

## The Moderating Role of Emotional Intelligence in the Relationship Between Employee Resilience, Perceived Organizational Support, and Work Engagement: A Multi-Sector Study in Saudi Arabia

Basma Masalat<sup>1\*</sup>, Saeed Al-Ghamdi<sup>2</sup>, Wejdan Al-Asqa<sup>3</sup> and Reem Elbolok<sup>4</sup>

<sup>1</sup>Faculty of Business Administration, Horus University, Egypt. ORCID: 0009-0009-8354-1307. Email: btawfik@horus.edu.eg

<sup>2</sup>Faculty of Commerce, Mansoura University, Egypt. ORCID: 0009-0001-1561-107X. Email: sgm1146@hotmail.com

<sup>3</sup>Faculty of Business and Economics, Qassim University, Saudi Arabia. ORCID: 0009-0000-3987-8302. Email: W.ALASQAH@qu.edu.sa

<sup>4</sup>Faculty of Business Administration, Sinai University, Egypt. ORCID: 0009-0002-7931-061X. Email: Reem.bolok@gmail.com

\*Corresponding author: btawfik@horus.edu.eg



Paper type: Article

Received: 11 March 2025

Revised: 22 April 2025

Accepted: 10 May 2025

Published: 12 May 2025

**Citation:** Masalat, B., Al-Ghamdi, S., Al-Asqa, W., & Elbolok, R. (2025). The moderating role of emotional intelligence in the relationship between employee resilience, perceived organizational support, and work engagement: A multi-sector study in Saudi Arabia. *American Journal of Business Science Philosophy*, 2(1), 86–99. <https://doi.org/10.70122/ajbsp.v2i1.29>

### Abstract

Employee engagement plays a crucial role in organizational success, influencing productivity, retention, and overall workplace performance. This study examines the impact of employee resilience and perceived organizational support (POS) on work engagement, with emotional intelligence (EI) as a moderating factor, across multiple sectors in Saudi Arabia. Grounded in the Job Demands-Resources (JD-R) model, the study hypothesizes that resilience and POS positively influence engagement, while EI moderates these relationships by enhancing employees' ability to leverage resilience and support effectively. A quantitative research approach was employed, using a structured survey distributed to 450 full-time employees across industries such as healthcare, education, finance, manufacturing, and IT. Data were analyzed through structural equation modeling (SEM) to assess the relationships among the variables. The findings confirm that employee resilience and POS significantly enhance work engagement, supporting the direct effects. Additionally, EI moderates these relationships, indicating that employees with higher emotional intelligence are better equipped to utilize resilience and organizational support to sustain engagement. These findings contribute to Saudi Vision 2030, emphasizing workforce development and employee well-being. The study provides practical insights for HR professionals on fostering engagement through resilience training, supportive workplace policies, and emotional intelligence development programs.

**Keywords:** emotional intelligence; engagement; resilience; organizational support

© 2025 The Authors. Published by American Open Science Philosophy. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

## 1. Introduction

Employee engagement has emerged as a critical factor in organizational success, influencing employee performance, well-being, and overall productivity. In today's evolving work environment, organizations increasingly seek strategies to foster high levels of engagement among employees. However, sustaining work engagement requires a comprehensive understanding of the psychological and organizational factors that contribute to it. Among these factors, employee resilience and perceived organizational support (POS) are particularly significant. Resilient employees are better equipped to cope with job-related stressors, adapt to changing circumstances, and maintain their commitment to their work (Chikobvu & Harunavamwe, 2022). Simultaneously, POS creates a supportive work environment that enhances employees' motivation and sense of belonging (Jin & Tang, 2021). Despite the recognized importance of these factors, individual differences in emotional intelligence (EI) may influence their effectiveness in promoting engagement. EI, which refers to the ability to perceive, understand, and regulate emotions, plays a crucial role in how employees manage

workplace challenges and interact with organizational support structures (Gou et al., 2021). Given these dynamics, this study aims to examine the moderating role of EI in the relationship between employee resilience, POS, and work engagement across multiple sectors in Saudi Arabia.

The Job Demands-Resources (JD-R) model provides the theoretical foundation for this study, offering a framework for understanding how job demands and personal resources interact to influence work engagement. According to this model, work engagement is fostered when employees have access to both job-related resources, such as POS, and personal resources, such as resilience (Nabawanuka & Ekmekcioglu, 2024). Resilience enables employees to manage job demands effectively, reducing burnout and sustaining engagement (Adamu et al., 2024). Similarly, POS functions as a job resource that enhances employees' motivation by providing recognition, support, and security (Canboy et al., 2023). However, the strength of these relationships may vary depending on individual differences in EI. Employees with high EI are more adept at utilizing resilience and organizational support, allowing them to remain engaged even in challenging situations (Mahon et al., 2014). Furthermore, EI has been found to moderate the impact of leadership style on engagement, suggesting that employees with higher emotional intelligence are better at handling stress and maintaining work-related motivation (Dempsey, 2021). By integrating the JD-R model with emotional intelligence theory, this study offers a deeper understanding of how psychological and organizational factors interact to shape employee engagement.

Despite extensive research on work engagement, limited attention has been given to the moderating effect of EI, particularly within the Saudi Arabian context. As Saudi Arabia undergoes rapid economic transformation under Vision 2030, employee engagement has become a strategic priority for organizations across various industries. Vision 2030 aims to diversify the economy and enhance workforce productivity, making it essential to understand the factors that influence employee engagement (Habib et al., 2025). Different sectors present unique challenges; for example, high-stress industries such as healthcare and education may require greater resilience and organizational support to sustain engagement, while knowledge-intensive sectors such as finance and technology may place a stronger emphasis on emotional intelligence as a key competency (Blaique et al., 2023). Given these sectoral differences, examining the role of EI in moderating engagement across various industries in Saudi Arabia is both timely and relevant.

This research seeks to address the following questions: How does employee resilience influence work engagement in different sectors in Saudi Arabia? What is the impact of perceived organizational support on work engagement? To what extent does emotional intelligence moderate the relationship between resilience, POS, and engagement? Understanding these relationships will provide valuable insights into how organizations can foster a more resilient, emotionally intelligent, and engaged workforce. By answering these questions, this study aims to achieve several key objectives. First, it will examine the direct impact of employee resilience and POS on work engagement. Second, it will investigate how EI moderates these relationships, determining whether employees with higher EI are better able to leverage resilience and organizational support for greater engagement. Third, it will explore sectoral differences in engagement across multiple industries, offering practical recommendations for organizations operating in different fields. Lastly, the study will provide actionable insights for human resource management (HRM) strategies, emphasizing the importance of EI training and resilience-building initiatives (Stefanidis & Strogilos, 2021).

This research aligns with Saudi Vision 2030 by contributing to the development of a dynamic, productive workforce that drives national economic growth. The vision emphasizes creating a thriving economy with highly engaged and motivated employees, making it essential for organizations to adopt strategies that foster workplace engagement. Moreover, this study supports the United Nations Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth), by identifying strategies to enhance employee well-being and productivity in Saudi Arabia's evolving labor market (Mascarenhas et al., 2022). Studies have indicated that increasing workplace resilience and emotional intelligence aligns with sustainable development goals by fostering mental well-being and enhancing job performance (Okojie et al., 2023).

Finally, this study addresses a critical gap in organizational psychology by investigating the moderating role of EI in the relationship between resilience, POS, and work engagement. By applying the JD-R model in the

Saudi Arabian context, this research provides valuable insights into how organizations can cultivate a more resilient, supported, and emotionally intelligent workforce. The findings will not only benefit HR professionals and policymakers but also contribute to broader efforts aimed at improving employee well-being, engagement, and organizational success in alignment with national development goals.

## **2. Conceptual Model**

### **2.1. Employee Resilience**

Employee resilience refers to an individual's ability to adapt, recover, and thrive in challenging work environments. It encompasses psychological and behavioral capacities that enable employees to cope with stress, navigate workplace difficulties, and maintain productivity despite adversity (Chikobvu & Harunavamwe, 2022). Resilient employees demonstrate higher levels of persistence, emotional regulation, and problem-solving skills, all of which contribute to sustained engagement and job satisfaction (Blaique et al., 2023). According to the Job Demands-Resources (JD-R) model, resilience serves as a personal resource that enhances employees' ability to manage job demands and prevent burnout, ultimately fostering work engagement (Nabawanuka & Ekmekcioglu, 2024).

### **2.2. Perceived Organizational Support**

Perceived Organizational Support (POS) is defined as employees' beliefs about how much their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). High POS is associated with increased motivation, job satisfaction, and organizational commitment, as employees who feel supported are more likely to reciprocate with higher engagement and performance (Jin & Tang, 2021). Furthermore, POS strengthens employees' resilience by fostering a sense of security and recognition, enabling them to remain engaged even in stressful work environments (Canboy et al., 2023). Studies suggest that organizations that provide clear career development opportunities, fair rewards, and a supportive work culture significantly enhance employees' POS, which in turn improves work engagement (McManus et al., 2025).

### **2.3. Emotional Intelligence**

Emotional Intelligence (EI) refers to the ability to recognize, understand, and regulate one's own emotions and those of others (Salovey & Mayer, 1990). It consists of multiple components, including self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1998). Research indicates that EI plays a moderating role in workplace outcomes by helping employees manage interpersonal relationships, cope with stress, and maintain engagement (Gou et al., 2021). Employees with high EI are better equipped to navigate workplace challenges, adapt to change, and sustain motivation, making EI a crucial factor in fostering work engagement (Mahon et al., 2014).

### **2.4. Work Engagement**

Work engagement is defined as a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees demonstrate high levels of energy, commitment, and focus, leading to increased job performance and overall well-being (Bakker & Demerouti, 2008). The JD-R model suggests that work engagement is driven by job resources (e.g., POS, leadership support) and personal resources (e.g., resilience, EI), highlighting the dynamic interaction between individual capabilities and organizational factors (Nabawanuka & Ekmekcioglu, 2024). Research has consistently found that employees who experience strong organizational support and possess high emotional intelligence are more likely to sustain engagement even in demanding work environments (Stefanidis & Strogilos, 2021).

### 3. Literature Review and Hypotheses Development

#### 3.1. Employee Resilience and Work Engagement

Employee resilience has been widely recognized as a key driver of work engagement. Resilience, defined as an individual's ability to adapt, recover, and thrive in challenging work environments, plays a crucial role in sustaining employees' motivation, commitment, and overall well-being. Research consistently demonstrates that employees with higher resilience levels exhibit greater vigor, dedication, and absorption in their work, leading to enhanced engagement (Cai et al., 2024; Thai et al., 2024). This relationship is particularly important in dynamic and high-pressure work environments, where employees must navigate uncertainty and stress while maintaining productivity (Nabawanuka & Ekmekcioglu, 2024).

Employee resilience and work engagement are closely interconnected, with resilience fostering persistence, emotional regulation, and problem-solving skills, all of which contribute to sustained engagement. Research indicates that organizations implementing strategies such as gamification in human resource management (HRM) can enhance resilience, which in turn strengthens work engagement. A study conducted in Saudi Arabia revealed that gamification-driven HR practices, including goal-setting, rewards, and feedback mechanisms, significantly enhance resilience, thereby promoting long-term engagement among employees (Habib et al., 2025). Studies indicate that resilient employees are more capable of managing stressors, maintaining a positive attitude, and persisting through difficulties, all of which contribute to sustained work engagement (Chikobvu & Harunavamwe, 2022). Similarly, resilient employees are better equipped to cope with job demands and sustain high energy levels, ultimately leading to increased commitment and involvement in their tasks (Blaique et al., 2023). Furthermore, employees with higher resilience levels are less likely to experience emotional exhaustion, allowing them to remain committed and engaged in their work (Lee & Kim, 2020).

Moreover, the role of resilience in work engagement aligns with the Job Demands-Resources (JD-R) model, which suggests that personal resources such as resilience help employees manage job demands more effectively, thereby promoting engagement (Nabawanuka & Ekmekcioglu, 2024). Resilient employees are able to leverage their problem-solving skills and emotional regulation abilities to navigate workplace challenges, reducing burnout and sustaining motivation (Adamu et al., 2024). Employees who perceive high levels of resilience within their work environment are more likely to contribute positively to their organizations, further reinforcing the link between resilience and engagement.

The positive relationship between resilience and engagement is further supported by empirical findings. Resilience amplifies the beneficial effects of servant leadership on engagement, suggesting that resilient employees are more likely to remain dedicated, even in challenging situations (Goyal et al., 2024). Likewise, resilience serves as a crucial personal resource that strengthens employees' psychological well-being, allowing them to sustain motivation and commitment over time (Okojie et al., 2023). Given the strong empirical evidence supporting this relationship, the following hypothesis is proposed:

H1: Employee resilience has a positive and significant impact on work engagement

#### 3.2. Perceived Organizational Support and Work Engagement

Perceived organizational support (POS) plays a fundamental role in enhancing work engagement by fostering a sense of value, motivation, and commitment among employees. When employees perceive that their organization values their contributions and well-being, they are more likely to demonstrate higher levels of vigor, dedication, and absorption in their work (Jin & Tang, 2021). Furthermore, POS strengthens employees' resilience, enabling them to remain engaged despite workplace stress. This relationship is further supported by evidence suggesting that POS directly increases engagement levels while also moderating the relationship between meaningfulness and engagement, reinforcing employees' motivation and commitment (Canboy et al., 2023). In addition to its direct effects, POS significantly predicts work engagement, which, in turn, mediates the relationship between POS and organizational citizenship behaviors, further emphasizing its role in

fostering a proactive and dedicated workforce (McManus et al., 2025). Employees who perceive strong organizational support experience higher levels of energy, motivation, and personal growth, all of which contribute to greater engagement in their work. Additionally, POS enhances employees' resilience and job satisfaction, further strengthening their commitment to organizational goals (Imran et al., 2020).

Research has also highlighted the mediating role of POS in various organizational processes. For instance, findings from the Bangladeshi manufacturing industry suggest that POS serves as a crucial mediating factor between talent management practices and work engagement, indicating that employees who feel supported are more likely to be engaged in their work. Furthermore, POS significantly enhances employees' commitment, motivation, and willingness to exceed job requirements, ultimately leading to higher engagement levels (Al Karim et al., 2025). Similarly, a study conducted among IT professionals in Kerala revealed that work-life balance fully mediates the relationship between POS and work engagement, demonstrating that employees who perceive strong organizational support experience higher engagement levels due to reduced work-life conflicts (Andrić et al., 2025).

Moreover, POS positively influences work engagement by increasing organizational trust and social support, which in turn reduce psychosocial risks. In this regard, a study conducted on employees in the personnel training services sector in Italy found that supervisor and coworker support significantly boosted work engagement, particularly for employees with lower or moderate levels of corporate identification (Bonaiuto et al., 2022). Likewise, research conducted in Singapore among employees who are parents of children with special needs and disabilities (SND) found that higher levels of supervisor and coworker support significantly increased work engagement. Employees who perceive strong organizational support are more likely to remain engaged despite additional family responsibilities, as POS plays a moderating role in reducing the negative impact of work-family strain on engagement (Stefanidis & Strogilos, 2021).

Furthermore, research among Chinese teachers during the COVID-19 pandemic found that POS positively influences work engagement by enhancing job crafting behaviors, which in turn improve career satisfaction. The study demonstrated that POS was significantly associated with work engagement, highlighting its role in promoting employees' proactive behaviors and emotional investment in their work (Oubibi et al., 2022). In a similar vein, POS has been found to directly enhance work engagement by increasing job satisfaction and organizational identification, both of which motivate employees to invest greater effort in their work. A study conducted in a public higher education institution found that employees who felt higher levels of organizational support demonstrated greater work engagement, ultimately leading to improved job satisfaction (Mascarenhas et al., 2022). While an ethical work climate had a greater impact on proactive behavior, POS remained a significant factor in shaping teachers' engagement and motivation. These findings suggest that organizations should cultivate supportive policies and workplace environments to strengthen employee engagement (Pradesa et al., 2023).

H2: Perceived organizational support has a positive and significant impact on work engagement

### 3.3. Moderating Role of Emotional Intelligence

Emotional intelligence (EI) plays a crucial moderating role in work engagement by helping employees effectively manage workplace stressors and sustain motivation. Employees with high EI are better equipped to regulate negative emotions, allowing them to remain engaged despite interpersonal conflicts or job demands. This buffering effect of EI is particularly significant in high-stress environments, where individuals with greater emotional intelligence can mitigate the adverse effects of workplace conflicts on engagement (Kundi & Badar, 2021). Moreover, EI enhances the positive effects of shared vision and perceived organizational support (POS) on engagement, as emotionally intelligent employees can better align their personal goals with organizational objectives and navigate workplace challenges efficiently. Consequently, employees with high EI are more likely to internalize their organization's vision, experience a stronger sense of belonging, and maintain engagement even when facing organizational challenges (Mahon et al., 2014).

The moderating role of EI has also been examined in various professional sectors. For example, research in the nursing field has demonstrated that EI influences the impact of group organizational citizenship behavior on work engagement, particularly in shaping nurse-patient relationships. Nurses with high EI are more adept at handling workplace stressors and maintaining engagement, even in demanding environments. Furthermore, EI fosters stronger interpersonal skills, which contribute to better teamwork and overall job satisfaction (Gou et al., 2021). Similarly, research in the hospitality industry suggests that EI moderates the relationship between leadership style and work engagement, particularly in frontline hotel employees. Those with higher EI are more likely to remain engaged despite workplace stressors, as they can effectively manage emotional demands and maintain a positive work attitude. Additionally, EI strengthens employees' ability to build relationships and align with organizational goals, further contributing to sustained engagement (Dempsey, 2021).

Moreover, both leaders' and employees' EI play a vital role in fostering work engagement. A study conducted in U.S. retail organizations found that employees with higher EI reported greater levels of work engagement, as they were able to navigate workplace stressors effectively while maintaining motivation. Furthermore, leaders with high EI positively influence employee engagement by fostering a work culture that values emotional awareness and interpersonal understanding (Usher, 2024). This suggests that EI development at both individual and managerial levels can enhance engagement across different organizational settings. Additionally, EI acts as a protective factor against stress and emotional exhaustion, further contributing to work engagement. Employees with high EI are better equipped to handle job demands, regulate emotional responses, and sustain motivation, ultimately enhancing their commitment and productivity. Furthermore, EI strengthens cognitive flexibility, allowing individuals to navigate workplace complexities with resilience and adaptability (Rana et al., 2024). These findings highlight the critical role of emotional intelligence in shaping workplace engagement, suggesting that organizations should incorporate EI development programs to foster a more emotionally resilient and engaged workforce.

H3: Emotional intelligence moderates the relationship between employee resilience and work engagement, such that the positive effect of employee resilience on work engagement is stronger for employees with higher emotional intelligence

H4: Emotional intelligence moderates the relationship between perceived organizational support and work engagement, such that the positive effect of perceived organizational support on work engagement is stronger for employees with higher emotional intelligence

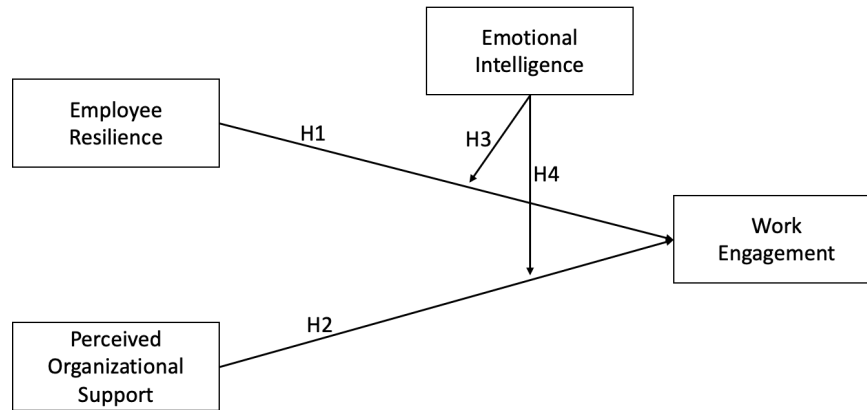
### 3.4. Theoretical Framework

This study is grounded in the Job Demands-Resources (JD-R) model, which explains how job and personal resources influence work engagement (Bakker & Demerouti, 2008). Employee resilience serves as a personal resource, enabling individuals to manage job demands and sustain engagement (Chikobvu & Harunavamwe, 2022), while perceived organizational support (POS) functions as a job resource, fostering motivation and commitment (Eisenberger et al., 1986). However, the effectiveness of these resources may vary based on emotional intelligence (EI), which moderates the relationship by enhancing employees' ability to regulate emotions, manage stress, and leverage support effectively (Salovey & Mayer, 1990). Research suggests that EI strengthens the positive impact of resilience and POS on work engagement, as emotionally intelligent employees are more adept at navigating workplace challenges and sustaining motivation (Gou et al., 2021). Given Saudi Arabia's workforce transformation under Vision 2030, understanding how EI moderates these relationships provides valuable insights for fostering an engaged and resilient workforce.

### 3.5. Research Gap

Despite extensive research on work engagement, the moderating role of EI in the relationship between employee resilience, perceived organizational support (POS), and work engagement remains underexplored, particularly in Saudi Arabia. While resilience enhances engagement by helping employees adapt to challenges (Chikobvu & Harunavamwe, 2022) and POS fosters motivation by reinforcing organizational support (Eisenberger et al., 1986), limited studies have examined EI as a moderator in these relationships (Mahon et

al., 2014). Additionally, although the Job Demands-Resources (JD-R) model explains how resources drive engagement (Bakker & Demerouti, 2008), few studies integrate EI as a personal resource that strengthens resilience and POS effects (Gou et al., 2021). Most research on these factors has been conducted in Western or Asian contexts, with insufficient focus on Saudi Arabia, where cultural and economic factors may shape these dynamics differently (Habib et al., 2025). Addressing this gap, this study explores EI's moderating role in a multi-sector Saudi Arabian workforce, offering insights that align with Vision 2030's focus on workforce development and employee engagement.



**Figure 1.** Theoretical framework.

#### 4. Methodology

This study adopts a quantitative research design to examine the moderating role of EI in the relationship between employee resilience, POS, and work engagement across multiple sectors in Saudi Arabia. A structured survey was administered to full-time employees across various industries to collect data, ensuring a comprehensive and statistically sound analysis of the proposed relationships. The use of a cross-sectional survey approach allows for the measurement of variables at a single point in time, providing valuable insights into how EI influences work engagement.

The study employs well-established measurement scales to ensure reliability and validity. Emotional intelligence is assessed using a 16-item scale from Abaker et al. (2025), measuring employees' ability to recognize, understand, and regulate emotions in workplace interactions. Employee resilience is measured using 6 items from Habib et al. (2025), evaluating employees' capacity to recover from adversity and maintain their engagement. Perceived organizational support (POS) is assessed using a validated instrument designed to capture employees' perceptions of how much their organization values their contributions and supports their well-being. Work engagement is measured using 9 items from Habib et al. (2025), assessing employees' levels of vigor, dedication, and absorption in their work. All responses are recorded on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), ensuring consistency in data collection and facilitating statistical analysis.

The study applies a stratified random sampling technique to ensure that participants from multiple industries, including healthcare, education, finance, and manufacturing, are represented. The target population consists of full-time employees working in Saudi Arabia. To achieve statistical robustness, the study aims for a sample size of 400 to 500 respondents, following Cohen's (1988) power analysis, which ensures adequate statistical power to detect meaningful relationships among the variables. A total of 600 surveys are distributed to account for potential non-responses, with a received response of 450. Data collection is conducted through both online surveys and paper-based questionnaires, allowing for wider accessibility and a higher response rate.

#### 5. Results

Table 1 provides an overview of the respondents' demographics, with 55.6% males and 44.4% females, ensuring balanced gender representation. The majority fall within the 25–34 years age group (37.8%), followed

by 35–44 years (26.7%), indicating a predominantly young and middle-aged workforce. Most respondents hold a bachelor's degree (55.6%), followed by master's degree holders (22.2%), reflecting a well-educated sample. Digital proficiency is mostly moderate (48.9%), with 37.8% reporting high proficiency, highlighting strong technological adaptability. Regarding work experience, 31.1% have 2–5 years of experience, while 22.2% have over 10 years, ensuring a mix of early-career and experienced professionals. The largest employment sectors represented are healthcare (24.4%), education (20.0%), and finance (17.8%), followed by manufacturing (15.6%), IT & telecommunications (13.3%), and retail & services (8.9%). For job positions, 40.0% are in mid-level roles, and 33.3% are in entry-level positions, ensuring diverse organizational representation. These characteristics confirm the sample's suitability for analyzing emotional intelligence, resilience, and organizational support in work engagement across multiple Saudi sectors.

**Table 1.** Respondents' characteristics.

| Characteristic      | Category                | Frequency (n = 450) | Percentage (%) |
|---------------------|-------------------------|---------------------|----------------|
| Gender              | Male                    | 250                 | 55.6%          |
|                     | Female                  | 200                 | 44.4%          |
| Age Group           | 18–24 years             | 90                  | 20.0%          |
|                     | 25–34 years             | 170                 | 37.8%          |
|                     | 35–44 years             | 120                 | 26.7%          |
|                     | 45+ years               | 70                  | 15.5%          |
|                     |                         |                     |                |
| Education Level     | High school or below    | 70                  | 15.6%          |
|                     | Bachelor's degree       | 250                 | 55.6%          |
|                     | Master's degree         | 100                 | 22.2%          |
|                     | Doctorate               | 30                  | 6.7%           |
| Digital Proficiency | Low                     | 60                  | 13.3%          |
|                     | Moderate                | 220                 | 48.9%          |
|                     | High                    | 170                 | 37.8%          |
| Work Experience     | Less than 2 years       | 80                  | 17.8%          |
|                     | 2–5 years               | 140                 | 31.1%          |
|                     | 6–10 years              | 130                 | 28.9%          |
|                     | More than 10 years      | 100                 | 22.2%          |
| Employment Sector   | Healthcare              | 110                 | 24.4%          |
|                     | Education               | 90                  | 20.0%          |
|                     | Finance                 | 80                  | 17.8%          |
|                     | Manufacturing           | 70                  | 15.6%          |
|                     | IT & Telecommunications | 60                  | 13.3%          |
|                     | Retail & Services       | 40                  | 8.9%           |
| Job Position        | Entry-level             | 150                 | 33.3%          |
|                     | Mid-level               | 180                 | 40.0%          |
|                     | Senior-level            | 80                  | 17.8%          |
|                     | Executive/Management    | 40                  | 8.9%           |

Table 2 presents the reliability and validity results, confirming that all variables demonstrate strong internal consistency and construct validity. These assessments validate that the study's measurement model accurately represents the relationships among emotional intelligence, employee resilience, perceived organizational support, and work engagement. The rigorous methodological approach ensures that the findings are both reliable and generalizable, contributing valuable insights into workplace engagement strategies in Saudi Arabia's evolving labor market. For Emotional Intelligence (EI), factor loadings range from 0.76 to 0.85, with Cronbach's Alpha (0.88), Composite Reliability (CR) (0.89), and Average Variance Extracted (AVE) (0.67), all exceeding the recommended thresholds, ensuring strong internal consistency and construct validity. Similarly, Employee Resilience (ER) demonstrates high reliability, with factor loadings between 0.76 and 0.82, Cronbach's Alpha (0.85), CR (0.86), and AVE (0.63), confirming its effectiveness in measuring employees' ability to adapt and remain engaged. For Perceived Organizational Support (POS), the factor loadings range from 0.74 to 0.83, with Cronbach's Alpha (0.87), CR (0.88), and AVE (0.65), reinforcing that the construct is



measured reliably. Lastly, Work Engagement (WE) reports strong factor loadings between 0.77 and 0.86, with Cronbach's Alpha (0.89), CR (0.90), and AVE (0.69), demonstrating its robustness in capturing employee engagement levels. All reliability indicators meet or exceed accepted statistical standards: Cronbach's Alpha coefficient ( $C\alpha > 0.70$ ), composite reliability ( $CR > 0.70$ ), and Average Variance Extracted ( $AVE > 0.50$ ), ensuring strong construct reliability and validity.

**Table 2.** Reliability and consistency of study constructs.

| Constructs                                    | Loadings | Cronbach's Alpha ( $\alpha$ ) | CR   | AVE  |
|-----------------------------------------------|----------|-------------------------------|------|------|
| <b>Emotional Intelligence (EI)</b>            |          | 0.88                          | 0.89 | 0.67 |
| EI1                                           | 0.82     |                               |      |      |
| EI2                                           | 0.85     |                               |      |      |
| EI3                                           | 0.78     |                               |      |      |
| EI4                                           | 0.80     |                               |      |      |
| EI5                                           | 0.77     |                               |      |      |
| EI6                                           | 0.83     |                               |      |      |
| EI7                                           | 0.79     |                               |      |      |
| EI8                                           | 0.81     |                               |      |      |
| EI9                                           | 0.76     |                               |      |      |
| EI10                                          | 0.84     |                               |      |      |
| EI11                                          | 0.78     |                               |      |      |
| EI12                                          | 0.80     |                               |      |      |
| EI13                                          | 0.82     |                               |      |      |
| EI14                                          | 0.79     |                               |      |      |
| EI15                                          | 0.81     |                               |      |      |
| EI16                                          | 0.77     |                               |      |      |
| <b>Employee Resilience (ER)</b>               |          | 0.85                          | 0.86 | 0.63 |
| ER1                                           | 0.79     |                               |      |      |
| ER2                                           | 0.82     |                               |      |      |
| ER3                                           | 0.77     |                               |      |      |
| ER4                                           | 0.80     |                               |      |      |
| ER5                                           | 0.78     |                               |      |      |
| ER6                                           | 0.76     |                               |      |      |
| <b>Perceived Organizational Support (POS)</b> |          | 0.87                          | 0.88 | 0.65 |
| POS1                                          | 0.78     |                               |      |      |
| POS2                                          | 0.81     |                               |      |      |
| POS3                                          | 0.76     |                               |      |      |
| POS4                                          | 0.83     |                               |      |      |
| POS5                                          | 0.75     |                               |      |      |
| POS6                                          | 0.80     |                               |      |      |
| POS7                                          | 0.79     |                               |      |      |
| POS8                                          | 0.77     |                               |      |      |
| POS9                                          | 0.74     |                               |      |      |
| <b>Work Engagement (WE)</b>                   |          | 0.89                          | 0.90 | 0.69 |
| WE1                                           | 0.84     |                               |      |      |
| WE2                                           | 0.86     |                               |      |      |
| WE3                                           | 0.79     |                               |      |      |
| WE4                                           | 0.82     |                               |      |      |
| WE5                                           | 0.80     |                               |      |      |
| WE6                                           | 0.78     |                               |      |      |
| WE7                                           | 0.81     |                               |      |      |
| WE8                                           | 0.77     |                               |      |      |
| WE9                                           | 0.83     |                               |      |      |

Table 3 evaluates discriminant validity using the Fornell-Larcker criterion, which ensures that each construct is sufficiently distinct from the others in the model. For Emotional Intelligence, the square root of AVE is 0.717. This value is greater than its correlations with Employee Resilience (0.565), Perceived Organizational Support (0.482), and Work Engagement (0.582). This confirms that Emotional Intelligence has discriminant validity and does not overlap excessively with the other constructs. Employee Resilience shows a square root of AVE of 0.822, which is higher than its correlations with Emotional Intelligence (0.565), Perceived Organizational Support (0.663), and Work Engagement (0.566). This indicates that Employee Resilience is a distinct construct with strong discriminant validity. In the case of Perceived Organizational Support, the square root of AVE is 0.738, which exceeds its correlations with Emotional Intelligence (0.482), Employee Resilience (0.663), and Work Engagement (0.647). This demonstrates that the construct is unique and appropriately measured. Lastly, Work Engagement has a square root of AVE of 0.754, which is greater than its correlations with Emotional Intelligence (0.582), Employee Resilience (0.566), and Perceived Organizational Support (0.647). This also confirms discriminant validity.

**Table 3.** Discriminant validity (Fornell-larcker criterion).

|                                  | Emotional Intelligence | Employee Resilience | Perceived Organizational Support | Work Engagement |
|----------------------------------|------------------------|---------------------|----------------------------------|-----------------|
| Emotional Intelligence           | 0.717                  |                     |                                  |                 |
| Employee Resilience              | 0.565                  | 0.822               |                                  |                 |
| Perceived Organizational Support | 0.482                  | 0.663               | 0.738                            |                 |
| Work Engagement                  | 0.582                  | 0.566               | 0.647                            | 0.754           |

Table 4 presents the results of the structural model through path coefficient analysis, testing the direct and interaction effects of key variables on Work Engagement. Each path includes a beta value (indicating the strength and direction of the relationship), standard deviation, t-statistic, and p-value. All paths in the model are statistically significant, with p-values of 0.00, indicating strong support for all proposed hypotheses (H1 to H4). The direct effect of Employee Resilience on Work Engagement has a beta value of 0.441, with a high t-statistic of 8.47, showing a significant positive influence. This supports H1, suggesting that employees who demonstrate greater resilience are more likely to be actively engaged in their work. Similarly, Perceived Organizational Support has a strong and significant positive impact on Work Engagement, with a beta value of 0.506 and a t-statistic of 13.904. The result supports H2, indicating that when employees feel supported by their organization, their levels of work engagement increase. The interaction effect between Emotional Intelligence and Employee Resilience on Work Engagement is also significant, with a beta of 0.439 and a t-statistic of 9.592. This supports H3, implying that emotional intelligence strengthens the positive impact of resilience on engagement — employees with higher emotional intelligence are better able to translate resilience into active engagement. Lastly, the interaction between Emotional Intelligence and Perceived Organizational Support shows the strongest moderating effect, with a beta of 0.547 and a t-statistic of 7.763, confirming H4. This suggests that employees with higher emotional intelligence experience a greater benefit from organizational support in terms of work engagement.

**Table 4.** Path coefficients.

| Paths                                                                        | Beta  | Standard deviation | T statistics | P values | Results      |
|------------------------------------------------------------------------------|-------|--------------------|--------------|----------|--------------|
| Employee Resilience -> Work Engagement                                       | 0.441 | 0.087              | 8.47         | 0.00     | H1 supported |
| Perceived Organizational Support -> Work Engagement                          | 0.506 | 0.058              | 13.904       | 0.00     | H2 supported |
| Emotional Intelligence x Employee Resilience -> Work Engagement              | 0.439 | 0.066              | 9.592        | 0.00     | H3 supported |
| Emotional Intelligence x Perceived Organizational Support -> Work Engagement | 0.547 | 0.062              | 7.763        | 0.00     | H4 supported |

## 6. Discussion

This study examines the direct and moderating effects of employee resilience, POS, and EI on work engagement across multiple sectors in Saudi Arabia. The findings confirm H1, demonstrating that employee resilience has a significant positive impact on work engagement ( $\beta = 0.441$ ). Employees who exhibit higher resilience are better equipped to manage job-related stress, adapt to challenges, and sustain motivation in their roles. These results align with prior research by Chikobvu and Harunavamwe (2022), who emphasize that

resilience enhances employees' persistence and emotional stability, leading to greater engagement. Similarly, Blaique et al. (2023) highlight those resilient employees are more likely to maintain productivity and remain committed to their work, particularly in dynamic or high-stress environments.

The study also supports H2, indicating that POS significantly enhances work engagement ( $\beta = 0.506$ ). Employees who perceive strong organizational support demonstrate higher levels of vigor, dedication, and job satisfaction. This finding is consistent with Jin and Tang (2021), who suggest that POS fosters a sense of belonging and motivation, reinforcing employees' commitment to their roles. Additionally, Canboy et al. (2023) found that POS strengthens employees' resilience by providing a secure and supportive work environment, further enhancing engagement levels. These findings highlight the importance of organizational policies that recognize employee contributions and provide adequate resources to support their well-being.

Furthermore, the results confirm H3, demonstrating that EI significantly moderates the relationship between employee resilience and work engagement ( $\beta = 0.439$ ). Employees with higher EI are better at regulating emotions, managing workplace stress, and leveraging their resilience to sustain engagement. This finding is in line with Mahon et al. (2014), who found that emotionally intelligent employees are more adept at coping with job-related stressors and maintaining motivation. Similarly, Gou et al. (2021) suggest that EI enhances interpersonal skills, allowing employees to navigate workplace challenges more effectively. These findings indicate that organizations should invest in EI development programs to strengthen employees' ability to manage stress and sustain engagement.

Additionally, the study supports H4, revealing that EI moderates the relationship between POS and work engagement ( $\beta = 0.547$ ). Employees with higher EI can better interpret and utilize organizational support, enhancing their engagement levels. This aligns with Dempsey (2021), who found that employees with high EI are more responsive to supportive leadership and organizational resources, resulting in increased motivation and commitment. Moreover, Usher (2024) suggests that EI at both the individual and managerial levels contribute to fostering a positive and engaging work environment. These findings emphasize the need for organizations to integrate EI training into their leadership and employee development programs.

The study's findings contribute to Saudi Vision 2030 by providing insights into how organizations can foster a more engaged and resilient workforce. Vision 2030 prioritizes workforce productivity and economic diversification, making employee engagement a critical factor in achieving national development goals. By investing in resilience-building initiatives, strengthening organizational support, and enhancing EI, organizations can create a more adaptive and high-performing workforce. Furthermore, these findings align with the United Nations Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth), by promoting workplace well-being and enhancing employee engagement (Mascarenhas et al., 2022).

## 7. Conclusion

This study examined the impact of employee resilience and perceived organizational support (POS) on work engagement, with emotional intelligence (EI) as a moderating factor across multiple sectors in Saudi Arabia. The findings confirm that both resilience and organizational support significantly enhance work engagement, reinforcing the importance of personal and organizational resources in shaping employee motivation and commitment. Moreover, the results highlight that EI moderates these relationships, indicating that employees with higher emotional intelligence are better able to leverage resilience and organizational support to sustain engagement. These insights contribute to the broader objectives of Saudi Vision 2030, which emphasize workforce development, employee productivity, and well-being. As organizations in Saudi Arabia continue to invest in human capital, developing resilience-building initiatives, fostering supportive workplace environments, and integrating EI training programs will be critical to sustaining engagement and enhancing overall organizational performance.

## 8. Theoretical Contribution

This study extends the Job Demands-Resources (JD-R) model by demonstrating that EI moderates the effects of resilience and organizational support on engagement. While prior research has established the direct impact of resilience and POS on work engagement, this study introduces emotional intelligence as a crucial moderating factor, providing a more nuanced understanding of how personal and organizational resources interact to shape employee engagement. Additionally, this research contributes to the employee engagement and organizational behavior literature by contextualizing these relationships within the multi-sector Saudi workforce, an area previously underexplored in emerging market studies.

## 9. Managerial Implications

For Saudi organizations, the findings suggest that resilience-building initiatives and strong organizational support systems can significantly enhance employee engagement, particularly when combined with EI development programs. Companies should implement training programs that strengthen resilience and equip employees with emotion regulation skills, ensuring they can navigate workplace challenges effectively. Additionally, HR managers should foster a culture of organizational support by recognizing employee contributions, providing career development opportunities, and ensuring psychological safety in the workplace. Furthermore, as Saudi Arabia advances its workforce transformation goals, organizations should leverage HR technologies and AI-driven emotional intelligence assessments to tailor engagement strategies to individual employee needs, aligning with Vision 2030's emphasis on human capital development and workplace innovation.

## 10. Limitation and Future Research

This study has several limitations. First, it focuses exclusively on the Saudi workforce, limiting the generalizability of findings to other regions or industries. Future research should expand the scope to diverse sectors and international settings to assess the broader applicability of employee resilience, POS, and EI on work engagement. Second, the study employs a cross-sectional design, capturing employee engagement at a single point in time. Longitudinal studies could provide deeper insights into how resilience, support, and emotional intelligence influence engagement over time, particularly during periods of organizational change or crisis. Additionally, while this study investigates EI as a moderator, future research could explore other moderating factors, such as workplace culture, leadership styles, or job autonomy, to further refine engagement models. Expanding research to cross-cultural comparisons could also provide deeper insights into how EI and resilience interact across different organizational and national cultures. Understanding these dynamics could help businesses develop globally relevant employee engagement strategies that are adaptable across diverse work environments.

## Author Contributions:

Conceptualization: Basma Masalat, Saeed Al-Ghamdi.

Data curation: Wajdan Al-Asqa, Reem Elbolok.

Formal analysis: Saeed Al-Ghamdi, Wajdan Al-Asqa.

Funding acquisition: Basma Masalat, Saeed Al-Ghamdi, Wajdan Al-Asqa, Reem Elbolok.

Investigation: Wajdan Al-Asqa, Reem Elbolok.

Methodology: Basma Masalat, Reem Elbolok.

Project administration: Basma Masalat, Reem Elbolok.

Resources: Wajdan Al-Asqa, Reem Elbolok.

Software: Basma Masalat, Reem Elbolok.

Validation: Wajdan Al-Asqa, Reem Elbolok.

Visualization: Wajdan Al-Asqa, Reem Elbolok.

Writing – original draft: Basma Masalat, Wajdan Al-Asqa, Reem Elbolok.

Writing – review & editing: Basma Masalat, Saeed Al-Ghamdi.

**Funding:** This research received no external funding.

**Institutional Review Board Statement:** Not applicable.

**Informed Consent Statement:** Not applicable.

**Data Availability Statement:** Data is available upon request from the authors.

**Conflicts of Interest:** The author(s) declares no conflicts of interest.

## References

- Abaker, M., Noureldin, A., Aboueldahab, M., Fakhfakh, A., & Al-Hariry, B. (2025). Mindfulness and Work Engagement: How Emotional Intelligence Bridges the Gap. *Journal of Management*, 2, 320-332. <https://doi.org/10.53935/jomw.v2024i4.928>
- Adamu, A. A., Raza, S. H., & Mohamad, B. (2024). Organizational resilience: Unveiling the role of strategic internal crisis management on employee sensemaking and sensegiving. *International Journal of Productivity and Performance Management*, 73(7), 2068-2091. <https://doi.org/10.3390/su15107950>
- Al Karim, R., Jebunnesa, U., & Rabiul, M. K. (2025). Linking talent management, work engagement, and sustainable organizational performance: The mediating role of perceived supervisor support and perceived organizational support. *Global Knowledge, Memory and Communication*. <https://doi.org/10.1108/GKMC-06-2024-0383>.
- Andrić, B., Ali, T., & Ramanathan, H. N. (2025). Balancing act: Exploring the mediating role of work-life balance on improving work engagement through organizational support. *Journal of Management Development*, 44(1), 39-52. <https://doi.org/10.1108/JMD-01-2024-0031>.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223. <https://doi.org/10.1108/13620430810870476>.
- Blaique, L., Ismail, H. N., & Aldabbas, H. (2023). Organizational learning, resilience, and psychological empowerment as antecedents of work engagement during COVID-19. *International Journal of Productivity and Performance Management*, 72(6), 1584-1607. <https://doi.org/10.1108/IJPPM-04-2021-0197>
- Bonaiuto, F., Fantinelli, S., Milani, A., Cortini, M., Vitiello, M. C., & Bonaiuto, M. (2022). Perceived organizational support and work engagement: The role of psychosocial variables. *Journal of Workplace Learning*, 34(5), 418-436. <https://doi.org/10.1108/JWL-11-2021-0140>.
- Cai, M., Wang, M., & Cheng, J. (2024). The effect of servant leadership on work engagement: The role of employee resilience and organizational support. *Behavioral Sciences*, 14(300). <https://doi.org/10.3390/bs14040300>
- Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., & Benichoux, F. (2023). The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. *European Management Journal*, 41(1), 90-100. <https://doi.org/10.1016/j.emj.2021.12.004>
- Chikobvu, P., & Harunavamwe, M. (2022). The influence of emotional intelligence and resilience on work engagement amongst nurses in public hospitals. *SA Journal of Industrial Psychology*, 48(0), a1919. <https://doi.org/10.4102/sajip.v48i0.1919>
- Dempsey, A. M. (2021). Examining the impact of leadership style and employee engagement on turnover intent moderated by emotional intelligence in frontline employees of hotels (Doctoral dissertation, Saint Leo University).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>.
- Goleman, D. (1998). Working with emotional intelligence. Bantam Books.
- Gou, L., Wang, G., Feng, L., & Zhang, Y. (2021). A multilevel analysis of the impact of group organisational citizenship behaviour on nurse-patient relationship: The mediating effect of work engagement and the moderating effect of emotional intelligence. *Journal of Nursing Management*, 29(2), 342-350. <https://doi.org/10.1111/jonm.13159>.

- Goyal, R., Sheoran, N., & Sharma, H. (2024, August). Resilience! An intensifier for servant leadership? An employee engagement perspective. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited. <https://doi.org/10.1108/EBHRM-05-2023-0101>
- Habib, S., Noureldin, A., Aboueldahab, M., AbouSheashaa, A., Abaker, M., & Fakhfakh, A. (2025). The Power of Gamification in HRM: Exploring the Link Between Employee Resilience and Work Engagement in Saudi Arabia. *Journal of Lifestyle and SDGs Review*, 5(3), e05565-e05565. <https://doi.org/10.47172/2965-730X.SDGsReview.v5.n03.pe05565>
- Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(82). <https://doi.org/10.3390/joitmc6030082>.
- Jin, J., & Tang, J. (2021). Exploring the effect of perceived organizational support and resilience on Chinese pharmacists' engagement in stressful and competitive pharmaceutical work at hospitals. *Saudi Pharmaceutical Journal*, 29(8), 931–938. <https://doi.org/10.1016/j.jsps.2021.08.003>
- Kundi, Y. M., & Badar, K. (2021). Interpersonal conflict and counterproductive work behavior: The moderating roles of emotional intelligence and gender. *International Journal of Conflict Management*, 32(3), 514–534. <https://doi.org/10.1108/IJCMA-10-2020-0179>.
- Lee, M.-S., & Kim, H.-S. (2020). The effects of service employee resilience on emotional labor: Double-mediation of person–job fit and work engagement. *International Journal of Environmental Research and Public Health*, 17(19), 7198. <https://doi.org/10.3390/ijerph17197198>
- Mahon, E. G., Taylor, S. N., & Boyatzis, R. E. (2014). Antecedents of organizational engagement: Exploring vision, mood, and perceived organizational support with emotional intelligence as a moderator. *Frontiers in Psychology*, 5, 1322. <https://doi.org/10.3389/fpsyg.2014.01322>.
- Mascarenhas, C., Galvão, A. R., & Marques, C. S. (2022). How perceived organizational support, identification with organization and work engagement influence job satisfaction: A gender-based perspective. *Administrative Sciences*, 12(66). <https://doi.org/10.3390/admsci12020066>.
- McManus, H., Dundon, T., & Lavelle, J. (2025). "Workin for a Livin": Mediating the role of perceived support, work engagement, and organizational citizenship behavior in the hospitality sector. *International Journal of Hospitality Management*, 126, 103983. <https://doi.org/10.1016/j.ijhm.2024.103983>
- Nabawanuka, H., & Ekmekcioglu, E. B. (2024). Understanding the link between supervisor and co-worker support, job characteristics, work engagement, and employee resilience: Evidence from Uganda. *African Journal of Economic and Management Studies*, 15(4), 670-686. <https://doi.org/10.1108/AJEMS-05-2023-0184>.
- Okojie, G., Ismail, I. R., Begum, H., Ferdous Alam, A. S. A., & Sadik-Zada, E. R. (2023). The mediating role of social support on the relationship between employee resilience and employee engagement. *Sustainability*, 15(7950). <https://doi.org/10.3390/su15107950>
- Oubibi, M., Fute, A., Xiao, W., Sun, B., & Zhou, Y. (2022). Perceived organizational support and career satisfaction among Chinese teachers: The mediation effects of job crafting and work engagement during COVID-19. *Sustainability*, 14(623). <https://doi.org/10.3390/su14020623>.
- Pradesa, H. A., Tanjung, H., Agustina, I., & Salleh, N. S. N. M. (2023). Increasing proactive work behavior among teachers in Islamic senior high school: The role of ethical work climate and perceived organizational support. *International Journal of Islamic Educational Psychology*, 4(2), 244-260. <https://doi.org/10.18196/ijiep.v4i2.19911>.
- Rana, J., Gupta, S., Darzi, M. A., Amin, F., Hakak, I. A., & Khurshid, S. (2024). Alexithymia, cognitive distortion, and internet addiction: Moderating role of emotional intelligence. *Psychological Reports*, 0(0), 1–26. <https://doi.org/10.1177/00332941241287429>.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>.
- Stefanidis, A., & Strogilos, V. (2021). Perceived organizational support and work engagement of employees with children with disabilities. *Personnel Review*, 50(1), 186-206. <https://doi.org/10.1108/PR-02-2019-0057>.
- Usher, M. D. (2024). The influence of leaders' emotional intelligence and employees' emotional intelligence on employee engagement (Doctoral dissertation, Southeastern University).