

The Effects of Emotional Intelligence, Job Crafting, and Perceived Organizational Support on Work Engagement Through Job Satisfaction at A Coffee Shop in Jakarta

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Keywords:	Abstract
emotional intelligence; job crafting; perceived organizational support; job satisfaction; work engagement	Employee work engagement is an important factor in achieving organizational effectiveness, particularly in the food and beverage industry, where employees face dynamic workloads and intensive customer interactions. However, factors influencing work engagement, including emotional intelligence, job crafting, perceived organizational support, and job satisfaction, remain challenging aspects within service-based organizations. This study aims to examine the effects of emotional intelligence, job crafting, and perceived organizational support on work engagement through job satisfaction as a mediating variable among employees of Kaizen Heritage coffee shops in Jakarta. This research employed a quantitative approach with a causal research design. Data were collected through questionnaires distributed to 158 employees selected using purposive sampling. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results showed that job crafting and job satisfaction had positive and significant effects on work engagement, whereas emotional intelligence and perceived organizational support did not have significant direct effects. Furthermore, job crafting and perceived organizational support significantly improved job satisfaction, while emotional intelligence did not demonstrate a significant influence. The mediation analysis revealed that job satisfaction significantly mediated the relationships between job crafting, perceived organizational support, and work engagement but did not mediate the relationship between emotional intelligence and work engagement. This study concludes that employee engagement in the food and beverage industry is strongly influenced by proactive work adaptation and positive job experiences. Therefore, organizations should enhance job crafting opportunities and improve employee satisfaction through supportive management practices to strengthen work engagement.

INTRODUCTION

Based on the results of the preliminary research, several variables were identified as having suboptimal conditions and potentially becoming inhibiting factors in improving employee work engagement at Kaizen Heritage, including emotional intelligence, job crafting, perceived organizational support, and job satisfaction (Bakker & Albrecht, 2018; Wen et al., 2019). These variables were selected because they obtained lower positive response percentages compared with other examined variables. Specifically, the positive responses for emotional intelligence were 30.0%, job crafting 30.0%, perceived organizational support 26.7%, and job satisfaction 33.3%, which were lower than other variables such as leadership style (50.0%), employee performance (53.3%), work environment (56.7%), organizational commitment (56.7%), and work-life balance (53.3%) (Miao et al., 2022; Oubibi et al., 2022). These findings were further supported by

observations and interviews indicating that some employees experienced difficulties in managing work pressure, particularly during operational periods with high customer volumes (Karim, 2020; Mérida-López & Extremera, 2020; Park et al., 2020).

The emotional intelligence variable showed that only 30.0% of employees were able to effectively regulate their emotions when facing work pressure or challenging service situations. Observations indicated that workload increases generally occurred during peak operating hours, particularly between 19:00 and 24:00 WIB, when customer visits increased significantly. During this period, employees were required to manage simultaneous orders, handle customer queues, and maintain service quality. Interview results revealed that these conditions often caused employees to experience psychological pressure, emotional fatigue, and difficulties in maintaining emotional stability when responding to customer complaints or increased service demands. These findings indicate that emotional regulation is an important aspect for Kaizen Heritage employees, as a company operating in the food and beverage (F&B) and hospitality sectors, because service quality is strongly influenced by employees' ability to manage emotional responses under work pressure.

Employees who are unable to manage their emotions effectively tend to experience higher work stress, interpersonal conflicts, and decreased morale (Abebe & Singh, 2023). If these conditions persist, they may negatively affect employees' work engagement and attachment to their roles (Alwali & Alwali, 2022). Therefore, emotional intelligence was selected as one of the variables examined in this study because it represents an important factor that Kaizen Heritage management should consider in improving employee work engagement (Al-Romeedy et al. 2025; Dzurek et al. 2025; Ingo 2022; Ríos-Hernández et al. 2024).

Regarding job crafting, only 30.0% of employees reported actively attempting to improve work effectiveness and develop better ways of performing their tasks. These findings were also supported by observations and interviews with management and employees of Kaizen Heritage. The observations indicated that most employees tended to perform tasks according to established standard operating procedures (SOPs) without making significant adjustments or proposing improvements to enhance work efficiency. Meanwhile, interview results showed that employees generally preferred to wait for supervisors' instructions when encountering operational challenges rather than independently seeking solutions or modifying their work approaches. This condition suggests that employee initiative and proactive behavior in adjusting work methods according to capabilities and operational needs remain relatively limited (Hong et al. 2016; Parker et al. 2019; Strauss et al. 2017).

Employees who demonstrate low initiative in developing their work may experience boredom, reduced challenges, and weaker attachment to their jobs (Chung & Han, 2023). Conversely, employees who actively engage in job crafting are more capable of creating a more meaningful work experience and increasing work motivation (Yang et al., 2023). Therefore, job crafting was selected as a variable in this study because it has the potential to influence employee work engagement at Kaizen Heritage.

Regarding perceived organizational support, the preliminary research showed that 73.3% of employees had not fully perceived sufficient support, attention, or appreciation from the organization regarding their contributions. This finding was supported by interview results, in which several employees stated that recognition for good performance remained limited and feedback from supervisors was not provided consistently. Additionally, some employees indicated that organizational attention toward employee needs and professional development opportunities required further improvement. Observations also showed that employee appreciation practices were generally informal and had not been implemented consistently. These conditions indicate that some employees still perceived insufficient

organizational support in terms of performance recognition, emotional support, and attention to their workplace needs.

Low perceived organizational support may negatively affect employee morale, loyalty, and work engagement (Gao et al., 2024). Conversely, when organizations provide adequate support and appreciation, employees are more likely to feel valued and motivated in performing their work (Peng et al., 2025). Therefore, perceived organizational support was included in this study because it represents an important factor for Kaizen Heritage management to consider in enhancing employee work engagement.

The preliminary research also showed that job satisfaction had a relatively low positive response percentage compared with several other variables, at 33.3%. This finding indicates that approximately 66.7% of employees had not fully experienced satisfaction with their current jobs. Interview results revealed that job satisfaction was influenced by increased workload during peak operating hours, while appreciation and opportunities for personal development were still perceived as inadequate. Observations further indicated that during periods of high customer traffic, particularly in the evening, work intensity increased as employees were required to manage multiple orders and serve customers simultaneously. This situation potentially contributed to work fatigue, which may ultimately reduce employees' satisfaction with their jobs.

Employees who experience low job satisfaction tend to demonstrate lower enthusiasm, reduced work motivation, and weaker attachment to the organization. Conversely, employees who are satisfied with their work are more likely to show greater enthusiasm and stronger work attachment (Susanto et al., 2023). Therefore, job satisfaction was selected as a mediating variable in this study because it plays an important role in explaining the mechanism through which emotional intelligence, job crafting, and perceived organizational support influence work engagement among employees at Kaizen Heritage.

Furthermore, the work engagement variable showed a relatively low positive response percentage of 43.3%, indicating that approximately 56.7% of employees did not feel fully engaged in their work. This condition suggests that some employees had not yet demonstrated optimal enthusiasm, dedication, and involvement in performing their duties at Kaizen Heritage. Interview results supported this finding, as several employees reported experiencing decreased work morale when facing high workloads, particularly during peak operational hours, which affected their motivation and enthusiasm. Observations also showed that during busy periods, some employees focused primarily on completing routine tasks rather than providing more proactive services to customers. These findings indicate that certain employees had not yet achieved optimal levels of enthusiasm, dedication, and involvement in their work.

The relatively low level of work engagement among Kaizen Heritage employees was assumed to be influenced by several internal conditions identified during the preliminary research, including suboptimal emotional management abilities, limited initiative in developing work methods, insufficient perceptions of organizational support, and less-than-optimal job satisfaction. Therefore, work engagement was selected as the dependent variable in this study because it represents one of the main organizational concerns requiring attention from Kaizen Heritage management to improve employee engagement and service quality.

The preliminary findings were further supported by interviews conducted with five Kaizen Heritage employees. The employees indicated that daily work activities still involved considerable work pressure, particularly during periods of high customer demand, which made it challenging to manage emotions and maintain consistent service quality. In addition, three employees reported that not all individuals demonstrated initiative in developing more effective work methods and tended to perform tasks based only on established standards. From an organizational perspective, two employees stated that support from supervisors was

not yet experienced equally, particularly regarding assistance in overcoming work difficulties and recognition of employee performance. These conditions influenced employee satisfaction levels, which subsequently affected work engagement.

Although previous studies have examined the relationships between emotional intelligence, job crafting, job satisfaction, and the role of perceived organizational support in influencing work engagement, most existing research has focused on sectors such as education, banking, and healthcare. Oubibi et al. (2022), for example, found that emotional intelligence had a positive and significant effect on work engagement among teachers in China, both directly and indirectly through increased job satisfaction. Furthermore, Peng et al. (2025), in a study involving college counselors in China, demonstrated that job satisfaction positively and significantly influenced work engagement. In the healthcare sector, Gao et al. (2024) found that perceived organizational support had a positive and significant effect on work engagement among medical personnel through improved psychological well-being. Meanwhile, Vilchez et al. (2023) found that job crafting positively and significantly influenced employee work engagement at the Bank Indonesia Representative Office. Nevertheless, research integrating emotional intelligence, job crafting, and perceived organizational support as predictors of work engagement through job satisfaction within coffee shop or food and beverage (F&B) industry contexts, particularly in Indonesia, remains limited.

In addition to limitations in research context, previous findings have also shown inconsistencies. Rogowska and Meres (2022) reported that emotional intelligence had a significant negative effect on job satisfaction. Meanwhile, Iida et al. (2024) found that job crafting did not significantly influence work engagement. Similarly, Khair et al. (2024) reported that perceived organizational support did not significantly affect job satisfaction and work engagement. These inconsistent findings indicate the need for further investigation into the relationships among these variables, particularly in service-based organizations.

Therefore, this study was considered important to address the existing research gap and provide empirical contributions to understanding factors influencing employee work engagement in the F&B industry. The selection of job satisfaction as a mediating variable was based on previous findings indicating that emotional intelligence, job crafting, and perceived organizational support do not always directly influence work engagement but may operate through increased job satisfaction. Previous studies by Ibrahim et al. (2025), Jufrizen et al. (2023), and Peng et al. (2025) demonstrated that job satisfaction functions as a psychological mechanism linking individual and organizational factors with work engagement.

This study contributes theoretically by strengthening the understanding of job satisfaction as a mediating mechanism and provides practical implications for Kaizen Heritage management in developing more effective human resource management strategies. Specifically, improving employee work engagement and job satisfaction may be achieved through strengthening emotional intelligence, optimizing job crafting practices, and enhancing perceived organizational support. Therefore, this study was conducted under the title “The Effects of Emotional Intelligence, Job Crafting, and Perceived Organizational Support on Work Engagement Through Job Satisfaction at a Coffee Shop in Jakarta.”

Based on the research background, this study focuses on examining the relationships among emotional intelligence, job crafting, perceived organizational support, job satisfaction, and work engagement. The research questions addressed whether emotional intelligence influences work engagement, whether job crafting influences work engagement, whether perceived organizational support influences work engagement, and whether job satisfaction influences work engagement. Furthermore, this study examines whether emotional intelligence, job crafting, and perceived organizational support influence job

satisfaction and investigates the mediating role of job satisfaction in the relationships between emotional intelligence, job crafting, perceived organizational support, and work engagement. Specifically, this study determines whether job satisfaction mediates the effects of emotional intelligence, job crafting, and perceived organizational support on work engagement.

In line with these research questions, this study aims to analyze the effects of emotional intelligence, job crafting, and perceived organizational support on work engagement and job satisfaction. Specifically, this research examines the effects of emotional intelligence, job crafting, and perceived organizational support on work engagement, evaluates the effect of job satisfaction on work engagement, and analyzes the influence of emotional intelligence, job crafting, and perceived organizational support on job satisfaction. In addition, this study investigates the mediating role of job satisfaction in explaining the relationships between emotional intelligence, job crafting, perceived organizational support, and work engagement. Through these objectives, this research is expected to provide empirical evidence regarding the factors contributing to improved employee work engagement, particularly within the food and beverage industry.

METHODS

Time and Place of Research

This study was conducted from May 2026 to June 2026 at all Kaizen Heritage branches located in the DKI Jakarta area. The research location was selected because Kaizen Heritage had a representative number of employees and implemented a work system relevant to the research variables, namely emotional intelligence, job crafting, perceived organizational support, work engagement, and job satisfaction. In addition, the location facilitated data collection through questionnaire distribution and direct observation of employee work activities

Research Design

This study uses a quantitative approach, which is defined by the A research method that emphasizes the collection and analysis of data in the form of numbers to test hypotheses and determine the relationships between variables objectively and measurably (Scott, 2021). This approach uses structured research instruments, such as questionnaires or surveys, and is analyzed with statistical techniques to obtain generalizing conclusions. Quantitative research is usually used to identify patterns of relationships, influences, and comparisons between variables based on empirical data that can be tested for validity and reliability (Ballardie et al. 2023; Watson et al. 2025).

In addition, the design of this study is also specifically a type of causality research or known as a causal relationship. This is closely related to the main purpose of this study, to define the constructed influence relationship between independent variables and their research dependents, including the role of mediators. This is in line with its main goal in the analysis of the constructed relationship between *emotional intelligence, job crafting, perceived organizational support, and work engagement*, through mediators of *job satisfaction*.

Population and Sample

Populasi

Population is defined as the entire subject or object of research, as having certain characteristics and being the source of data to be researched. Populations can include individuals, groups, organizations, or events that share characteristics that are relevant to their research objectives (Sugiyono, 2021:126). The population raised in this study is in the form of all Kaizen Heritage employees in all branches in DKI Jakarta, as a total of 260 people.

It is interpreted that there are 9 branches of Kaizen Heritage in DKI Jakarta. In this case, the branch with the highest number of employees is Cempaka Putih, which is 47 people, followed by Cibinong as many as 39 people, Bekasi as many as 37 people, Cibubur as many as 33 people, and Buaran as many as 31 people. Furthermore, the Depok and Pondok Aren branches each have 28 employees, while the Matraman branch has 13 people and Kemayoran has the least number of employees, which is 4 people. The distribution of the number of employees in each branch is the basis for determining the research population and is then used as a reference in the sampling process in accordance with the sampling techniques applied.

Sample

The sample of this study is stated as a portion of the number and characteristics possessed by the selected population to represent the entire population. Given that the number of the population is not known for sure, the research sample was raised on the basis of *purposive sampling*, which is a sampling technique based on certain criteria or requirements considered by the researcher (Scott, 2021).

In the measurement of sample size, the researchers used the Slovin formula. The Slovin formula was chosen because it is in accordance with a study involving a known population, namely 260 people. Then, the Slovin formula is used when the researcher does not have complete information about the distribution or variability of the population, but only knows the size of the population as a whole (Nurkholis et al., 2024). In this case, the use of the formula allows researchers to be able to determine a representative sample number by considering two main factors, namely population size and *margin* Acceptable errors (Mahendra et al., 2021). Researchers also established the use of *margin* a smaller error, which is 5%, to be able to produce a sample size that tends to be more generative. The formula is presented as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = Sample size

N = Population size (260 people)

E = Percentage of tolerable sampling errors (0.05).

Thus, the calculation of the sample size is presented as follows:

$$\begin{aligned} n &= \frac{260}{1 + 260(0.05)^2} \\ n &= \frac{260}{1 + 0.65} \\ n &= \frac{260}{1.6575} \\ &= 157,58 \approx 158 \end{aligned}$$

Based on the calculation above, it can be interpreted that the minimum number of samples for this study is 158 samples.

Data Collection Techniques

The data collection technique was pursued through a survey method using a closed questionnaire instrument distributed online through *the Google Form platform*. The use of online questionnaires was chosen to simplify the distribution process, speed up data collection, and improve the efficiency of research data processing. The questionnaire is prepared based on indicators that have been adapted from previous studies and developed according to the needs of the research. This research instrument is designed to measure five main variables, namely *emotional intelligence*, *job crafting*, *perceived organizational support*, *job satisfaction*, and *work engagement*. Each variable was measured using several

indicators that represented the theoretical concept of each research variable. Respondents were asked to provide answers based on their perceptions and work experience while working at Kaizen Heritage.

The data measurement in this study used a Likert scale of 1-5, which consisted of the choice of answers strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5) (Hanafi 2016). This scale is used to measure the level of respondents' approval of each statement in the questionnaire so that it allows researchers to obtain quantitative data that can be analyzed statistically.

Data Analysis Techniques

Data analysis techniques are stated as an approach used to process research results so that appropriate conclusions can be drawn (Hanafi 2016). The data obtained from the questionnaire was then analyzed to answer the research problem using descriptive statistical analysis and quantitative analysis. This analysis was carried out to determine the influence of *emotional intelligence*, *job crafting*, and *perceived organizational support* against *work engagement* employees at Kaizen Heritage, with *job satisfaction* as a mediation variable.

Descriptive analysis is used to provide an overview of the research data. This process includes the calculation of mean values, standard deviations, variations, maximum values, minimum values, ranges, and data distributions such as kurtosis. Averages are used to determine the median value of respondents' answers, standard deviation measures the degree of variation or distribution of data from average values, while maximum and minimum values indicate the highest and lowest scores obtained by respondents. The descriptive analysis presents a comprehensive understanding of the characteristics of the sample that has been collected before further analysis is carried out.

Furthermore, quantitative analysis was carried out using the SEM-PLS (*Structural Equation Modeling – Partial Least Squares*) program, which is a statistical method that allows testing the cause-and-effect relationship model between variables. SEM-PLS allows researchers to analyze the direct and indirect relationships between variables, including the role of *work engagement* mediation in this study. This method is regression-based and does not require normal distribution assumptions, making it suitable for research data that may not follow a particular distribution.

Test Outer Model

In this study, the *outer loading* used to test *outer model*. *Outer loading* refers to the value of the factor charge of each indicator against its variable. This value is an indicator of the validity of the questions in the questionnaire, where the question is considered valid if the *outer load* greater than 0.7, as stated by (Hanafi 2016).

Validity Test

The validity test is related to the identification of the acquisition of the score *outer loading* and *Average Variance Extracted* (AVE). Value *outer loading* indicates that the level of validity of each question/indicator is marked valid if the value is above 0.5 and the AVE value is > 0.5 as a convergent validity test effort (Purwanto & Sudargini, 2021). As for the discriminatory validity test, it can be taken through the procedure *cross loadings*, *forrell larcker criterion*, and *heterotrait-monotrait ratio* (Hair et al. 2019).

Reliability Test

Reliability reveals the extent to which the data produced by a measurement is trustworthy. Reliability tests are useful to find out if the measuring tool used is consistent and reliable. In the SMART-PLS method, reliability tests are often performed through confirmatory factor analysis (CFA), which aims to evaluate the extent to which the size of a variable's construct is in accordance with the researcher's understanding. An instrument is considered reliable if the construct reliability value ≥ 0.6 (Purwanto & Sudargini, 2021).

Uji Inner Model

Inner models, also called structural models, are used to find cause-and-effect relationships between variables that are not observed with each other within the framework of existing theories (Hair Jr et al., 2021). This model can also be used to understand the relationships between variables that do not directly affect each other.

Test Structural Models without Mediation

In evaluating the structure of the model without mediation, path coefficient testing is used. This test makes it possible to test the direct impact of independent variables to dependent variables, or between interconnected latent variables. The degree of significance of the relationship between variables can be determined from the path coefficient table by looking at the T-Statistics column. It is important to note that the relationship can be considered significant at a significance level of 0.05 if the T-test obtains a > value of 1.96 or a p-value of < 0.05 (Hair Jr et al., 2021).

Test Structural Models with Mediation

In the testing of structural models with their mediation, the indirect effect testing method is used to show how much influence the latent variable has on other latent variables indirectly. In this case, the significance of the relationship between variables can be identified in the indirect effects table using the test value T (Hair Jr et al., 2021). The relationship is considered significant with a significance level of 0.05 if the T-test value is greater than 1.96 or the p-value is less than 0.05.

Uji R Square Adjusted

The essence of the determination coefficient test is relatively closely related to the measurement of the extent to which the independent/independent variable can express its effect on the dependent variable/express its discussion on it. This can be achieved by observing the value of *Adjusted R-Square*, as its representation of the coefficient in the range of values zero to one. Derivation of its value *Adjusted R Square* A small one indicates the limited ability of independent variables to provide explanations for their dependent variables. However, the higher it is, and closer to the value of 1 on the coefficient, it indicates that the outline of the variable can express/express its explanation of its dependents (Purwanto & Sudargini, 2021).

Quality Index

Quality index testing intended to find out the merits of the research model constructed by the researcher. In this case, quality testing is measured using SMARTPLS, with an index named *goodness of fit*, which is a form of testing on the comparison of the covariance matrix model with the observed value. Value *goodness of fit* including low when the turnover from its value is in the range of 0.10 - 0.25, secondary when the turnover is in the range of 0.25 - 0.36, or high when the turnover exceeds 0.36 (Hair Jr et al., 2021).

$$GoF\ Index = \sqrt{Average\ AVE \times Average\ R^2}$$

Sources: (Hair Jr et al., 2021)

RESULTS AND DISCUSSION

The study adopts the *Hierarchical Component Model* (HCM) approach or *second-order construct* because some of the research variables have multidimensional properties based on theoretical foundations. The *emotional intelligence variable* consists of the dimensions of *self-awareness*, *self-regulation*, *self motivation*; the *job crafting variable* consists of the dimensions of increasing work resources, increasing challenging job demands, and reducing inhibiting work demands; the *perceived organizational support variable* consists of the dimensions of organizational support, supervisor support, and employee welfare; The *work engagement variable* consists of *the dimensions of vigor*,

dedication, and *absorption*; and *job satisfaction variables* which include the dimensions of satisfaction with the work itself, satisfaction with the employment relationship, and satisfaction with work rewards.

Therefore, the test is carried out using the *Two-Stage Approach on Structural Equation Modeling-Partial Least Squares* (PLEASE). This approach was chosen because it is able to accommodate constructs that are multidimensional (*higher-order construct*) and produce a more stable parameter estimation compared to the *Repeated Indicators*, especially in research models that have a relatively large number of indicators (Hair et al. 2019).

In the first stage, all dimensions are tested as a *first-order latent construct*. This test aims to ensure that each dimension meets the criteria for validity and reliability before being used as a *second-order construct*.

The test results in the first stage show that the entire dimension has a value *Cronbach's Alpha*, *Composite Reliability*, and *Average Variance Extracted* (AVE) that have met the minimum required value. Value *Composite Reliability* in all dimensions is above 0.70, while the AVE value is above 0.50 (Hair et al. 2019). Therefore, all dimensions are declared to have met the criteria of internal reliability and convergent validity so that they are suitable for use as a second-order construct former.

Furthermore, a *second-order construct* test was carried out using the *Two-Stage Approach* approach. At this stage, the *latent variable scores* obtained from the results of the first-order construct estimation are exported from SmartPLS and used as a new indicator to form a second-order construct. In other words, each latent variable is formed by its constituent dimensions.

After all second-order constructs are formed, the measurement model (*outer model*) is retested to evaluate the convergent validity, discriminant validity, and reliability of each main construct. This stage aims to ensure that the *higher-order construct* has met all measurement criteria before proceeding to structural model testing (*inner model*) and hypothesis testing.

Convergent Validity

In order to test the validity of its convergence, the researcher underwent a test *outer loading factor*. Value *outer loading* It is marked as an indicator of fundamental convergent validity. A question is marked as valid if it has a value *outer loading factor* > 0,7 (Hair et al. 2019).

The results indicate that all items have met the requirements of *outer loading*, because the *outer loading value* is all above 0.7. In other words, the validity of the convergence is well met.

The researcher also carried out an effort to test the validity of his advanced convergent through the acquisition of the value *Average Variance Extracted* (AVE). In this case, the measurement item is marked valid if the gain from the AVE value > 0.5 (Hanafi 2016).

The results reveal that each variable results in an AVE value > 0.5. This means that all of its items have completely met the requirements for their convergent validity.

Discriminant Validity

The results showed that each construct item had a greater *cross loading* value when correlated with its own variable, compared to when it was linked to other variables. This states that these criteria have been completely met. In addition, the researcher also displayed the Fornell-Larcker Criterion test as an advanced stage to ensure the validity of the discriminatory.

The results indicate that the overall construct item is able to present a higher Fornell-Larcker indication value when correlated with its own variables. This means that the criteria for the validity of the discrimination have also been met. As the third test step, the researcher

conducted a Heterotrait-Monotrait Ratio test, or commonly known as HTMT testing. If an HTMT value of <0.9 is obtained, the model is valid (Hanafi 2016).

The results show that there are several correlations with the HTMT ratio value that is still above 0.9, to be precise 5 correlations out of 10 existing correlations. However, because the criteria of *cross loadings* and *fornell-larcker* have been completely met, it means that it can be concluded that the construct item is already valid discriminatory.

Reliability Testing

In addition to carrying out tests on the reliability of the construct, the researcher also displayed the reliability test, which relied on the value of *Cronbach Alpha* and *Composite Reliability*. A variable item can be categorized as reliable if a value is obtained. *Cronbach Alpha* ≥ 0.6 and *Composite Reliability* ≥ 0.7 (Hanafi 2016).

All variables are capable of producing values *Cronbach Alpha* above 0.6, and with *Composite Reliability* Also all of them are above 0.7, so they are categorized as reliable. Although some values are above 0.90, all of them are still below the 0.95 limit that according to (Hanafi 2016) and (Hanafi 2016) may indicate indicator redundancy. Therefore, the reliability results in this study are still acceptable and show that the instrument is able to measure constructs consistently without any indication of excessive redundancy.

Path Coefficient

It is known that not all relationships between variables in the research model show a significant influence. The significance test was carried out by paying attention to the *t-statistical* value of > 1.96 and the *p-value* < 0.05 . The results of the analysis showed that there were four relationships that had a significant effect, while the other three relationships did not show a significant influence.

The relationship between *emotional intelligence* and *work engagement* obtained a path coefficient value (*original sample*) of 0.080 with a *t-statistic* value of 1.032 and a *p-value* of 0.303. A *t-statistic* value smaller than 1.96 and a *p-value* greater than 0.05 indicate that *emotional intelligence* does not have a significant effect on *work engagement*. In other words, H1 is rejected. Meanwhile, the relationship between *job crafting* and *work engagement* resulted in a path coefficient value of 0.249 with a *t-statistic* value of 2.428 and a *p-value* of 0.016. This value meets the significance criteria, thus showing that *job crafting* has a positive and significant effect on *work engagement*. Thus, H2 is accepted.

Then, the relationship between *job crafting* and *job satisfaction* produced a path coefficient value of 0.544 with a *t-statistic* value of 4.939 and a *p-value* of 0.000. These results show that *job crafting* has a positive and significant effect on *job satisfaction*. Therefore, H6 was accepted. These findings indicate that employees' ability to shape and optimize their work can increase perceived job satisfaction. Finally, the relationship between *perceived organizational support* and *job satisfaction* obtained a path coefficient value of 0.479 with a *t-statistic* value of 5.117 and a *p-value* of 0.000. These results show that *perceived organizational support* has a positive and significant effect on *job satisfaction*. In other words, H7 is accepted.

Indirect Effect

It is known that in relation to *emotional intelligence* to *work engagement* through *job satisfaction*, an original sample value of -0.027, a *t-statistic* value of 0.589, and a *p-value* of 0.556 were obtained. A *t-statistic* value smaller than 1.96 and a *p-value* greater than 0.05 indicate that the effect of the mediation is not significant. In other words, *job satisfaction* is not able to be a mediating variable in the relationship between *emotional intelligence* and *work engagement*, so there is a rejection of H8.

Then, the indirect effect of *job crafting* on *work engagement* through *job satisfaction* obtained an *original sample* value of 0.291, a *t-statistic* value of 4.785, and a *p-value* of 0.000. This value shows that the influence of mediation is positive and significant because

the *t*-statistic value exceeds 1.96 and the *p*-value is below 0.05. Therefore, H9 is accepted. Likewise, the relationship between *perceived organizational support* and *work engagement* through *job satisfaction* also indicates positive and significant results. This is shown by the original sample value of 0.257, the *t*-statistical value of 2.767, and the *p*-value of 0.006. A *t*-statistic value greater than 1.96 and a *p*-value smaller than 0.05 indicate that *job satisfaction* is able to mediate the relationship between *perceived organizational support* and *work engagement*, so H10 is also accepted.

Model Fit testing

In addition to evaluating *model fit*, this study also tested the coefficient of determination through the value of *R-Square* (R^2). Value R^2 It is used to find out the extent to which independent variables are able to explain variations in dependent variables in structural models. The higher the value R^2 or the closer it is to number 1, the greater the ability of the independent variable to explain the changes that occur in the dependent variable (Hanafi 2016).

Then, this study also tested the value of *F-Square* (f^2) to measure its magnitude *effect size* or the contribution of each exogenous variable to the endogenous variable. According to Purwanto & Sudargini (2021), Value f^2 0.02–0.15 indicates a small influence, a value of 0.15–0.35 indicates a moderate influence, while a value above 0.35 indicates a large influence.

The above results interpret that the constructed research model is considered to meet the feasibility criteria to be used in further analysis. This is shown by an SRMR of 0.059 or less than 0.10, indicating that the modeling quality is good. Then, an NFI value of 0.836, which is close to 1, shows that the research model has a good level of compatibility with empirical data. which is good compared to *null models*. This is supported by the findings of the *Goodness of Fit* (GoF) test as obtained a score of 0.829. This value is above the limit of 0.36, so it is included in the high category.

Furthermore, an *R-Square* (R^2) value of 0.804 was obtained on the *job satisfaction* variable. This value shows that 80.4% of *job satisfaction variations* can be explained by the variables of *emotional intelligence*, *job crafting*, and *perceived organizational support*, while the remaining 19.6% are influenced by other variables outside the research model. Meanwhile, the *work engagement variable* obtained an R^2 value of 0.833, which means that 83.3% of the variation in *work engagement* can be explained by *emotional intelligence*, *job crafting*, *perceived organizational support*, and *job satisfaction*, while 16.7% were influenced by other factors not included in the study.

Then, the results of the *F-Square* (f^2) test showed that the magnitude of the influence of each exogenous variable on the endogenous variable varied. The effect of *emotional intelligence* on *work engagement* has an f^2 value of 0.010, while on *job satisfaction* it is 0.003. Both values were below 0.02, suggesting that *emotional intelligence* had a very small or negligible influence on both endogenous variables.

Meanwhile, for the variable, *job crafting* has an f^2 value of 0.063 for *work engagement*, which is included in the category of small influence. However, for *job satisfaction*, the f^2 value reached 0.343, which indicates a moderate influence and is close to the large category. These results indicate that *job crafting* makes a much greater contribution to increasing *job satisfaction* than its direct effect on *work engagement*. Then, *perceived organizational support* has an f^2 value of 0.026 for *work engagement*, so it is included in the category of small influence. On the other hand, the effect on *job satisfaction* obtained an f^2 value of 0.628, which is above the limit of 0.35 so it is included in the category of major influence.

The Influence of Emotional Intelligence on Work Engagement

The results of the hypothesis test showed that *emotional intelligence* did not have a significant effect on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.080, the *t-statistics* value of 1.032 (<1.96), and the *p-values* of 0.303 (>0.05). In other words, H1 is rejected. These findings show that employees' ability to recognize, manage, and utilize emotions has not been able to significantly increase employee attachment to their work.

Based on perspective *Self-Determination Theory* (SDT), *emotional intelligence* can support the fulfillment of the individual's basic psychological needs, namely *autonomy*, *competence*, and *relatedness*. The ability to manage emotions allows individuals to be more confident at work, able to deal with pressure, and build positive working relationships so that it has the potential to improve *work engagement* (Hameli et al., 2025; Sulyantie & Gani - 2023). Therefore, theoretically *emotional intelligence* It is expected to be able to encourage employee attachment to their work.

This is also in line with the results of interviews with the owner of Kaizen Heritage, where this condition is allegedly related to the characteristics of most employees who are high school/vocational school graduates and work in operational positions, so that their main focus is more directed towards completing tasks according to operational standards rather than managing emotional aspects at work. In addition, the owner also said that when filling out the questionnaire, there was a possibility that some employees gave answers that did not reflect the actual conditions because they were worried if the results of filling out were known by management, even though the researcher had explained that the data was confidential and only used for academic purposes. This condition has the potential to cause the variation of answers to be less than optimal so that the relationship between *emotional intelligence* and *work engagement* is not significantly visible.

The Influence of Job Crafting on Work Engagement

The test results showed that *job crafting* had a positive and significant effect on *work engagement* among Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.249, the *t-statistics* value of 2.428 (>1.96), and the *p-values* of 0.016 (<0.05). In other words, H2 is accepted. These findings show that the higher the *job crafting* behavior that employees do, the higher the level of *work engagement* they have.

This is in line with the implementation of the *Self-Determination Theory* (SDT), where *job crafting* can help meet the basic psychological needs of employees, namely *autonomy*, *competence*, and *relatedness* (Prayogi et al., 2023). Through *job crafting*, Kaizen Heritage employees can have the freedom to organize their work and customize tasks according to their abilities, thus increasing a sense of competence and ownership of the job. In addition, *job crafting* can also strengthen social relationships between Kaizen Heritage employees through increased more meaningful work interactions. Fulfilling these psychological needs can increase the intrinsic motivation of employees which contributes to work attachment. Meanwhile, if explored from the perspective of *Job Demands–Resources* (JD-R) *Theory*, *job crafting* seen as an employee's effort to optimize *job resources* and minimizing negative impacts *job demands* (Zhao et al., 2023).

This finding is considered to be in line with the findings of previous research which stated that *job crafting* tend to strive to create greater meaning in work, increase the variety of tasks, and build more positive working relationships (Mkhwanazi & Dhanpat, 2023; Nehra, 2023; Zhao et al., 2023). The three studies explain that employees who proactively seek out work resources, create new challenges, and adapt their work to their abilities will have higher work motivation, enthusiasm, and attachment to their work.

At Kaizen Heritage, this result is understandable because most of the respondents are operational employees, such as *waiters, baristas, chefs, and cashiers*, who face customers every day and are required to be able to adapt to work dynamics. This condition encourages employees to be proactive in solving various work challenges, seek support when facing difficulties, and continue to develop their abilities so that work can be completed optimally. This behavior makes employees have greater control over their work, feel better able to carry out the responsibilities given, and gain more meaningful work experience. In the end, these conditions increase the enthusiasm, dedication, and involvement of employees in carrying out their work, so that employee *work engagement* at Kaizen Heritage becomes higher.

Pengaruh Perceived Organizational Support Terhadap Work Engagement

The test results showed that *perceived organizational support* did not have a significant effect on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.115, the *t-statistics* value of 0.889 (<1.96), and the *p-values* of 0.374 (>0.05). In other words, H3 is rejected. These findings show that employees' perceptions of the support provided by the organization have not been able to directly increase the level of *work engagement*.

Theoretically, these results are not in line with *Social Exchange Theory* which explains that the relationship between the organization and the employee is based on the principle of reciprocity (*reciprocity*). When an organization gives attention, rewards, and support to employees, employees tend to reciprocate through positive attitudes and behaviors, one of which is in the form of improvement *work engagement* (Bonaiuto et al., 2022; Masalat et al., 2025). In other words, the higher the support that employees feel from the organization, the higher their attachment to work.

However, the results of this study are in line with the research Rizal & Sebayang (2026)) which states that *perceived organizational support* has no effect on *work engagement*, where the value of *t-statistics* $1.043 < 1.96$ and *p value* $0.297 > 0.05$. Likewise with the findings of the study Sulistyو & Suhartini (2019)) and Khair et al. (2024) who are also unable to prove their influence *perceived organizational support* against *work engagement*.

This is in accordance with the results of interviews with the owners of Kaizen Heritage, where the organization has provided various forms of support to employees, such as the provision of work facilities, direction from superiors, training, and assistance when facing difficulties at work. However, most employees consider this form of support to be part of the company's operational standards and are not perceived as a factor that specifically increases their attachment to work. In addition, the characteristics of the majority of respondents who work in operational positions with a primary focus on customer service cause employees' attention to be more focused on completing tasks, comfort at work, and satisfaction with their work.

The Effect of Job Satisfaction on Work Engagement

The test results showed that *job satisfaction* had a positive and significant effect on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.536, the *t-statistics* value of 4.648 (>1.96), and the *p-values* of 0.000 (<0.05). Thus, H4 was accepted. These findings show that the higher the level of job satisfaction felt by employees, the higher the level of *work engagement* they have.

These results are in line with *Self-Determination Theory* (SDT) developed by Deci and Ryan, where job satisfaction can drive increased *work engagement* through the fulfillment of basic psychological needs, namely *autonomy, competence, and relatedness* (Nguyen & Ha, 2023). When employees feel satisfied with their work, they tend to feel valued, have control over their work, and are able to build positive working relationships. In

addition, based on *Job Demands–Resources (JD-R) Theory*, job satisfaction formed from the balance between job demands and work resources can increase work energy (*vigor*), dedication (*dedication*), and full involvement (*absorption*) in work (Susanto et al., 2023).

The findings of this study are also marked in line with the research Wardono et al. (2022), Hakro et al. (2022), and Nguyen et al. (2023) which states that *job satisfaction* have a positive and significant effect on *work engagement*. The studies explain that employees who feel satisfied with their work tend to have higher work motivation, show enthusiasm in carrying out tasks, and have a stronger emotional attachment to work and the organization.

At Kaizen Heritage, this result is understandable because most of the respondents are operational employees who interact directly with customers on a daily basis. These job characteristics require employees to continue to provide good service, cooperate with colleagues, and be able to complete tasks effectively in dynamic work situations. Therefore, when employees feel satisfied with their work, have harmonious working relationships, get support from their bosses, and receive appropriate rewards for their contributions, they will tend to have higher motivation to work. This condition encourages the emergence of greater enthusiasm, dedication, and involvement in carrying out work, so that the work engagement rate of employees at Kaizen Heritage also increases.

The Influence of Emotional Intelligence on Job Satisfaction

The test results showed that *emotional intelligence* did not have a significant effect on *job satisfaction* among Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of -0.050, the *t-statistical* value of 0.591 (<1.96), and the *p-values* of 0.555 (>0.05). Thus, H5 was rejected. These findings show that employees' ability to recognize, understand, and manage emotions has not been able to significantly increase job satisfaction.

Theoretically, these results are not in line with *Self-Determination Theory (SDT)* which explains that *emotional intelligence* can support the fulfillment of basic psychological needs, namely *autonomy*, *competence*, and *relatedness*. Employees who are able to manage their emotions well tend to be more adaptable to job demands, overcome work pressure, and build positive interpersonal relationships so that they are expected to be able to improve *job satisfaction* (Alwali & Alwali, 2022). In line with this theory, Soriano-Vázquez et al. (2023)) or Abebe & Singh (2023) which also found that *emotional intelligence* has a positive effect on *job satisfaction*.

However, the results of this study are in line with the research Aghdasi et al. (2021) which states that *emotional intelligence* has no effect on *job satisfaction*, given that it is obtained *t-statistics* $1.79 < 1.96$ and *p value* $0.14 > 0.05$. Then, a study by Agbolou (2021) also states that *emotional intelligence* has no effect on *job satisfaction*. Both studies explain that the influence of *emotional intelligence* on job satisfaction tends to depend on other factors, such as *job commitment* as well as the characteristics of the work environment. In other words, the ability to manage emotions is not necessarily able to increase job satisfaction if it is not followed by supportive working conditions and positive work experiences.

This is in accordance with the results of interviews with the owner of Kaizen Heritage, most of the employees work in operational positions that are more oriented towards the speed of service, the accuracy of job completion, and the achievement of daily work targets. In these conditions, employees tend to assess job satisfaction based on real aspects, such as relationships with colleagues, support from superiors, comfort in the work environment, compensation system, and division of tasks, rather than the ability to manage emotions. In addition, the majority of employees have a high school/vocational education background, so the level of understanding of statements that measure psychological aspects may vary. Based on the results of the interview, it is also known that there are still some

employees who are worried if the answers given are known by the management, even though the researcher has explained that all data is confidential. This condition is suspected to have affected the measurement results so that *emotional intelligence* does not show a significant effect on *job satisfaction* in Kaizen Heritage employees.

The Influence of Job Crafting on Job Satisfaction

The test results showed that *job crafting* had a positive and significant effect on *job satisfaction* among Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.544, the *t-statistical* value of 4.939 (>1.96), and the *p-values* of 0.000 (<0.05). Thus, H6 was accepted. These findings show that the higher the *job crafting* behavior carried out by employees, the higher the level of *job satisfaction* felt.

These results are in line with *Self-Determination Theory* (SDT) developed by Deci and Ryan, where *job crafting* play a role in meeting the basic psychological needs of individuals, namely *autonomy*, *competence*, and *relatedness* (Yang et al., 2023). Through *job crafting*, employees have the opportunity to manage their way of working, develop their skills, and adjust their work to their potential so as to increase their sense of belonging to work. In addition, based on *Job Demands–Resources (JD-R) Theory*, behavior *job crafting* Enable employees to increase job resources, such as social support, learning opportunities, and task variety, while managing job demands to stay at a manageable level (Ekmekcioglu & Nabawanuka, 2023; Yang et al., 2023). This condition is ultimately able to increase employee job satisfaction.

The findings of this study are in line with the research Yesilkaya & Star (2023)) and Chung & Han (2023) which states that *job crafting* have a positive and significant effect on *job satisfaction*. These studies explain that employees who proactively adjust their work, seek new challenges, develop competencies, and utilize available resources will experience higher job comfort and satisfaction.

At Kaizen Heritage, these results are understandable because most employees work in operational positions that have dynamic job characteristics and require the ability to adapt to various service situations. In these conditions, *job crafting* behaviors, such as finding solutions to work obstacles, asking for support when facing difficulties, and developing work skills, help employees complete their work more effectively. The ability to adapt the way of working to the demands of the job makes employees feel more comfortable, more confident, and better able to carry out their responsibilities, thus ultimately increasing the level of *job satisfaction*.

Pengaruh Perceived Organizational Support Terhadap Job Satisfaction

The test results showed that *perceived organizational support* had a positive and significant effect on *job satisfaction* among Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.479, the *t-statistics* value of 5.117 (>1.96), and the *p-values* of 0.000 (<0.05). Thus, H7 was accepted. These findings show that the higher the employee's perception of the support provided by the organization, the higher the level of *job satisfaction* felt.

At Kaizen Heritage, this result is understandable because the company has provided various forms of support to employees, such as direction from superiors, assistance when facing difficulties at work, provision of work facilities, and attention to employee needs. This support makes employees feel cared for and gain ease in carrying out daily tasks. In addition, a good relationship between superiors and employees and appreciation for contributions made also create a more comfortable work environment. This condition encourages the emergence of positive feelings towards work, so that the job satisfaction level of employees at Kaizen Heritage is higher.

Mediation of Job Satisfaction in the Influence of Emotional Intelligence on Work Engagement

The test results showed that *job satisfaction* was not able to mediate the influence of *emotional intelligence* on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of -0.027, the *t-statistics* value of 0.589 (<1.96), and the *p-values* of 0.556 (>0.05). In other words, H8 was rejected. These findings show that employees' ability to recognize, understand, and manage emotions has not been able to increase *work engagement* through increased *job satisfaction*. These results are also consistent with direct influence testing which shows that *emotional intelligence* does not have a significant effect on *job satisfaction* or *work engagement*, so the requirements for the formation of mediation effects are not met.

Based on perspective *Social Exchange Theory* (SET), *emotional intelligence* should help individuals build positive interpersonal relationships, create a pleasant work experience, improve *job satisfaction*, and ultimately strengthen *work engagement* (Turjuman et al., 2023). Therefore, theoretically *job satisfaction* is seen as a mechanism that bridges the relationship between *emotional intelligence* and *work engagement*. However, this mechanism was not proven in this study because *emotional intelligence* unable to improve *job satisfaction* first.

However, the study conducted by Swancott & Davis (2023) states that *emotional intelligence* has no effect on *job satisfaction* or *work engagement*. Likewise with his studies Aghdasi et al. (2021) and Agbolou (2021) which states that *emotional intelligence* cannot be a predictor of *job satisfaction*, so that it automatically does not have a significant effect on the construction *work engagement*.

In Kaizen Heritage, this result is understandable because most of the employees are operational personnel with a high school/vocational education background who are more oriented towards completing tasks according to operational standards rather than managing emotional aspects. In addition, based on the results of interviews with management, there are still employees who are worried that their questionnaire answers are known by the company so that there is a possibility that the answers given do not fully reflect the actual conditions. This condition is suspected to cause the relationship between *emotional intelligence*, *job satisfaction*, and *work engagement* to not be significantly formed, so that *job satisfaction* is unable to play a role as a mediating variable.

Mediation of Job Satisfaction in the Influence of Job Crafting on Work Engagement

The test results showed that *job satisfaction* was able to mediate the positive and significant influence of *job crafting* on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.291, the *t-statistical* value of 4.785 (>1.96), and the *p-values* of 0.000 (<0.05). Thus, H9 was accepted. These findings show that *job crafting* behavior not only increases *work engagement* directly, but also indirectly through increased *job satisfaction*. This means that the higher the employee's ability to adjust and develop their work, the higher the *job satisfaction* felt, thus encouraging an increase in employee attachment to their work.

These results can be explained through the perspective of *Social Exchange Theory* (SET), which states that when employees gain positive work experience through opportunities to develop and adapt their work, they will respond positively in the form of increased *job satisfaction*. Such satisfaction further encourages employees to reciprocate through higher engagement, commitment, and contribution to the organization (Döbler et al., 2022). In addition, *job crafting* allows employees to gain a greater sense of autonomy, meaning of work, and control over their work, thus strengthening *job satisfaction* which ultimately increases *work engagement* (Guo & Hou, 2022).

The findings of this study are in line with the research Yesilkaya & Star (2023) who found that *job satisfaction* acts as a mediating variable in the relationship between *job crafting* and *work engagement*. These results are also supported by Ibrahim et al. (2022) dan Guo & Hou (2022) which explains that *job crafting* Enabling employees to proactively adjust their tasks, working relationships, and ways of looking at their work to better suit their abilities and needs. These adjustments increase job satisfaction which in turn drives work attachment to be higher.

At Kaizen Heritage, this is understandable because most employees work in operational areas that demand the ability to adapt to dynamic working conditions. When employees are given the opportunity to develop their skills, find solutions to work obstacles, and adapt their work to the demands they face, they tend to feel more comfortable and satisfied with their work. This feeling of satisfaction then encourages the emergence of higher enthusiasm, dedication, and involvement in carrying out work so that *job satisfaction* is proven to be able to mediate the influence of *job crafting* on *work engagement*.

Mediation of Job Satisfaction in the Influence of Perceived Organizational Support on Work Engagement

The test results showed that *job satisfaction* was able to mediate the positive and significant influence of *perceived organizational support* on *work engagement* in Kaizen Heritage employees in DKI Jakarta. The results were shown by the value of the path coefficient (*original sample*) of 0.257, the *t-statistics* value of 2.767 (>1.96), and the *p-values* of 0.006 (<0.05). In other words, H10 is accepted. These findings show that organizational support felt by employees is able to increase *work engagement* through increased *job satisfaction*. This means that the higher the employee's perception of organizational support, the higher the job satisfaction felt, which ultimately increases their attachment to work.

These results can be explained through the perspective of *Job Demands–Resources (JD-R) Theory*, who looks at *perceived organizational support* as one of the *job resources* which plays a role in triggering the motivational process. Organizational support, such as the attention of superiors, appreciation for employee contributions, and concern for employee welfare, can increase comfort and satisfaction at work. These conditions further encourage the emergence of higher enthusiasm, dedication, and involvement in the work (*work engagement*) (Yao et al., 2024). In addition, based on *Social Exchange Theory*, when organizations provide attention and support to employees, they will reciprocate through positive attitudes, one of which is in the form of increased job satisfaction which then has an impact on increasing *work engagement* (Musenze et al., 2022).

The findings of this study are in line with the research of Al-Hamdan and Bani Issa (2022) and Yao et al. (2024)) who found that *job satisfaction* able to mediate the relationship between *perceived organizational support* and *work engagement*. The study explains that employees who feel high organizational support tend to feel valued, cared for, and treated fairly, so their job satisfaction increases. This satisfaction then encourages employees to be more passionate, dedicated, and fully engaged in their work.

At Kaizen Heritage, this result is understandable because the company has provided various forms of support to employees, such as direction from superiors, assistance when facing work difficulties, and attention to daily work needs. This support creates a feeling of comfort and value that increases employee job satisfaction. When employees feel satisfied with their work, they tend to show higher morale, are more dedicated, and are more engaged in every work activity. Therefore, *job satisfaction* has been shown to play a role as a partial mediator in the relationship between *perceived organizational support* and *work engagement*, because both direct and indirect influences are equally significant.

CONCLUSION

Based on the results of testing involving 158 Kaizen Heritage employees across various branches in DKI Jakarta, it can be concluded that job crafting and job satisfaction had positive and significant effects on work engagement, whereas emotional intelligence and perceived organizational support did not have direct significant effects on work engagement. Furthermore, job crafting and perceived organizational support positively and significantly influenced job satisfaction, while emotional intelligence did not have a significant effect on job satisfaction. The mediation analysis revealed that job satisfaction did not mediate the relationship between emotional intelligence and work engagement but successfully mediated the effects of job crafting and perceived organizational support on work engagement. These findings indicate that employee work engagement is more strongly influenced by employees' proactive ability to modify and improve their work processes and their level of job satisfaction, while organizational support contributes indirectly through enhancing employee job satisfaction.

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