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WHEN LEADERS' EMOTIONAL INTELLIGENCE TRANSLATES INTO EMPLOYEE ENGAGEMENT: THE MODERATING ROLE OF WORK-LIFE BALANCE AND PERCEIVED ORGANIZATIONAL SUPPORT

A Thesis Submitted to College of Business and Economics, Department of Management in Partial Fulfillment of the Requirements for the Degree of

Master of Business Administration program

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June 2026

DECLARATION

I, Emnet Mesfin, declare that this thesis titled "When leaders Emotional intelligence translates into employee engagement: The moderating role of work-life balance and perceived organizational support" is my original work and has not been submitted to any other institution for the award of any degree or diploma. All sources used in this work have been properly acknowledged.

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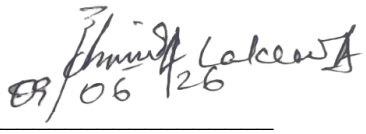
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CERTIFICATION

This is to certify that Emnet Mesfin has done the study on the topic "When leaders' Emotional intelligence translates into employee engagement: The moderating role of work-life balance and perceived organizational support" This study is authentic and has not been done before by any other researcher.

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APPROVAL SHEET

This is to certify that the thesis prepared by Emnet Mesfin Regassa, entitled "When Leaders Emotional Intelligence translates into Employee Engagement: The moderating role of Work-Life balance and Perceived Organizational Support," and submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration, complies with the regulations of Addis Ababa University and meets the accepted standard with respect to originality and quality.

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ABSTRACT

Humanitarian organizations work in challenging environments which can include high workloads, emotional stressors, limited resources, and other issues that can impact the well-being, motivation, and engagement of humanitarian workers. In the context of this, emotional intelligence was regarded as an important personal resource, while work-life balance and perceived organizational support were examined as potential antecedents of the leadership relationship to the outcomes of engagement. The current study explored the impact of leaders' emotional intelligence on employees' engagement in the Organization X Ethiopia Country Office (ETCO), focusing on work-life balance and perceived organizational support at the ETCO.

A quantitative method was used, and data were gathered from 213 workers via a structured questionnaire. The hypotheses of this study were tested using hierarchical multiple regression analysis. The results reveal that employee engagement was significantly and positively predicted by leaders' emotional intelligence, accounting for a significant variance in employee engagement. The relationship was significantly enhanced by perceived organizational support, suggesting that when supportive organizational support was paired with emotionally intelligent leadership, the relationship was further strengthened. In contrast, however, work-life balance had little significant effect, indicating that its importance might be restricted in a stressful humanitarian context.

Leadership capability and organizational context are two key elements of this work that improve employee engagement, according to the study. It brings in the evidence of a humanitarian environment and recommends that, to enhance engagement, efforts should focus on leadership development but with greater emphasis on institutional support systems. Future studies should employ longitudinal and/or mixed-method designs across a variety of humanitarian contexts to enhance the potential for causal inferences and generalizability of the cross-sectional, single-organization design.

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ACRONYMS AND ABBREVIATIONS

Acronym	**Meaning**
ANOVA	Analysis of Variance
DV	Dependent Variable
IV	Independent Variable
JD-R	Job Demands - Resources
KPI	Key Performance Indicator
POS	Perceived Organizational Support
SD	Standard Deviation
EI	Emotional Intelligence
EE	Employee Engagement
WLB	Work-Life Balance
COR	Conservation of Resources

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Humanitarian organizations face continuous workforce pressures, which include surge operations, working hours, as well as the need to send workers to unsafe areas and foreign countries, where they may be away from their families and be deprived of sources of support. Given the prevailing funding reductions across the humanitarian sector, institutions operating within this space also endure the resources constraints, which further adds to the burden that employees deal with. These factors may have a negative impact on the well-being of employees, motivation that are able to sustain on the job, and their overall engagement with their work (Nebesna, 2025). In Organization X, staff wellness is established as a high priority. The well-being and dedication of Organization X employees is reinforced as one of the core pillars of operational efficiency and delivery capacity. Along these lines, Organization X has adopted a formal Wellness Strategy that offers numerous well-being resources to its staff and their dependents, especially in challenging duty stations.

Two key areas of research have surfaced in these directions of inquiry. To begin with, empirical research on emotional intelligence (EI) suggests that EI has a positive correlation with organizational commitment, organizational citizenship behavior (OCB), job satisfaction, and job performance, whereas it is negatively related to stress (Doğru, 2022; Grobelny et al., 2021). This suggests that EI can be a useful enabler of individual performance in the work environment. Second, researchers have investigated employee engagement, especially work engagement, using

Job Demands-Resources (JD-R) model and spanning dimensions like vigor, dedication and absorption. This model affirms that job and personal resources increase engagement, and job demands are linked to employee strain and burnout (Schaufeli, 2017). A large body of meta-analysis-based studies prove that resources have a strong positive effect on engagement and associated outcomes (Schaufeli, 2017; Mazzetti et al., 2023).

Nevertheless, a knowledge gap exists on the exact conditions in which the emotional intelligence of leaders can result in the enhanced engagement of employees, especially in high-in-demand,

crisis-intensive environments such as humanitarian interventions. Recent extensions of the JD-R model focus on the need to investigate boundary conditions and interactions across several additional domains - including family, organizational, and individual resources - more so in the environment with the crisis and turbulence (Demerouti & Bakker, 2023). These efforts inform the current research initiative presented in this thesis.

1.2 Statement of the Problem

Employee engagement is widely recognized as a key driver of organizational effectiveness and sustainability, particularly in service-intensive and mission-driven contexts where employees' discretionary effort and psychological investment are essential for achieving organizational goals (Welch, 2011). In complex and high-pressure environments, engagement is also closely linked to employee well-being and retention, making it a strategic concern for leaders and managers. The difficulty of engagement is a consistent challenge on the global level. Gallup's State of the Global Workplace report shows that only 23% of workers globally are engaged at work, while most are not engaged or actively disengaged, and a significant number of workers say they intend to quit their current job (Gallup, 2023). The evidence is also regional, with lower engagement levels compared to other regions, which highlights its importance as an urgent workforce challenge in Sub-Saharan Africa (Gallup, 2024).

These concerns are especially significant when working for international humanitarian organizations in which staff members work under challenging and demanding conditions with high workloads, deadlines, emotional load, and operational uncertainty. This can increase employee stress, burnout, and disengagement, and take a toll on their energy and commitment. Organization X has made a good effort to show that it is committed to staff wellness, both in terms of formal policies and actual practical actions and measures being taken to support staff well-being. Despite these efforts, however, it is still a challenge to secure high levels of employee engagement in today's humanitarian operating environment, where one may be exposed to increased job demands and psychosocial stressors. In Ethiopia and other low- and middle-income contexts, high demands at work and work–family conflict have been shown to be associated with burnout and lower quality of professional life among workers, while effective boundary management and comprehensive

support systems at work are critical mitigators (Habtu et al., 2025; Cardozo et al., 2012). This means that organizational support mechanisms need to be complemented by leadership behaviors and working conditions that allow sustained involvement with and psychological connection to work; otherwise, they may be inadequate.

Leadership has been increasingly emphasized as a critical lever for strengthening engagement, particularly through leaders relational and emotional capabilities. Emotional intelligence (EI), the ability to recognize, understand, regulate, and use emotions effectively in oneself and others, has been associated with improved work-related outcomes, including aspects of performance and positive employee functioning. Yet, despite EI's relevance for leadership effectiveness, there is limited context-specific evidence explaining how leaders' emotional intelligence translates into employee work engagement within humanitarian organizations, and especially within Organization X. Moreover, the mechanisms and contextual conditions under which emotionally intelligent leadership becomes more (or less) effective remain insufficiently examined.

Specifically, two workplace variables, namely work-life balance (WLB) and perceived organizational support (POS), are likely to determine whether the emotional intelligence of leaders can be used to increase employee engagement in high-demand humanitarian environments. Work-life balance determines the capacity of employees to cope and rejuvenate between competing work and family duties, while perceived organizational support determines whether employees feel that the organization values their services and is concerned about their welfare. Previous studies underline that work-family conflict and ineffective support systems are factors leading to burnout and reduced professional quality of life, as well as the role of boundary management and support systems (Habtu et al., 2025; Cardozo et al., 2012). Alongside this, current workforce data indicate that companies need to restructure the experience and management of work to focus on human deliverables and respond to changing workforce realities (Deloitte, 2023). These dynamics suggest that WLB and POS can reinforce or weaken the pathway through which engagement between emotionally intelligent leadership and employees can be improved.

This suggests that there is a missing body of empirical knowledge regarding the impact of EI of leaders on employee engagement in Organization X Ethiopia under specific conditions and moderators, specifically work-life balance and perceived organizational support. The gap is crucial to feed into evidence-based policy-making, context-specific staff care policies, and wellness programmes, which can contribute to sustaining employee health and engagement in difficult humanitarian conditions (Habtu et al., 2025; Cardozo et al., 2012).

1.3 Research Questions

The following research questions guide the inquiry:

RQ1: Is a higher level of leaders' Emotional Intelligence associated with greater employee engagement?

RQ2: Does work-life balance of employees moderate the relationship between leader emotional intelligence and employee engagement?

RQ3: Does perceived organizational support (POS) moderate the relationship between leader emotional intelligence and employee engagement?

1.4 Objectives of the Study

General Objective:

To assess the relationship between leaders Emotional Intelligence and Employee Engagement, as well as to explore how work-life balance and perceived organizational support may influence this relationship within the Organization X Ethiopia Country Office.

Specific Objectives:

1. To examine the relationship between leaders Emotional Intelligence and employee engagement among Organization X staff in Ethiopia.
2. To evaluate the moderating effect of work-life balance on the relationship between leaders emotional intelligence and employee engagement.

3. To evaluate the moderating effect of perceived organizational support on the relationship between leaders emotional intelligence and employee engagement.

1.5 Hypotheses / Propositions

H1: Leaders' Emotional Intelligence positively affects Employee Engagement (employees working under leaders with higher EI will report higher engagement).

H2: Higher work-life balance strengthens the positive effect of leaders' emotional intelligence on employee engagement. In other words, the positive relationship between leader EI and employee engagement will be stronger when employees perceive a high level of work-life balance.

H3: Higher perceived organizational support strengthens the positive effect of leaders' emotional intelligence on employee engagement. The positive relationship between leader EI and engagement will be stronger when employees perceive higher organizational support.

1.6 Significance of the Study

The research has some significance for both theory and practice. In theoretical terms, it positions emotional intelligence as a highly important personal resource into the context of the Job Demands-Resources (JD-R) model and explores the moderating effects of work-life balance (WLB) and perceived organizational support (POS) in the particular setting of humanitarian organizations, which are presently underrepresented in existing literature (Schaufeli, 2017; Mazzetti et al., 2023; Demerouti & Bakker, 2023). The research contributes to the existing body of knowledge on the role of leadership behaviors, especially those related to EI, in mediating between workplace factors like WLB and POS and employee engagement through the incorporation of the leadership theory, organizational behavior, and occupational health psychology. This will fill a significant gap, since most of the previous research has been conducted in a corporate or educational context, but not in a humanitarian one as in Organization X Ethiopia.

In practice, the research stands to produce organization-specific data to support leadership development and wellness programming in Organization X. The results could be used to develop specific actions, including the improvement of EI skills among managers, the enhancement of

WLB, and the increase of POS programs. If leader EI is demonstrated to have a significant influence on employee engagement, Organization X can focus on EI when selecting managers and training them. If WLB and POS turn out to be significant moderators, the organization might make an investment in family-friendly policies, wellness programs, and recognition programs to encourage the creation of a supportive environment. The study methodologically uses the Utrecht Work Engagement Scale (UWES-9) as per the JD-R model and the pragmatic scales of EI, WLB, and POS, which are appropriate to a multi-site humanitarian study. In general, the results of the study can contribute to academic knowledge and applied interventions that will help to improve staff engagement and the performance of the organization in the humanitarian context. Schaufeli (2017); Mazzetti et al. (2023); Demerouti and Bakker (2023).

1.7 Scope of the Study

This study is limited to the Organization X Ethiopia Country Office (ETCO) and its current employees. Approximately 700-800 ETCO staff members are currently employed at the headquarters in Addis Ababa, sub-offices, and in field locations in regions experiencing humanitarian crisis. Data will be collected from a stratified random sample of over 200 respondents, focusing on employees who have been with the organization for more than three months. The scope does not extend to experimental designs, causal inference, mediation analysis, or performance outcomes. It is restricted to Organization X Ethiopia and therefore does not generalize beyond humanitarian organizations with similar operational environments.

1.8 Limitations of the Study

The researcher's positionality was also considered. Since the study was conducted within the researcher's organizational environment, the interpretation of findings was approached with reflexivity, confidentiality, and caution. The researcher did not use the study to evaluate individual supervisors or staff members; rather, the study focused on aggregated patterns of leadership, support, work-life balance, and engagement within the organization.

There are some limitations to take into account. First, the cross sectional design makes it impossible to draw conclusions about causality; yet, reverse causality and common method bias

cannot be completely ruled out despite procedural remedies. Second, the sample only included Organization X ETCO, which would restrict its applicability to other Ethiopian humanitarian organizations or sectors. Third, despite their widespread usage, self reported measures raise the possibility of social desirability bias. Lastly, rather than a total lack of effects, the non significant moderation by WLB can represent measurement or contextual specificity.

1.9 Definition of Key Terms

Leaders' Emotional Intelligence: In this study, leaders' emotional intelligence refers to employees' perception of their immediate supervisors' ability to understand and manage their own emotions and the emotions of others through self-awareness, self-regulation, social awareness, and relationship management.

Employee Engagement: Employee engagement refers to the extent to which employees invest physical, cognitive, and emotional energy in their work, reflected through vigor, dedication, and absorption.

Work-Life Balance: Work-life balance refers to employees' perception that they can manage work and personal life demands with minimal conflict and reasonable satisfaction.

Perceived Organizational Support: Perceived organizational support refers to employees' belief that the organization values their contribution and cares about their well-being.

Moderation: Moderation refers to a condition in which the strength or direction of the relationship between leaders' emotional intelligence and employee engagement changes depending on the level of work-life balance or perceived organizational support.

1.10 Organization of the Thesis

Chapter 1 presents the study introduction, which includes the background, problem statement, research gaps, objectives, questions, scope, and significance within the Organization X Ethiopia Country Office (ETCO). Chapter 2 includes a literature review and the theoretical framework in detail. The combination of the literature review and the theoretical framework in this chapter enables the conceptualization of the moderated relationship between the WLB, POS, and employee

engagement, the identification of theoretical and practical gaps, and the derivation of the conceptual model and hypotheses underpinning the study. In Chapter 3, a description of the research methodology is presented, which explains the research design, the philosophy underpinning the research, population and sampling (stratified random sampling of staff in the ETCO), the data collection tools, the measures of variables, and the analytical methods (including descriptive statistics, regression analysis, and moderation testing). Ethical issues and pilot testing are also covered. The fourth chapter is the report of the empirical findings, wherein the results of the quantitative data collection are reported. This consists of demographic descriptions, descriptive statistics, results of inferential analyses like correlation, direct effects, moderation effects, and the results of hypothesis testing, with adequate support from tables and figures where necessary. Chapter 5 presents the final part of the thesis which explains the results in relation to the combined literature and theoretical framework, discusses the implications of the results, answers the research questions and objectives, compares the results with previous studies, and provides practical guidelines on how to improve engagement at Organization X. Significant contributions (theoretical, methodological, and practical) to the study are summarized, limitations of the study are restated, future research proposals are offered, and some final considerations are made regarding opportunities on the path toward sustainable support and well-being in resource-constrained humanitarian environments.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter reviews the theoretical, conceptual, and empirical foundations that guide the study. It brings together literature on leaders' emotional intelligence, employee engagement, work-life balance, and perceived organizational support, with particular attention to how these constructs operate in demanding and resource-constrained work environments. The chapter also presents the conceptual framework and identifies the research gaps that justify examining these relationships within the Organization X Ethiopia Country Office context.

2.2 Theoretical Review

2.1.1 Emotional Intelligence and Leadership

The concept of Emotional Intelligence (EI) is usually characterized as the capacity to perceive and regulate own feelings and feelings of other people. Salovey and Mayer (1990) initially proposed it as an ability model and it became popularized by Goleman (1995) who expanded it to encompass a combination of emotional skills and competencies. Theoretically, this study is based on Salovey and Mayer's (1990) ability-based approach to EI, which defines it as a type of intelligence involving the perception, use, understanding, and management of emotions, as well as Goleman's (1995) mixed model of competencies. These are combined with Transformational Leadership Theory, which suggests that leaders with high emotional competencies inspire and motivate others by treating them individually and by being idealistic and influential (Bass & Riggio, 2006). These lenses illuminate how EI can shift emotional dynamics to build community resilience and action for leaders in high stress humanitarian contexts.

Leaders' emotional intelligence is even more important in the humanitarian setting, especially when working in an organization like the Organization X Ethiopia country office. Humanitarian activities in Ethiopia are typically conducted in high stress situations, where resources are limited, political unrest is a factor, areas of conflict are present, and coordination with local counterparts and communities of origin is essential (Tensay, 2020). High EI leaders are better able to understand

culture, work with remote employees, and keep teams resilient in the face of chronic stressors. However, to the best of the researcher's knowledge, limited studies have examined leaders' EI in the specific Ethiopian humanitarian setting, especially its interaction with local work-life dynamics and perceived organizational support. This study therefore adapts the general EI-leadership framework to better reflect the realities of the emerging humanitarian workforce in Ethiopia.

2.1.2 Employee Engagement

The idea of engagement between the employees, which is perceived as a desirable state of work, which is full of energy, committed, and absorbed (Schaufeli et al., 2002, as cited in related reviews), is viewed through the prism of the Job Demands-Resources (JD-R) model. Kahn's (1990) psychological conditions framework (meaningfulness, safety, availability) and Schaufeli et al.'s (2002) burnout-engagement continuum, positioned within the broader Job Demands-Resources (JD-R) model are complementary theoretical lenses adapted for the purposes of this study. JD-R theory distinguishes motivational processes (resources fostering engagement) from health-impairment processes (demands leading to burnout), providing a dual-process explanation particularly suited to resource-constrained humanitarian settings (Bakker & Demerouti, 2017; Schaufeli, 2017).

2.1.2.1 Definitions of employee engagement

Despite the popularity of the term "employee engagement" in the workplace, a universally accepted definition remains elusive. Kahn (1990), the prominent scholar on engagement, defined it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Schaufeli et al. (2002) described engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Other definitions emphasize the heightened emotional and intellectual connection that influences discretionary effort (Christensen Hughes & Rog, 2008) or the cognitive, emotional, and behavioral energy directed toward positive organizational outcomes (Shuck et al., 2017). Drawing on these definitions, employee engagement in the current study is viewed as the simultaneous investment

of physical, cognitive, and emotional energies into work roles, particularly vital in high demand humanitarian settings.

2.1.2.2 Concepts of employee engagement

Two major conceptualizations dominate the literature. Kahn's (1990) view identifies three psychological conditions required for engagement: meaningfulness, safety, and availability. Meaningfulness arises when employees feel their work is worthwhile and aligned with their self-image. Safety refers to the feeling that one can engage without fear of negative consequences, fostered by trusting relationships and supportive management. Availability reflects the individual's readiness to invest personal resources, influenced by energy levels and life demands outside work. Schaufeli et al. (2002) proposed three dimensions: vigor (high energy and resilience), dedication (enthusiasm and pride in work), and absorption (deep concentration and immersion in tasks). These conceptualizations frame employee engagement as both an outcome of resources (JD-R model) and a driver of performance in demanding contexts such as humanitarian operations.

2.1.3 Work-Life Balance (WLB) and Perceived Organizational Support (POS) as Key Variables

Theoretically, WLB is understood through Boundary Theory and Border Theory, which examine how individuals manage and negotiate boundaries between work and non-work domains, as well as Conservation of Resources (COR) theory, which explains how personal and organizational resources prevent loss spirals and facilitate balance amid high demands (Hobfoll, 1989; Clark, 2000; Pensar et al., 2023). Work-life balance is a description of how well people are able to enjoy both work and life without much tension. In high pressure work contexts, supportive organizational cultures are theoretically expected to protect employees' personal resources and reduce conflict between work and non-work domains. This is primarily grounded in Organizational Support Theory (OST) and Social Exchange Theory (SET). OST posits that POS creates a felt obligation for reciprocity, while SET explains how supportive exchanges build trust, commitment, and positive attitudes toward the organization and its leaders (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Cropanzano & Mitchell, 2005).

Both WLB and POS function as important boundary conditions (moderators) in the relationship between leaders' emotional intelligence and employee engagement. While WLB represents a personal resource that helps employees manage demands, POS serves as an organizational resource that signals care and reciprocity (Mahon et al., 2014). In the JD-R framework, these variables are expected to strengthen or weaken the effect of leaders' EI on engagement, particularly in resource scarce humanitarian environments.

2.3 Conceptual Review

The main concepts in this study are leaders' emotional intelligence, employee engagement, work-life balance, and perceived organizational support. Leaders' emotional intelligence is understood as the ability of supervisors to recognize, understand, manage, and use emotions in ways that support effective relationships at work. Employee engagement refers to the energy, dedication, and absorption employees bring to their roles. Work-life balance reflects employees' ability to manage work and personal life demands with reasonable satisfaction, while perceived organizational support reflects the extent to which employees believe that the organization values their contributions and cares about their well-being.

These concepts are connected because emotionally intelligent leaders can create a more supportive and psychologically safe work environment. However, the effect of leadership may depend on the wider work context. Employees who experience better work-life balance or stronger organizational support may be more able to respond positively to emotionally intelligent leadership. For this reason, work-life balance and perceived organizational support are treated as moderating variables in the relationship between leaders' emotional intelligence and employee engagement.

2.4 Empirical Review

2.2.1 Leaders Emotional Intelligence and Employee Engagement

Emerging evidence consistently links leaders' EI to employee engagement. Empirical evidence from African leadership contexts further supports this, with studies showing significant gender and contextual differences in emotional intelligence among leaders in high-demand settings

(Asmamaw et al., 2023). Veshne and Munshi (2020) stated that the overall engagement of employees in a financial services organization was positively and significantly related to the EI of leaders. The study by Abdulla et al. (2020) identified a positive correlation between the EI dimensions of leaders and the dimensions of engagement among employees in Bahrain, which included self-emotional appraisal, others' emotional appraisal, use of emotions, and regulation of emotions; it was therefore concluded that empathetic and self-aware leaders can improve productivity and commitment.

In the contexts of leadership, especially with high-stress factors like a war or a humanitarian crisis, EI becomes a very important asset to help leaders stay calm and lead teams. Hage (2024) showed that emotional intelligence helped expatriate leaders manage guilt, anxiety, and emotional strain through self-awareness, self-regulation, empathy, motivation, and social skills. Empathy enabled leaders to recognize and validate the needs of others, while self-regulation helped reduce conflict-related anxiety through reflection, reframing, and controlled exposure to distressing information. Motivation transformed feelings of despair into sustained advocacy, fundraising, and recovery efforts, while social skills supported the creation of diaspora networks for mutual assistance. This finding highlights how EI can convert personal emotional challenges into leadership advantages in unstable environments.

The non-governmental and multilateral environments have empirical evidence that supports the value of EI to leadership performance. The study by Sherwani (2023) indicated that there was a positive significant relationship between EI and job performance among the employees in the educational and human-aid NGOs in Kurdistan Region of Iraq in the COVID-19 pandemic, with the EI showing significant positive influence on job performance regardless of sex. The paper has established EI as a new element in the NGO industry and advised its incorporation into talent management to enhance operational efficiency.

On the same note, Ogunyemi (2025) also found that managers in multilateral development institutions perceived EI as the key to crisis leadership during COVID-19 with empathy as the most important factor. Virtual leadership required an increase in social skills and adaptation of

communications, which changed managers perception of EI to be supplementary rather than fundamental. Within humanitarian settings, Yassine et al. (2023) have determined that high scores on trait EI among employees in the humanitarian industry in Lebanon were strongly related to burnout levels despite employing employment status and working remotely as control variables. Together with these studies, one can see that EI does not only serve the purpose of maintaining the resilience of leaders at an individual level but also prepares them to withstand the severe emotional workload and limited resources that characterize humanitarian operations.

Alotaibi et al. (2020) also applied these concepts to nursing settings and found that both EI and empowering leadership predicted psychological empowerment and work engagement, although no significant direct EI-engagement relationship was observed when empowerment was taken into account. Lastly, Amah (2023) placed the EI of leaders as a distal antecedent of engagement, whereby employee voice and trust in direct leadership served as mediators. These mechanisms are particularly relevant in the humanitarian and crisis-based organizations that were the focus of the current research study, which confirms the role of EI in establishing a positive workplace atmosphere.

In an integrative literature review, Kwon and Kim (2020) revisited the JD-R framework, noting that job resources moderate the demands and interrelate with the latter in an interactive manner to contribute to engagement and innovative behavior. In situations where challenges are demanding and manageable and there are adequate resources, the employees tend to be more engaged, which subsequently enhances proactive coping and innovation. Lee et al. (2020) took this point of view a step further and created a taxonomy of resources based on 137 engagement studies that included organizational, social, job, home, and personal spheres. Their reasoned discourse brought out that resources act at both macro and micro levels to guide the theory and HRD practice towards nurturing engagement.

Engagement is further intensified through caring human resource management practices. Saks (2022) suggested that an organizational climate of care and concern is established through such practices as flexible arrangements, work-life balance programs, participation, and wellness

programs. This climate facilitates the relationship between engagement and HRM practices because employees also give back in increased job involvement and performance. Simultaneously, Riyanto et al. (2021) analyzed the employees of the IT sector and revealed that the work motivation positively directly affects the performance with employee engagement as an important mediator between motivation, job satisfaction, and performance outcomes. In their model, job satisfaction did not have a direct impact, however, engagement reinforced indirect relationships, which highlights its central role in transforming motivational factors into outcomes. Collectively, these bodies of investigation place employee engagement as one of the main products of resource-abundant settings, especially pertinent in high-demand humanitarian contexts in which individual and organizational resources might alleviate the impact of chronic stressors.

Beyond direct studies of leaders' emotional intelligence, broader engagement research also supports the importance of resources in shaping employee engagement. The literature demonstrates that leaders' EI is a personal resource in the JD-R model (Kwon & Kim, 2020; Lee et al., 2020), and that it interacts with contextual moderators, including WLB and POS, to drive engagement. Nonetheless, organization-specific evidence based on such settings as Organization X is still limited, which creates the necessity to investigate the boundary conditions within high-demand, crisis-prone settings.

2.2.2 Moderating role of Work-Life Balance (WLB)

Work-life balance (WLB) is increasingly accepted in the literature as both a personal phenomenon and a situational one that can influence numerous workplace dynamics (Greenhaus & Allen, 2011; Haar et al., 2014). Prior studies have ascertained that employees with a healthy work-life balance, manifested by low levels of chronic stress and fewer conflicts between work and personal demands, are more receptive to emotionally intelligent leadership practices (Kreiner et al., 2009; Mazzetti et al., 2016). Such staff members can take advantage of supportive and understanding leadership more easily since they are not held back by burnout or external demands, which makes it easier to engage them (Bakker & Demerouti, 2017). On the other hand, employees with poor WLB, including those with extended work hours or high work-family conflict, can remain disengaged or tired even with a supportive leader. Even leaders who are high in EI can be prevented

from having their intended effect by the external stressors of employees in such a context (Allen et al., 2020). The latter view can be aligned with the stress-buffering hypothesis, which suggests that the negative impact of stress can be reduced by the positive effects of resources, including WLB, thus enhancing the effects of positive leadership (Hobfoll, 1989; Bakker & Demerouti, 2017).

Yu et al. (2022) demonstrated that organizational cultures of the hotel that prioritize the willingness of the company, empathetic communication, and support among colleagues positively affected the actual WLB of employees and minimized turnover intention, and WLB itself mediated most of them. Accessibility of WLB programs also enhanced perceived balance, but had no moderating impact on cultural influence of retention. These findings show that supportive workplace conditions can strengthen employees' work-life balance, particularly in developing country contexts. As shown by Uddin et al. (2020), perceived workplace support, such as supervisory emotional and instrumental support, co-worker emotional support, and family support is a significant factor that affects WLB in female bankers in Bangladesh.

The relationship between family support and WLB was mediated by work-life policies that demonstrated how the organizational interventions could enhance the individual resources. Putranti et al. (2020) discovered that flexible scheduling and remote-work options during the COVID-19 pandemic allowed allocating more time to work and social life, and gender and age differences determined patterns (women largely gaining balance more with age, and men exhibiting variation). Suryadi et al. (2022) placed WLB in the interrelations between work-from-home arrangements, information technology application, work flexibility, and productivity but previous research provided inconsistent empirical evidence and suggested the need to conduct additional quantitative research. These results underscore the importance of WLB as a consequence of a well-supportive policy and as the means of maintaining performance during disruptions caused by the crisis situation.

Furthermore, studies based on the Conservation of Resources (COR) theory indicate that resource gain spirals can be driven by personal resources such as WLB and can enhance the positive

influence of supportive leadership on engagement (Hobfoll, 2002; Xanthopoulou et al., 2009). However, it should be noted that specific direct empirical research investigating WLB as a moderator between EI and engagement is not extensive. Much of the evidence is projected based on related constructs, and this constitutes a significant gap in the literature. This paper's goal is to do just that by empirically testing the hypothesis that there is a greater change in employee engagement with high EI employees compared to low EI employees.

2.2.3 Moderating role of Perceived Organizational Support (POS)

Likewise, the effect of leader emotional intelligence on employee engagement might be influenced by Perceived Organizational Support. If employees feel that their organization has a lot of support, they are more likely to see the EI behaviors of their leader as supportive and therefore boost engagement significantly. In these types of workplaces, the emotionally intelligent leader was not only considered to be a caring person but was also backed by organizational policies that treat employees with respect, according to Kurtessis et al. (2017). This blend typically results in employees feeling safe and energized, which translates to high engagement, often thought of as twofold support (from the leader and the organisation) (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). However, when organizational support is felt to be lacking, the positive effects of the leader's emotional intelligence can be counteracted by uncertainty or negative organizational experiences. However, if the organization is not seen as supportive or just, the involvement of an employee in a negative manner may not be increased by the supportive supervisor. However, there is also some evidence that even moderate organizational support can be partially compensated for by high levels of emotional intelligence in leaders, since they can provide personal support, which can reduce disengagement in poor environments (Kurtessis et al., 2017). The synergy between supportive leadership and a supportive organization is the basis of our hypothesis (H3) that the impact of the leader emotional intelligence on engagement is greater in a high POS condition.

POS is also viewed as a key organizational resource in JD-R and can foster engagement by cultivating a feeling of care, recognition, and reciprocity to the group (Eisenberger et al., 1986; Lee et al., 2020). According to the JD-R taxonomy, POS is an organizational tool that is located in the centre of the organization, thereby generating engagement through a sense of caring and

reciprocity (Lee et al., 2020). In the literature surveyed, the elements of "POS" appear to be integrated within more complex perceptions of "support" that have been shown to have a positive impact on WLB. Uddin et al. (2020) showed that supervisors' and co-workers' perceptions of support (as proximal measures of organizational care) are associated with WLB, whereas policy moderates the relationship between family support and WLB outcomes. Saks (2022) also associated caring HRM with wellness and flexible arrangements with an organizational concern climate that indirectly motivates engagement. Although there is no direct research in humanitarian contexts, the institutionalization of resources related to support as outlined in the mentioned works suggests that POS is a state of limited resources and that the influence of the personal resource (in this case, leader EI) can be enhanced on the performance of employees in such a constrained environment.

This finding is in line with social exchange theory, which suggests that the more an individual receives from various sources of support, the stronger their sense of obligation and emotional attachment will be, and the greater the engagement (Cropanzano & Mitchell, 2005). Empirical research has also confirmed that POS may buffer relationships between leadership (styles and behaviors) and outcomes, including performance or stress (Rhoades & Eisenberger, 2002). It is worth noting, however, that there is limited direct empirical evidence of POS as a moderator of the leader EI–engagement relationship in humanitarian context, which this study seeks to fill.

2.5 Research Gap

The chapter has synthesized what is already known about employee engagement, work life balance, perceived organizational support , and the effect of the emotional intelligence of leaders. The review discusses the moderating role of WLB and POS in the link between L.E.I and EE, based on theory from the stress buffering hypothesis and Conservation of Resources theory. While much of the research findings from around the world provide valuable insights, there are still some gaps: (1) a lack of direct empirical research on the moderating role of WLB and POS in the relationship between leader EI and employee engagement; (2) much of the research evidence comes from related constructs rather than from direct investigation; and (3) the evidence is limited in the African context, including Ethiopia. The study aims to tackle these gaps and add to the

existing theoretical and practical knowledge by targeting the Organization X Ethiopia Country Office.

2.6 Conceptual Framework

The proposed conceptual framework is built on the Job Demands Resources (JD-R) model, Conservation of Resources (COR) theory, Social Exchange Theory (SET), Organizational Support Theory (OST), and Boundary Theory. It suggests that Leaders' Emotional Intelligence is an independent variable, Employee Engagement is a dependent variable, and Work Life Balance and Perceived Organizational Support are moderating variables. This framework is presented in Figure 1 below.

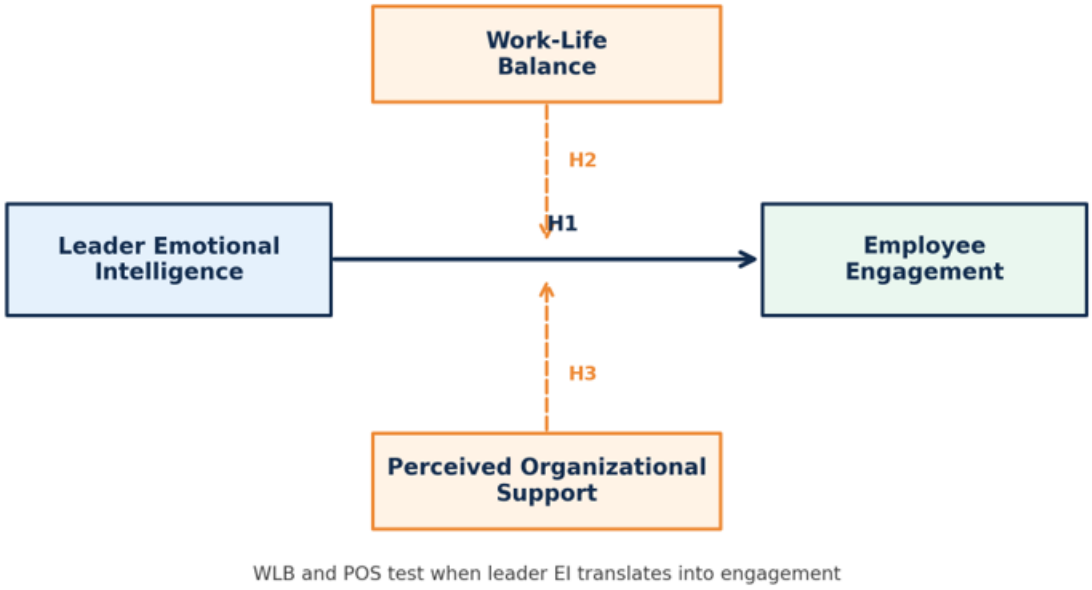


Figure 1: Conceptual Framework

2.7 Summary of Literature Review

Overall, the reviewed literature indicates that emotional intelligence is relevant for leadership effectiveness and employee engagement, particularly in environments where employees face

heavy demands. The literature also shows that work-life balance and perceived organizational support are important resources that can influence how employees experience their work. However, there is limited direct evidence on whether these two resources strengthen the relationship between leaders' emotional intelligence and employee engagement in humanitarian organizations, especially in the Ethiopian context. This gap provides the basis for the methodology and empirical analysis presented in the following chapters.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the framework used in the methodology to analyze the relationship between the emotional intelligence of leaders and employee engagement. The quantitative research approach was selected because it offers a powerful and objective means of gathering and examining structured data, which allows testing the research hypotheses empirically within a specific time. The study is deductive in nature and such a methodology suggests the use of measurable indicators and instruments that can be utilized in generating reliable insights based on theoretical foundations. The design enables the estimation of both the direct and moderated effects and thus provides useful evidence to be applied in proper strategies to improve the state of well-being in humanitarian situations.

3.2 Research Approach

The philosophy of the research is positivist research philosophy, which accepts that there is an objective reality that can be apprehended by means of organized observation and measurement. Positivism is also concerned with deductive processes, where a hypothesis is derived from existing theory and subjected to empirical evidence to determine patterns. The paradigm is appropriate in the current research study as it will enable measurement of measurable variables such as WLB and POS and minimize interpretive bias. Since it emphasizes methods of replication and statistical inference, positivism renders the results relevant to generalizable knowledge in both organizational and humanitarian settings, as opposed to more subjective paradigms (such as interpretivism) that are concerned with personal meanings rather than quantifiable associations.

3.3 Research Design

The explanatory quantitative research design is implemented to examine statistically how the proposed variables are associated; specifically, the relationship between leaders' emotional intelligence and employee engagement and the moderating role of WLB and POS. This is a deductive design as it begins with theoretical propositions in the literature and proceeds to testing of hypotheses using statistical models. It is cross-sectional to the extent that the data were collected

at a single point in time in the year 2026. Therefore, the study explains patterns of association and conditional relationships, but it does not claim strong causal inference in the way that longitudinal or experimental designs would allow. The mono-method focus of the quantitative survey allows the data to be treated consistently so that it can be analyzed more thoroughly, including testing moderation, and it satisfies the conditions of operating in hard-to-reach places along with humanitarian workers.

3.4 Population of the Study

The sample consist of all the employees in ETCO. This involves the employees who work both in the country office (Addis Ababa) and in field offices all over Ethiopia, with an approximate population of 700-800 individuals. These positions include personnel based in the Addis Ababa headquarters and sub-offices. This stratification is necessary to ensure the sample covers the views of both headquarters and field personnel. The sample size is intended to include around (n=267) employees calculated below in the sample size subsection; this will provide adequate statistical power to detect moderation effects, while remaining manageable for rapid data collection required in a humanitarian context. This is a viable sample as the respondents are accessible and the population is large.

Participants are asked to volunteer, and confidentiality is emphasized. The staff that are selected are invited to do an online survey by completing a Microsoft Forms online form, which is sent by e-mail or internal communication, and it is guaranteed that the answers will be anonymous and that the data will only be used for academic research. Approval is also sought from Organization X management to conduct the survey in this organizational context.

3.5 Sample Size Determination

Sampling involves the researcher taking a sample from the whole population and obtaining primary data (Kothari, 2004). The sample size was calculated for the present study by the formula of Slovin, using the 95% confidence level and 5% margin of error.

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

Where: n = Sample size

N = Population size

e = acceptable sampling error (0.05)

Using the above equation, our sample is therefore computed as:

$$\text{Sample size (n)} = \frac{800}{1 + 800\ (0.05^2)}$$

n= 267

The obtained number of respondents is 213, which is satisfactory for statistical analysis because it is greater than the minimum of 200 respondents required to perform multivariate analysis and has good statistical power (Hair et al., 2019). Furthermore, the high return rate (about 80 percent) is considered high for organizational research, indicating high reliability and representativeness of the data and reducing the risk of non-response bias.

3.6 Sampling Technique

Although the initial plan was to reach a broad cross-section of Organization X Ethiopia staff across headquarters and field offices, actual participation depended on accessibility, voluntary response, and staff availability during the survey period. Therefore, the achieved sample is best described as a voluntary convenience sample within the Organization X Ethiopia Country Office rather than a fully probability-based sample. This limitation is acknowledged because it may reduce the statistical generalizability of the findings beyond the respondents who participated, although the inclusion of both headquarters and field office staff improves contextual representation.

Sample design is a clear and exact plan for collecting a sample from a particular population, says Kothari (2004). He also states that the way researchers choose the items in a sample is called the sample design. In this context, all Organization X divisions were in the designated sample, as there were relatively few divisions in Organization X, and it was necessary to have comprehensive representation.

3.7 Data Sources and Types

The study used primary quantitative data collected directly from Organization X Ethiopia Country Office employees through a structured self-administered questionnaire. The questionnaire data were suitable for measuring employees' perceptions of leaders' emotional intelligence, employee engagement, work-life balance, and perceived organizational support. The study also used secondary sources such as journal articles, books, reports, and relevant organizational documents to support the theoretical background, empirical review, instrument selection, and interpretation of findings.

The type of data used in the empirical analysis was mainly quantitative because the responses were measured using Likert-type scale items and summarized into composite variables for statistical testing. Demographic data were also collected to describe the sample and support additional analysis. This combination of primary survey data and secondary literature enabled the study to connect the statistical findings with established theory and previous empirical evidence.

3.8 Data Collection Instruments

The primary instrument will be a structured self-administered questionnaire that will include Likert scale questions (strongly disagree to strongly agree) to capture quantitative data regarding perceptions, behaviors, and outcomes. The questionnaire will start with demographic questions to profile the respondents (such as gender, age group, job title, nationality status, work experience, time under current supervisor, and duty station) in order to enable subgroup analyses. Scales used for operationalizing the core constructs in the next sections are derived from scales used in other studies. The table below defines each construct and specifies its measurement:

Construct	Definition (Source)	Measurement
Leaders Emotional Intelligence (Independent Variable)	The ability of a leader to understand and manage their own emotions and those of others. In practice, this includes self-awareness, self-regulation, empathy, and social skills exhibited by the leader (Goleman, 2001).	**Daniel Goleman (2001)** – 8 – item questionnaire, adapted for other-rating. Employees will rate statements about their immediate supervisor (e.g., "my supervisor recognizes others' emotions well") on a Likert scale. 4 item sub scale: Self-Awareness, Self-Regulation, Social Awareness, Relationship Management. The questionnaire was primarily adapted from the Wong and Law (2002) Emotional intelligence Scale while incorporating leadership-oriented emotional intelligence concepts consistent with Goleman's EI framework. Goleman (2001) report high reliability (alpha > 0.85) for this scale.
Employee Engagement (Dependent Variable)	A positive, fulfilling work-related state characterized by vigor, dedication and absorption. Engaged employees are enthusiastic, energetic, and	**Utrecht Work Engagement Scale (UWES – Schaufeli et al., 2002)** – 9 -item version. Measures three dimensions: Vigor, Dedication, Absorption

	fully involved in their work (Schaufeli et al., 2002).	(e.g., "At my work, I feel bursting with energy"). Respondents rate frequency from "Never" to "Always". The UWES is open access, brief, a widely used scale with good reliability (alpha ~ 0.90) in diverse contexts.
Work-Life Balance (Moderator1)	The extent to which an individual can equally prioritize and feel satisfied with work and personal life roles, with minimal conflict between them. It implies a sense of harmony between work and non-work commitments.	**Work-Life Balance Scale** – e.g., **Brought et al. (2014)** 4-item WLB scale. Items capture satisfaction with balance and low work-family conflict (e.g., "I am able to balance the demands of my work and personal life"). Responses on a 5-point agreement scale. This short scale has shown acceptable reliability (alpha ~ 0.80) and validity in organizational research.
Perceived Organizational Support (Moderator2)	Employees belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). High POS reflects a	**Survey of Perceived Organizational Support (SPOS)** – 9 – item shortened version. Example item: "My organization really cares about

	supportive organizational climate.	my well-being". Rated on Likert agreement scale. Based on Eisenberger's original 36-item survey, the 8-item version by Rhoades & Eisenberger (2002) retains strong reliability (alpha > 0.90).

Table 3.8 Constructs, Definitions, and Measurements

Each of these scales are included in the questionnaire. Items are phrased in clear, neutral language and pre-tested with a small group of similar respondents (if possible) to ensure clarity. All responses use a standardized Likert-type scale (likely 5-point, depending on the original scale recommendations) for consistency. Before full deployment, the instrument is pilot tested with 5-10 Organization X staff (who are not part of the main sample) to check for any wording issues or ambiguity. Feedback from the pilot is used to refine question wording. The final survey is took around 10 - 15 minutes for a respondent to complete.

3.9 Validity and Reliability

Before the final survey deployment, adapted questionnaire items were pilot checked with a small group of comparable respondents to assess wording clarity, completion time, and contextual relevance. Feedback from the pilot stage was used to refine item wording while retaining the original meaning of the established scales. Reliability was then assessed using Cronbach's alpha and McDonald's omega in the main data analysis.

Because the data were collected from the same respondents at one point in time, common method bias was considered as a possible limitation. Procedural remedies were applied by assuring anonymity, separating sections of the questionnaire, using clear and neutral wording, and including both positively and reverse-worded items where appropriate. In the analysis stage, correlation and

multicollinearity checks were reviewed to ensure that the relationships among variables were not excessively high.

Validity was considered at several levels. Content validity was supported by adapting established scales from prior literature and aligning the items with the study variables. Construct validity was supported by using theoretically grounded dimensions for emotional intelligence, employee engagement, work-life balance, and perceived organizational support. Face validity was strengthened through careful wording of items and pilot checking for clarity and cultural relevance in the Ethiopian humanitarian context. Discriminant validity was considered through correlation analysis and multicollinearity diagnostics to ensure that the study variables were related but not redundant.

The inherent characteristics of the pre-tested and accredited scales provided by peer-reviewed sources provide the backing for the validity and reliability of the instruments used, with the items being adapted for use in the Organization X ETCO context in a manner that does not impact the original psychometric characteristics.

3.10 Data Collection Procedure

The scheduled data collection was conducted within a 3 week period in mid 2026 after obtaining consent from the management of ETCO and the institutional ethics committee of the researcher. The questionnaire was provided electronically via Microsoft Forms, as ETCO already has Internet facilities to reach out to a larger populace. Personalized letters containing a description of the study, an informed consent statement, and a direct survey were utilized, emphasizing voluntary participation and anonymity. Follow-up was sent after 1 and 2 weeks, and responses were tracked to identify and correct imbalance within strata. To ensure privacy in humanitarian research, the data is stored in a protected cloud file system, accessed only by the researcher.

3.11 Data Analysis Methods

The statistical analysis is carried out using the open source statistical software JASP (Version 0.96 or higher), which enables classical as well as Bayesian statistics on regression based models. It

begins with data screening to understand and correct for any missing data, to detect outliers, and to test any assumptions, including linearity and normality. Descriptive statistics of means, standard deviations, frequencies, and skew/kurtosis used to calculate all variables and demographic characteristics. Bivariate correlations (Pearson) is used to test relationships between constructs. In order to test the hypotheses and consider the control variables, hierarchical multiple regression analysis is used to test the proposed relationships. The first block includes the entry of controls (duty station, tenure at Organization X). The second block includes the independent variable (Emotional Intelligence of leaders) as a test of H1 (direct positive relationship with Employee Engagement).

The first block includes the entry of controls (duty station, tenure at Organization X). The second block incorporates the independent variable (Emotional Intelligence of leaders) to test H1 (direct positive effect on Employee Engagement). For H2, the third block consisted of the centered interaction term (EI × WLB) to determine the moderation, and in this case the interaction will be significant to show that work-life balance enhances the relationship. For H3, the fourth block involved the centered interaction term (EI × POS) to measure moderation, whereby the interaction is significant and thus the relationship between perceived organizational support and the dependent variable is enhanced. Reported effect sizes presented in the form of R^2 changes and standardized beta coefficients. Inference made based on confidence intervals (95%), p-values, and simple slopes analysis (at ±1 SD of the moderator) used to investigate substantial moderation. The findings provided in tables (regression sums, ANOVA to compare the models) and figures (interaction plots).

3.12 Ethical Considerations

The research carried out in complete adherence to the Ethics Guidelines of the United Nations Organization X and in close consultation with the ethics unit of the organization so as to ensure that it complies with the institutional standards of conducting research involving the staff. The concept of ethical integrity is upheld by following the basic notions of respect for persons, beneficence, and justice. Informed consent is obtained through clear and transparent disclosures during the survey invitations, clearly stating that participation is voluntary and that withdrawal

without consequences is possible at any time. The risks are low, and there are only possible time demands in the case of anonymous self-reports, whereas expected outcomes can include practical information to improve the ETCO well-being practices and activities. Confidentiality of data strictly observed by ensuring that data is securely handled and stored in encrypted format and that no information that identifies the participants will be gathered. The presentation of aggregated findings distributed to participants, ETCO management, and the ethics unit to foster fair knowledge sharing and the enhancement of the organization.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

The findings from the statistical analysis that was performed to investigate the relationship between leaders' emotional intelligence and employee engagement, and the moderating effects of work-life balance and perceived organizational support, are presented in this chapter. JASP (Version 0.96) was used for data processing, cleaning, and statistical analysis.

The research hypotheses were tested using descriptive statistics, reliability analysis, bivariate correlations, and hierarchical multiple regression analyses. Results are presented in an orderly manner, starting with the demographic information about the respondents, followed by scale reliabilities, preliminary analyses, and, lastly, testing of the study hypotheses. Wherever possible, findings are supported with appropriate tables and figures for clarity.

4.2 Response Rate

Of the 213 responses received, all 213 were deemed valid and were included.

4.3 Demographic / Sample Profile

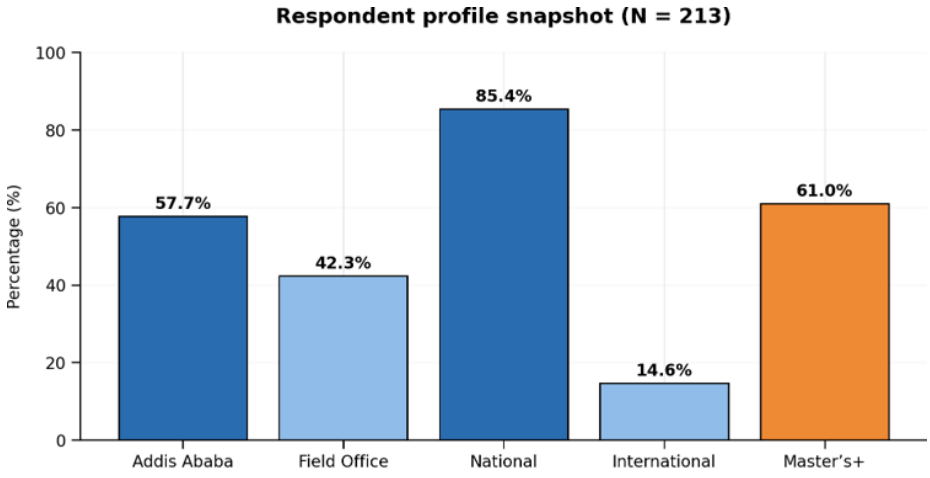
The demographics of the participants in this study are described. Of the 213 responses received, all 213 were deemed valid and were included. The frequency distribution and percentages of important demographic factors are given in Table 4.1.

Variable	***Category***	***Frequency***	***Percentage (%)***
Gender	Male	120	56.3
	Female	93	43.7
Duty Station	Addis Ababa	123	57.7
	Field Office	90	42.3
Highest Level of Education	Diploma	13	6.1
	Degree	70	32.9
	Master's and above	130	61.0
Time under Current Supervisor	< 3 months	8	3.8

	3–12 months	65	30.5
	1–2 years	40	18.8
	> 2 years	100	46.9
Employment Nationality Status	National	182	85.4
	International	31	14.6

Table 4.1 Demographic Profile of the Respondents (N = 213)

Table 4.1 displays a relatively even gender distribution with 120 males (56.3%) representing the sample, and 93 females (43.7%). As far as duty station, most of the participants worked in the Addis Ababa Country Office (57.7%) and 42.3% in field offices. The distribution is representative of both HQ staff and field staff. There was a high level of education with 61.0% of the respondents having a Master's or higher and 32.9% having a first degree. Only 6.1% had a diploma as their highest qualification. This indicates that the respondents had adequate education to comprehend and respond to the survey instrument.



Almost half (46.9%) had been working with their supervisor for over 2 years, and 30.5% had been working with their supervisor for between 3 and 12 months. The sample was very strongly represented by national staff (85.4%), in comparison to 14.6% seen as international staff. The composition is accurate to the structure of the Organization X Ethiopia Country Office (ETCO) workforce.

The demographic characteristics of the sample suggest that the sample is reasonably representative of the target population. The respondents were experienced, well educated and comprised of both headquarters and field office staff, which also improves the applicability and generalizability of the findings of the study in the ETCO context.

4.4 Data Screening and Quality Checks

The reliability of the study instrument is presented in this section. Internal consistency reliability of the measurement scales was examined prior to the use of inferential statistics using Cronbach's alpha (α) and McDonald's omega (ω). Cronbach's alpha coefficient and McDonald's omega values of all scales were found within the range of 0.840 to 0.947, which is satisfactory and higher than the recommended value of 0.70 (Hair et al., 2019; Pallant, 2020). The findings revealed high reliability of the instruments as they were measuring the intended constructs in the context of the humanitarian situation in Ethiopia. The reliability coefficients for each of the scales in the study are shown in Table 4.2.

Scale	***Number of Items***	***Cronbach's α***	***McDonald's ω***	***Interpretation***
Leaders' Emotional Intelligence (EI)	8	0.946	0.947	Excellent
Perceived Organizational Support (POS)	9	0.899	0.898	Excellent
Employee Engagement	9	0.859	0.861	Good
Work-Life Balance (WLB)	4	0.840	0.845	Good

Table 4.2: Reliability Coefficients for Study Scales

The Cronbach's alpha coefficient and McDonald's omega values for all scales ranged between 0.840 and 0.947, which is satisfactory and higher than the recommended value of 0.70 (Hair et al., 2019; Pallant, 2020). The results showed that the instruments were reliable, as they were measuring the intended constructs in the Ethiopian humanitarian context.

4.4 Preliminary Analyses

4.4.1 Data Screening

There were 213 complete and valid responses that were retained for final analysis. The composite variables in the regression models were used without any missing variables. The data were screened for univariate and multivariate outliers using boxplots, standardized residuals, and Mahalanobis distance. There were no extreme outliers that could unduly influence the results. The hierarchical multiple regression analyses were carried out with a sample size of 213, which was deemed adequate (JASP Version 0.96).

The five assumptions of multiple linear regression were assessed according to the guidelines outlined by Hair et al. (2019), Pallant (2020), and Field (2018) prior to hypothesis testing. The assumptions that are made are linearity, normality, homoscedasticity, no autocorrelation, and no multicollinearity. The results of the assumption testing for the linear regression assumptions are shown in Figures 2 and 3 below.

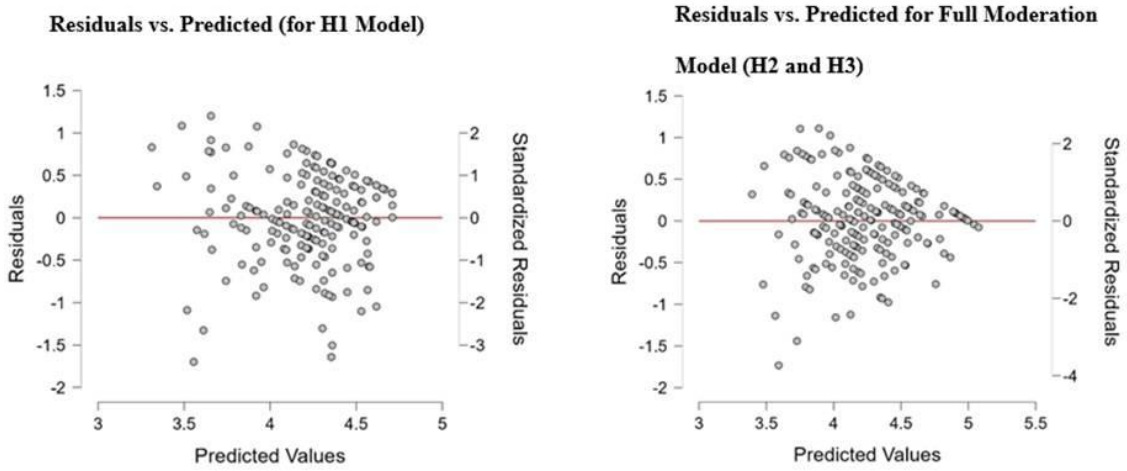


Figure 2: Residuals vs Predicted Scatter Plot for Model 1.

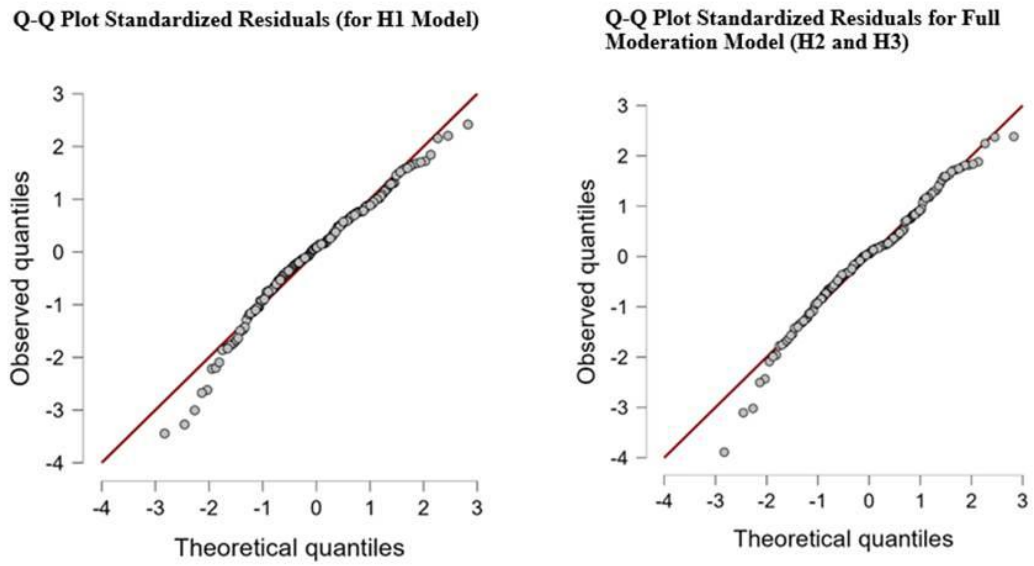


Figure 3: Q-Q Plots for Normality Testing

Linearity

The residual versus predicted values graph was plotted, and there were no obvious patterns or curves in the graph. This indicates that the assumption of linearity was satisfied.

Normality

The plot of standardized residuals against Q showed the points generally clustered around a straight line, showing little deviation in the tail areas, especially in the middle section. This implies that the residuals were normally distributed.

Homoscedasticity

The scatter plot of residuals versus the predicted values had a relatively stable dispersion of residuals as the predicted values increased, but there was an increase in the spread at higher values of the predicted values. This minor variation did not impact the assumption severely.

Autocorrelation

The Durbin-Watson statistic for the main model (Hypothesis 1) was 1.867, and 1.804 for the full moderation model. The values at both the POC1 and POC2 are within the range of 1.5–2.5 ($p > .05$), mutually implying no significant autocorrelation.

Multicollinearity

The Condition Index was a maximum of 17.03, and all Variance Inflation Factor (VIF) values were less than 5. These ranges are acceptable, particularly when considering interaction terms (Hair et al., 2019).

Taken together, the diagnostic tests and plots justified the five assumptions, and the analysis of hierarchical multiple regression could be used.

4.5 Descriptive Statistics of Study Variables

Descriptive statistics were used to summarize the main study variables before conducting correlation and regression analysis. The composite scores for leaders' emotional intelligence, employee engagement, work-life balance, and perceived organizational support were examined to understand the general pattern of responses and the level of variation among respondents. This step was useful because it provided an initial picture of how employees perceived leadership behavior, support, balance, and engagement before testing the hypothesized relationships.

The descriptive analysis focused on measures such as means, standard deviations, and frequency patterns where applicable. These results helped confirm that the variables had sufficient variation for further statistical analysis and supported the interpretation of the subsequent correlation and regression results. In this study, descriptive statistics served as a bridge between the demographic profile of respondents and the inferential analysis used to test the research hypotheses.

4.6 Correlation Analysis

Pearson's correlation technique was used to examine the relationships between the study variables. Table 4.3 shows the results.

Variable	*EI_mean*	*POS_mean*	*WLB_mean*	*Engagement_mean*

EI_mean	1			
POS_mean	0.577***	1		
WLB_mean	0.446***	0.505***	1	
Engagement_mean	0.502***	0.509***	0.384***	1

*** p < .001

Table 4.3: Pearson's Correlations among Study Variables

The correlations with all of these were positive and significant at the p < .001 level. The relationship between the leaders' emotional intelligence and employee engagement was positive and strong (r = 0.502). Perceived organizational support (r = 0.509) and work-life balance (r = 0.384) also had positive relationships with engagement. The correlations between the predictors were found to be moderate (0.446-0.577), and there were no significant multicollinearity problems at this stage.

4.7 Regression / Hypothesis Testing Results

The study hypotheses were tested using hierarchical multiple regression analysis. The analyses examined the direct effect of leaders' emotional intelligence on employee engagement (H1) and the moderating effects of work-life balance (H2) and perceived organizational support (H3). All models included Current Role and Duty Station as control variables. The results are presented below.

4.7.1 Hypothesis 1: Leaders' Emotional Intelligence and Employee Engagement

Two hierarchical regression models were estimated. The first model included the control variables (Current Role and Duty Station). The second model included Leaders' Emotional Intelligence (EI_mean).

Model Specification for Hypothesis 1

Model 1 (Controls only):

$$\text{Engagement_mean} = \beta_0 + \beta_1(\text{Current Role}) + \beta_2(\text{Duty Station}) + \varepsilon$$

Model 2 (Controls + EI):

Engagement_mean = $\beta_0 + \beta_1$(EI_mean) + β_2(Current Role) + β_3(Duty Station) + ε

Model	*R*	*R²*	*Adjusted R²*	*R² Change*	*F*	*p*
Model 0 (Controls only)	0.033	0.001	-0.008	0.001	0.112	.894
Model 1 (Controls + EI_mean)	0.510	0.260	0.250	0.260	24.52	< .001

Table 4.4: Hierarchical Regression Results for Hypothesis 1

The control variables were not significantly associated with employee engagement as presented in Table 4.4. In model 1, however, the addition of EI_mean led to a significant model that accounted for 26% of the variance in employee engagement ($R^2 = 0.260$, R^2 Change = 0.260, $p < .001$).

Variable	*Unstandardized B*	*SE*	*Standardized β*	*t*	*p*
(Constant)	2.813	0.177	-	15.85	< .001
EI_mean	0.350	0.041	0.513	8.559	< .001
Current role (Non-managerial)	0.057	0.076	-	0.741	.459
Duty Station (Field office)	0.093	0.071	-	1.318	.189

Table 4.5: Coefficients for Hypothesis 1

Leaders' Emotional Intelligence emerged as a strong and significant predictor ($\beta = 0.513$, $p < .001$) of employee engagement. Thus, Hypothesis 1 is well supported.

4.7.2 Hypotheses 2 and 3: Moderating Effects of Work-Life Balance and Perceived Organizational Support

A full moderation model was tested by including the centered variables and interaction terms.

Model Specification for the Full Moderation Model

Engagement_mean = $\beta_0 + \beta_1$(EI_mean) + β_2(WLB_centered) + β_3(POS_centered) + β_4(EI_mean × WLB_centered) + β_5(EI_mean × POS_centered) + β_6(Current Role) + β_7(Duty Station) + ε

Model	*R*	*R²*	*Adjusted R²*	*R² Change*	*F*	*p*

Full Model	0.602	0.363	0.341	0.363	16.67	< .001

Table 4.6: Full Moderation Model Summary

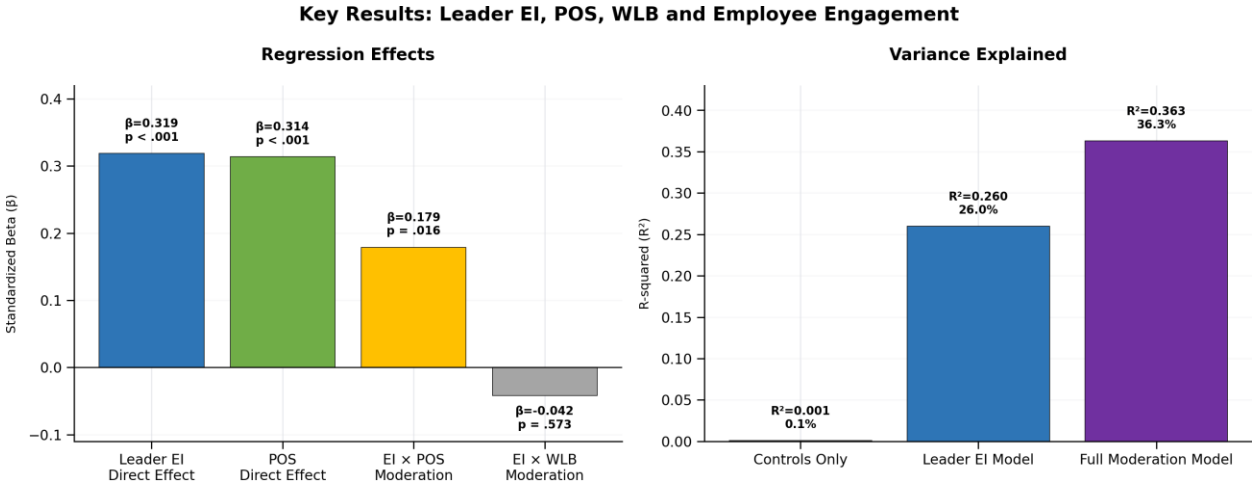
The entire model was significant and accounted for 36.3% of the variance in employee engagement.

Variable	***Unstandardized B***	***SE***	***Standardized β***	***t***	***p***	***95% CI Lower***	***95% CI Upper***
(Constant)	3.257	0.214	-	15.19	< .001	2.835	3.680
EI_mean	0.218	0.050	0.319	4.352	< .001	0.119	0.317
WLB_centered	0.065	0.047	0.094	1.384	.168	-0.028	0.159
POS_centered	0.261	0.063	0.314	4.140	< .001	0.137	0.385
EI × WLB Interaction	-0.027	0.048	-0.042	-0.565	.573	-0.121	0.067
EI × POS Interaction	0.150	0.062	0.179	2.427	.016	0.028	0.273
Current role (Non-managerial)	0.080	0.073	-	1.101	.272	-0.064	0.224
Duty Station (Field office)	0.100	0.067	-	1.497	.136	-0.032	0.233

Table 4.7: Coefficients for the Full Moderation Model

H1 was still supported by the direct effect of Leaders' Emotional Intelligence, which had a significant value (β = 0.319, p < .001). The interaction term (EI × WLB) was not statistically significant (β = -0.042, p = .573); therefore, Hypothesis 2 (WLB moderation) was not supported. However, Hypothesis 3 (POS moderation) was supported, as the interaction term (EI × POS) was statistically significant (β = 0.179, p = .016). That is, the relationship between employee engagement and leaders' Emotional Intelligence is moderated by Perceived Organizational Support.

POS also directly and positively influenced employee engagement (β = 0.314, p < .001). The collinearity diagnostics were acceptable, with all VIF values under acceptable limits, and the maximum Condition Index was 17.03, indicating no serious multicollinearity problems despite the presence of interaction terms.



4.7.3 Additional Robustness Checks

Further analysis was conducted to investigate the robustness of the results. Specifically, two differences were made: (1) the four dimensions of leaders' EI were tested separately rather than the composite score, and (2) a more comprehensive set of demographic controls was incorporated. The moderator of nationality was also tested.

4.7.3.1 Analysis Using EI Dimensions

There are four dimensions in the Wong and Law Emotional Intelligence Scale: Self-Awareness, Self-Regulation, Social Awareness, and Relationship Management. A regression model was then used to examine the relationship between each of the four-dimension scores and the overall EI composite to see if a specific dimension was driving the relationship with EI.

Model Specification - EI Dimensions Model

$$\text{Engagement_mean} = \beta_0 + \beta_1(\text{EI_Self_Awareness}) + \beta_2(\text{EI_Self_Regulation}) + \beta_3(\text{EI_Social_Awareness}) + \beta_4(\text{EI_Relationship_Management}) + \beta_5(\text{Age_Group}) +$$

β_6(WorkExp_Ordinal) + β_7(Education_Level) + β_8(SupervisorTime_Ordinal) + β_9(Gender) + β_{10}(Nationality) + β_{11}(Role_Dummy) + β_{12}(DutyStation_Dummy) + ε

Variable	***Standardized β***	***t***	***p***
EI_Self_Awareness	0.178	1.558	.121
EI_Self_Regulation	-0.057	-0.707	.481
EI_Social_Awareness	0.396	3.639	<.001
EI_Relationship_Management	0.046	0.380	.705

Table 4.8: Regression Results Using EI Dimensions

Note. Model $R^2 = 0.328$. Only Social Awareness was a significant predictor.

The model with the four dimensions accounted for 32.8% of the variance in employee engagement, as shown in Table 4.8 above, with only a slight difference compared to the composite model. However, only Social Awareness proved to be a significant predictor ($\beta = 0.396$, $p < .001$). When entered simultaneously, the other three dimensions (Self-Awareness, Self-Regulation, and Relationship Management) were not statistically significant.

Overall, these findings indicate that the EI construct is stable and that supervisors' social awareness of others' emotions, particularly their ability to perceive and understand emotions, seems to be the most important factor in this area with regard to employee engagement. Due to the high inter-correlations among the dimensions and the greater parsimony and interpretability of the composite score, the overall EI_mean was used as the primary independent variable for the main analyses.

4.7.3.2 Full Demographic Controls

A more stringent model was estimated with the inclusion of a full set of demographic controls: Age Group, Work Experience, Education Level, Time under Current Supervisor, Gender, Nationality Status, Current Role, and Duty Station.

Model Specification - Full Demographic Controls Model

$$\text{Engagement_mean} = \beta_0 + \beta_1(\text{EI_mean}) + \beta_2(\text{Age_Group}) + \beta_3(\text{WorkExp_Ordinal}) + \beta_4(\text{Education_Level}) + \beta_5(\text{SupervisorTime_Ordinal}) + \beta_6(\text{Gender}) + \beta_7(\text{Nationality}) + \beta_8(\text{Role_Dummy}) + \beta_9(\text{DutyStation_Dummy}) + \varepsilon$$

Consistent with this fully controlled model, the emotional intelligence of leaders remained a strong and significant predictor of employee engagement ($\beta = 0.536$, $p < .001$). The model accounted for 31.7% of the variance in the dependent variable. Gender and Duty Station were statistically significant controls, whereas Nationality Status, Role, Education, Age, and Work Experience were not significant predictors.

Variable	***Standardized β***	***t***	***p***
EI_mean	0.536	8.615	<.001
Age_Group	0.057	0.752	.453
WorkExp_Ordinal	0.002	0.028	.978
Education_Level	0.074	1.208	.229
SupervisorTime_Ordinal	0.111	1.694	.092
Gender	0.158	2.470	.014
Nationality	0.043	0.583	.561
Role_Dummy	-0.082	-1.172	.243
DutyStation_Dummy	0.150	2.317	.022

Table 4.9: Hierarchical Regression with Full Demographic Controls

Note. Model $R^2 = 0.317$.

4.8 Summary of Key Findings

The statistical analysis results of this chapter showed the association between emotional intelligence of leaders and employee engagement, and the way in which work-life balance and perceived organizational support at the Organization X Ethiopia Country Office (ETCO) moderated this relationship. The data of 213 valid respondents were analysed with hierarchical multiple regression.

Reliability analysis resulted in good internal consistency, with Cronbach's α values between 0.840 and 0.947, and McDonald's ω values between 0.870 and 0.920. All main study variables were highly correlated with each other in bivariate relations, with all of the correlations being positive.

The results of the hierarchical regression model showed that the leaders' emotional intelligence significantly and positively predicted the employees' engagement scores ($\beta = 0.513$, $p < .001$), and accounted for 26% of the variance after the inclusion of the Current Role and Duty Station variables. However, the interaction term (EI × WLB) was not significant, confirming that the hypothesis (moderation by Work-Life Balance) was not supported ($\beta = -0.042$, $p = .573$). Hypothesis 3 (moderation by Perceived Organizational Support) was confirmed, and there was a significant EI × POS interaction ($\beta = 0.179$, $p = .016$), meaning that the impact of leaders' EI on engagement is greater when employees experience higher levels of POS.

Results support the widespread use of emotional intelligence among leaders as the main factor influencing employee engagement in the humanitarian context, and perceived organizational support as one of the most important factors complementing this link. The results of these findings are discussed in the next chapter in relation to theory and practice.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the main results of Chapter 4 in light of the objectives of the study, research hypotheses, and the existing literature. It focuses on the implications of the results for theory and practice in the humanitarian context of Ethiopia, especially at the Organization X Ethiopia Country Office. The chapter also provides practical recommendations, identifies the limitations of the study, and recommends further research.

5.2 Summary of Major Findings

The study investigated how leaders' emotional intelligence was related to employee engagement, and the moderating effects of work-life balance and perceived organizational support on the relationship between EI and EE among 213 employees of Organization X ETCO. The direct relationship was supported by hierarchical multiple regression analyses, which also revealed subtle insights regarding the boundary conditions.

5.3 Discussion of Findings

The first hypothesis had strong evidence. Leaders' EI was a significant positive predictor of staff engagement even with complete demographic controls ($\beta = 0.513$, $p < .001$ in the original model; $\beta = 0.536$, $p < .001$ with demographic controls), explaining almost 26% of the variance in employee engagement. This is in line with other empirical studies that demonstrated a connection between engagement outcomes and leader EI. It emphasizes the value of emotional intelligence (EI) as a personal resource within the Job Demands Resources (JD-R) model, allowing leaders to inspire followers' vigor, commitment, and absorption in demanding humanitarian situations.

Although 26% of explained variance is meaningful in behavioral and organizational research, it also indicates that about 74% of the variance in employee engagement is explained by other factors not included in the model. These may include job design, workload, psychological safety, career opportunities, team climate, compensation, crisis exposure, family responsibilities, and individual

coping resources. Therefore, the finding should be interpreted as evidence that leaders' EI is an important predictor, not as a complete explanation of employee engagement.

The Wong and Law Emotional Intelligence Scale's four dimensions were used for the robustness assessment, which revealed that the Social Awareness dimension was the most prevalent ($\beta = 0.396$, $p < .001$). This suggests that a crucial component of employee involvement in a humanitarian setting in Ethiopia is the ability to comprehend and empathize with the feelings of others, particularly when working in culturally different environments, conflict situations, or remotely. These results support Transformational Leadership Theory by showing that emotionally intelligent leaders can provide psychological safety and meaningfulness (Kahn, 1990), which helps to inspire workers under ongoing stressors like resource scarcity and unstable political environments.

5.3.2 Moderating Role of Work-Life Balance

Nevertheless, Hypothesis 2 (EI × WLB interaction), which suggested that WLB would reduce the relationship between employee engagement and leaders' EI, was rejected (EI × WLB interaction: $\beta = -0.042$, $p = .573$). There were positive bivariate correlations between WLB and engagement ($r = 0.384$, $p < .001$), and direct positive effects of WLB in some models, but it was not a moderator of the focal relationship.

This non-significant moderation could be due to the specific nature of humanitarian operations in Organization X ETCO, where work demands are often severe and crises are unpredictable, potentially constraining the buffering capacity of individual WLB. While some employees may experience better balance, they may also face external pressures, such as field missions and family responsibilities in the diaspora, which limit their ability to fully benefit from emotionally intelligent leadership. The results partly diverge from the expectations of Conservation of Resources (COR) theory regarding resource gain spirals but emphasize the need for context-specific applications of boundary and border theories in volatile environments.

The finding may also reflect similarity in WLB experiences among employees working in a high-stress humanitarian setting. If many employees experience comparable work pressure, emergency

demands, or limited recovery time, the variation in WLB may not be strong enough to create a clear moderating effect. This opens a useful direction for future qualitative or mixed-method research to explore why WLB did not moderate the relationship and how humanitarian workers define balance in practice.

Another possible explanation is that work-life balance may function more as an independent well-being resource than as a condition that changes the leadership-engagement relationship. The positive bivariate correlation between WLB and engagement shows that employees who perceive better balance also tend to report higher engagement, but the regression results indicate that WLB did not significantly change the strength of the EI-engagement link after EI, POS, and interaction terms were considered. This means that WLB remains practically important, but its role in this model is not confirmed as a moderator.

5.3.3 Moderating Role of Perceived Organizational Support

Hypothesis 3 was supported. The positive effect of EI on engagement was stronger when employees perceived higher organizational support, as the interaction between EI and POS was statistically significant ($\beta = 0.179$, $p = .016$). In addition, POS had a significant direct effect ($\beta = 0.314$, $p < .001$).

The merger of Organizational Support Theory (OST) and Social Exchange Theory (SET) is strongly supported empirically by this outcome. Employees are more responsive to their leaders' emotional abilities when they think that an organization values and cares about their contributions through its policies, resources, and recognition. This creates synergistic effects. High POS may enhance the JD-R model's motivational process, making leader EI an even more potent engagement motivator given the resource constraints in humanitarian settings. Low POS, on the other hand, can undermine this route, emphasizing the necessity of coordinating organizational and supervisory assistance.

5.4 Conclusions

According to the study, employee engagement in the Ethiopian humanitarian setting is strongly influenced by human resource managers' emotional intelligence, and employee perceptions of

organizational support are crucial in boosting engagement. The findings enrich both scholarly knowledge and real world initiatives to create resilient humanitarian workforces by filling in theoretical and empirical gaps. The capacity to manage and function in emotionally intelligent companies will continue to be essential for maintaining employee engagement and mission efficacy as humanitarian demands change.

5.5 Recommendations

Based on the findings, practical recommendations are organized into three areas: leadership development, organizational support systems, and work-life balance practices.

Leadership development: Organization X should strengthen EI-focused leadership development, with particular emphasis on social awareness, empathetic communication, active listening, conflict-sensitive supervision, and emotionally responsive feedback. These competencies should be integrated into leadership training, coaching, performance conversations, and supervisor development programmes.

Organizational support systems: Since POS significantly strengthened the EI-engagement relationship, the organization should reinforce visible support mechanisms such as transparent communication, recognition of staff contribution, fair access to resources, career development opportunities, responsive HR support, and staff care follow-up. Support should be visible, consistent, and accessible to both headquarters and field office staff.

Work-life balance practices: Although WLB did not moderate the relationship, its positive correlation with engagement shows that it remains practically relevant. Organization X should maintain and improve flexible work arrangements where operationally possible, encourage realistic workload planning, protect recovery time after high-intensity assignments, clarify expectations around after-hours communication, and strengthen referral pathways for staff counselling and wellness support.

Evidence-based follow-up: The organization may use the results as a baseline for staff engagement and well-being discussions. Follow-up studies, focus group discussions, or periodic pulse surveys

can help identify why WLB did not become significant as a moderator and what forms of organizational support are most valued by employees.

5.6 Contributions of the Study

The study adds to the body of literature in a number of ways. First, it extends findings from corporate and Western contexts to a non Western humanitarian setting, confirming the applicability of the JD-R model, COR theory, and SET. Second, by proving its applicability in high stakes, culturally varied contexts, the Social Awareness dimension enhances ability based and mixed models of emotional intelligence. Third, the nature of boundary conditions is clarified by the large moderating function of POS and the non significant significance of WLB. This suggests that organizational resources may be more crucial than personal resources in buffering or magnifying leadership effects under long term humanitarian stress. Lastly, the study fills up the gaps by presenting context specific data from a humanitarian organization in Africa.

5.7 Limitations of the Study

The researcher's positionality was also considered. Since the study was conducted within the researcher's organizational environment, the interpretation of findings was approached with reflexivity, confidentiality, and caution. The researcher did not use the study to evaluate individual supervisors or staff members; rather, the study focused on aggregated patterns of leadership, support, work-life balance, and engagement within the organization.

There are some limitations to take into account. First, the cross sectional design makes it impossible to draw conclusions about causality; yet, reverse causality and common method bias cannot be completely ruled out despite procedural remedies. Second, the sample only included Organization X, which would restrict its applicability to other Ethiopian humanitarian organizations or sectors. Third, despite their widespread usage, self reported measures raise the possibility of social desirability bias. Lastly, rather than a total lack of effects, the non significant moderation by WLB can represent measurement or contextual specificity.

5.8 Suggestions for Future Research

To prove causation, future research should use experimental or longitudinal designs. A comparative study across many agencies, nations, and cultural contexts would improve generalizability. The model could be expanded by looking at other mediators, including psychological safety and trust, and moderators, like corporate culture and crisis severity. Deeper understanding of how EI affects participation in humanitarian contexts would be possible with mixed methods techniques. Lastly, studies comparing the efficacy of POS initiatives and EI training would be very beneficial.

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APPENDIX A: RESEARCH QUESTIONNAIRE

Dear participant,

I am conducting academic study titled *"When Leaders Emotional Intelligence Translates into Employee Engagement: The Moderating Role of Work-Life Balance and Perceived Organizational Support."* Your responses will be kept strictly confidential, and all participants will remain anonymous. No personal information about you or your organization will be disclosed during or after the completion of this study. Your honest, thoughtful response is greatly valued and will contribute significantly to the research outcomes.

I respectfully request your consent to participate in this survey, which should take approximately 2-5 minutes to complete. For any questions and comments contact me at +251934431577, via email at emnetmes2@gmail.com, or through LinkedIn at emnet-mesfin-19377b153.

Thank you for your cooperation.

Sincerely,

Emnet Mesfin

Section One: Demographic Data

1. **Gender:**

   □ Female □ Male

2. **Age:**

   □ Under 25 □ 36-45 □ 56 and above

   □ 26-35 □ 46-55

3. **Job Title/Role:** _____

4. **Duty Station:**

   □ Addis Ababa □ Field office (Specify): _____

5. **Nationality status on the job:**

   □ National □ International

6. **Work experience in years:**

   □ Half a Year or less □ 1-5 Years □ 5-10 Years □ >10 Years

7. **Highest level of Educational completed:**

   □ High School □ Diploma □ Degree □ Master‘s and above

8. **Current role:**

   □ Managerial □ non-managerial

9. **Time under current Supervisor:**

   □ <3 months □ 3-12 months □ 1-2 years □ >2 years

Section Two: Given below are list of questions that help us to meet the research objectives, please carefully read and answer every question.

(Please indicate your level of agreement or disagreement with each statement with the below scale).

1. Strongly Disagree **2**. Disagree **3**. Neutral **4**. Agree **5**. Strongly Agree

Perceived Organizational Support	***1***	***2***	***3***	***4***	***5***
• The organization strongly considers my goals and values.					
• Help is available from the organization when I have a problem.					
• The organization really cares about my well-being.					
• The organization is willing to extend itself in order to help me perform my job to the best of my ability.					
• Even if I did the best job possible, the organization would fail to notice. (R)					
• The organization cares about my general satisfaction at work.					
• The organization shows very little concern for me. (R)					
• The organization cares about my opinions.					
• The organization takes pride in my accomplishments at work.					
Leader's Emotional Intelligence	***1***	***2***	***3***	***4***	***5***
• My supervisor has a good understanding of their own emotions.					
• My supervisor is aware of their emotional strengths and weaknesses.					
• My supervisor can control their temper and handle difficulties rationally.					
• My supervisor is able to calm themselves quickly when upset.					
• My supervisor is sensitive to the feelings and emotions of others.					
• My supervisor can accurately sense what others are feeling.					
• My supervisor motivates others by understanding their emotional needs.					

• My supervisor builds strong relationships through emotional awareness.					
Employee Engagement	***1***	***2***	***3***	***4***	***5***
• At my work, I feel bursting with energy.					
• I am enthusiastic about my job.					
• I feel proud of the work that I do.					
• I am immersed in my work.					
• I find my work full of meaning and purpose.					
• I am resilient in the face of job challenges.					
• I feel happy when I am working intensely.					
• I am dedicated to my job.					
• I get carried away when I am working.					
Work-Life Balance	***1***	***2***	***3***	***4***	***5***
• I am able to balance the demands of my work and personal life.					
• I am satisfied with the balance between my job and personal life.					
• My work schedule allows me to spend enough time with my family/friends.					
• I rarely feel that work interferes with my personal life.					