

Employee job performance: The interplay of leaders' emotion management ability and employee perception of job characteristics

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ABSTRACT

Aim: The current study aimed to examine the relationship between a Leader's emotional management capacity and Employee job performance with the mediating effect of an Employee's perception of job characteristics.

Method/design: The research was based on a primary quantitative methodology in which responses were gathered from 100 participants through a 5-point Likert scale. Statistical tests of correlation analysis and mediation (regression) analysis were conducted.

Findings: Statistical tests showed that the relationship between a leader's emotional management skills and employee work performance is positive but only moderate, according to the correlation study. In contrast, there is a strong link between employee perceptions of job characteristics and performance. The second hypothesis that employee perception of job characteristics significantly and positively mediates the association between leaders' emotional management capacity and employee job performance was confirmed by further mediation research.

Future implications: Future research could investigate the subfactors of employees' perception of job characteristics. Moreover, the current research will also guide future researchers in conducting a more context-based study on specific organisations or types.

Keywords: *Emotional management, job performance, job characteristics, leadership*

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