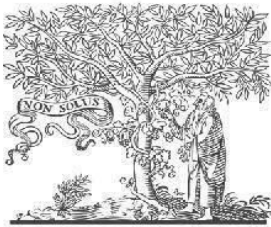


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## A STUDY ON THE MODERATING EFFECT OF ORGANIZATIONAL SUPPORT BETWEEN EMOTIONAL INTELLIGENCE AND ON JOB PERFORMANCE.

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**Abstract :**Stress is a normal part of life for working professionals and is something they have to deal with every day. In the past ten years, a great number of research studies have been carried out in order to investigate occupational stress, its connection to the level of performance an employee exhibits in the workplace, and the measures that ought to be taken in order to lower the levels of stress experienced by employees. This conceptual paper's goal is to conduct a literature study with the intention of determining the impact of Emotional Intelligence as one variable on job performance and added organisational support on as an moderator in between organizational support and job performance. According to the many different Literature Reviews, there is a basic connection between work performance and occupational stress. If the worker is under a lot of pressure, it will show in his performance. This is not a good thing. Through the review of a large number of research publications, it has been investigated how in order to improve the performance of an employee on the job, how the support system of an organisation can build confidence and positive impact in the smooth conduction of the work and performance improve.

**key words:** Stress, organizational Support, Emotional Intelligence, Job Performance

**Introduction :**In today's fast-paced professional landscape, stress has become an unavoidable challenge for many employees. With the increasing demands of the workplace, understanding the dynamics of occupational stress and its implications for job performance has gained significant attention in recent years. Over the past decade, extensive research has explored the intricate relationship between stress levels and employee productivity, revealing that excessive stress can adversely affect performance outcomes. This conceptual paper aims to deliver by examining this relationship of the role of Emotional Intelligence (EI) as a critical factor influencing job performance, while also considering the moderating effect of organizational support.

Numerous literature reviews indicate a clear link between occupational stress and work performance; when employees are overwhelmed, their ability to perform effectively diminishes. Importantly, organizational support acts as a moderating factor that can amplify the positive effects of Emotional Intelligence on job performance. By providing resources, encouragement, and a nurturing environment, organizations can enhance employees' EI, enabling them to navigate stress more effectively and maintain high performance levels. Through synthesizing

findings from various studies, this paper seeks to highlight how robust organizational support systems can foster resilience and confidence among employees, ultimately leading to improved performance and a more positive work environment.

## **Objectives of the Study:**

1. To review the literature of how perceived organizational support act between emotional intelligence and job performance.
2. To analyse moderating effect of perceived organizational support between emotional intelligence and job performance through Hierarchical Multiple Regression.

## **Research Methodology:**

A well Structured Questionnaire was constructed and distributed to collect the details of demographic factors from the Telangana State police department and the responses were collected from 434 personnel from various cadres of the police department.

## **Review of Literature:**

1. Mahon et al. (2014) have examined the effect of colleagues' enthusiastic insight and their view of shared vision, shared positive mood and perceived organizational support on the degree of employee engagement. The employees belonging to companies in United States were randomly selected for the study and responses of 231 employees were considered for further analysis. It was found shared vision, shared mood and perceived organizational support to have a direct, positive connection with engagement levels of the employee. In addition, shared vision and perceived organizational support interact with Emotional intelligence to positively influence engagement. The employee engagement levels are directly linked with the employee performance.
2. SusmritiSahu and Khan Abraruzzaman Khan (2014) have discussed the direct impact of authoritative help between passionate insight and hierarchical duty. The examination has been made in a college at Raipur among 50 arbitrarily chose academicians. They have presumed that enthusiastic knowledge has positive association with responsibility. They have suggested the respondents to perform better, the emotional intelligence aspect needs to be developed among the academicians by the introduction of training sessions. It was found that there is a moderating effect of organizational support between emotional intelligence and organizational commitment. The organizational commitment drives the employees to perform better.
3. Sa'diya Ahmed Mohamed and Maimunah Ali (2015) have explored the relation between Perceived hierarchical help and employment execution. The predecessors of saw authoritative help (hierarchical equity, work conditions and rewards) and its impacts on execution is likewise analyzed. They have directed this investigation among all the scholastic and care staff of a Malaysian college. The study demonstrate that apparent hierarchical help significantly affect the

representative execution. The examination additionally found that Perceived hierarchical help can be improved by improving the work conditions and being reasonable and just with the representatives. The examination proposes that if the representatives have great recognitions about their association and accept that they are being taken consideration by them.

4. Akhtar et al (2017) have done research on the moderating role of perceived organizational support between Emotional Intelligence and Job performance among 316 bank employees. They state that in the current scenario, organizations are facing stiff competition due to internal as well as external factors. They need to work on strategies to care about their employees to retain them and increase the organizational productivity. They should impart trainings to the managers by which they can understand their subordinates' emotions and utilize them in a constructive way to enhance productivity. These frequent trainings to the managers and its reflection on their subordinates can change the way the subordinates feel about the organization. Managers have a huge responsibility in achieving organizational goals by stimulating their subordinates to give their best. The contribution of the employees should be recognized and suitably rewarded in terms of compensation, promotions etc.

5. Akhtar MW et al. (2017) have studied about the moderating role of perceived organizational support between emotional intelligence and organizational commitment. They state that the importance should be given to organizational support to enhance the performance of the employees with high emotional intelligence. If the employees realize the organizational support, is present it will increase the commitment of employees towards the organization.

6. HalukErdem et al. (2017) state that organizational support plays a vital role in handling of stress among the employees. Stress can affect the performance of the employees. Managers should work on ways to reduce the work stress and improve organizational support, thereby indirectly increasing the performance of the employees. The managers should be concerned and involved about the issues which bother their subordinates. The labour force should believe that that they are being supported by the organization in any circumstance. The organization should also focus on providing trainings to the employees, which will help them to develop their self-efficacy and boost their self-confidence.

7. Hajrasouliha and Torfeh (2017) have investigated the relationship among organizational support, organizational justice and the intention to quit among the employees working in knowledge-based companies. Convenient sampling was employed to obtain data from 338 employees. The examination presumed that there was a negative connection between saw authoritative help and the expectation to leave. The study further examined the positive relation between hierarchical help and hierarchical equity. In the event that hierarchical help is given to the representatives by the association, they will in general accept that the association treats all the workers in a reasonable way. They have suggested that if the organization provides support to the employees, it will increase their levels of commitment and performance and decrease their intention to leave the organization.

8. Ruth Sabina Francis et al. (2018) have analysed the relationship between Emotional Intelligence, Perceived Organizational Support, Organizational Citizenship Behaviour and Job

performance. This study was conducted based on the responses procured from 100 employees of the hotel industry. If the employees with high emotional intelligence receive support from the organization, it ultimately increases the organizational citizenship behaviour of the employee. The study results reveal that Organizational Citizenship Behaviour of employees of hotel industry is significantly dependent on Emotional Intelligence and Perceived Organizational support. The increase in Organizational Citizenship Behaviour subsequently lead to the increase in Job performance. They have suggested that the hotel managers should provide support and recognize and reward their employees for their contributions. This will enhance the performance of the employees.

9. Bohle et al. (2018) have examined the job of apparent hierarchical help notwithstanding work weakness circumstances and the impact of apparent authoritative help to upgrade the exhibition of the representatives. The researchers have developed a conceptual model to examine the relationship between job insecurity and performance. This relationship is mediated by organizational commitment and moderated by perceived organizational support. This study was carried out in a company which has recently undergone downsizing. They felt that job insecurity affected the performance of the employees. The researchers have suggested that the organization should support the employees so that the employees feel secured and are able to feel committed to the organization. This will result in better performance.

10. Rao Kashif Ali and Muhammad Ali Hamza (2018) have concentrated on the mediating impact of Perceived Organizational Support (POS) between Emotional Intelligence (EI) and Job Satisfaction (JS). They have gathered information from 300 respondents who were chosen arbitrarily. The consequences of the investigation prove that activity fulfilment is emphatically influenced by enthusiastic insight. Perceived Organizational Support (POS) additionally intervenes the relation between passionate insight and employment fulfilment.

## Data Analysis:

### 1. Hierarchical Multiple Regression

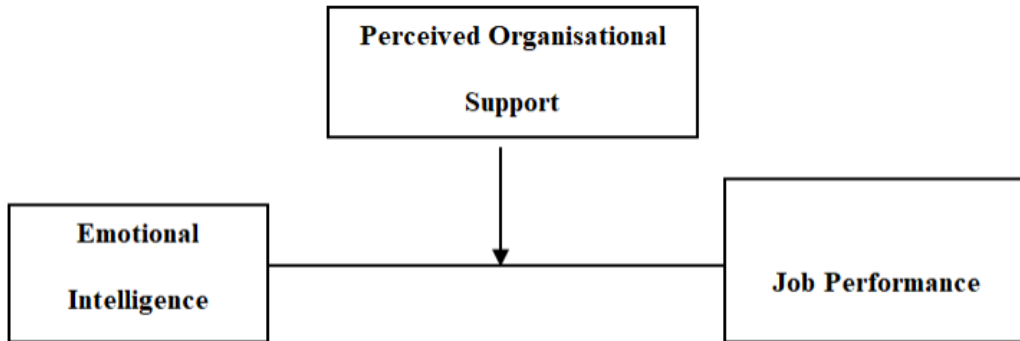
Hierarchical regression is a helps to examine the independent variable whether statistically produces significant amount of variance in dependent Variable (DV) after considering all other variables. It is to ascertain whether newly added variables show a significant change in  $R^2$ .

### Moderation analysis

Hierarchical regression analysis was done to investigate moderating effect of perceived organizational support between Emotional Intelligence and Job performance. In this analysis, the Job performance is treated as dependent variable. Emotional Intelligence is considered as independent variable and Perceived Organizational Support is taken as Moderating variable.

**H<sub>0</sub>: There is a no significant moderation effect of organizational support between Emotional Intelligence and Job performance.**

**Figure 1-1: Moderation effect of organizational Support on Emotional Intelligence and Job Performance**



*Source: Data Analysis of Primary Data*

**Table 1-1: Hierarchical Multiple Regression to show the significant moderation.**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.756 <sup>a</sup>	0.572	0.571	0.52405
2	.800 <sup>b</sup>	0.64	0.638	0.48146

*Source: Data Analysis of Primary Data*

- A. Predictors: (Constant), Emotional Intelligence
- B. Predictors: (Constant), Emotional Intelligence, Organizational support
- C. Dependent Variable: Job Performance

### Model 1

The model 1 shows that the correlation value is 0.76 which indicates that there is a strong positive relationship exists between Emotional Intelligence and Job Performance is positive. The value of R<sup>2</sup> is 0.572 .

### Model 2

From the model 2 it can be observed that the value of correlation is 0.80. which indicates that there is a high degree of positive correlation exists between the variables.

The value of  $R^2$  is 0.638 The value of  $R^2$  increases from model 1 (0.572) to Model 2(0.640) when perceived organizational support moderates between emotional intelligence and job performance.

The change in  $R^2$  helps to identify, how much predictive power was contributed to the model by the addition of Organizational support in model 2. In this case, the % of variability accounted for increasing from 57.2 % to 64% of an increase.

**Table 1-2: ANOVA**

**Moderation effect of organizational support on Emotional Intelligence and Job Performance.**

Model	Sum of squares	Degree of freedom	Mean square	F	Sig
Regression	191.74	1	191.74	698.174	.000
Residual	143.357	522	0.275		
Total	335.097	523			
Regression	214.326	2	107.163	462.293	.000
Residual	120.772	521	0.232		
Total	335.097	523			

*Source: Data Analysis of Primary Data*

- a. Dependent Variable: Job Performance
- b. Predictors: (Constant), Emotional Intelligence
- c. Predictors: (Constant), Emotional Intelligence, Organizational support

The above table shows that predicted scores on the job performance is statistically significant in both the models.

**Table 1-3: Coefficient Values of organizational Support and Job Performance.**

Model		Unstandardized Coefficients		Standardized Coefficients	t value	P value
		B	Std. Error	Beta		
1	(Constant)	1.005	.096		10.421	.000
	Emotional Intelligence	.751	.028	.756	26.423	.000
2	(Constant)	.461	.104		4.424	.000

	Emotional Intelligence.	.531	.034	.535	15.461	.000
	Organizational Support	.395	.040	.341	9.871	.000
a. Dependent Variable: Job Performance						

**Source: Data Analysis of Primary Data**

The above coefficient value indicates the coefficient of organizational support is 0.395 which implies that effect is positive that adjustment score (job performance) would increase by 0.395, for every unit increase in organizational support .  $F(2,521) = 462.293$   $p=0.000 < .001$ ) are statistically significant at 1 % level. This shows that when the moderating variable Perceived organizational support enters into relationship between emotional intelligence and job performance there is a significant relationship that shows that organizational support significantly increases job Performance. The interaction effect is partial, and the relationship is significant that contributed to Job performance.

**Conclusion:**

At the magnitude of significance which is 1 %, it has been found that there exists a substantial association existing concerning Organizational Support and Staff jobperformance. The coefficient of correlation concerning organisational support and staff job performance is 0.629, which indicates that there has been a positive association concerning organisational support and staff job performance in 62 percent of cases.

These results reinforce the notion that effective organizational support not only fosters a positive work environment but also empowers employees to perform at their best. By prioritizing support mechanisms, organizations can significantly enhance job performance and mitigate the adverse effects of occupational stress. Future research should further investigate the specific dimensions of organizational support that contribute most effectively to performance outcomes, thereby enabling organizations to implement targeted strategies for improvement.

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