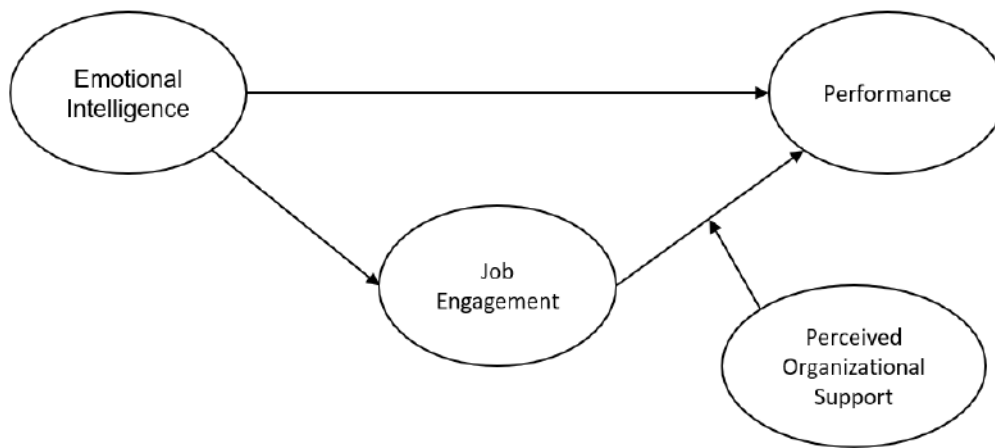
This study aims to analyze the influence of emotional intelligence on work engagement and employee performance, examine work involvement as a mediating variable between emotional intelligence and performance, and evaluate the role of perception of organizational support as a moderation variable in the relationship between work engagement and performance. This goal is directed to gain a comprehensive understanding of how psychological and organizational variables interact in shaping employee work behavior in the public sector, especially in health services.

The contribution of this research includes three main aspects. First, theoretical contributions are made through the development of conceptual models that integrate emotional intelligence, work engagement, and perceptions of organizational support in a single framework based on the theory of Job Demands-Resources. Second, the empirical contribution is shown through model testing in the context of regional public sector organizations, which has been minimally explored in the previous literature. Third, practical contributions in the form of policy recommendations that can be implemented by the management of the Health Office and other government agencies in managing human resources more holistically. This research is expected to be a reference in the preparation of emotional intelligence training programs, strengthening organizational support systems, and strategies to increase work involvement to support the optimal performance of public sector employees.

## **METHODS**

This study applies a quantitative approach that aims to empirically examine the relationship between variables in a conceptual model that includes emotional intelligence, work engagement, perception of organizational support, and employee performance. The subject of this study is an employee of the Bombana Regency Health Office with a sample of 80 respondents determined through saturated sampling techniques or total sampling considering the relatively limited population. Data collection was carried out through the dissemination of a closed questionnaire whose instruments have been adapted from previous literature and validated using a five-point Likert scale measurement ranging

from a score of 1 to strongly disagree to a score of 5 to strongly agree to represent respondents' perceptions proportionately. For the data analysis stage, this study uses the Structural Equation Modeling method based on Partial Least Squares or SEM PLS with the help of SmartPLS software. The selection of this technique is based on its advantages in modeling complex causal relationships and its ability to remain robust or reliable even though it uses a sample size that is not too large as in this study. The analysis process is carried out through two main stages, namely testing the measurement model or outer model to ensure the validity and reliability of the instrument and testing the structural model or inner model to evaluate the significance of the relationship between the hypothesized variables.



**Figure 1.** Conceptual Framework

**RESULTS AND DISCUSSION**

**Results**

The table presents demographic data of 80 employee respondents from the Health Department of Bombana Regency categorized by gender, age, education, level and years of service. The respondents consist of 35 men (43.75%) and 45 women (56.25%). Based on age, 15 respondents are under 30 years old (18.75%), 30 are between 30 and 40 years old (37.50%), 25 are between 41 and 50 years old (31.25%) and 10 are over 50 years old (12.50%). Regarding education level, 20 respondents hold a diploma degree (25.00%), 50 hold a bachelor degree or S1 (62.50%), while 10 hold a master degree or S2 (12.50%). In terms of years of service, 12 respondents have worked for less than 5 years (15.00%), 28 for 5 to 10 years (35.00%) and 40 for more than 10 years (50.00%).

**Table 1.** Outer Model Evaluation based on Loading, AVE, and CR

Variables	Items	Loading	Cronbach's alpha	Composite Reliability	Average variance extracted
Perceived Organizational Support	M.1	0,936	0,936	0,952	0,838
	M.2	0,932			
	M.3	0,875			
	M.4	0,918			
Emotional Intelligence	X.1	0,932	0,940	0,940	0,847
	X.2	0,906			

	X.3	0,921			
	X.4	0,922			
	Y.1	0,929			
Performance	Y.2	0,913	0,951	0,952	0,872
	Y.3	0,954			
	Y.4	0,938			
	Z.1	0,914			
Job Engagement	Z.2	0,940	0,966	0,968	0,882
	Z.3	0,957			
	Z.4	0,931			
	Z.5	0,953			

Based on the results of the evaluation of the measurement model or outer model summarized in Table 1, it can be seen that the research instrument used has very special quality, validity and reliability and meets all the goodness of fit criteria required in the SEM PLS analysis. The convergent validity indicator reviewed through the loading factor value shows that all statement items that measure the variables Perceived Organizational Support, Emotional Intelligence, Performance, and Job Engagement have a very high value, which moves in the range of 0.875 to 0.957, which is far beyond the standard threshold of 0.70, proving that each indicator is able to reflect its latent construct very accurately. The validity of this instrument is further strengthened by the acquisition of Average Variance Extracted or AVE values on all variables that are consistently above 0.80 with the lowest value in Perceived Organizational Support of 0.838 and the highest in Job Engagement of 0.882 which indicates that these variables are able to explain more than 80 percent of the variance of the forming indicators. On the other hand, the reliability test also showed a very strong level of internal consistency where the Cronbach's Alpha and Composite Reliability values for the four study variables were in the range of 0.936 to 0.968, which means that it is very far above the minimum recommended limit so that it can be concluded that this measuring tool has a high level of stability and reliability to proceed to the structural hypothesis testing stage.

**Table 2.** Testing Discriminant Validity

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Perceived Organizational Support	0,916			
Emotional Intelligence	0,371	0,920		
Job Engagement	0,335	0,756	0,934	
Performance	0,420	0,798	0,800	0,939

The discriminant validity test presented in Table 2 aims to ensure that each latent construct in the research model actually has unique characteristics and is different from each other which is evaluated using the Fornell Larcker criteria. The results of the statistical analysis show a very satisfactory pattern in which the square root value of the Average Variance Extracted or AVE printed on the diagonal line has a consistently greater value than the correlation value between any latent variable at the bottom. As empirical evidence, the root value of AVE for the Perceived Organizational Support variable of 0.916 is proven to far exceed the highest correlation coefficient with other variables, which is 0.420, and a

similar pattern is also clearly seen in the Performance variable which has a root value of AVE of 0.939, which is superior to its correlation with Job Engagement of 0.800 and with Emotional Intelligence of 0.798. The dominance of diagonal values over off diagonal values in all variables confirms that the research instrument has met the requirements of good discriminant validity so that it can be concluded that there is no problem of multicollinearity between variables and that each construct is able to explain its own measurement phenomenon better than other constructs.

**Table 3.** R Square

	<b>R-square</b>
Performance	0,699
Job Engagement	0,637

The evaluation of the predictive power of the structural model shown through the value of the determination coefficient or R Square in Table 3 provides an idea that the research model built has excellent explanatory ability in explaining the phenomenon of employee performance. The R Square value for the main endogenous variable, namely Performance, was recorded at 0.699 which indicates that this model is included in the strong or substantial category where 69.9 percent of the variability in the performance of employees of the Bombana Regency Health Office can be explained effectively by a combination of independent and mediated variables in the model while the remaining 30.1 percent is influenced by other factors outside the scope of this study. Furthermore, the R Square value for the Job Engagement mediation variable was obtained as 0.637 which also indicates the moderate category leads to strong which means that 63.7 percent of the formation of employee work involvement can be explained by variations in emotional intelligence and perception of organizational support. Overall, the high value of these two determination coefficients proves that the proposed model construction has high predictive relevance and is suitable for drawing conclusions regarding factors that affect performance in the agency environment.

**Table 4.** Significant Test

	<b>Original sample</b>	<b>P values</b>
Perceived Organizational Support -> Performance	0,064	0,209
Emotional Intelligence -> Performance	0,308	0,010
Emotional Intelligence -> Job Engagement	0,798	0,000
Job Engagement -> Performance	0,480	0,000
Perceived Organizational Support x Job Engagement -> Performance	0,143	0,006

The results of statistical analysis on the direct influence path provide a fairly contrasting picture of the determinants of employee performance where the variables of perception of organizational support are proven to have no statistically meaningful impact while emotional intelligence actually shows a very central role. Specifically, the effect of Perceived Organizational Support on Performance was recorded as insignificant ( $\beta = 0.064$ ,  $p = 0.209$ ) which indicates that the mere perception of support from agencies is not strong enough to encourage the improvement of the performance of employees of the Bombana Regency Health Office directly if it is not accompanied by other factors. On the other

hand, Emotional Intelligence has been proven to have a positive and significant influence on Performance ( $\beta = 0.308$ ,  $p = 0.010$ ) which means that employees' ability to manage their emotions and understand the emotions of others becomes a crucial and effective personal asset in supporting their daily performance achievements.

Evaluation of structural pathways involving work engagement variables shows very strong and consistent causal relationships that affirm the vital position of these variables in organizational mechanisms. The test results prove that Emotional Intelligence has a very large and significant influence on Job Engagement ( $\beta = 0.798$ ,  $p = 0.000$ ) which means that emotional maturity is the main foundation that forms the employee's sense of attachment and dedication to their work. Furthermore, Job Engagement itself has been shown to have a significant impact on Performance ( $\beta = 0.480$ ,  $p = 0.000$ ), these findings confirm that employees who have a high level of psychological involvement tend to contribute much more optimal, productive, and quality performance than their colleagues who feel less involved.

The most attention-grabbing finding in this study lies in testing the effects of interaction or moderation which succeeded in proving that synergy between variables is able to change the map of the significance of influence on performance. The interaction variable Perceived Organizational Support x Job Engagement was shown to have a positive and significant influence on Performance ( $\beta = 0.143$ ,  $p = 0.006$ ) which statistically confirmed the existence of a moderation effect in the constructed structural model. This has an important implication that although organizational support does not have a significant direct effect, when the support interacts with a high level of work involvement, the impact on performance becomes real and meaningful so that organizational support functions effectively as a reinforcement or catalyst for employees who already have good work attachments to achieve peak performance.

### ***Discussion***

The results showed that emotional intelligence had a significant effect on work engagement, indicating that the higher the employee's ability to manage and understand emotions, the greater their level of involvement with work. Individuals with high emotional intelligence tend to have a strong intrinsic drive to be actively involved in their tasks (Ybarra et al., 2014). In the context of employees of the Bombana District Health Office, the ability to remain calm, empathetic to patients, and able to manage work pressure is the main key in maintaining involvement in complex public service responsibilities. Furthermore, the results of the study also show that work involvement has a significant influence on employee performance. A person who is emotionally and cognitively involved in work will show more optimal work results. At the Health Office, work involvement is one of the important indicators in dealing with emergency situations, responding quickly to community needs, and maintaining the quality of service even with limited resources. Therefore, increased work engagement not only impacts individual productivity, but also on improving the image and accountability of the institution as a whole (Dhir and Shukla, 2019).

The next findings show that emotional intelligence has a direct effect on employee performance, both directly and indirectly through work involvement. This means that emotional intelligence not only shapes engagement but also contributes directly to work performance. Emotional intelligence is an internal factor that strengthens adaptability, resilience, and work effectiveness (Aziz et al., 2024). In a work environment that demands high interpersonal skills such as at the Bombana District Health Office, emotional intelligence is an important asset that influences how employees respond to conflicts, social pressures, and rapidly changing policy dynamics.

More importantly, the results show that perceptions of organizational support moderated the relationship between work engagement and performance significantly. These findings are in line with a study by Opoku and Boateng (2024), which affirmed that when employees feel supported by the organization both emotionally, structurally, and administratively, the positive effects of work involvement on performance are stronger. In the context of the Bombana Regency Health Office, support can be in the form of leadership appreciation, clarity of roles, continuous training, and the provision of adequate work facilities. When employees feel valued and helped, they are more motivated to perform at their best despite being in a challenging work environment.

Overall, the results of this study emphasize the importance of developing employee emotional capacity, improving work engagement programs, and creating a supportive organizational culture in an effort to encourage employee performance in the public service sector. This research also makes a theoretical contribution through model validation that integrates emotional intelligence, work engagement, and perception of organizational support as determinants of work performance (George et al., 2022). The practical implications of these findings can be used as a basis for the Bombana Regency Health Office to design employee development policies based on psychological and organizational approaches in a balanced manner.

## **CONCLUSION**

Based on the results of the research that has been conducted, it can be concluded that emotional intelligence has a significant influence on work involvement and employee performance, both directly and indirectly. Work engagement has been shown to be a mediating variable that bridges the relationship between emotional intelligence and performance, while perception of organizational support plays a role as a moderation variable that strengthens the relationship between work engagement and employee performance. These findings show that the combination of internal psychological factors and external organizational support is key in creating optimal performance, especially in public service sectors such as the Bombana District Health Office which faces complex and high-intensity work challenges. The implications of this study lead to the importance of developing employees' emotional competencies through continuous training and coaching programs. Organizations also need to actively build a strong support system, whether through reward policies, open communication, and adequate work facilities to increase work engagement on an ongoing basis. For further research, it is

recommended that this study be extended to other public institution contexts or across regions to see the consistency of the model more generally. In addition, the use of mixed or longitudinal approaches can provide a deeper understanding of the dynamics of relationships between variables over time.

## REFERENCES

- Adero, F. A., & Odiyo, W. O. (2020). Employee characteristics, contemporary human resource management practices and organization effectiveness. *International Journal of Business Management, Entrepreneurship and Innovation*, 2(2), 1-18.
- Aziz, M. F. N., Mahmud, R., Hidayati, R., & Lataruva, E. (2024). The Role of Emotional Intelligence and Self-Efficacy in Enhancing Employee Performance: A Systematic Literature Review. *Research Horizon*, 4(6), 183-194.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of educational psychology*, 99(2), 274.
- Chikobvu, P., & Harunavamwe, M. (2022). The influence of emotional intelligence and resilience on work engagement amongst nurses in public hospitals. *SA Journal of Industrial Psychology*, 48(1), 1-10.
- De Waal, A. A. (2010). Achieving high performance in the public sector: what needs to be done?. *Public Performance & Management Review*, 34(1), 81-103.
- Dhir, S., & Shukla, A. (2019). Role of organizational image in employee engagement and performance. *Benchmarking: An International Journal*, 26(3), 971-989.
- Dogra, A. and Dogra, P. (2024). Emotional intelligence, individual work performance and job involvement as predictors of organizational commitment among healthcare professionals... <https://doi.org/10.52783/eel.v14i2.1434>
- Extremera, N., Mérida-López, S., Sánchez-Álvarez, N., & Quintana-Orts, C. (2018). How does emotional intelligence make one feel better at work? The mediational role of work engagement. *International journal of environmental research and public health*, 15(9), 1909.
- George, O. J., Okon, S. E., & Akaighe, G. (2022). Emotional intelligence and work engagement: a serial mediation model. *Journal of Organizational Effectiveness: People and Performance*, 9(2), 193-211.
- Odame, C., Pandey, M., & Pathak, P. (2020). Emotional intelligence and its importance in sustainable development of human resources: a conceptual model. In *Sustainable Human Resource Management: Transforming Organizations, Societies and Environment* (pp. 273-287). Singapore: Springer Singapore.
- Opoku, F. and Boateng, R. (2024). Employee engagement, perceived organizational support, and job performance of medical staff at the cape coast teaching hospital. *Plos One*, 19(12), e0315451. <https://doi.org/10.1371/journal.pone.0315451>

- Vyas, E. (2015). Relationship between healthcare leaders' emotional intelligence and staff work engagement during transformational change: A correlational study (Doctoral dissertation, Capella University).
- Ybarra, O., Kross, E., & Sanchez-Burks, J. (2014). The “big idea” that is yet to be: Toward a more motivated, contextual, and dynamic model of emotional intelligence. *Academy of Management Perspectives*, 28(2), 93-107.