

Organizational Support and Emotional Intelligence on The Performance of Police Members Job Satisfaction Mediated and Emotional Personnel

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Abstracts: We studied the impact of organizational support and Emotional Intelligence on the performance, job satisfaction, and emotions of Southeast Sulawesi Mapolda Police members. Using cluster proportional random sampling and SEM-PLS techniques, we analyzed data from 288 individuals. Our findings demonstrate the significant influence of organizational support and Emotional Intelligence on the performance, job satisfaction, and emotions of police members. Job satisfaction and personnel emotions have positive and significant impacts on performance, while emotional Intelligence has a positive and significant impact on job satisfaction, emotions, and performance. Our study highlights the importance of anger management as an integral part of organizational support for police members. Overall, our research provides a thoughtful insight into the impact of organizational support and Emotional Intelligence on police members and inspires further investigation into this crucial topic.

Keywords: Organizational Support, Emotional Intelligence, Job Satisfaction, Emotional Personnel as well as Police Performance.

1. INTRODUCTION

Polri is an institution responsible for maintaining order, tranquillity, and norms in the community. However, not all individuals follow the norms, so the National Police is necessary as law enforcement actors [26]. Despite Polri's efforts, cultural reforms have not achieved optimal progress. Some members of the National Police still apply the old paradigm, causing dissatisfaction with their services.

There are 6,928 National Police officers and 179 police civil servants in Polda Sultra, with an average population growth of 2.10%. The population of Southeast Sulawesi in 2020 was 2,704,737 people, which is 0.99% of Indonesia's total population (Southeast Sulawesi data in figures, 2020). Therefore, the ratio between the National Police and the population is 1 380 people, which is not ideal, especially considering that many National Police officers work as staff and do not serve the community.

The National Police faces several obstacles, including low case-solving abilities, low public awareness of laws and regulations, and increasing violations of discipline and code of conduct. Public trust in the National Police has also decreased by 17% to 53% (according to a survey conducted by the Indonesian Survey Institute in October 2022). This decrease in public trust indicates the rising number of law violations, high public complaints, and negative social media campaigns against the National Police.

Job satisfaction is a common problem in police organizations, affecting every member. Some personnel still carry out indisciplined actions related to low job satisfaction and discipline. Job satisfaction arises from adequate salaries and benefits and individual responses to surrounding situations and conditions. Satisfied officers provide better and maximum service to the community [60].

This research explores the effect of Organizational Support and Emotional Intelligence on the Performance of Police Members Mediated by Job Satisfaction and Emotional Personnel in Mapolda Sultra. The study aims to

improve members' job satisfaction with their duties.

2. LITERATURE REVIEW

2.1. Perception of Organizational Support

Perception of Organizational Support refers to the extent to which employees believe that their contributions are valued, and their well-being is taken into consideration by the organization. It encompasses the fair treatment, supervisory support, rewards, and favorable employment conditions. In today's world, this element has become crucial for employees to feel motivated and grow themselves. When employees perceive that their organization values them, it creates a positive social exchange that leads to positive emotions and a sense of obligation to perform well. This principle applies not only to personal relationships but also to relationships between employees and their organizations. According to Yogi Harthantyo [21], Perception of Organizational Support is the extent to which employees believe that the organization values their contributions and cares about their well-being. Positive emotions and reciprocal norms usually motivate individuals to do their best willingly.

2.2. Emotional Intelligence

Emotional Intelligence is a crucial concept for achieving personal and professional success. As per Peter Salovey and John Mayer of the University of New Hampshire [59], it is a form of social Intelligence that involves recognizing, comprehending, and managing one's emotions and those of others. It also involves using this knowledge to guide one's thoughts and actions. Unlike IQ, emotional Intelligence is not predetermined genetically, and it can develop throughout life through learning from personal experiences.

Casmini [12] defines Emotional Intelligence as the ability to monitor feelings and emotions in oneself and others, sort through them, and use this information to develop thoughts and actions. Individuals with emotional Intelligence can use their cognitive abilities to their fullest potential. According to Doug Lennick, success requires intellectual skills and emotional prowess to harness its full potential [20]. As per [14], emotional intelligence is the ability to feel, understand, and effectively apply emotional power and sensitivity as a source of human energy, information, connection, and influence.

2.3. Job Satisfaction

As per Locke [39], job satisfaction is a positive emotional state that stems from evaluating one's job or work experience. According to Davis and Newstrom [17], it is the set of feelings employees have about whether their job is enjoyable. Spector [62] defines it as an attitude that encompasses a person's overall sentiment towards their job and its various aspects. Hopkins [24] views it as the fulfillment or satisfaction of work. In essence, job satisfaction pertains to an individual's level of contentment with their job, and it is influenced by their sentiments or attitudes towards various job components, such as salary, promotion or educational opportunities, supervision, co-workers, workload, and more [4].

2.4. Emotional Personnel

The management of emotions is a crucial factor in the workplace, requiring the expression of emotions expected by others and the suppression of negative emotions. Emotional labour has been classified by Hochschild [23] into two categories: deep acting, where an individual genuinely feels the emotion they display, and surface acting, which involves feigning an emotion that is not truly felt. Morris and Feldman [44] defined emotional labour as the effort, planning, and control required to express the emotions an organization desires during interpersonal transactions. This concept has been expanded to include related ideas such as burnout and job satisfaction. Grandey [19] introduced the concept of emotion regulation, which focuses on the strategies individuals use to manage their emotions. Effective emotional labour can have a positive impact on job satisfaction and performance. According to Cropanzano [15], deep acting can increase intrinsic motivation and job satisfaction, while surface acting can decrease performance and job satisfaction. However, it is essential to note that emotional labor can have

consequences for the mental health of employees.

2.5. Employee Performance

Effective management must always consider performance, regardless of the organization's size. The results achieved by the organization serve as accountability to both the organization and the public. Work performance is measured by comparing the results achieved with the established standards. Dessler [18] agrees that performance is the contribution made by employees to work units in the organization based on their ability to apply their skills and knowledge. Similarly, Robert Bacal [7] states that performance is the stage of achievement of a particular work assigned or mandated by the leadership or organization. Simamora and Supatmi [61][66] shares this view. Furthermore, Bernardin [7] explains that performance is the final result of the production process within a certain period, utilizing all the organization's potential resources optimally. According to Robbins [56], performance is the result employees achieve based on specific criteria.

3. RESEARCH METHODS

This study utilized a quantitative research approach with an explanatory goal. The aim was to establish causal relationships between variables through hypothesis testing, draw appropriate conclusions regarding causality between variables, and recommend alternative actions. The sample population consisted of 1009 members of the Mapolda Sultra Police who provide public services, and a cluster proportional random sampling technique was employed [35].

The sample size of 288 was determined through the Slovin formula, and data was collected via a questionnaire that utilized the Likert scale. The five levels of preference included strongly disagree, disagree, neutral, agree, and strongly agree, and the questionnaire underwent validity and reliability testing.

Data analysis was conducted through the Structural Equation Model (SEM) concept, utilizing the Smart PLS Program. SEM-PLS analysis is a robust method that can be applied to all data scales without specific measurements or assumptions and does not require significant sample sizes.

4. RESULTS AND DISCUSSIONS

4.1. Results

Figure 1 outlines the process for evaluating the measurement model of latent variables related to Organizational Support, Emotional Intelligence, Job Satisfaction, and Personnel Emotional and Police Member Performance. The assessment includes examining convergent validity, discriminant validity, and composite reliability values. In SEM-PLS analysis, the outer loading of each indicator is evaluated against its latent variable to test convergent validity. Based on the research analysis results, all variables demonstrated a convergent validity value and good discriminant validity above 0.7. Additionally, the composite reliability value for all variables exceeded 0.6, indicating good reliability. These findings confirm that each variable meets the criteria for good reliability.

Table 1 describes partial testing (Test t) by looking at direct and indirect influences. To determine the accepted or rejected hypothesis is done by comparing the values of T-count and T-Statistics using significance of 5% (0.05) and 1.96 To determine the relationship of the proposed hypothesis accepted or rejected.

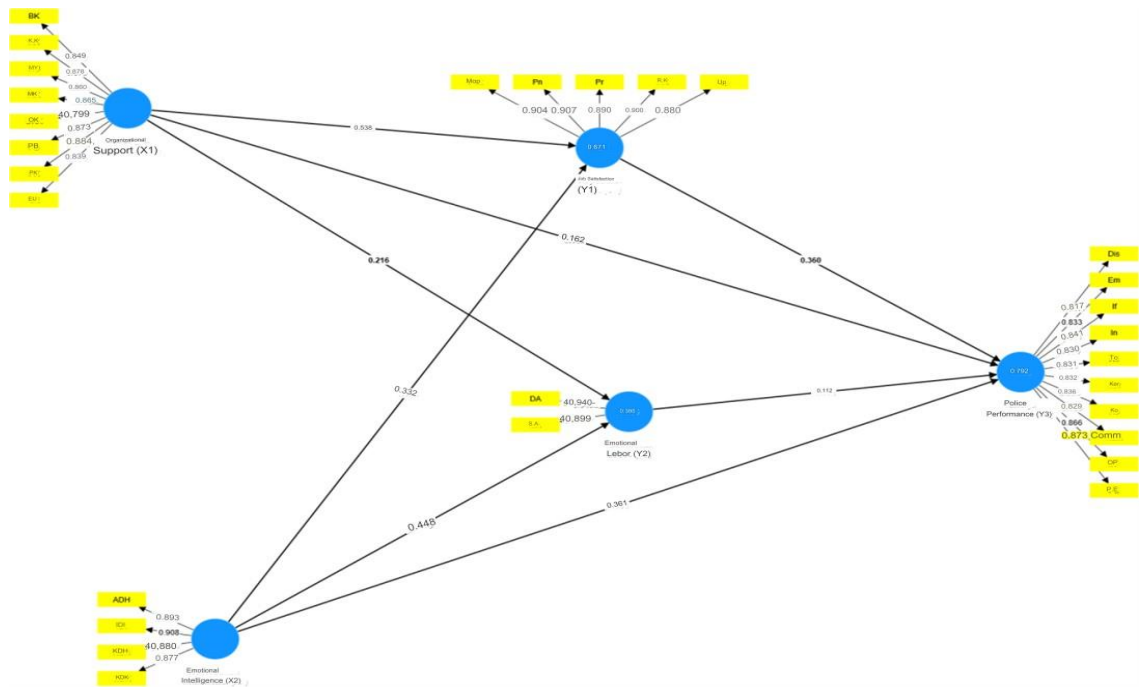


Figure 1. Full Analysis Model

Table 1. Result for Inner Weight

Hypothesis	Variable	Coefficient	t-statistics	p-value
H1	Organizational Support -> Job Satisfaction	0.550	6.252	0.000
H2	Organizational support> Emotional personnel	0.222	2.539	0.010
H3	Organizational support -> Police Performance	0.160	2.341	0.020
H4	Emotional Intelligence -> Job Satisfaction	0.326	3.548	0.001
H5	Emotional Intelligence -> Emotional personnel	0.447	5.009	0.000
H6	Emotional Intelligence -> Police Performance	0,356	5.397	0.000
H7	Job Satisfaction -> Police Performance	0.365	5.028	0.000
H8	Emotional personnel -> Police Performance	0,115	2.221	0.019

Source: PLS, 2023 Data Processing

Table 2. Coefficients of Indirect Influence Pathways

Mediation Influencers			Path Coefficient	CR.	p-value	Information	Nature of Mediation
Exogenous Variables	Endogen Variables	Mediation Variables					
Organization Support	Performance	Job Satisfaction	0.201	3.778	0.000	Significant	Mediate
	Performance	Emotional personnel	0.025	1.819	0.069	Insignificant	Not Mediating
Emotional Intelligence	Performance	Job Satisfaction	0.119	3.039	0.002	Significant	Mediate
	Performance	Emotional personnel	0.051	1.978	0.048	Significant	Mediate

Source: PLS, 2023 Data Processing

H1: Organizational Support Has a Significant Effect on Performance

According to the study, organizational support has a noteworthy impact on performance. This is supported by the coefficient value of 0.160 and a t-count of 2.341, which surpasses the t-table of 1.96. Additionally, the p-value of $0.020 < 0.05$ confirms the statistical significance of the results. Consequently, we can confidently **accept** the first hypothesis (H1), which implies that augmenting organizational support improves performance.

H2: Organizational Support Has a Significant Effect on Job Satisfaction

According to the study, there is a noteworthy positive impact of Organizational Support on job satisfaction. The coefficient value of the effect was 0.550, with a t-count of 6.252, exceeding the t-table value of 1.96. Moreover, the p-value was 0.000, which is lower than the significance level of 0.05. These findings suggest that as the level of Organizational Support rises, employees' job satisfaction also increases. Thus, we can confirm the second hypothesis (H2) that there is a significant effect of Organizational Support on job satisfaction.

H3: Organizational Support Has a Significant Effect on Emotional Personnel

Based on the research findings, it is evident that organizational support plays a crucial role in the emotional well-being of personnel. The coefficient value obtained for this impact is 0.222, with a t-count of 2.539, which surpasses the t-table of 1.96. Moreover, the p-value of $0.010 < 0.05$ firmly establishes the statistical significance of the results. Accepting the third hypothesis (H3), we can confidently conclude that increased work support leads to increased emotional well-being among personnel.

H4: Emotional Intelligence Has a Significant Effect on Job Satisfaction

According to the study, Emotional Intelligence has a notable impact on Job Satisfaction. The coefficient value for this correlation was 0.326, with a t-count of 3.548, surpassing the t-table value of 1.96. Moreover, the p-value acquired was 0.000, below 0.05, signifying a substantial significance level. These findings suggest that as Emotional Intelligence improves, Job Satisfaction also rises. Consequently, we accept the fourth hypothesis (H4).

H5: Emotional Intelligence Has a Significant Effect on Emotional Personnel

According to the study, emotional Intelligence had a significant effect on the emotional well-being of personnel. The study revealed a coefficient value of 0.447 and a t-count of 5.005, surpassing the t-table of 1.96 and a p-value of $0.000 < 0.05$. These findings indicate that emotional Intelligence plays a vital role in the emotional well-being of personnel, suggesting that an increase in emotional Intelligence can lead to a corresponding increase in emotional well-being. As a result, the fifth hypothesis (H5) is accepted.

H6: Emotional Intelligence Has a Significant Effect on Performance

The impact of Emotional Intelligence on Performance was measured with a coefficient value of 0.356 and a t-count of 5.397, indicating statistical significance with a p-value of $0.000 < 0.05$ and surpassing the t-table of 1.96. These findings demonstrate that Emotional Intelligence plays a significant role in performance. Therefore, the sixth hypothesis (H6) has been confirmed, as increasing Emotional Intelligence leads to improved performance.

H7: Job Satisfaction Has a Significant Effect on Performance

According to the study, there is a noteworthy correlation between Job Satisfaction and Performance, as evidenced by a coefficient value of 0.365 and a t-count of 5.028, which surpasses the t-table of 1.96. Furthermore, the p-value of $0.000 < 0.05$ demonstrates that the outcomes are statistically significant. These conclusions indicate that as Job Satisfaction rises, so performs. As a result, the seventh hypothesis (H7) is acc

H8: Emotional personnel have a significant effect on performance

According to the study, the emotions of personnel play a crucial role in determining police performance. With a coefficient value of 0.115 and a t-count of 2.221, which exceeds the t-table of 1.96, the emotional impact on performance is significant. The p-value of 0.019, lower than the significant level of 0.05, further supports the conclusion that personnel emotionality directly affects police performance. As a result, the eighth hypothesis (H8) is accepted, indicating that increased personnel emotions lead to better police performance.

H9: The Role of Job Satisfaction Mediates the Effect of Organizational Support on Performance

The study found that job satisfaction plays a mediating role between organizational support and performance. The path coefficient between organizational support and job satisfaction was 0.550, with a p-value of 0.000. The path coefficient between job satisfaction and performance was 0.365, with a p-value of 0.000. Multiplying the two path coefficients resulted in an indirect effect magnitude of 0.201. Since the direct influence value (0.160) is greater than the indirect influence value (0.201), and the t-statistic of 3.778 is smaller than 1.96 with a p-value of 0.000, which is smaller than 0.05, the hypothesis that the influence of organizational support on performance is mediated by job satisfaction is accepted. Therefore, the ninth hypothesis (H9) is accepted.

H10: The Emotional Role of Personnel Mediates the Effect of Organizational Support on Performance

Our analysis indicates that the role of emotional personnel in mediating the link between Organizational Support and Performance is worth noting. This is evidenced by a path coefficient value of 0.222 and p-value of 0.010 linking Emotional Intelligence and emotional personnel and a path coefficient value of 0.115 and p-value of 0.019 connecting emotional personnel and police performance. As a result, the indirect influence magnitude is 0.024. However, since the direct influence value (0.160) is higher than the indirect influence value (0.024), and the t-statistic is only 1.819 (less than 1.96) with a p-value of 0.069 (greater than 0.05), the hypothesis that personnel can mediate the influence of emotional Intelligence on hypothetical Performance (H10) cannot be accepted.

H11: The role of job satisfaction mediates the influence of emotional Intelligence on Performance

Based on the analysis, it is evident that job satisfaction plays a pivotal role in the relationship between emotional Intelligence and police performance. The path coefficients between emotional Intelligence and job satisfaction (0.356, $p=0.000$) and job satisfaction and police performance (0.365, $p=0.000$) provide robust evidence supporting this claim. By multiplying these coefficients, we obtain the indirect influence, which is 0.119. However, with a t-statistic value of 3.039 greater than 1.96 and a p-value of 0.002 less than 0.05, the direct influence (0.365) is greater than the indirect influence (0.119). Therefore, we accept the hypothesis (H11) that the influence of emotional Intelligence on police performance is mediated by job satisfaction.

H12: The emotional role of personnel mediates the influence of emotional Intelligence on Performance

It has been found that emotional personnel plays a crucial role in mediating the relationship between emotional intelligence and performance. This is supported by the results of our analysis, which shows a path coefficient value of 0.447 and a p-value of 0.000 between emotional Intelligence and emotional personnel. Additionally, there is a path coefficient value of 0.115 and a p-value of 0.019 between emotional personnel and performance. The magnitude of indirect influence was calculated by multiplying the two path coefficients, resulting in a value of 0.051. However, since the value of direct influence (0.356) is greater than the value of indirect influence (0.051), and the t-statistic value of 11.978 is more significant than 1.96 with a p-value of 0.048 less than 0.05, we accept the hypothesis twelfth that emotional Intelligence directly influences police performance without mediation by emotional personnel (H12).

4.2. DISCUSSIONS

The Effect of Organizational Support on Performance

After conducting the initial hypothesis test, it has been verified that the level of support provided by the Mapolda Sultra organization directly correlates with the performance of its police personnel. By enhancing the organizational support, we can anticipate an enhancement in the performance of the Mapolda Sultra police personnel. The reasoning behind this is that when the organization shows its recognition, support, and attention toward the performance of its personnel, it ultimately leads to an improvement in the performance of the Mapolda Sultra personnel.

As per the findings of Robbins and Coulter's [54] study, evidence supports the notion that the Perception of Organizational Support pertains to employees' perception of their worth and welfare being valued. The degree to which employees feel confident in their organization is a function of how much their contributions are appreciated and reciprocated, as per Robbins and Judge's [55] research. Essentially, employees need support from their organization and offering such support is vital in improving their performance [49].

The results of this study are in line with research conducted by [45][5][34], which states that organizational support has a significant effect on performance.

The Effect of Organizational Support on Job Satisfaction

Based on the results of the second hypothesis test, it has been confirmed that the better the support provided by Mapolda Sultra organization, the higher the job satisfaction of police personnel. The increase in organizational support will positively affect the performance of Mapolda Sultra police personnel. The logic is that personnel satisfaction improves when organizations value their contributions and care more about their welfare. The National Police of the Republic of Indonesia (Polri) is an institution that is responsible for providing protection services and maintaining public security and order while enforcing the law [64]. As an agency with diverse responsibilities in the field of law and services to the community, members of the National Police must perform competently to earn the trust of the community.

According to Robbins [53], job satisfaction is a general attitude toward a person's job that shows a difference between the number of awards workers receive and the amount they believe they should receive. The results of this study are supported by research conducted by [31][25],[33][5][27][41], who stated that organizational drive has a significant effect on job satisfaction;

The Effect of Organizational Support on Personnel Emotional

Based on the findings of the third hypothesis test, it is evident that the more support the Mapolda Sultra organization provides, the more emotionally invested the police personnel become. As organizational support increases, so do the emotions of the Mapolda Sultra police personnel. This can be attributed to the fact that employees tend to experience better emotions when they perceive that their contributions are valued and that the organization is concerned about their well-being.

Huang and Wang [33] [70] suggest that effective emotional management through surface acting and deep acting can have a positive impact on organizational welfare in the long run. Conversely, those who cannot control their emotions and display them in a manner that aligns with organizational demands may experience a decline in the quality of service provided.

This study supports the view expressed [11] that the perception of organizational support is a form of social exchange that leads to positive emotions toward the organization while creating an obligation for the organization to support the job well-being of its employees. Positive emotions and reciprocal norms tend to motivate individuals to do their best, not only in personal relationships but also in relationships between employees and their organizations.

The results of this study are consistent with the research conducted by [33][73], which concluded that organizational support significantly impacts personnel emotions.

The Effect of Emotional Intelligence on Job Satisfaction

Based on the fourth hypothesis, it has been confirmed that higher emotional Intelligence leads to an increase in job satisfaction for police personnel. In other words, improving emotional agility can positively impact the work of Mapolda Sultra police personnel. The underlying idea is that when personnel can understand and regulate their emotions, job satisfaction will likely improve. This research aligns with the findings of Ana Soto-Rubio's study in 2020. Emotional Intelligence is the ability to recognize and manage personal and interpersonal emotions, including the emotions of others. It can be a valuable tool for dealing with and collaborating with other individuals influenced by their conditions and environment. Police personnel with vital emotional Intelligence are more likely to excel in their duties, which is crucial for building public trust as they navigate challenges and seize opportunities.

The results of this study are in line with research conducted by [3] [6] [16] [42][58][65] stated that emotional Intelligence has a significant effect on job satisfaction.

The Effect of Emotional Intelligence on Emotional Personnel

The results of the fifth hypothesis confirm that improving emotional Intelligence leads to increased emotional expertise among Mapolda Sultra personnel. Essentially, when individuals become better at managing their emotions to match the demands of their job, they improve their ability to identify, manage, and motivate themselves. This research in Goleman's [20] assertion that emotions can guide individuals in critical moments and tasks that IQ alone cannot handle.

Morris and Feldman [44] define personnel emotion as the effort, planning, and control required to express emotions desired by an organization during interpersonal transactions. Scholars have expanded the concept of emotional personnel to include other concepts, such as burnout and job satisfaction. For instance, [19] developed the concept of emotion regulation, which refers to the strategies individuals use to manage their emotions. Proper emotion regulation can impact an individual's psychological well-being, job performance, and satisfaction. Emotional expertise can have a positive effect on performance and job satisfaction. Cropanzano's [15] study showed that deep acting can increase job satisfaction and intrinsic motivation, while surface acting can decrease performance and job satisfaction. While personal emotions can lead to good organizational performance, they can also affect employees' psychological health [19].

The Effect of Emotional Intelligence on Performance

The sixth hypothesis test confirms a positive correlation between better emotional Intelligence and improved performance among police personnel in Mapolda Sultra. This indicates that enhancing emotional Intelligence can lead to better performance among Mapolda Sultra police personnel. The rationale behind this is that if personnel can perceive and regulate their own emotions and those of their colleagues, the overall performance of the police force can be boosted. The findings of this study are in line with the theories proposed by [13][46][47][28], which suggest that high levels of emotional Intelligence can enhance team members' ability to adapt efficiently and effectively. Moreover, all spelling, grammar, and punctuation errors have been rectified.

Research by Stubbs et al. [63] suggests that Emotional Intelligence (EI) is critical to team success. Their findings indicate that team members with strong EI skills can effectively manage and comprehend the emotions of others, creating a supportive environment that promotes optimal performance. [68] also discovered that team performance is linked to the emotional intelligence of its members. When team members possess high EI levels, they are better equipped to perceive empathy and support, resulting in increased collaboration and performance. Ultimately, combining adequate resources with a high level of team EI can significantly improve team performance. The results of this study are in line with research conducted by [1] [2][29][32][50][51] stated that emotional Intelligence has a significant effect on performance.

The Effect of Job Satisfaction on Performance

According to the results of the seventh hypothesis, there is a positive correlation between job satisfaction and the performance of police personnel. This suggests increased job satisfaction among the Mapolda Sultra police force will improve performance. This finding aligns with the theories of [36][43], who emphasize the significance of job satisfaction in police research. Job satisfaction is associated with positive outcomes such as productivity, organizational commitment, goal adherence, and life satisfaction. Conversely, job dissatisfaction has been linked to adverse outcomes such as absenteeism, burnout, exit intentions, and actual turnover, as demonstrated in studies by [9][37][30]

Emotional Influence of Personnel on Performance

According to the results of the seventh hypothesis, there is a positive correlation between the job satisfaction and performance of police personnel. This suggests increased job satisfaction among the Mapolda Sultra police force will improve performance. This finding aligns with the theories of [36][43], who emphasize the significance of job satisfaction in police research. Job satisfaction is associated with positive outcomes such as productivity, organizational commitment, goal adherence, and life satisfaction. Conversely, job dissatisfaction has been linked to adverse outcomes such as absenteeism, burnout, exit intentions, and actual turnover, as demonstrated in studies by [9][37][30]

The Effect of Organizational Support on Personnel Performance Through Job Satisfaction

Testing of the ninth hypothesis has revealed that job satisfaction may mediate the impact of Organizational Support on Performance. Specifically, the findings indicate that insufficient support from the Southeast Sulawesi regional police organization can lead to decreased performance levels. This highlights the potential for adverse effects of organizational support on staff performance at Southeast Sulawesi Regional Police Headquarters. Improving job satisfaction may, therefore, be a means of increasing the influence of organizational support on performance. The underlying principle is that organizational support can only impact performance if police personnel are content with their employer.

Perception of Organizational Support encompasses a range of factors, including fair treatment, supervisory support, rewards, and favourable working conditions. These elements have become increasingly vital considerations for employees seeking to make meaningful contributions and grow professionally (Osman et al., 2015)[48]. As defined by Sutrisno (2019)[67], job satisfaction refers to an employee's attitude towards work and is linked to various factors such as the work environment, collaboration among colleagues, compensation, and physical and psychological well-being. As noted by Wibowo (2016)[71], job satisfaction is a fundamental prerequisite for productivity, which managers must strive to achieve. To this end, managers must understand the steps necessary to foster employee job satisfaction.

The Effect of Organizational Support on Personnel Performance Through Emotional Personnel

Based on the test results of the tenth hypothesis, it was found that the emotional state of personnel does not play a role in the influence of organizational support on the performance of Mapolda Sultra personnel. The eleventh hypothesis also revealed that insufficient support from the organization leads to a decrease in personnel performance. These findings suggest that organizational support is essential to improve the performance of police personnel at Mapolda Sultra. However, it is equally essential for personnel to exhibit a positive attitude toward the community while serving, even with organizational support. This makes emotional personnel support a critical factor in enhancing the impact of organizational support on performance.

Per the [9] definition, personal support involves offering guidance, sharing practical knowledge and skills, and providing hands-on assistance to others. It also involves collaborating with others by valuing their input and prioritizing the team's objectives over personal gain. Conversely, organizational support involves upholding and promoting the organization's positive reputation, demonstrating loyalty during difficult situations, and adhering to

sensible policies and procedures while recommending enhancements. Employees demonstrate their commitment to the organization's mission and objectives. This research is in line with research conducted by [10][57][74] stated that organizational support directly or indirectly affects performance through satisfaction.

The influence of emotional Intelligence on personnel performance through job satisfaction

Through testing the eleventh hypothesis, it has been confirmed that job satisfaction plays a mediating role in the relationship between emotional Intelligence and job performance. Additionally, testing the tenth hypothesis confirms that lower emotional Intelligence among police officers leads to lower performance. This suggests that emotional Intelligence can hinder or reduce the performance of police personnel in Mapolda Sultra. However, it is possible to improve emotional Intelligence and performance by increasing job satisfaction. The logic behind this is that job satisfaction can help improve the connection between emotional Intelligence and job performance for police personnel. When police personnel can better control their emotions, motivate themselves, and build positive relationships with others, their job satisfaction and performance levels will also increase. Studies by [38][63] have shown that personnel with higher levels of emotional intelligence also tend to have higher levels of job satisfaction. These findings provide valuable insights for human resource management practices in the workplace and can help improve personnel performance at individual, group, and organizational levels.

The results of this study are in line with research conducted by [33][69][40][72], which stated that emotional Intelligence has a direct and indirect effect on performance through job satisfaction.

The Effect of Emotional Intelligence on Personnel Performance Through Emotional Personnel

After conducting the twelfth hypothesis, it was determined that Emotional Personnel can serve as a link between Emotional Intelligence and Performance. Personnel emotions pertain to a person's endeavor to regulate and manage their emotions in the workplace. Conversely, Emotional Intelligence refers to an individual's capacity to competently comprehend, manage, and utilize both their own emotions and those of others. Emotional Intelligence is crucial in enhancing an individual's job performance by improving their ability to communicate, collaborate, manage conflicts, handle stress, and make sound decisions in emotionally charged situations.

Goleman [20] suggests that emotional Intelligence is a crucial skill for recognizing, utilizing, and managing emotions. Salovey and Mayer's [59] four-pronged model proposes emotional agility as distinguishing, evaluating, articulating, generating, and managing emotions for emotional and intellectual development. Moreover, emotions can either enhance or hinder a worker's overall ability [22]. Emotional Intelligence allows leaders to move beyond their basic skills and recognize the impact of roles, feelings, moods, and social interactions on others [22]. According to Goleman's [20] theory, emotional Intelligence plays a vital role in recognizing, utilizing, and managing emotions. Salovey and Mayer's [59] four-pronged model suggests that emotional agility involves distinguishing, evaluating, articulating, generating, and managing emotions for both emotional and intellectual development. Furthermore, emotions can improve or hinder a worker's performance [22]. By possessing emotional Intelligence, leaders can transcend their fundamental abilities and understand the impact of their roles, emotions, moods, and social interactions on others [22].

Research Implications

The study sheds light on the significant role of organizational support, emotional Intelligence, and job satisfaction in enhancing performance. The findings provide valuable insights for human resource management professionals to improve their practices and create a more supportive and satisfying work environment.

CONCLUSIONS

After analyzing and discussing the data, the following conclusions can be drawn:

1. Organizational support has a positive and significant impact on the performance of members of the Southeast Sulawesi Mapolda National Police.
2. Organizational support has a positive and significant impact on the job satisfaction of members of the Southeast Sulawesi Mapolda National Police.
3. Organizational support has a positive and significant impact on the emotions of personnel members of the Southeast Sulawesi Police Mapolda.
4. Emotional Intelligence has a positive and significant impact on the job satisfaction of members of the Southeast Sulawesi Mapolda National Police.
5. Emotional Intelligence has a positive and significant impact on the emotions of personnel members of the Southeast Sulawesi Police Mapolda.
6. Emotional Intelligence has a positive and significant impact on the performance of members of the Southeast Sulawesi Police Mapolda.
7. Job satisfaction has a positive and significant impact on the performance of members of the Southeast Sulawesi Regional Police Mapolda.
8. The emotions of personnel have a positive and significant impact on the performance of members of the Southeast Sulawesi Regional Police Headquarters.
9. Job satisfaction mediates the impact of Organizational Support on the performance of members of the Southeast Sulawesi Regional Police Headquarters.
10. Organizational support does not mediate the impact of personnel emotions on the performance of members of the Southeast Sulawesi Regional Police Headquarters.
11. Job satisfaction mediates the impact of Emotional Intelligence on the performance of members of the Southeast Sulawesi Regional Police Mapolda.
12. Personnel emotions mediate the impact of Emotional Intelligence on the performance of members of the Southeast Sulawesi Regional Police.

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