The Influence of Emotional Intelligence and Perceived Organizational Support on Employee Performance Through Job Satisfaction

Original Article

Mazidatul Fadlilah[1*], Dewie Tri Wijayati Wardoyo[2], Jun Surjanti[3]

[1-3]Faculty of Economics and Business, Universitas Negeri Surabaya, Indonesia
Email: [1)] mazidatul.22018@mhs.unesa.ac.id

Abstract

The primary objective of this research is to examine how emotional intelligence, perceived support from the organisation, and satisfaction with one's job can impact the performance of employees, with a particular focus on the role of job satisfaction as a mediator in this process. In total, 227 participants from the workforce of a specific company were involved in the study. Responses were gathered through a survey with closed-ended questions rated on a 1-to-5 Likert scale, indicating differing levels of agreement. Analysis of the data was carried out using Structural Equation Modelling (SEM) with the use of AMOS software version 22. The findings of the research suggest that: (1) Employee performance is deeply impacted by emotional intelligence; (2) Emotional intelligence plays a role in determining job satisfaction; (3) The perception of organisational support has an impact on performance; (4) The perception of organisational support also influences job satisfaction; (5) Employee performance can be affected by job satisfaction; (6) Job satisfaction acts as a mediator between emotional intelligence and performance; and (7) Job satisfaction also acts as a mediator between perceived organisational support and performance. These findings highlight the importance of establishing a supportive work environment that fosters emotional and organisational well-being to enhance employee performance. The practical implications of this study for human resource management involve developing strategies to boost employee performance by enhancing emotional intelligence and strengthening perceptions of organisational support.

Keywords: Emotional Intelligence, Employee Performance, Job Satisfaction, Organizational Support, Perceived Organizational Support.

1. Introduction

The performance of employees is the evaluation of the quality and quantity of their work in relation to their responsibilities and duties (Mangkunegara, 2010). High employee performance is important in achieving organisational goals. According to Sims (2002), human resources greatly influence the success of an organisation or company in improving its performance. The success of a company does not depend on the performance of each employee, so every company strives to manage its human resources as well as possible. To improve employee performance, businesses need human resource management (HRM).

One of the most important components in carrying out organisational tasks, including achieving performance, is emotional intelligence. An individual must possess a sufficient level of emotional intelligence to achieve good performance. Intellectual intelligence (IQ) accounts for approximately 20% of the components contributing to success in life, according to Goleman (2000) other strengths, such as emotional intelligence, influence the remaining 80

percent. This statement shows that human behaviour is considered very important in the workplace.

Good performance is also supported by the organisation where the employee works. The perception of support and experience provided by the organisation plays an important role in supporting employee performance. Pusparini et al. (2014) describes the perception of organisational support how organisations view their welfare and contributions. This will eventually lead to job satisfaction, which also supports high performance levels. Job satisfaction is an important part of self-actualisation (Schlechter & Strauss, 2008). Employees cannot reach a mature psychological state and become frustrated if they are dissatisfied with their work.

Various research suggest that there is a connection between an individual's emotional intelligence and how well they perform in the workplace. Mohamad and Jais (2016) also states that Employee performance is influenced by emotional intelligence. To enhance performance, it is crucial for employees to have a strong understanding and positive view of the company. The greater the perceived support from the organization, the higher the level of performance (Arshadi & Hayavi, 2013). Due to their high emotional intelligence and the support provided by the company, employees will likely experience job satisfaction, resulting in a notable boost in their performance levels (Siengthai & Pila-Ngarm, 2016).

Nevertheless, despite numerous studies examining the correlation between emotional intelligence and performance, there is still a scarcity of research that combines perceptions of organisational support and job satisfaction, particularly within private companies in Indonesia. The combined impact of these three factors on work productivity and efficiency is yet to be fully explored. This study was conducted in a private company, PT.YZ, using the emotional and social environment method. Emotional intelligence and perceptions of organisational support are essential for the success of the organisation and the achievement of good employee performance at PT.YZ. Based on the existing phenomena, the objective of this study is to examine how emotional intelligence, perceptions of organisational support, and job satisfaction impact the performance of PT.YZ employees located in Gresik. It is hoped that this research will enhance our understanding of the influence of these three variables and their impact on supporting organisational change, while also providing recommendations for improving employee performance.

2. Literature Review

2.1. Emotional Intelligence

Emotional intelligence involves the ability to understand and manage both one's own emotions and the emotions of others, enabling individuals to effectively navigate relationships and stay motivated (Poon Teng Fatt, 2002). According to Goleman (2000), emotional intelligence involves the ability to manage, inspire, endure, and drive oneself.

According to Shamsuddin and Rahman (2014) emotional intelligence is a component of social intelligence that includes the ability to recognise and interpret both your own emotions and those of others. It involves understanding various emotions and using this knowledge to influence your thoughts and responses. Emotional intelligence in this study is defined as how well an employee can control, recognise and manage their emotions.

2.2. Perception of organisational support

Pusparini et al. (2014) explains that the perception of organisational support describes how employees perceive how the organisation rewards them for what they have given and how

the company focuses primarily on their welfare. The theory of organisational support (Eisenberger & Huntington, 1986). Rhoades and Eisenberger (2002) found that when employees receive valuable things such as salary increases and training opportunities, it means that the organisation aims to develop their perception of organisational support so that employees feel satisfied and obliged to repay the organisation by helping to achieve its goals. Employees want to feel that they are contributing to the success of the company. In this study, organisational support perception is defined as how employees view or construct their perceptions of the company they work for, which is related to the organisation's support for employees.

2.3. Performance

Campbell and Wiernik (2015), performance is the outcome of the effort put in by a person while fulfilling their obligations and duties. Performance is what employees do and what they do to contribute to the goals of their organisation. Essentially, performance is what employees do in carrying out their work within the organisation. Rismawati and Mattalata (2018) define it as the achievements of an individual in performing work in accordance with the standards established in the workplace. Employee effectiveness in this research is the outcomes achieved from the duties given by the corporation and the efforts exerted by staff to complete all their obligations. Duties incorporate the standard and volume delivered.

2.4. Job satisfaction

Job satisfaction is also defined as an individual's affective attitude towards their job (Steele & Plenty, 2015). This is related to the level of satisfaction employees feel towards their work. In addition, Spector (1997) note that job satisfaction can be defined as how employees view their jobs or how they view various aspects of them. In this paper, job satisfaction is described as an individual's emotions towards their current job and everything connected to it.

2.5. The relationship between emotional intelligence and performance

Fredrickson et al. (2003) states that having high emotional intelligence can improve employee job performance because they can effectively manage employee emotions that stimulate resilience, creativity, and greater performance. Mohamad and Jais (2016) also states that emotional intelligence has an impact on employee performance. However, on the contrary, a study by Arfara and Samanta (2016) emotional intelligence has a negative and insignificant impact on performance. Lansart et al. (2019) also found that Emotional Intelligence has a significant negative impact on Performance. From previous research, the following hypothesis was found:

H1: It is suspected that emotional intelligence has an effect on the performance of PT.YZ employees.

2.6. The relationship between emotional intelligence and job satisfaction

Rezvani et al. (2016) states that emotional intelligence has an impact on job satisfaction. Thomas et al. (2006) also states that emotional intelligence is positively related to job satisfaction. Wahyuni and Frendika (2022) states that emotional intelligence does not affect job satisfaction. From previous research, the following hypothesis was found:

H2: It is suspected that emotional intelligence has an effect on the job satisfaction of PT.YZ employees.

2.7. The relationship between perceived organisational support and performance

Mursidta (2017) perceived organisational support has a significant impact on employee performance. A similar study was also conducted by Afzali and Loghman (2014) which tested the impact of perceived organisational support (on performance, and the results showed that perceived organisational support (can contribute to employee performance. A study by Wann-Yih and Htaik (2011) which tested the impact of perceived organisational support (on employee performance) proved different results, this study successfully showed that POS was unable to contribute to employee performance. From previous research, the following hypothesis was found:

H3: It is suspected that there is an influence of organisational support perception on the performance of PT.YZ employees.

2.8. The relationship between perceived organisational support and job satisfaction

Hasan et al. (2018) states that Perceived Organizational Support has an impact on job satisfaction. A similar study was also conducted by Berdiyana et al. (2022) states that perceived organisational support has a positive impact on job satisfaction. This differs from the results of the study by Mukhtar and Umar (2017) states that perceived organisational support has no impact on employee job satisfaction. From previous research, the following hypothesis was found:

H4: it is suspected that there is an influence of perceived organisational support on the performance of PT.YZ employees

2.9. The relationship between job satisfaction and performance

Mursidta (2017) states that job satisfaction has a significant positive and simultaneous effect on employee performance. Siengthai and Pila-Ngarm (2017) also stated that there was a significant correlation with performance. This differs from the study by Bowling (2007) states that job satisfaction does not affect employee performance. Sarumpaet and Tajib (2023) also states that there is no impact between job satisfaction and employee performance. Usman (2019) states that emotional intelligence can affect performance through employee job satisfaction. From previous research, the following hypotheses were found:

H5: It is suspected that job satisfaction affects the performance of PT.YZ employees.

H6: It is suspected that job satisfaction mediates emotional intelligence on the performance of PT.YZ employees.

H7: It is hypothesized that job satisfaction mediates the perception of organisational support on the performance of PT.YZ employees.

3. Methods

This study uses quantitative research, where the research is conducted by testing theories through numerical data analysis. After the data is processed using statistics, the results are interpreted to obtain conclusions. This method was chosen because this research requires a measurement scale for indicators in respondents.
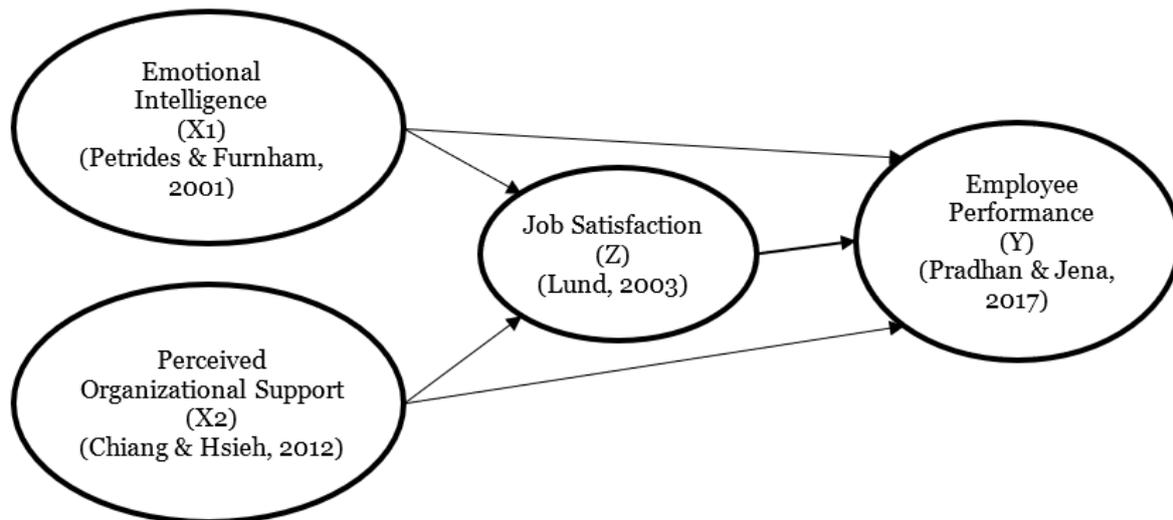
Figure 1. Conceptual Framework

This study uses a quantitative approach with the aim of testing the causal relationship between variables through numerical data analysis. This approach was chosen because the study required measurements of respondents' perceptions of a number of constructs, namely emotional intelligence, perception of organisational support, job satisfaction, and employee performance.

The study included all 524 workers from PT.YZ as its population. A sample of 227 respondents was chosen using the Slovin formula with a 5% margin of error. To gather data, a structured questionnaire with four sections corresponding to the research variables was used. Each statement item used a 1–5 Likert scale, with 1 = strongly disagree and 5 = strongly agree.

The research instrument consisted of 18 indicators representing four main variables, namely:
1. Emotional Intelligence,
2. Perception of Organisational Support,
3. Job Satisfaction, and
4. Employee Performance.

The study sample was made up of 524 individuals, selected using the Slovin method which resulted in 227 respondents. Structural equation modelling (SEM), a sophisticated statistical technique, was employed to analyse the relationships between variables in this study. This analytical method was supported by the utilisation of AMOS version 22 software. Information was gathered through a survey that covered emotional intelligence, perceptions of organizational support, job satisfaction, and performance. Each section of the survey utilised a 1-5 Likert scale, with 1 representing 'strongly disagree' and 5 representing 'strongly agree'.

4. Results and Discussion

4.1. Research Results

4.1.1. Confirmatory Factor Analysis (CFA)

Based on the CFA results, it can be seen that the factor loadings of each statement item that forms each construct is > 0.5. According to (Hair et al, 2010), significant factor loadings

must have a minimum value of 0.5 or even higher if above 0.7. Thus, the items in the construct instrument can be considered valid and acceptable.

Table 1. Results of Confirmatory Factor Analysis

			Estimate
POS5	<---	POS	0.594
POS4	<---	POS	0.63
POS3	<---	POS	0.841
POS2	<---	POS	0.73
POS1	<---	POS	0.644
JS1	<---	JS	0.684
JS2	<---	JS	0.66
JS3	<---	JS	0.74
JS4	<---	JS	0.705
JS5	<---	JS	0.671
TP	<---	KP	0.766
AP	<---	KP	0.808
CP	<---	KP	0.729
KS	<---	EI	0.611
E	<---	EI	0.762
MD	<---	EI	0.702
PGD	<---	EI	0.621
PD	<---	EI	0.715

The analysis results show that all indicators have loading factor values above 0.5, with values ranging from 0.594 to 0.841. According to Hair et al. (2010), loading factor values are considered significant and meet validity requirements if they are ≥ 0.50, and ideally > 0.70. Thus, all indicators in this study are considered valid and can be used in further analysis.

For the Organisational Support Perception (OSP) construct, the loading factor values range from 0.594 to 0.841. The OSP3 indicator has the highest contribution (0.841), while OSP5 has the lowest value but is still within acceptable limits (0.594). For the Job Satisfaction (JS) construct, all indicators showed loading values between 0.660 and 0.740, meaning all items were valid. Furthermore, in the Employee Performance (KP) construct, three indicators (TP, AP, and CP) showed high loading values, at 0.766, 0.808, and 0.729, respectively, thus supporting the validity of the performance construct. Finally, in the Emotional Intelligence (EI) construct, all indicators have loading values between 0.611 and 0.762, indicating that all items contribute adequately to the construct being measured.

Overall, the results of this CFA indicate that the instrument used in the study meets the criteria for construct validity, making it suitable for further structural analysis using Structural Equation Modelling (SEM).

4.1.2. Construct Reliability and Extracted Variance Tests

The table below displays the findings from the assessments of construct reliability and variance extraction conducted in this research.

Table 2. Results of Construct Reliability and Extracted Variance Tests

Variabel		Loading faktor	Loading faktor^2	Error	Variance Extract	Construct reliability
EI	PD	0.715	0.511225	0.249	0.619741197	0.89000163
	PGD	0.621	0.385641	0.306		
	MD	0.702	0.492804	0.259		
	E	0.762	0.580644	0.214		
	KS	0.611	0.373321	0.41		
	Jumlah	**3.411**	**2.343635**	**1.438**		
POS	POS 1	0.644	0.414736	0.405	0.571902842	0.867906593
	POS 2	0.73	0.5329	0.264		
	POS 3	0.841	0.707281	0.19		
	POS 4	0.63	0.3969	0.426		
	POS 5	0.594	0.352836	0.515		
	Jumlah	**3.439**	**2.404653**	**1.8**		
JS	JS1	0.648	0.419904	0.325	0.600293203	0.882231441
	JS2	0.66	0.4356	0.348		
	JS3	0.74	0.5476	0.306		
	JS4	0.705	0.497025	0.273		
	JS5	0.671	0.450241	0.313		
	Jumlah	**3.424**	**2.35037**	**1.565**		
KP	TP	0.766	0.586756	0.226	0.735471817	0.892775546
	AP	0.808	0.652864	0.211		
	CP	0.729	0.531441	0.2		
	Jumlah	**2.303**	**1.771061**	**0.637**		

The test results show that each aspect has strong internal reliability, meeting the required criteria. This is evident in the construct reliability values, which exceed the recommended threshold of 0.70 set by Hair et al. (2010). In detail, the CR values for each construct are as follows: Emotional Intelligence (EI) at 0.8900, Perceived Organisational Support (POS) at 0.8679, Job Satisfaction (JS) at 0.8822, and Employee Performance (KP) at 0.8927. All of these values indicate that the items in each construct are able to measure the construct consistently.

In addition, the Average Variance Extracted (AVE) values for each construct also show valid results, with all values above the minimum threshold of 0.50. The AVE values for the EI construct are 0.6197, POS is 0.5719, JS is 0.6003, and KP is 0.7355. High AVE values indicate that most of the variance explained by the indicators in the construct is greater than the variance due to measurement error.

Thus, based on the results of the construct reliability and variance extracted analyses, it can be concluded that all constructs in this study meet the reliability and convergent validity criteria, making them suitable for further structural analysis in the SEM model.

4.1.3. Structural Model Evaluation

A. Normality Test

The kurtosis value of the data used, which is commonly presented in descriptive statistics, is used to perform a normality test. The Z-value is a statistical value used to test normality. If the Z-score surpasses the critical value, it suggests that the data distribution may deviate from normality. The critical value is determined based on a significance level of 0.01, which equates to ± 2.58. The findings from the normality assessment can be found in the table provided.

Table 3. Normality Test Results

Variable	min	max	skew	c.r.	kurtosis	c.r.
PD	2	5	-0.424	-2.608	-0.462	-1.421
PGD	2	5	-0.421	-2.591	0.237	0.728
MD	2	5	-0.459	-2.823	0.104	0.319
E	2	5	-0.598	-3.676	0.309	0.949
KS	1	5	-0.588	-3.617	0.137	0.421
CP	3	5	0.022	0.137	-0.658	-2.025
AP	2	5	-0.165	-1.015	-0.406	-1.25
TP	2	5	-0.261	-1.602	-0.18	-0.554
JS5	1	5	-0.587	-3.61	0.564	1.734
JS4	1	5	-0.564	-3.47	0.781	2.402
JS3	2	5	-0.045	-0.274	-0.604	-1.857
JS2	1	5	-0.063	-0.388	-0.21	-0.645
JS1	2	5	0.238	1.462	-0.559	-1.718
POS1	1	5	-0.606	-3.73	0.659	2.027
POS2	1	5	-0.541	-3.329	0.591	1.816
POS3	1	5	-0.556	-3.423	0.256	0.787
POS4	1	5	-0.393	-2.415	-0.15	-0.46
POS5	1	5	-0.087	-0.534	-0.261	-0.802
Multivariate					12.148	2.255

Based on the test results showing the critical ratio skewness value, all indicators show a normal distribution because the value is below 2.58. The multivariate normality test shows a value of 2.225. This indicates that the multivariate data is normally distributed.

B. Evaluation of outliers

Outliers refer to data points that deviate from the norm, showing characteristics that set them apart from the rest of the dataset. The presence of multivariate outliers can be detected through the application of the Mahalanobis distance criterion, with a significance level set at p < 0.001. The statistical test is said to have good multivariate properties if the Mahalanobis distance value is less than the chi-square (X2) (df;∝). With df = 18 and α = 0.001, the chi-square (X²) value is 42.31. From the results shown in the outlier evaluation, no outliers were found in the data.

C. Multivariate Outlier Test Results

Based on the results of the multivariate outlier test shown through the Mahalanobis D-squared value and p-value (p1), it is known that there are a number of observations that can be categorised as outliers. This is indicated by a p1 value less than 0.05, which shows statistical significance that the observation is far from the centre of the multivariate distribution. Observations such as numbers 163, 94, 110, 214, 245, 92, up to around observation 99 have high Mahalanobis D-squared values (above 30) with very small p1 values, ranging from 0.001 to 0.028. This condition indicates that at least 25 initial observations from the list are identified as potential multivariate outliers. Meanwhile, observations with p1 values above 0.05 cannot be categorised as outliers statistically because they fall within the tolerance range of the multivariate normal distribution. Therefore, further examination of the data identified as outliers is necessary, both to test their validity as legitimate representations of extreme conditions and to consider their removal or adjustment in order to maintain the reliability of subsequent statistical analysis results.

D. Model fit criteria evaluation

The model evaluation results show that most of the goodness of fit criteria used yielded good results, indicating that the model fits the data. In other words, the model constructed and based on theory is consistent with the facts, making it a suitable model for explaining how variables relate to one another.

Table 4. Evaluation of Goodness of Fit Indices Criteria

Criteria	Results	Critical value	Model Evaluation
Cmin/DF	2,355	≤3,0	Good fit
RMSEA	0,077	≤0.08	Good fit
GFI	0,871	0.9>GFI≥ 0.8	Good fit
AGFI	0,830	≥ 0.8	Good fit
TLI	0,879	≥0.9	Not fit
CFI	0,898	≥0.9	Not fit

The CMIN/DF index has a value of 2.355, which is considered indicative of a well-fitted model as it falls below the threshold of 3.0. The RMSEA index also reflects a value of 0.077, which is below the range of ≤0.08, suggesting a minimal level of approximation error within the model. Additionally, the GFI value of 0.871 and the AGFI value of 0.830 both exceed the minimum threshold of 0.8, further indicating a good fit for the model.

Nevertheless, the Tucker-Lewis Index (TLI) and the Comparative Fit Index (CFI) both had values of 0.879 and 0.898, respectively, slightly falling short of the recommended threshold of ≥0.90. Nevertheless, these values are close to the expected threshold and are therefore still tolerable in the context of complex social research. The achievement of most indicators shows that this model can generally be said to be suitable (fit) and sufficiently representative to explain the relationship between variables in this study.

E. Hypothesis Testing

Hypothesis testing was conducted on 7 predetermined hypotheses. The hypothesis was tested with a significance level set at a t-value of 0.05. In AMOS, the t-value is known as the critical ratio (C.R) in regression weight analysis. If the C.R value exceeds 1.967 or the probability value (P) is less than or equal to 0.05, then the null hypothesis (H0) is rejected. The outcomes of the hypothesis testing can be observed in the table provided.

Table 5. Hypothesis Testing Results

Variables	C.R Value	P-Value	Decision
The Influence of Emotional Intelligence on Performance	1,557	0,119	H1: Rejected
The Influence of Emotional Intelligence on Satisfaction	4,735	0,000	H2: Accepted
The Influence of Perceived Organisational Support on Performance	2,393	0,000	H3: Accepted
The Influence of Perceived Organisational Support on Satisfaction	1,823	0,068	H4: Rejected
The Influence of Job Satisfaction on Performance	8,757	0,000	H5: Accepted
Job Satisfaction Mediates Emotional Intelligence on Performance	2,955	0,000	H6: Accepted
Job Satisfaction Mediates Perceived Organisational Support on Performance	1,611	0,051	H7: Rejected

Source: AMOS

From Table 5, the effect is considered significant if C.R ≥ 1.967 or the probability value (P) ≤ 0.05. Conversely, if the C.R value is less than 1.967 or the probability value is greater than 0.05, the effect is considered insignificant.

4.2. Discussion

4.2.1. The Influence of Emotional Intelligence on Employee Performance

The study findings suggest that emotional intelligence does not make a notable difference in how well employees perform (C.R ≤ 1.967; P > 0.05). Although emotionally intelligence is theoretically considered an important predictor in the workplace because it helps individuals understand and manage emotions, build good interpersonal relationships, and cope with work pressure more effectively (Fredrickson, 2003; Sy et al., 2006), this is not the case in the context of PT.YZ. This lack of significance may be due to the procedural and target-oriented nature of the work, where job success depends more on technical skills and discipline than emotional factors (Matakena et al., 2023). Additionally, a rigid organisational culture or one that does not encourage healthy social interaction may prevent emotional intelligence from being fully realised. This aligns with the findings of Arfara & Samanta (2016) and Lansart et al. (2019), who found that emotional intelligence, under certain conditions, does not influence or even negatively impacts work performance. The impact of emotional intelligence on performance is largely dependent on the environment in which an individual works and the nature of their tasks.

4.2.2. The Influence of Emotional Intelligence on Job Satisfaction

In contrast to earlier findings, it was discovered that emotional intelligence plays a significant role in determining employee job satisfaction (C.R ≥ 1.967; P ≤ 0.05). This suggests that individuals with higher emotional intelligence tend to have higher levels of job satisfaction. Employees who can effectively manage their emotions are better able to adapt to the work environment, resolve conflicts constructively, and build harmonious interpersonal relationships, ultimately enhancing comfort and happiness at work. This is supported by Rezvani et al. (2016) and Thomas et al. (2006), who show that emotional intelligence significantly contributes to forming positive perceptions of work and the organisation. In the context of PT.YZ, an individual's ability to manage work pressure, maintain positive social relationships, and respond to work situations in a mature manner directly increases job satisfaction. However, it should be noted that these results contradict the findings of Wahyuni and Frendika (2022), who stated that emotional intelligence does not affect job satisfaction, so it is important to consider contextual factors that mediate this relationship.

4.2.3. The Influence of Perceived Organisational Support on Performance

The study showed that the level of support employees feel from their organisation has a strong impact on their performance. This suggests that when workers believe they are valued and appreciated by their employer, they are more likely to put in greater effort. This finding supports social exchange theory, which states that the reciprocal relationship between individuals and organisations encourages individuals to reciprocate positive treatment by increasing their work dedication (Silviana Mursidta, 2017; Ahmad Afzali et al., 2014). At PT.YZ, high perceptions of organisational support can take the form of access to work facilities, recognition of achievements, as well as clarity of roles and effective two-way communication. All of this creates a sense of belonging and loyalty, which is then actualised in the form of increased work productivity. However, not all studies show similar results. Wann-Yih & Htaik (2011) reported that perceptions of organisational support do not always impact performance,

indicating that the effectiveness of POS is also influenced by subjective perceptions and the quality of support implementation in the field.

4.2.4. The Influence of Perceived Organisational Support on Job Satisfaction

The findings of the research suggest that the level of support perceived from the organization does not play a crucial role in determining job satisfaction (C.R ≤ 1.967; P > 0.05). This shows that even though the organisation provides support in the form of facilities, guidance, or recognition, this does not necessarily increase employee job satisfaction at PT.YZ. It is possible that the form of support provided does not address the psychological aspects that employees truly need, such as personal recognition, trust, or emotional support. Additionally, the support received may be normative or formal in nature, lacking emotional involvement from the organisation towards individuals, thereby failing to enhance positive perceptions of work. This finding contradicts the results of research by Hasan et al. (2018) and Berdiyana et al. (2022), which state that perceptions of organisational support contribute positively to job satisfaction, but supports the findings of Mukhtar & Salisu Umar (2017), who state that such perceptions do not always have a tangible impact. In the context of PT.YZ, it is highly likely that factors such as workload, interpersonal relationships, and direct leadership have a greater influence on job satisfaction than formal support from the organisation.

4.2.5. The Influence of Job Satisfaction on Performance

Job satisfaction has been proven to have a positive and significant influence on employee performance (C.R ≥ 1.967; P ≤ 0.05). This finding indicates that employees who are satisfied with their work, whether in terms of workload, work environment, or relationships with supervisors and colleagues, tend to demonstrate higher performance. This aligns with Herzberg's hygiene-motivation theory, which states that job satisfaction is a motivational factor that drives individuals to achieve more. This study is also consistent with the findings of Siengthai and Pila-Ngarm (2017) and Mursidta (2017), who state that job satisfaction is directly proportional to increased performance. In the context of PT.YZ, this means that psychological comfort, recognition, and appreciation for employees' contributions play a crucial role in driving productivity. However, these results contradict some studies such as Bowling (2007) and Sarumpaet and Tajib (2023), which state that the link between contentment and productivity does not follow a straightforward pattern. Consequently, it can be deduced that the significance of job happiness on performance varies greatly based on the particular circumstances within the workplace and the unique attributes of each employee.

4.2.6. The Mediating Role of Job Satisfaction in the Relationship between Emotional Intelligence and Performance

The results suggest that job satisfaction plays a significant role in the connection between emotional intelligence and performance (C.R ≥ 1.967; P ≤ 0.05). This suggests that emotional intelligence does not directly affect performance, but can indirectly impact it by improving job satisfaction. Essentially, individuals with high emotional intelligence are more likely to enjoy their work, leading to increased motivation and productivity. These results support the mediation model and are consistent with Usman's (2019) findings, which state that job satisfaction is an important pathway in explaining the influence of emotional intelligence on performance. In the context of PT.YZ, strategies to improve performance through emotional intelligence training will be more effective if implemented alongside efforts to enhance job satisfaction, such as through a fair reward system, supportive leadership, and an emotionally healthy work environment. Thus, job satisfaction plays a crucial role as a bridge between personal (emotional) factors and actual work performance.

4.2.7. The Role of Job Satisfaction Mediation in the Relationship between Perceptions of Organisational Support and Performance

Contrary to previous findings, job satisfaction did not mediate the relationship between perceptions of organisational support and performance (C.R ≤ 1.967; P > 0.05). This means that although organisational support can directly influence performance, it does not do so through increased job satisfaction. This finding indicates that, in the context of PT.YZ, the form of support provided by the organisation has a more functional impact, such as the availability of work tools and information, rather than an emotional one. This support may be sufficient to help employees work better, but it is not strong enough to make them feel deeply satisfied with their work. This emphasises that the role of job satisfaction as a mediator is highly dependent on individuals' affective perceptions of the interactions that occur. This finding contradicts the full mediation model and shows that organisations cannot rely solely on structural support to improve employees' psychological aspects. If organisations want to improve performance through job satisfaction, they need to adopt a more personalised approach, such as managerial involvement, genuine two-way communication, and rewards based on emotional justice.

5. Conclusion

Emotional intelligence among PT.YZ employees is high, but it has no impact on their performance. Although PT.YZ employees have good emotional intelligence, there are several factors in emotional control that have not been fulfilled. In addition, the work at PT.YZ is more technical and does not require much interaction. Emotional intelligence enhances job satisfaction, suggesting that the strong emotional intelligence of PT.YZ staff contributes to their satisfaction at work. Employee performance is affected by perceived organisational support, suggesting that enhancing PT.YZ employees' perception of support from the organization can lead to improved performance.

The perception of organisational support has no impact on job satisfaction. This result means that an increase or decrease in the perception of organisational support among PT.YZ employees has no impact on their job satisfaction. Job satisfaction can mediate emotional intelligence in improving employee performance, meaning that efforts made by PT.YZ to improve job satisfaction can support emotional intelligence in improving performance. However, job satisfaction cannot mediate organisational support perception on performance. This means that whether employees at PT.YZ have high or low job satisfaction, it cannot support organisational support perception in improving employee performance.

6. References

Afzali, A., Motahari, A. A., & Hatami-Shirkouhi, L. (2014). Investigating the Influence of Perceived Organizational Support, Psychological Empowerment and Organizational Learning on Job Performance: an Empirical Investigation. *Tehnicki Vjesnik-Technical Gazette*, *21*(55), 623–629.

Arfara, C., & Samanta, I. (2016). The Impact of Emotional Intelligence on Improving Team-working: The Case of Public Sector (National Centre for Public Administration and Local Government - N.C.P.A.L.G.). *Procedia - Social and Behavioral Sciences*, *230*(May), 167–175. https://doi.org/10.1016/j.sbspro.2016.09.021

Arshadi, N., & Hayavi, G. (2013). The Effect of Perceived Organizational Support on Affective Commitment and Job Performance: Mediating Role of OBSE. *Procedia - Social and Behavioral Sciences*, *84*, 739–743. https://doi.org/10.1016/j.sbspro.2013.06.637

Berdiyana, M., Wardoyo, D. T. W., & Witjaksono, A. D. (2022). The Influence of Perceived Organizational Support, Job Satisfaction and Organizational Citizenship Behavior on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, *9*(2), 314–324.

Bowling, N. A. (2007). Is the job satisfaction-job performance relationship spurious? A meta-analytic examination. *Journal of Vocational Behavior*, *71*(2), 167–185. https://doi.org/10.1016/j.jvb.2007.04.007

Campbell, J. P., & Wiernik, B. M. (2015). *The Modeling and Assessment of Work Performance*. https://doi.org/10.1146/annurev-orgpsych-032414-111427

Eisenberger, R., & Huntington, R. (1986). *Perceived Organizational Support* (Vol. 71, Issue 3).

Fredrickson, B. L., Tugade, M. M., Waugh, C. E., & Larkin, G. R. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001. *Journal of Personality and Social Psychology*, *84*(2), 365.

Goleman, D. (2000). *Kecerdasan Emosional*. Gramedia Pustaka Utama.

Hasan, A., Noreen, S., & Hafeez, M. (2018). The Relationship among Perceived Organizational Support, Trust, Job Satisfaction and Turnover Intention: A Study of Banking Sector in Pakistan. *International Journal of Human Resource Studies*, *8*(4), 227. https://doi.org/10.5296/ijhrs.v8i4.13686

Lansart, T. A., Tewal, B., & Dotulng, L. O. . (2019). Pengaruh Kecerdasan Emosional, Dukungan Organisasi Dan KeadilanOrganisasional Terhadap Kinerja Pegawai Di Biro OrganisasiSekretariat Daerah Pemerintah Provinsi Sulawesi Utara. *Jurnal EMBA*, *7*(4), 5593–5602.

Mangkunegara, A. P. (2010). Perilaku dan Budaya Organisasi Bandung. In *PT Refika Aditama. Bandung*. Refika Aditama.

Matakena, S., Mardhiyah, A., & Siregar, O. M. (2023). Effect of Work-Life Balance and Emotional Intelligence on Employee Performance: (Study on Employees of PT Bank Tabungan Negara Medan Branch Office Consumer Collection Recovery and Asset Sales Unit Division). *JOURNAL OF HUMANITIES, SOCIAL SCIENCES AND BUSINESS*, *3*(2), 283–294. https://doi.org/10.55047/jhssb.v3i2.878

Mohamad, M., & Jais, J. (2016). Emotional Intelligence and Job Performance: A Study among Malaysian Teachers. *Procedia Economics and Finance*, *35*(October 2015), 674–682. https://doi.org/10.1016/s2212-5671(16)00083-6

Mukhtar, & Umar, S. (2017). *Impact of Organizational Support and Justice on Employees Job Satisfaction in Kano State Polytechnic*. *4*(9S), 150–158.

Mursidta, S. (2017). Pengaruh perceived organizational support (persepsi dukungan organisasi) dan kepuasan kerja terhadap kinerja karyawan pada pt. varia usaha beton gresik. *Jurnal Ilmu Manajemen*, *5*(1), 1–12.

Poon Teng Fatt, J. (2002). Emotional intelligence: For human resource managers. *Management Research News*, *25*(11), 57–74. https://doi.org/10.1108/01409170210783223

Pusparini, P. A., Farida, N., & Widiartanto, W. (2014). Pengaruh Commitment Organizational dan (POS) terhadap Kinerja Karyawan Melalui (OCB) pada PT. Nasmoco Kaligawe. *Jurnal Ilmu Administrasi Bisnis*, *4*(2), 420–429. https://ejournal3.undip.ac.id/index.php/jiab/article/viewFile/8332/8099

Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, *34*(7), 1112–1122. https://doi.org/10.1016/j.ijproman.2016.05.012

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the

literature. *Journal of Applied Psychology*, *87*(4). https://doi.org/10.1037/0021-9010.87.4.698

Rismawati, S. E., & Mattalata, S. E. (2018). *Evaluasi Kinerja: Penilaian Kinerja Atas Dasar Prestasi Kerja Berorientasi Kedepan* (Vol. 1). Celebes Media Perkasa.

Sarumpaet, C., & Tajib, E. (2023). The Influence of Organizational Culture and Employee Engagement on Employee Performance Through Job Satisfaction of Employees at Pt Generasi Teknologi Buana. *Indonesian Journal of Economic & Management Sciences*, *1*(2), 129–142. https://doi.org/10.55927/ijems.v1i2.3790

Schlechter, A. F., & Strauss, J. J. (2008). Leader emotional intelligence, transformational leadership, trust and team commitment: Testing a model within a team context. *SA Journal of Industrial Psychology*, *34*(1), 42–53.

Shamsuddin, N., & Rahman, R. A. (2014). The Relationship between Emotional Intelligence and Job Performance of Call Centre Agents. *Procedia - Social and Behavioral Sciences*, *129*, 75–81. https://doi.org/10.1016/j.sbspro.2014.03.650

Siengthai, S., & Pila-Ngarm, P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, *4*(2), 162–180.

Siengthai, S., & Pila-Ngarm, P. (2017). Evidence-based HRM: a Global Forum for Empirical Scholarship The interaction effect of job redesign and job satisfaction on employee performance. *Iss International Journal of Productivity and Performance Management Chinese Management Studies Iss Downloaded by Universiti Putra Malaysia At*, *4*(05), 162–180.

Sims, R. R. (2002). *Organizational success through effective human resources management*. Bloomsbury Publishing USA.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.

Steele, G. A., & Plenty, D. (2015). Supervisor-subordinate communication competence and job and communication satisfaction. *International Journal of Business Communication*, *52*(3), 294–318. https://doi.org/10.1177/2329488414525450

Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, *68*(3). https://doi.org/10.1016/j.jvb.2005.10.003

Usman, F. (2019). Pengaruh Kecerdasan Emosi Dan Budaya Organisasi Terhadap Kinerja Melalui Kepuasan Sebagai Variabel Intervening Pada Pegawai Universitas Trunajaya Bontang. *Forum Ekonomi*, *21*(2), 132–142.

Wahyuni, & Frendika. (2022). Pengaruh Emotional Intelligence terhadap Kepuasan Kerja Karyawan pada PT. X. *Jurnal Riset Manajemen Dan Bisnis*, 11–15. https://doi.org/10.29313/jrmb.v2i1.856

Wann-Yih, W., & Htaik, S. (2011). The Impacts of Perceived Organizational Support, Job Satisfaction, and Organizational Commitment On Job Performance In Hotel Industry. *The 11th International DSI and the 16th APDSI Joint Meeting, Taipei, Taiwan*, 12–16.