

The Role of Professionalism as a Mediator of the Influence of Emotional Intelligence and Perceived Organizational Support on Employee Performance

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Abstract

This study aims to explore and confirm the role of professionalism as a mediator of the influence of emotional intelligence and perceived organizational support on employee performance at the Human Resources Development and Personnel Agency in Landak Regency. The research method used in this study is the associative research method. The sampling technique used was saturated sampling involving 62 respondents. The data collection technique employed a questionnaire. The data collected were processed using SEM (Structural Equation Modeling) with WarpPLS 7.0 software. This study found that emotional intelligence did not have a significant effect on employee performance, perceived organizational support had a significant effect on employee performance, emotional intelligence had a significant effect on professionalism, organizational support had a significant effect on professionalism, and professionalism had a significant effect on mediating the relationship between emotional intelligence and perceived organizational support on employee performance.

Keywords: emotional intelligence, perceived organizational support, professionalism, employee performance

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INTRODUCTION

Employee performance is one of the most important elements in determining the success of an organization. Improving employee performance is crucial to achieving organizational goals. Employees with good performance can provide better services to the community (Kira & Shakibaei, 2023), including the Human Resources Development and Personnel Agency (BKPSDM). BKPSDM has strategic responsibilities in managing human resources, training, and developing employee competencies to effectively support the achievement of organizational goals.

BKPSDM requires optimal employee performance to face various challenges, such as demands for fast, transparent, and accountable service. In the BKPSDM environment, organizational support can be realized through recognition of work results, provision of training, and incentives. Employees who feel appreciated and supported tend to exhibit high professionalism toward the organization, motivating them to work harder and deliver optimal performance. However, achieving high employee performance does not rely solely on technical skills but also involves other factors, such as emotional intelligence, perceived organizational support, and professionalism, to foster better performance.

Achieving high employee performance does not only depend on technical skills alone, but also involves other factors such as emotional intelligence, perceived organizational support, and professionalism to create better performance. Salovey and Mayer (2021) explain that individuals who have high levels of emotional intelligence tend to be better able to establish effective social interactions

and deal with pressure or stress in a healthy way, which will have a positive impact on their performance. Emotional intelligence plays an important role in influencing someone when making a decision (Robbins and Judge, 2017). Individuals with high levels of emotional intelligence have the ability to lead more effectively (Cooper and Sawaf, 2002).

Support from leaders towards employees is crucial for the employees themselves. Perceived organizational support is understood as a belief regarding a certain level of organizational obligation to employees (Mohamed & Ali, 2015). To fulfill socio-emotional needs and evaluate the benefits of improved performance, employees develop perceptions about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Furthermore, Wayne, Shore, & Liden (1997) described perceived organizational support as a belief or perception that arises within employees regarding the extent to which the organization demonstrates its commitment to them.

Professionalism is a person's belief that attitudes and actions in carrying out an activity and service must be based on knowledge and values. Employee performance determines the success of employees in carrying out a job (Mangkunegara, 2013). Professional people are individuals who can be relied on and trusted because they are experts, skilled, knowledgeable, responsible, diligent, disciplined, and serious in carrying out their work duties (Wirjayanti, 2014). Employee performance determines the success of employees in carrying out a job (Mangkunegara, 2013). Then, Siagian (2016: 227) defines performance as a person's ability to work so that work goals and targets can be achieved optimally, with less sacrifice than the results obtained. Kasmir (2016: 182) also explains that performance is the result of work and behavior achieved in completing tasks and responsibilities during a certain period. Based on these objectives, the hypotheses formed in this study are:

H₁: Emotional Intelligence has a positive and significant effect on Employee Performance.

H₂: Perceived Organizational Support has a positive and significant effect on Employee Performance.

H₃: Emotional Intelligence has a positive and significant effect on Professionalism.

H₄: Perceived Organizational Support has a positive and significant effect on Professionalism.

H₅: Professionalism mediates the relationship between Emotional Intelligence and Perceived Organizational Support on Employee Performance.

Elkhori & Budianto's (2024) research stated that emotional intelligence has a positive and significant effect on employee performance. Furthermore, Fernandes & Awang (2019) stated that emotional intelligence has a positive and significant effect on employee performance. Then, Anskanen & Eerola (2019) found that perceived organizational support has a positive and significant effect on employee performance. Research conducted by Susmiati & Sudarma (2015) stated that perceived organizational support has an influence on performance. Furthermore, Putri, Adriani, & Chairunnisa (2024) stated that emotional intelligence has a positive and significant relationship with professionalism. Afsar & Umrani (2020) stated that perceived organizational support has a positive and significant relationship with professionalism. Furthermore, Batubara, Aditi, & Hidayah (2021) stated that professionalism, as a mediating construct, has a positive and significant influence on employee performance.

LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence can be defined as the ability to recognize, understand, and regulate emotions, as well as utilize these emotions to support well-being and performance. For this reason, emotional education is highly emphasized in the process of developing emotional intelligence (Brackett & Rivers, 2019). Then, Purba (1999) explained that emotional intelligence includes the ability to deal with frustration, maintain optimism, control emotions, build enthusiasm, and foster good relationships with others or show empathy. Emotional intelligence is also needed to help someone control their emotions when facing problems that can cause stress. Emotional intelligence makes a difference in responding to conflict, uncertainty, and stress (Patton, 2002).

There are a number of characteristics that indicate that an individual has emotional intelligence. According to Goleman (2009:57), in general, individuals who have emotional intelligence are able to motivate themselves, remain steadfast in the face of frustration, control emotional impulses, avoid getting caught up in excessive pleasure, regulate moods, and prevent stress from interfering with thinking abilities. In addition, they are also able to show empathy and possess a spiritual life. Goleman (2009:57) also explains that emotional intelligence includes five main aspects: awareness of one's own emotions, ability to manage emotions, internal motivation, understanding of other people's emotions, and skills in social interaction.

Perceived Organizational Support

Perceived organizational support (POS) is the employee's perception of the extent to which they feel that their contribution and well-being are valued by the company. Performance is the result of employee work that meets the quality and quantity aspects of the work they do (Ariarni & Afrianty, 2017). Positive support provided by the organization to employees can take the form of, among others, fair treatment, approval, respect, the right to vote, salary, promotion, information media, and other assistance that is felt to be able to support the implementation of work and employee welfare (Fatdina, 2009). Then, Shapiro & Conway (2005) explained that perceived organizational support is the employee's perception of how the organization treats them, whether the treatment is in accordance with the promises that have been made both implicitly and explicitly by the organization.

Professionalism

Professionalism is an attitude or condition in carrying out work that requires special skills through certain education and training, and is performed as a job that serves as a source of income (Ruswanda, 2018). Professionalism concerns the alignment between the abilities possessed by the bureaucracy and the needs of the task. The fulfillment of this alignment is essential for the formation of a professional apparatus. This implies that the expertise and abilities of the apparatus reflect the direction and goals that an organization aims to achieve (Kurniawan, 2005). Furthermore, Korten and Alfonso, 1981 in (Tjokrowinoto, 1996: 178), explained that professionalism is the alignment between the abilities possessed by the bureaucracy and the needs of the task, including planning, coordinating, and carrying out its functions efficiently, innovatively, flexibly, and with a high work ethic.

Employee Performance

The concept of performance was expressed by Dessler (2015), who defined performance as work achievement, namely a comparison between actual work results and established work standards. Thus, performance focuses on work results. According to Moeheriono (2012: 95), performance describes the extent to which the implementation of a program, activity, or policy is successful in achieving the goals, objectives, vision, and mission of the organization that have been formulated in strategic planning. Meanwhile, Hasibuan (2019) defines performance as the result of carrying out a person's duties, which are influenced by various factors, to achieve organizational goals within a certain period of

time.

Armstrong & Baron in Wibowo (2012: 100) state that the factors that influence performance are as follows:

1. Individual factors, indicated by the level of skills, competencies possessed, motivation, and individual commitment.
2. Leadership factors, determined by the quality of encouragement, guidance, and support provided by managers and team leaders.
3. Team factors, indicated by the quality of support provided by co-workers.
4. System factors, indicated by the existence of a work system and facilities provided by the organization.
5. Contextual/situational factors, indicated by high levels of pressure and changes in the internal and external environment.

METHODOLOGY

The research method used in this study employs an associative approach. Data collection is conducted based on quantitative data, utilizing techniques such as questionnaires and documentary studies. Data analysis is performed using WarpPLS software version 7.0. The population in this study consists of employees from the Human Resources Development and Personnel Agency in Landak Regency, totaling 62 individuals. The sample in this study was also 62 respondents, obtained using a saturated sampling technique (Sugiyono, 2017: 85). Data analysis techniques in this study include measurement model tests (outer model) and structural model tests (inner model).

Emotional intelligence in this study was measured using indicators of self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 2003). Perceived organizational support was measured using indicators of fairness, supervisor support, organizational rewards, and job conditions (Eisenberger et al., 1986). Professionalism was measured using indicators of high skills, forward-looking attitudes, independent attitudes, and intelligence (Handayani, 2018). Employee performance was measured using indicators of quantity, quality, timeliness, and effectiveness (Robbins, 2016: 260).

In PLS-SEM analysis, there are two types of models: the measurement model, commonly referred to as the outer model, and the structural model, known as the inner model. The measurement model describes the relationship between variables and their indicators, while the structural model describes the relationship between latent variables, which include exogenous and endogenous variables (Ghozali, 2020). The first stage is the evaluation of the outer model through confirmatory factor analysis (CFA), which aims to assess the validity and reliability of the indicators that form the latent construct. Furthermore, the evaluation of the inner model is carried out using PLS. This assessment begins by analyzing the percentage of explained variance, which can be seen from the R-square (R^2) value for each endogenous latent variable as an indicator of the predictive power of the structural model. In addition, the Stone-Geisser (Q^2) test is used to test predictive relevance, as well as goodness of fit (GoF) to assess the overall fit of the model. The next step in the evaluation of the structural model is to check the significance value of the P-value to determine the influence between variables based on the hypothesis built.

RESULTS AND DISCUSSION

Measurement Model Assessment

Loading factor can be used to assess the reliability of reflective construct indicators. The rule of thumb for loading factor reliability is a minimum of 0.6 for exploratory research and 0.7 for confirmatory research (Ghozali, 2020). The following is a table of Indicator Loading and Cross Loading. The results of the analysis using Partial Least Squares (PLS) show that there are indicators with loading values below 0.70. Referring to the rule of thumb, indicators with loading values less than 0.70 need to be eliminated. Furthermore, the composite reliability of all reflective constructs is above 0.70 (emotional intelligence construct

of 0.885, perceived organizational support of 0.931, professionalism construct of 0.934, and employee performance construct of 0.936), indicating that the internal reliability consistency of this reflective construct is met.

Table 1. Correlation Values Between Constructs (AVE Root Diagonally)

	Emotional Intelligence	Perceived Organizational Support	professionalism	Employee Performance	Composite Reliability
X _{1.1}	(0,767)	0,144	-0,228	-0,024	0,885
X _{1.2}	(0,806)	-0,076	-0,018	-0,028	
X _{1.3}	(0,753)	0,090	-0,414	0,262	
X _{1.9}	(0,793)	-0,065	0,297	-0,139	
X _{1.10}	(0,772)	-0,085	0,345	-0,059	
X _{2.1}	0,047	(0,805)	0,472	-0,206	0,931
X _{2.2}	-0,199	(0,820)	0,277	-0,178	
X _{2.3}	0,105	(0,776)	-0,096	0,096	
X _{2.4}	-0,071	(0,853)	-0,018	0,112	
X _{2.5}	-0,014	(0,875)	-0,342	0,053	
X _{2.6}	0,099	(0,841)	-0,230	-0,010	0,934
X _{2.7}	0,048	(0,701)	-0,035	0,149	
Z _{1.1}	-0,162	0,037	(0,836)	-0,023	
Z _{1.2}	-0,011	-0,441	(0,794)	0,101	
Z _{1.3}	-0,073	0,118	(0,871)	0,064	
Z _{1.4}	-0,016	-0,245	(0,853)	-0,133	0,936
Z _{1.5}	0,121	0,250	(0,721)	-0,386	
Z _{1.7}	0,083	0,258	(0,853)	0,055	
Z _{1.8}	0,080	0,032	(0,789)	0,289	
Y _{1.1}	0,082	-0,172	0,304	(0,751)	
Y _{1.2}	-0,051	-0,010	0,007	(0,861)	0,936
Y _{1.3}	-0,011	-0,033	0,059	(0,820)	
Y _{1.4}	0,130	0,337	-0,360	(0,708)	
Y _{1.5}	0,085	-0,126	-0,027	(0,832)	
Y _{1.6}	-0,078	-0,006	-0,122	(0,842)	
Y _{1.7}	-0,027	0,000	-0,027	(0,800)	
Y _{1.8}	-0,104	0,045	0,147	(0,807)	

Average Variance Extracted (AVE)

Table 2 shows the results of the evaluation of convergent validity and discriminant validity tests. The average variance extracted value is greater than 0.500, indicating that the indicator can explain more than 50 percent of its latent constructs (Ghozali, 2020). (Emotional intelligence construct of 0.606, perceived organizational support of 0.659, professionalism construct of 0.669, and employee performance construct of 0.646). Table 2 also shows that the square root value of AVE (Average Variance Extracted) is greater between latent constructs. These results indicate that convergent validity and discriminant validity in this study meet the rule of thumb.

Table 2. Correlation values between constructs (AVE Root Diagonally)

variable	EI AVE=0,606	POS AVE=0,659	PRO AVE=0,669	EP AVE=0,646
Emotional Intelligence (EI)	(0,778)	0,572	0,572	0,454
Perceived Organizational Support (POS)	0,546	(0,812)	0,713	0,587
Professionalism (PRO)	0,572	0,713	(0,818)	0,701
Employee Performance (EP)	0,454	0,587	0,701	(0,804)

Goodness of Fit Model

Goodness of fit of a model is the starting point in model assessment. If the model does not match the data, it can cause the resulting estimates to be less meaningful (Latan & Noonan, 2017). The goodness of fit test results are presented in Table 3.

Table 3. *Goodness of Fit*

No	Model fit and quality indices	Criteria fit	Analysis Result	Description
1	Average path coefficient (APC)	0,322 P=0,001	P<0,05	Acceptable
2	Average R-squared (ARS)	0,573 P<0,001	P<0,05	Acceptable
3	Average adjusted R-squared (AARS)	0,554 P<0,001	P<0,05	Acceptable
4	Average block VIF (AVIF)	1,856	≤ 5 ideally $\leq 3,3$	Acceptable
5	Average full collinearity VIF (AFVIF)	2,207	≤ 5 ideally $\leq 3,3$	Acceptable
6	Tenenhaus GoF (GoF)	0,608	Small $\geq 0,1$, medium $\geq 0,25$, large $\geq 0,36$	Acceptable
7	Sympson's paradox ratio (SPR)	1,000	$\geq 0,7$, ideally = 1	Acceptable
8	R-squared contribution ratio (RSCR)	1,000	$\geq 0,9$, ideally = 1	Acceptable
9	Statistical suppression ratio (SSR)	1,000	$\geq 0,7$	Acceptable
10	Nonlinear bivariate causality direction ratio (NLBCDR)	1,000	$\geq 0,7$	Acceptable

There are ten criteria observed and listed in Table 3 (Kock, 2021; Solimun et al., 2017). These criteria are rules of thumb, not absolute criteria. Based on the results of the analysis, it is known that all the criteria mentioned have been met, so the model used has met the requirements in the Goodness of Fit Model test.

STRUCTURAL MODEL ASSESMENT

The results of the analysis can be seen in Figure 1, showing an R^2 value of 0.58 for professionalism and 0.56 for employee performance. This indicates that 58% of the variance in the mediation construct of professionalism can be explained by the exogenous constructs of emotional intelligence and perceived organizational support. Furthermore, 56% of the variance in employee performance can be explained by the mediation construct of professionalism.

Figure 1 shows that emotional intelligence does not have a significant effect on the performance of employees at the Human Resources Development and Personnel Agency in Landak Regency. Although the path coefficient (β) is positive, it is not significant, with a P-value of 0.36 or > 0.10 . Perceived organizational support has a positive and significant effect on employee performance at the Human Resources Development and Personnel Agency in Landak Regency, as evidenced by the path coefficient (β), which is positive and significant with a P-value of 0.04.

Furthermore, emotional intelligence has a positive and significant effect on professionalism, as evidenced by the path coefficient (β), which is positive and significant with a P-value of 0.01. Perceived organizational support has a positive and significant effect on professionalism, as evidenced by the path coefficient (β), which is positive and significant with a P-value of <0.01. Furthermore, professionalism has a positive and significant effect on employee performance, as evidenced by the path coefficient (β), which is positive and significant with a P-value of <0.01.

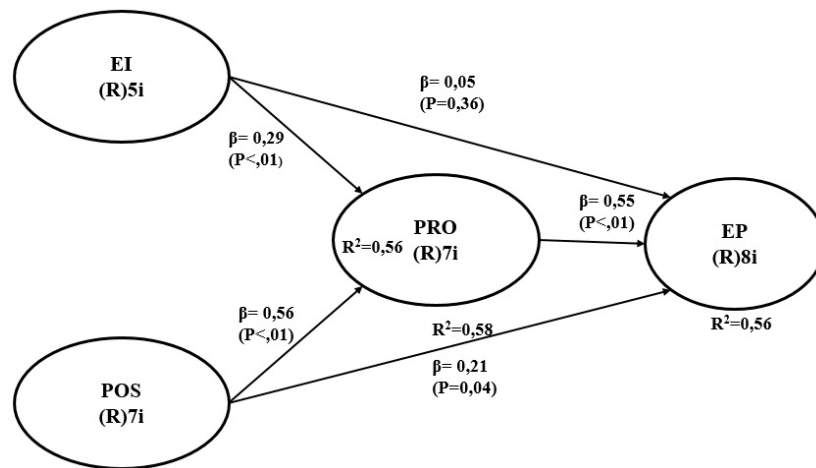


Figure 1
Hypothesis model and results

DISCUSSION OF RESEARCH RESULTS

The results of this study indicate that the direct relationship between emotional intelligence and employee performance at the Human Resources Development and Personnel Agency in Landak Regency does not have a significant effect. This can be observed from the path coefficient value, which shows a direct relationship between emotional intelligence and employee performance at the Human Resources Development and Personnel Agency in Landak Regency is positive. However, the significance of this relationship, indicated by the P value, is 0.36 or > 0.10 , which means it does not have a significant effect.

The results of the study show that emotional intelligence does not have a significant effect on the performance of employees of the Human Resources Development and Personnel Agency in Landak Regency. This aligns with research conducted by Borman and Westi (2021), which stated that emotional intelligence does not have a significant effect on employee performance. Furthermore, the results of this study are also supported by previous research conducted by Irfan, Irwan, and Alim (2020), which discusses the effect of emotional intelligence on employee performance, stating that emotional intelligence does not have a significant effect on employee performance.

Perceived organizational support has a positive and significant effect on employee performance. This statement is supported by the path coefficient value between the exogenous construct of perceived organizational support and the endogenous construct of employee performance, which is positive and significant. The P-value is < 0.05 , indicating that this direct relationship is significant. It can be seen that the path coefficient (β) is positive and significant with a P-value of 0.04.

The results of this study are also supported by previous research conducted by Ratnasari, Wulandari, and Hadi (2022), with research results showing that perceived

organizational support has a significant positive effect on employee performance. Furthermore, Diana and Frianto (2020), in their research, stated that there is a positive and significant relationship between perceived organizational support and employee performance. In a study conducted by Rahmawati et al. (2023), it was stated that perceived organizational support has a positive and significant relationship with employee performance.

Emotional intelligence has a positive and significant effect on professionalism, as evidenced by the path coefficient (β), which is positive and significant with a P-value of 0.01. The results of this study are also supported by previous research, namely research conducted by Kurniawan, Widhiastuti, & Winta (2023). The results of the study stated that emotional intelligence has a positive and significant effect on professionalism.

Perceived organizational support has a positive and significant effect on professionalism. This statement is supported by the path coefficient value between the exogenous construct of perceived organizational support and the mediation construct of professionalism, which is positive and significant (P-value < 0.05), as evidenced by the path coefficient (β) which is positive and significant with a P-value of 0.01. The results of this study are also supported by previous research conducted by Tursanurohmad (2019), which explains that perceived organizational support has a positive and significant effect on professionalism. Furthermore, research conducted by Norrohmat et al. (2021) also shows that there is a significant influence between perceived organizational support and professionalism.

Professionalism plays a positive and significant role in mediating the relationship between emotional intelligence and perceived organizational support on employee performance. This statement is supported by the path coefficient value between the mediation construct of professionalism and the endogenous construct of employee performance, which is positive with a value of 0.550 and a significant P-value of 0.01 or $0.01 < 0.05$, indicating a strong significant relationship. Additionally, this is supported by the R^2 results of this research model, which is 0.56. This means that 56 percent of the variance in the endogenous construct of employee performance can be explained by the exogenous constructs of emotional intelligence and perceived organizational support, through the mediation construct of professionalism.

The results of this study are also supported by previous research conducted by Yani & Istiqomah (2016), stating that professionalism as a mediating construct also influences employee performance, where their research shows that professionalism provides positive and significant results on employee performance. Then, research conducted by Taopik & Ayunani (2023) in their research stated that professionalism has a positive and significant relationship with employee performance.

CONCLUSION

The researcher acknowledges that the study has several limitations, particularly in focusing on a single object of research. Another limitation is the sample size, with only 62 respondents participating. While this number may not fully represent the performance of state civil servants comprehensively, it is sufficient for PLS-SEM analysis. Based on the data analysis, discussion, and conclusions of this study, the researcher offers several suggestions: Future research should aim to include a wider range of respondents and examine the role of professionalism as a mediator of the impact of emotional intelligence and perceived organizational support on employee performance by not limiting the research to a single object. Additionally, it is recommended to employ more diverse data collection methods beyond questionnaires and documentary studies, and future studies should explore other factors affecting employee performance in a broader context.

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