

# Examining Emotional Intelligence, Perceived Organizational Support, and Job Satisfaction on Job Performance

Predicting Job  
Performance  
Factors

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## ABSTRACT

*This study explores how emotional intelligence and perceived organizational support influence job performance among government employees, focusing on the mediating role of job satisfaction. The research targets civil servants at the directorate general of customs and excise in Indonesia, where complex regulatory demands and public service expectations create high pressure. The objective is to examine direct and indirect effects of these factors on performance and satisfaction in a public sector context. A quantitative approach was used, collecting data from 249 respondents through cross-sectional surveys. Analysis employed partial least squares structural equation modeling with SmartPLS 4 software, applying bootstrapping and blindfolding procedures. Results show that emotional intelligence positively affects both job satisfaction and job performance directly. Perceived organizational support significantly improves job satisfaction but has no direct impact on job performance. Job satisfaction positively influences job performance and mediates the relationships between emotional intelligence, perceived organizational support, and job performance. These findings highlight job satisfaction as a key psychological mechanism linking individual and organizational factors to better employee outcomes in public institutions.*

**Keywords:** Emotional Intelligence, Job Performance, Job Satisfaction, Perceived Organizational Support, Public Sector.

## ABSTRAK

*Studi ini mengeksplorasi bagaimana kecerdasan emosional dan dukungan organisasi yang dirasakan memengaruhi kinerja kerja di antara pegawai pemerintah, dengan fokus pada peran mediasi kepuasan kerja. Penelitian ini menargetkan pegawai negeri sipil di Direktorat Jenderal Bea dan Cukai di Indonesia, di mana tuntutan peraturan yang kompleks dan harapan layanan publik menciptakan tekanan tinggi. Tujuannya adalah untuk memeriksa efek langsung dan tidak langsung dari faktor-faktor ini terhadap kinerja dan kepuasan dalam konteks sektor publik. Pendekatan kuantitatif digunakan, mengumpulkan data dari 249 responden melalui survei cross-sectional. Analisis menggunakan pemodelan persamaan struktural kuadrat terkecil parsial dengan perangkat lunak SmartPLS 4, menerapkan prosedur bootstrapping dan blindfolding. Hasil menunjukkan bahwa kecerdasan emosional secara positif memengaruhi kepuasan kerja dan kinerja kerja secara langsung. Dukungan organisasi yang dirasakan secara signifikan meningkatkan kepuasan kerja tetapi tidak memiliki dampak langsung pada kinerja kerja. Kepuasan kerja secara positif memengaruhi kinerja kerja dan memediasi hubungan antara kecerdasan emosional, dukungan organisasi yang dirasakan, dan kinerja kerja. Temuan ini menyoroti kepuasan kerja*

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## **INTRODUCTION**

The increasing complexity of the contemporary organizational environment highlights the need for employees to not only meet performance expectations but also to maintain resilience in the face of rapid institutional change. In the public sector, particularly among civil servants in developing regions, government agencies are confronted with continuous challenges such as efficiency pressures, policy reforms, digital transformation, and rising public demands for accountability (Cropanzano & Mitchell, 2005; Brunetto et al., 2012; Chin et al., 2020). Within this context, employee performance becomes a fundamental determinant of organizational effectiveness. Job performance, defined as the degree to which individuals achieve the responsibilities required by their roles, is widely acknowledged as a critical driver of institutional success (Goleman, 1995; Cheah et al., 2021). Recent studies have emphasized that high-performing employees are more capable of sustaining innovation, delivering public services effectively, and supporting organizational adaptability in uncertain environments (Aselage & Eisenberger, 2003; Andrade et al., 2020; Liu et al., 2023).

One important factor that contributes to variations in job performance is emotional intelligence, which represents the ability to perceive, understand, and regulate emotions in oneself and others (Judge et al., 2001; Rasoolimanesh et al., 2021). Emotional intelligence is increasingly recognized as a key predictor of workplace behavior, particularly in organizations where interpersonal interaction and service delivery are central (Williams & Anderson, 1991; Rhoades & Eisenberger, 2002). Employees with higher emotional intelligence tend to manage stress better, build constructive workplace relationships, and contribute positively to organizational goals. Empirical evidence has confirmed that emotional intelligence is strongly associated with increased levels of employee motivation, engagement, and ultimately, job performance (Miao et al., 2017; Prentice et al., 2020). More recent findings reveal that in public organizations, civil servants with higher levels of emotional intelligence demonstrate better conflict management, adaptability, and performance outcomes, especially in regions where limited resources demand greater emotional resilience (Farnia et al., 2018; Alwali & Alwali, 2022).

In addition to individual capacities, organizational factors play an essential role in shaping employee performance. Perceived organizational support describes the extent to which employees believe their contributions are valued and their well-being is cared for by the organization. Perceived organizational support has been widely linked to positive employee attitudes and behaviors such as organizational commitment, proactive work behavior, and enhanced performance (Caesens et al., 2016; Kurtessis et al., 2017). Within the public sector, where employees often operate under high levels of bureaucracy and formal control, perceived organizational support becomes a critical resource that strengthens employee morale and fosters the willingness to exert discretionary effort. Recent empirical studies show that higher perceived organizational support leads to greater employee satisfaction and reduced turnover intention, as well as stronger motivation to contribute to organizational effectiveness (Eisenberger et al., 2020; Kim & Beehr, 2023). However, findings on the direct relationship between perceived organizational support and job performance remain inconsistent, with some studies showing significant effects and others reporting weak or insignificant links (Karaalioglu & Karabulut, 2019; Abdullah et al., 2021).

Job satisfaction is another important psychological construct that mediates the influence of both emotional intelligence and perceived organizational support on performance outcomes. Employees who experience satisfaction in their jobs tend to be more engaged, motivated, and committed to delivering high-quality performance. Social exchange theory suggests that when employees perceive positive treatment from their organization, they feel obligated to reciprocate with favorable work attitudes and behaviors. Recent studies in both private and public organizations have confirmed that job satisfaction significantly improves job performance and frequently serves as a mediator between organizational resources and employee outcomes (Afsar & Badir, 2017; Wijaya & Suprayitno, 2019; Sharma & Biswakarma, 2020). In particular, the mediating role of job satisfaction has become increasingly relevant in explaining why some organizational support initiatives succeed in enhancing performance while others do not (Sharma & Biswakarma, 2020; Rubaca & Khan, 2021). This study aims to investigate the effects of emotional intelligence and perceived organizational support on job performance, while examining the mediating role of job satisfaction among government employees at the directorate general of customs and excise in Indonesia.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **The Determinant of Job Performance**

Emotional intelligence is a critical personal resource that influences how employees interact with their environment and achieve job performance. It encompasses the ability to recognize, understand, and regulate emotions to facilitate constructive behavior and effective work outcomes (Joseph et al., 2015; Miao et al., 2017). Employees with high emotional intelligence can manage stress, resolve conflicts, and sustain interpersonal relationships, enhancing adaptability and decision-making in complex bureaucratic settings (Davis, 2024). Job performance itself includes both task performance, core job duties, and contextual performance that support the social environment (Koopmans et al., 2013). Meta-analytic evidence shows that emotional intelligence strongly predicts in-role and extra-role performance, enhances satisfaction and productivity through psychological capital, and improves outcomes when satisfaction mechanisms exist (Miao et al., 2017; Javed et al., 2020; Naqvi & Siddiqui, 2023). Benitez et al. (2020) further emphasize emotional intelligence's influence on satisfaction and performance in law enforcement contexts, highlighting its relevance for directorate general of customs and excise officers. However, despite extensive global evidence, the emotional intelligence-job performance relationship remains underexplored in Indonesia's public sector.

Perceived Organizational Support (POS) represents employees' belief that their organization values their contributions and well-being (Eisenberger et al., 1986). Rooted in Organizational Support Theory (OST), perceived organizational support arises from fair treatment, supportive leadership, and adequate resources that signal recognition and care (Kurtessis et al., 2017). In rigid bureaucratic systems with limited monetary incentives, perceived organizational support functions as a vital psychological resource that enhances motivation and sustains performance. Research shows that POS can directly boost job performance by providing employees with a sense of security and resources to meet job demands, while other studies reveal its indirect influence through mediators such as job satisfaction or commitment (Karaalioglu & Karabulut, 2019; Sharma & Biswakarma, 2020; Patnaik et al., 2023; Kusuma et al., 2024). Thus, both emotional intelligence and POS emerge as interrelated determinants of job performance.

H1: Emotional intelligence has a significant effect on job performance.

H2: Perceived organizational support has a significant effect on job performance.

H3: Job satisfaction has a significant effect on job performance.

## **The Determinant of Job Satisfaction**

Emotional intelligence is increasingly acknowledged as a fundamental personal resource that shapes employees' experiences and attitudes at work. Defined as the ability to perceive, understand, and regulate emotions in oneself and others, Emotional intelligence enables employees to manage workplace stressors, resolve conflicts, and maintain constructive social relationships (Joseph et al., 2015; Miao et al., 2017). In the context of job satisfaction, emotional intelligence plays a critical role because individuals with higher emotional intelligence are better able to transform emotional demands into opportunities for growth rather than sources of frustration. By regulating their own emotions and empathizing with colleagues, emotionally intelligent employees tend to maintain a positive outlook on their work, which naturally enhances their satisfaction (Davis, 2024). According to Javed et al. (2020), emotional intelligence significantly improves employees' job satisfaction, both directly and indirectly, through psychological capital.

Perceived organizational support refers to employees' perceptions regarding the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 2020). Grounded in OST, perceived organizational support creates a sense of reciprocity in which employees feel motivated to respond to organizational care with positive attitudes and behaviors (Kurtessis et al., 2017). One of the most immediate outcomes of perceived organizational support is job satisfaction. When employees believe that their organization is attentive to their needs, provides fair treatment, and offers the resources necessary for success, they are more likely to experience satisfaction with their work (Sharma & Biswakarma, 2020). According to Abdullahi et al. (2024), employees who perceive higher organizational support report significantly greater satisfaction with their jobs. Karaalioğlu and Karabulut (2019) also found that perceived organizational support directly improves job satisfaction and indirectly influences job performance through this attitudinal pathway.

H4: Emotional intelligence has a significant effect on job satisfaction.

H5: Perceived organizational support has a significant effect on job satisfaction.

## **Job Satisfaction as a Mediator**

Job satisfaction is often conceptualized not only as an outcome of organizational practices but also as a psychological mechanism that explains how organizational and personal factors influence job performance. Drawing from the job demands-resources framework, satisfaction emerges when employees perceive that their resources, such as organizational support and emotional capabilities, are sufficient to meet job demands (Bakker & Demerouti, 2017; Guslina et al., 2025). This satisfaction then motivates employees to invest additional effort, persistence, and discretionary behavior that enhances performance. In this regard, job satisfaction serves as a mediator that translates perceived organizational support and emotional intelligence into tangible performance outcomes. Such a role is particularly important in bureaucratic contexts like directorate general of customs and excise, where employees often face high demands and rigid structures that can easily undermine performance unless satisfaction is fostered.

A growing body of empirical research supports the mediating role of job satisfaction. According to Sharma and Biswakarma (2020), job satisfaction significantly mediates the relationship between perceived organizational support and job performance, emphasizing that support enhances performance primarily through its effect on satisfaction. Naqvi and Siddiqui (2023) demonstrated that emotional intelligence positively influences job performance via the mediating effect of job satisfaction, highlighting the role of satisfaction in channeling emotional capabilities toward productive work outcomes. Studies conducted in various organizational settings consistently confirm this mediating pathway. For example, Karaalioğlu and Karabulut (2019) reported that job satisfaction plays a crucial role in explaining how perceived organizational support translates into

improved job performance, while Pracoyo et al. (2022) showed that job satisfaction mediates the impact of organizational practices on performance in the Indonesian context.

H6: Job satisfaction mediates the effect of emotional intelligence on job performance.

H7: Job satisfaction mediates the effect of perceived organizational support on job performance.

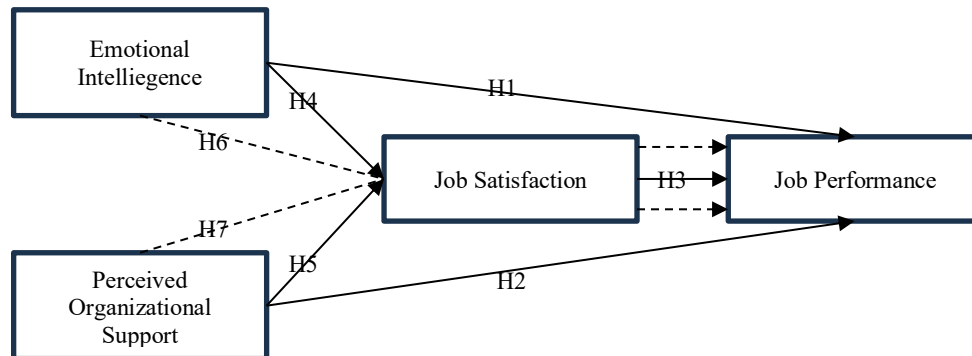


Figure 1. Research Framework

The conceptual framework of this study is illustrated in Figure 1. It integrates emotional intelligence and perceived organizational support as antecedents that influence job satisfaction and job performance. Emotional intelligence is proposed to have direct effects on both job satisfaction and job performance, while perceived organizational support directly affects job satisfaction but may influence job performance indirectly through job satisfaction. Job satisfaction serves as a central mediator, linking individual and organizational factors to performance outcomes. According to Hair and Alamer (2022), such integrated models are best tested using PLS-SEM for predictive and explanatory purposes in public sector research. This framework is grounded in social exchange theory and the job demands-resources model, emphasizing reciprocity and resource availability in bureaucratic settings like directorate general of customs and excise.

## RESEARCH METHODS

This study applied a quantitative approach using cross-sectional surveys of government employees at the directorate general of customs and excise. Data were collected from 249 respondents through a structured questionnaire distributed online and on-site, achieving a response rate of approximately 78% after excluding incomplete responses. The sample consisted of civil servants from various directorates within directorate general of customs and excise, selected via convenience sampling to ensure representation across job levels and regions. All participants provided informed consent, and anonymity was maintained to encourage honest responses. Measures included validated scales: emotional intelligence was assessed using the 16-item adapted from Wong and Law (2002) emotional intelligence scale, perceived organizational support with the 8-item short form of the survey of perceived organizational support adapted from Eisenberger et al. (2020), job satisfaction with a 6-item scale adapted from Agho et al. (1992), and job performance using the 18-item individual work performance questionnaire adapted from Koopmans et al. (2013). Responses were recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. PLS-SEM is a variance-based statistical method that simultaneously tests measurement models followed by structural model testing (Hair et al., 2014; Legate et al., 2021). The PLS-SEM technique was employed in this study because it provides advantages over covariance-based SEM, particularly in

handling complex models, small to medium sample sizes, and non-normal data distribution. Moreover, PLS-SEM is more suitable for predictive and exploratory purposes, especially when mediation is involved (Hair et al., 2019). Model testing applied a disjoint two-stage approach, where latent variable scores were generated in the first stage and used as input for structural relationships in the second stage (Becker et al., 2023). This approach ensured that all constructs, whether multidimensional or unidimensional, were equally represented and evaluated in the analysis process.

During testing with the PLS-SEM technique, three main stages of analysis were conducted: model specification, outer model evaluation, and inner model evaluation (Hair et al., 2014). Outer model evaluation assessed convergent validity, discriminant validity, indicator reliability, and internal consistency reliability using factor loadings, Average Variance Extracted (AVE), composite reliability, Fornell-Larcker criterion, and Heterotrait-Monotrait ratio (HTMT). The inner model evaluation examined collinearity through Variance Inflation Factor (VIF), path coefficients' significance, coefficient of determination ( $R^2$ ), effect sizes ( $f^2$ ), and predictive relevance ( $Q^2$ ) using PLS prediction and blindfolding. The bootstrapping procedure with 10,000 resamples was applied to evaluate the significance of direct and indirect effects (Hair et al., 2022). Hypothesis testing was based on t-value > 1.645 (one-tailed) and p-value < 0.05, while mediation analysis followed Zhao et al. (2010) to classify mediation types.

## RESULTS

The analysis results provide empirical evidence regarding the relationships among emotional intelligence, perceived organizational support, job satisfaction, and job performance. Using the PLS-SEM approach, the findings demonstrate how each construct contributes to explaining the overall model of employee behavior within the directorate general of customs and excise. This section presents the evaluation outcomes for both measurement and structural models, ensuring that validity, reliability, and predictive accuracy are adequately established before interpreting the tested hypotheses.

Table 1. First Stage Measurement Model

Variable	Construct	Indicator	Mean	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Emotional Intelligence	Self-Emotion Appraisal	EI1	6.418	0.851	0.868	0.911	0.721
		EI2	6.317	0.893			
		EI3	6.269	0.911			
		EI4	6.406	0.730			
	Other's Emotion Appraisal	EI5	5.506	0.919	0.937	0.955	0.842
		EI6	5.643	0.922			
		EI7	5.582	0.946			
	Use of Emotion	EI8	5.635	0.882	0.907	0.935	0.782
		EI9	6.313	0.837			
		EI10	6.233	0.906			
		EI11	6.281	0.912			
	Regulation of Emotion	EI12	6.470	0.879	0.907	0.935	0.784
		EI13	6.233	0.858			
		EI14	6.124	0.905			
		EI15	5.928	0.846			
		EI16	6.088	0.929			
Perceived Organizational Support	POS1	5.735	0.909	0.922	0.945	0.811	
	POS2	5.723	0.936				
	POS3	5.651	0.892				
	POS4	5.675	0.864				
Job Satisfaction	JS1	5.884	0.887	0.896	0.921	0.663	
	JS2	5.414	0.793				
	JS3	5.213	0.833				
	JS4	5.060	0.627				
	JS5	5.859	0.900				
	JS6	5.976	0.815				
	JPT1	6.112	0.813	0.867	0.904	0.653	

Variable	Construct	Indicator	Mean	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Job Performance	Task Performance	JPT2	6.406	0.819	0.902	0.928	0.719
		JPT3	6.317	0.869			
		JPT4	6.161	0.769			
		JPT5	6.177	0.765			
	Contextual Performance	JPC1	6.052	0.774			
		JPC2	6.293	0.871			
		JPC3	6.386	0.887			
		JPC4	6.390	0.860			
		JPC5	6.277	0.846			

For the measurement model in the first stage, Table 1 reports adequate validity and reliability from the specified model. Internal consistency reliability for all constructs, including the multidimensional construct of emotional intelligence (self-emotion appraisal, other's emotion appraisal, use of emotion, and regulation of emotion), perceived organizational support, job satisfaction, and job performance (task performance and contextual performance), showed Cronbach's alpha values ranging from 0.867 to 0.937 and composite reliability values between 0.904 and 0.955, all exceeding the minimum threshold of 0.70. The outer loadings of most indicators were above 0.70, demonstrating sufficient indicator reliability, although some items such as JS4 (0.627) remained acceptable in exploratory research. Further, the average variance extracted (AVE) values of each construct ranged from 0.653 to 0.842, surpassing the cut-off of 0.50 and confirming convergent validity. Thus, the first-stage measurement model confirms that emotional intelligence, perceived organizational support, job satisfaction, and job performance are measured with sufficient reliability and validity, and are feasible for further use in the second-stage structural model.

Table 2. Second Stage Measurement Model

Construct	Indicator	Mean	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Emotional Intelligence	Self-Emotion Appraisal	0.000	0.847	0.778	0.856	0.600
	Other's Emotion Appraisal	0.000	0.654			
	Use of Emotion	0.000	0.791			
	Regulation of Emotion	0.000	0.794			
Perceived Organizational Support	POS1	5.735	0.909	0.922	0.945	0.811
	POS2	5.723	0.936			
	POS3	5.651	0.892			
	POS4	5.675	0.864			
Job Satisfaction	JS1	5.884	0.887	0.896	0.921	0.663
	JS2	5.414	0.793			
	JS3	5.213	0.832			
	JS4	5.060	0.626			
	JS5	5.859	0.901			
	JS6	5.976	0.815			
Job Performance	Task Performance	0.000	0.808	0.918	0.960	0.924
	Contextual Performance	0.000	0.820			

Similar to the first stage, the second-stage test model was also found satisfactory in terms of the validity and reliability of the transformed specification model, as shown in Table 2. Latent constructs of emotional intelligence, perceived organizational support, job satisfaction, and job performance showed Cronbach's alpha values ranging from 0.778 to 0.918 and composite reliability ranging from 0.856 to 0.960, all exceeding the recommended threshold of 0.70. The outer loadings of all indicators in the four latent

variables ranged from 0.626 to 0.936, with most indicators above 0.70 and all above 0.50, thus fulfilling the criterion for indicator reliability. Furthermore, the AVE values of each construct ranged from 0.600 to 0.924, all greater than 0.50, confirming the achievement of convergent validity. These results indicate strong measurement properties in the second stage, allowing confident progression to discriminant validity and structural assessment.

Table 3. Second Stage Discriminant Validity

Variable	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)			
	Emotional Intelligence	Perceived Organizational Support	Job Satisfaction	Job Performance	Emotional Intelligence	Perceived Organizational Support	Job Satisfaction	Job Performance
Emotional Intelligence	0.775	0.502	0.548	0.732				
Perceived Organizational Support		0.901	0.648	0.455	0.580			
Job Satisfaction			0.814	0.521	0.634	0.704		
Job Performance				0.961	0.846	0.494	0.552	

The discriminant validity results in the second-stage measurement model in Table 3 show that the Fornell–Larcker criterion was satisfied, where the square root of the Average Variance Extracted (AVE) for each construct was greater than the correlations between the construct and any other construct. The Heterotrait-Monotrait Ratio (HTMT) values were all below 0.90, indicating satisfactory discriminant validity. In addition, all VIF values, both inner and outer, were below the recommended cut-off of 5, which shows that the model specification is free from multicollinearity. Thus, the results of internal consistency reliability, indicator reliability, convergent validity, discriminant validity, and absence of multicollinearity indicate that the second-stage measurement model in this study is qualified for further structural model analysis.

Based on Table 4, the structural equation model results reported that job performance has an  $R^2$  of 0.557 and a  $Q^2$  of 0.530, while job satisfaction shows an  $R^2$  of 0.487 and a  $Q^2$  of 0.470. Thus, both reported acceptable explanatory power in social science research and indicated that the exogenous constructs have predictive relevance for the endogenous construct under consideration (Hair et al., 2019; Hair & Sarstedt, 2021). Furthermore, the effect size  $f^2$  results on the five direct effects in the model showed results that varied between small, medium, and large effects. A small effect ( $\approx 0.02$ ) is generated on the path job satisfaction on job performance (0.026), while a medium effect ( $0.129 \leq f^2 \leq 0.363$ ) is shown by the paths emotional intelligence on job satisfaction (0.129) and perceived organizational support on job satisfaction (0.363). Meanwhile, large effects ( $>0.35$ ) are demonstrated on the path emotional intelligence on job performance (0.591), indicating substantial predictive contribution. These findings confirm that the model has sufficient predictive power and relevance for further structural model analysis.

Table 4. Predictive Power, Predictive Relevance, and Effect Size

Dependent Variable	$R^2$	$f^2$			$Q^2$
		Emotional Intelligence	Perceived Organizational Support	Job Satisfaction	
Job Performance	0.557	0.591	0.002	0.026	0.530
Job Satisfaction	0.487	0.129	0.363		0.470

Table 5. Hypothesis Testing: Path Coefficients and Indirect Effects

Hypothesis	Path	$\beta$	t-value	p-value	Decision	Mediation Type
H1	Emotional Intelligence → Job Performance	0.628	11.875	<0.01	Supported	-
H2	Perceived Organizational Support → Job Performance	0.043	0.587	>0.05	Not Supported	-
H3	Job Satisfaction → Job Performance	0.149	1.989	<0.05	Supported	-
H4	Emotional Intelligence → Job Satisfaction	0.297	4.835	<0.01	Supported	-
H5	Perceived Organizational Support → Job Satisfaction	0.499	7.699	<0.01	Supported	-
H6	Emotional Intelligence → Job Satisfaction → Job Performance	0.044	1.936	<0.05	Supported	Complementary
H7	Perceived Organizational Support → Job Satisfaction → Job Performance	0.074	1.986	<0.05	Supported	Complementary

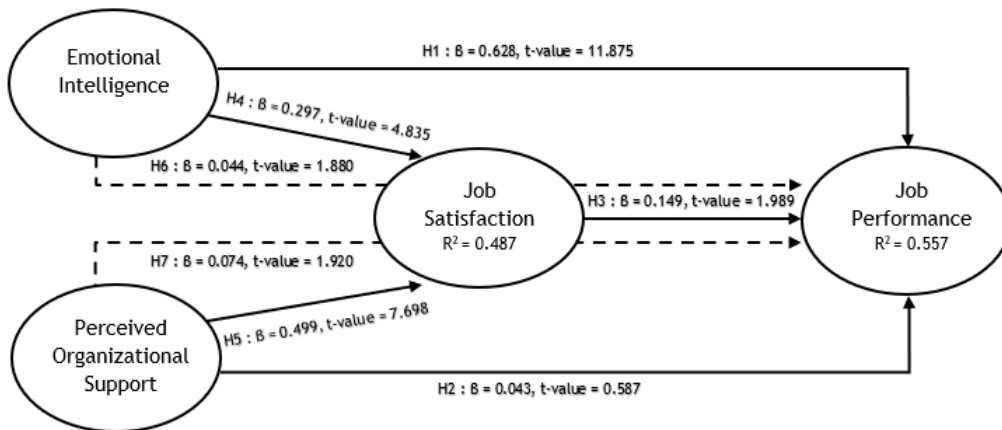


Figure 2. Structural Model

The path coefficients and specific indirect effects reveal that not all hypotheses were supported, as summarized in Table 5 and visualized in Figure 2. The direct effect of emotional intelligence on job performance (H1) was positive and significant ( $\beta = 0.628$ ,  $t = 11.875$ ,  $p < 0.01$ ), confirming that employees with higher emotional intelligence perform better in their roles. In contrast, perceived organizational support showed no significant direct effect on job performance (H2:  $\beta = 0.043$ ,  $t = 0.587$ ,  $p > 0.05$ ), suggesting that organizational support does not directly translate into performance in this context. Job satisfaction had a positive and significant influence on job performance (H3:  $\beta = 0.149$ ,  $t = 1.989$ ,  $p < 0.05$ ), supporting its role as a direct driver of work outcomes. Emotional intelligence also significantly enhanced job satisfaction (H4:  $\beta = 0.297$ ,  $t = 4.835$ ,  $p < 0.01$ ), and perceived organizational support strongly predicted job satisfaction (H5:  $\beta = 0.499$ ,  $t = 7.699$ ,  $p < 0.01$ ). These results highlight the differential pathways through which individual and organizational factors influence satisfaction and performance.

Mediation analysis further revealed the indirect pathways. The indirect effect of emotional intelligence on job performance through job satisfaction (H6) was significant ( $\beta = 0.044$ ,  $t = 1.936$ ,  $p < 0.05$ ), indicating complementary mediation since the direct effect remained strong. Similarly, the indirect effect of perceived organizational support on job performance via job satisfaction (H7) was significant ( $\beta = 0.074$ ,  $t = 1.986$ ,  $p <$

0.05), also classified as complementary mediation, though the direct path was non-significant. This pattern suggests that while emotional intelligence influences performance both directly and through satisfaction, perceived organizational support operates exclusively through job satisfaction to affect performance. All mediation types were determined following Zhao et al. (2010).

## **DISCUSSION**

The findings of this study provide several important insights into the dynamics between emotional intelligence, perceived organizational support, job satisfaction, and job performance in the context of civil servants at the directorate general of customs and excise. First, the results reveal that emotional intelligence has a strong and significant direct effect on job performance. This suggests that employees who are capable of recognizing, understanding, and regulating emotions, both their own and those of others, are more likely to perform effectively in fulfilling their work responsibilities. In the directorate general of customs and excise environment, which requires balancing complex regulatory enforcement and public service, emotionally intelligent employees demonstrate resilience, adaptability, and interpersonal competence. These abilities allow them to manage stress, maintain constructive workplace relationships, and achieve performance targets. According to Miao et al. (2017), this finding is consistent with previous research and reinforces the perspective of self-determination theory, which argues that emotional competence enhances intrinsic motivation and encourages higher levels of performance (Deci et al., 2017).

Second, the study shows that perceived organizational support does not have a significant direct effect on job performance. This result appears contradictory to several studies that have established a strong positive link between perceived organizational support and performance outcomes (Patnaik et al., 2023; Abdullahi et al., 2024). However, the findings align with other empirical works, such as Sharma and Biswakarma (2020) and Rubaca and Khan (2021), which highlight that the effect of perceived organizational support on performance often operates indirectly, mediated through job attitudes such as satisfaction or commitment. In bureaucratic organizations like directorate general of customs and excise, where extrinsic rewards are relatively fixed and the work environment is bound by rigid structures, organizational support may not immediately translate into better performance. Employees might appreciate supportive practices, but such appreciation only improves performance when it also generates satisfaction and commitment. This result underscores that organizational support in the public sector plays a more subtle role: it lays the foundation for positive psychological states, rather than directly driving outcomes.

Third, the study provides evidence that job satisfaction significantly influences job performance. This result strengthens the well-established consensus in organizational behavior literature that satisfied employees are more motivated, engaged, and committed, ultimately contributing to superior work outcomes (Katebi et al., 2022; Pracoyo et al., 2022). For directorate general of customs and excise employees, satisfaction serves as a psychological buffer that helps them cope with heavy workloads and strict performance standards. Employees who feel fulfilled and content with their work environment are more likely to invest discretionary effort, show persistence, and maintain high-quality service even under pressure. In this context, the job demands–resources framework is highly relevant: satisfaction reflects the availability of resources that counterbalance demanding job conditions, enabling employees to sustain performance levels (Bakker & Demerouti, 2017).

Fourth, the findings highlight that emotional intelligence has a significant positive effect on job satisfaction. This result aligns with previous empirical evidence such as Javed et al. (2020) and Winton (2023), which suggests that emotionally intelligent employees are better able to reframe challenges, regulate emotional strain, and build supportive relationships, all of which lead to higher satisfaction. Within directorate general of customs and excise, where employees often face conflicting roles between enforcement

and service delivery, those with higher emotional intelligence can transform workplace stressors into opportunities for growth and learning. This capacity allows them to maintain enthusiasm and positive affect at work, thus increasing their overall satisfaction. perceived organizational support was also found to have a significant positive effect on job satisfaction, confirming OST and reinforcing prior evidence that when employees feel valued, recognized, and cared for by their organization, they are more likely to be satisfied with their jobs (Kurtessis et al., 2017; Karaalioğlu & Karabulut, 2019; Eisenberger et al., 2020).

The mediation analysis shows that job satisfaction plays a complementary role in mediating the relationship between emotional intelligence, perceived organizational support, and job performance. Specifically, emotional intelligence has both a direct and indirect effect on performance through satisfaction, while perceived organizational support affects performance only indirectly via satisfaction. These results have important practical implications for directorate general of customs and excise and similar public organizations. Leaders should prioritize emotional intelligence training programs to build employee resilience and interpersonal skills, while strengthening supportive practices such as fair treatment, recognition, and transparent communication to boost satisfaction. By fostering both individual competencies and a supportive environment, organizations can create a sustainable cycle of reciprocity that enhances performance and employee well-being.

## **CONCLUSION**

This study set out to examine the effects of emotional intelligence and perceived organizational support on job performance, with job satisfaction as a mediating variable, among civil servants in the directorate general of customs and excise. The results provide strong evidence that emotional intelligence directly improves both job satisfaction and job performance, while perceived organizational support significantly improves job satisfaction but has no direct effect on job performance. Furthermore, job satisfaction itself was shown to positively influence job performance and to mediate the effects of both emotional intelligence and perceived organizational support on performance. These findings collectively confirm the explanatory power of social exchange processes in understanding the mechanisms that shape employee performance in bureaucratic organizations. Employees with high emotional intelligence are better able to build constructive workplace exchanges, which leads them to reciprocate by displaying higher satisfaction and performance. At the same time, employees who perceive organizational support interpret such treatment as the organization fulfilling its side of the exchange relationship, and their natural response is to reciprocate with positive attitudes, manifested as job satisfaction, which then drives improved performance.

The findings offer practical implications for directorate general of customs and excise and similar public organizations by highlighting the need for capacity-building programs focused on emotional skills and supportive management practices to enhance satisfaction and performance. Although perceived organizational support does not directly enhance performance, it plays a crucial role in increasing satisfaction, which ultimately leads to stronger performance, so leaders should prioritize fair treatment, recognition, and concern for well-being. However, some limitations must be acknowledged, including the cross-sectional design that restricts causal interpretations and the reliance on self-reported measures that may introduce bias in assessing job performance. Future research should consider longitudinal approaches to establish causality, incorporate supervisor or peer evaluations for multi-source data, and explore additional variables such as organizational culture or leadership style that might moderate the relationships. Despite these limitations, the study provides important contributions by reaffirming the relevance of reciprocal exchange processes in public organizations, with job satisfaction acting as the central mechanism that sustains performance improvements.

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