The impact of emotional intelligence on outstanding job performance Organizational loyalty as a mediating variable

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Abstract:

To determine the relationship between emotional intelligence, organizational loyalty, and outstanding job performance at Condor Corporation in Bordj Bou Arreridj, 50 survey questionnaires were distributed to a group of employees at Condor Corporation, of which 30 were retrieved and subjected to statistical analysis. The data was analyzed and the hypotheses tested using the Smart PLS4 software. The findings suggest that exceptional job performance is influenced by emotional intelligence. The study also found a favorable correlation between organizational loyalty and emotional intelligence. However, according to the results from the Condor Corporation sample, organizational loyalty does not serve as a mediator between emotional intelligence and exceptional work performance.

Keywords: Bordj Bou Arreridj; Condor Corporation; Emotional intelligence; Organizational loyalty; outstanding job performance.

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1-Introduction:

The concept of Intelligence Quotient (IQ), which relies on memory and develops through learning and thinking, sparked widespread debate among researchers in the fields of organizational behavior and human resource management. This debate focused on IQ's ability to predict job performance outcomes and identify business leaders and high achievers, particularly in the last century, despite its importance in problem-solving. However, with the dawn of the current century, there has been a shift towards focusing on another type of intelligence—emotional intelligence. The latter has become one of the key concepts studied by theorists and psychologists, as noted in modern studies. It is also one of the most important concepts for determining employee performance levels and is a strong indicator of success in professional, educational, and other areas of life.

While IQ predicts about 20% of an employee's success in their job, emotional intelligence predicts more than 40% of employees' ability to succeed in professional and educational institutions. Studies by Kelley and Caplan showed that only 15% of employees at Bell Labs with high IQs were classified as outstanding in their jobs. These studies also revealed that neither mental skills nor academic qualifications are sufficient to distinguish between average and high performers. It was found that individuals with high IQ and emotional intelligence levels are the most capable of effectively adapting to everyday life situations (Alkhider, 2006).

Reports on the future of jobs by the World Economic Forum (2016) predicted that emotional intelligence would be among the top 10 job skills after 2020, ranking sixth. As such, According to Treher (2011), intellectual ability alone is insufficient for success. Without emotional control, self-awareness, the ability to manage negative emotions, empathy, and strong interpersonal relationships, even high intelligence will not take you far (Piltz, Jacobs, Carr, & Treher, 2011). On the other hand, organizational loyalty refers to employees' commitment and support toward the organization they work for. It is a concept that encompasses a range of emotions and behaviors that reflect how comfortable an employee is working within the organization, their willingness to stay, and their readiness to contribute to its success. A successful organization can retain its employees by fostering loyalty. Organizational loyalty is closely linked to individual psychology and is considered one of the key positive indicators, acting as an indicator of employee performance effectiveness.
Building on the above, this research paper seeks to address the following question:

To **what extent does emotional intelligence affect outstanding job performance in the presence of organizational loyalty among employees under study**?

This main question is further broken down into the following sub-questions:

- **What are the levels of emotional intelligence, outstanding performance, and organizational loyalty in the organization under study?**
- **How do exceptional performance, organizational loyalty, and emotional intelligence relate to and impact the organization under study?**
- **Is there an indirect effect of emotional intelligence on outstanding performance with organizational loyalty as a mediating variable in the organization under study?**

The main hypothesis posits that emotional intelligence significantly impacts employees' performance, supported by the mediating role of organizational loyalty. By examining these relationships, we seek to uncover the extent to which emotional intelligence contributes to fostering loyalty among employees and, in turn, how this loyalty enhances their performance. The following hypotheses outline the expected relationships:

Employees' exceptional performance (the dependent variable) and emotional intelligence (the independent variable) are positively correlated in a statistically meaningful way. Furthermore, organizational loyalty acts as a mediating variable and has a favorable correlation with emotional intelligence. Additionally, there is a strong positive correlation between outstanding performance from individuals and organizational loyalty. Notably, organizational loyalty highlights its significance in improving performance outcomes inside the organization by favorably influencing the relationship between emotional intelligence and exceptional performance from employees.

Within this study, an increasingly competitive and dynamic business environment, understanding the factors that contribute to employee performance has become essential for organizations. This study addresses a critical gap in research by investigating the interplay between emotional intelligence, organizational loyalty, and outstanding employee performance.

- To the best of the researchers' knowledge, this study is considered to be among Algeria's most current and unique research initiatives. It explores how organizational loyalty functions as a mediator in the relationship between outstanding employee performance and emotional intelligence in a top institution in Algeria's electronic sector.
- The significance of this study lies in the development and implementation of a research tool, along with the findings and recommendations it produces. These outcomes can benefit various stakeholders and decision-makers within the organization being studied, as well as Algerian institutions more broadly.. By evaluating the levels of emotional intelligence among employees and their relationship to performance levels, this study may provide insights into the potential for developing these levels as a primary objective to enhance their work performance.

In the quest to enhance organizational performance, understanding the underlying factors that contribute to employee success has gained significant attention. This study aims to shed light on the critical role of emotional intelligence and its influence on employee performance, while also considering the mediating effect of organizational loyalty.

- The primary objective is to assess how emotional intelligence influences employees' exceptional performance within the organization being studied.
- The second goal is to investigate the causal relationship between organizational loyalty and emotional intelligence by looking at how these two concepts interact. Thirdly, the study seeks to ascertain how organizational loyalty affects exceptional performance from individuals, highlighting the significance of loyalty in creating a productive workplace.
- Lastly, the research will evaluate the mediating role of organizational loyalty in the relationship between emotional intelligence and outstanding employee performance, offering a thorough understanding of how these elements are interconnected. This research paper utilized a descriptive-analytical approach, as it is appropriate for the objectives of this study.

Previous Studies

Sami Milhem, Alaa Harahsheh, Sanaa Abu Ghouch (2020): This study looked at how organizational commitment mediated the link between employee performance and emotional intelligence at Jordanian private colleges. 496 students made up the sample, and a descriptive analytical methodology was used to gather data using a questionnaire. A statistically significant ($\alpha \leq 0.05$) effect of organizational commitment on the influence of emotional intelligence—which includes emotional knowledge, self-awareness, motivation, empathy, and social skills—on a number of employee performance factors, such as achievement accuracy, creativity, learning ability, and work regularity, was found through analysis using the Statistical Package for the Social

Sciences (SPSS). According to the study's findings, senior management at Jordanian institutions ought to embrace a philosophy that highlights the value of organizational commitment in raising worker performance via emotional intelligence.

Tahar Mimoun (2022): This research explored the relationship between emotional intelligence and job performance among employees at Algeria Post headquarters in M'sila. Utilizing a descriptive methodology, the sample consisted of 32 employees, and data were collected via a questionnaire. Analysis showed that employees exhibited a high level of emotional intelligence (mean score of 3.77) and job performance (mean score of 3.67). A statistically significant relationship was identified, and regression analysis indicated that emotional intelligence positively affects job performance among these employees.

Bakr Nadia (2012): This study focused on the role of outstanding managers in enhancing performance through emotional intelligence within Egypt's telecommunications sector. It aimed to assess managers' effectiveness in employing emotional intelligence to foster positive workplace relationships and overall performance. Data collected through questionnaires highlighted a general deficiency among administrative leaders in leveraging emotional intelligence for management skills and relationship-building, which are critical for success and performance improvement.

Omnia Samy Abd El Halim (2024): This study aimed to investigate the mediating role of work engagement in the relationship between emotional intelligence and the performance of information technology professionals in Egypt. A random sample of 317 IT specialists was analyzed using questionnaires and structural equation modeling with path analysis. The findings indicated that while emotional intelligence did not directly impact IT professionals' performance, work engagement served as a mediating factor in this relationship.

2. Theoretical Framework:

We shall examine the study's variables in the theoretical context, starting with the idea of emotional intelligence and its different facets. We will then talk about organizational loyalty after looking at exceptional job performance and its indications. Lastly, we will examine the connections among organizational loyalty, outstanding performance, and emotional intelligence.

2.1 Emotional Intelligence:

It is widely acknowledged that emotional intelligence is an essential soft talent in today's business. Recent research emphasizes its importance, especially in light of Daniel Goleman's seminal work on the topic. Goleman's work has been essential in raising awareness of emotional intelligence and highlighting how important it is for both career and personal success.

The concept of "Emotional Intelligence" was first developed and popularized in the early 1990s, largely attributed to psychologists Peter Salovey and John Mayer. They defined emotional intelligence as the ability to recognize one's own emotions and feelings in real-time, understand the emotions of others, manage one's own emotional responses, demonstrate empathy, and motivate oneself to make sound decisions (Mayer & Salovey, 1997). Their pioneering work laid the foundation for further research and applications of emotional intelligence in various domains, emphasizing its importance in personal and professional contexts Abraham (1999) defined it as "the ability to use emotional knowledge to solve problems through positive emotions; This definition

emphasizes that emotional intelligence encompasses a set of skills related to accurately assessing and regulating one's own emotions, recognizing the emotional traits of others, and leveraging these insights for motivation and personal achievement (Abraham, 2000).

This perspective underscores the importance of emotional intelligence in managing interpersonal relationships and achieving success across various life domains. Daniel Goleman, an American psychologist and journalist, significantly contributed to the popularization of emotional intelligence with his influential book, *Emotional Intelligence: Why It Can Matter More Than IQ*, published in 1995. In this work, Goleman argued that emotional intelligence might be more crucial than traditional intelligence (IQ) for determining personal and professional success. He defined emotional intelligence as "the ability to recognize one's feelings and the feelings of others, to motivate oneself, and to manage one's emotions and relationships effectively" (Goleman, 1999). Goleman's insights have played a vital role in reshaping our understanding of intelligence in the context of success.

Emotional intelligence broadly encompasses the skills and abilities that enable individuals to recognize their own emotions and those of others. It also includes the capacity to manage and utilize these emotions effectively to enhance performance in various roles and tasks. This understanding of emotional intelligence highlights its importance in fostering interpersonal relationships and achieving success in both personal and professional settings(Mattingly & Kraiger, 2019).

2.1.1 Dimensions of Emotional Intelligence:

Emotional intelligence, as measured by Goleman, can be assessed through the following dimensions, which this study adopts:

- **Self-awareness:** This refers to emotional awareness, which is the individual's understanding of their own emotions and feelings and the recognition of their effects. It includes accurate self-evaluation, meaning knowing one's strengths and weaknesses and their limits, as well as self-confidence, which is the feeling of self-worth and capability.
- **Managing Emotions:** This is the second of the five dimensions of emotional intelligence. It focuses on how an individual processes and deals with emotions that may disturb or harm them, and the ability to manage feelings in a way that is consistent with current situations.
- **Motivation:** This refers to the ability to self-motivate. It indicates the individual's progress and drive towards their motivations. Motivation is a process of managing and supporting behavior towards a goal, and it, like learning, is not directly observable but is inferred from behavioral indicators.
- **Empathy:** This is the ability to read others' feelings from their voices or facial expressions. This skillis based on an awareness of emotions.
- **Social Skills :**This refers to an individual's ability to manage and influence the emotions of others. It encompasses various competencies, including effective communication, conflict resolution, leadership, relationship-building, collaboration, and active participation. Strong social skills enable individuals to navigate social interactions and foster positive relationships within teams and organizations

2.2 Outstanding Job Performance

2.2.1 Concept of Outstanding Job Performance

Performance is the tangible reality of human effort and organizational administrative

activities. Employee performance is an important indicator of individual performance and, consequently, organizational performance. It is defined as: "the total expected value contributed to the organization through actions that include performing job tasks, as well as the behaviors followed according to the job description" (Adewale, 2024).

2.2.2 Concept of Outstanding Job Performance

The concept of performance in general, and high, superior, or outstanding performance in particular, is one of the modern management concepts that receives significant attention from organizations due to its strong connection to the goals and success of organizations in a changing competitive environment.

(Drucker) adds that "the excellence of organizations comes from their ability to manage the knowledge possessed by individuals. Therefore, outstanding performance is what distinguishes the organization from others." This study will address outstanding performance at the individual level, referred to as outstanding job performance, by the requirements of this research.

Outstanding job performance is defined as: "a set of behaviors that express the employee's performance in a way that ensures quality performance and effective execution." It is also defined as: "the skills and abilities that individuals possess within the organization, enabling them to apply those skills and knowledge in the field of work performance" (Abdel Samad, 2015-2016). Additionally, it is defined as "the performance of the person assigned to the job who achieves high levels of job performance in both behavioral and output aspects, in alignment with and achieving the organization’s goals."

2.2.3 Indicators of Outstanding Job Performance for Human Resources

One of the key indicators that differentiate human resources from the employees' perspective includes various factors such as performance and achievement, initiative and creativity, collaboration and job commitment, participation, and accountability, as well as a commitment to continuous learning (Ghanem, 2017-2018). These attributes reflect the holistic development of employees and their contributions to organizational success, emphasizing the importance of fostering a supportive and engaging work environment to cultivate these qualities.

- **Performance and Achievement:** This criterion assesses an employee's overall performance and professional accomplishments. It encompasses both the quantity and quality of their work, as well as the nature of their achievements, such as meeting or exceeding established goals and exceeding job requirements. This focus highlights the significance of delivering not only results but also high-quality work, illustrating the employee's contributions to the organization's success**.**
- **Initiative and Creativity**: This criterion emphasizes the extent to which the employee takes the initiative to present ideas, suggestions, studies, or innovative working methods that contribute to improving performance, enhancing productivity, upgrading the quality of services provided to clients, and simplifying processes. It pertains to the level of creativity, initiative, and distinctiveness in the ideas, suggestions, or accomplishments offered by the employee.
- **Cooperation and Job Commitment**: This criterion focuses on the degree of the employee's cooperation with external clients/internal stakeholders and their positivity in dealing and collaborating with them. It also examines the employee's job and behavioral commitment

through adherence to institutional regulations and respect for them, supported by a work record free of violations.

- **Continuous Learning and Improvement**: This criterion evaluates the willingness and ability of the new employee to learn skills related to their job responsibilities and how well they benefit from the experiences of their more knowledgeable colleagues.
- **Participation and Accountability**: This criterion involves how the organization develops methods for communication among human resources that enhance relationships between different levels and job categories, thereby achieving the organization's strategies and objectives.

2.3 Organizational Commitment

All organizations, regardless of their fields of activity, strive to achieve a high level of loyalty from their employees. This enables them to operate with confidence and ease, placing them in a distinguished position in the face of fierce competition among businesses, particularly in the competition for human capital and loyalty.

2.3.1 Concept of Organizational Commitment

Several definitions of organizational commitment have been proposed, including, but not limited to, the following:

Organizational commitment is characterized as a state where individuals align themselves with the organization's goals and values, actively striving to maintain their membership to achieve personal objectives (Moussa, 2015, p. 119). This definition underscores the important connection between employees' aspirations and the organization's broader goals. A strong sense of organizational commitment not only enhances employee engagement but also positively impacts overall organizational performance and success. Studies have shown that when employees are deeply committed to their organization's mission and values, it leads to increased motivation and productivity, benefiting both the individual and the organization as a whole (Meyer & Allen, 1991; Goleman, 1995). This relationship highlights the necessity of fostering a committed workforce to drive organizational effectiveness.

It is described as the alignment of an individual's goals with those of the organization they work for, as well as the extent of their connection and commitment to its values (Atyat, 2019). This definition highlights the importance of personal alignment with organizational objectives, indicating that a strong commitment fosters a deeper connection and engagement within the workplace, which can lead to improved performance and job satisfaction.

Based on the previous definitions, organizational commitment can be described as a feeling or emotion that grows and develops within an individual, signifying their belonging to their organization. This feeling is rooted in loyalty, affection, and integration into the organization, represented by its values, goals, and aspirations.

2-4The Relationship between Emotional Intelligence, Outstanding Performance, and Organizational Commitment:

Numerous studies have demonstrated a positive correlation between emotional intelligence and job performance. One notable study by Goleman examined the economic impact of emotional intelligence by comparing low-performing employees with those who excel. He classified jobs into

three levels of complexity—low, medium, and high—and found that the economic benefits of emotional intelligence increase with job complexity. Specifically, he noted that the average additional economic value for high performers (the top 1% in emotional efficiency) was 127% greater than that of average performers. This suggests that emotional intelligence plays a crucial role in enhancing performance, particularly in more complex roles, where effective emotional management becomes increasingly valuable.

Additionally, Razali et al. (2022) conducted their study on 106 employees at an industrial company in Malaysia and found a significant relationship between emotional intelligence and employee performance. Vrontis et al. (2021) also examined the impact of manager motivation, empathy, self-regulation, self-awareness, and social skills when studying the relationship between the emotional intelligence of working managers.

The positive influence of emotional intelligence dimensions on employee performance can be understood through several key factors:

- Emotional intelligence is closely linked to motivation and encouragement.
- Emotional intelligence is a suitable tool for predicting employee motivation.
- Ability-based emotional intelligence enhances communication skills and social interaction, leading to better relationships and thereby enabling the prediction of performance.

Regarding the relationship between emotional intelligence and organizational commitment, while limited studies have examined this connection, researchers suggest that individuals who excel in regulating their emotions and are attuned to the feelings of others tend to develop a stronger attachment to their work and greater happiness, ultimately resulting in increased loyalty to their organization. Furthermore, when individuals have a strong ability to manage and control their own emotions effectively, this will undoubtedly improve their job performance, opening up opportunities for advancement, which in turn fosters their loyalty to the organization. Thus, it can be concluded that a positive relationship exists between emotional intelligence and organizational commitment.

3. materials and methods:

3.1 Study Population and Sample: All Algerian employees of Condor Company are included in the study population. The study concentrated on the Condor Company in Bordj BouArreridj because of the large sample size and the difficulties in reaching everyone. Using a straightforward random sampling technique, a questionnaire was given to its staff, yielding 30 valid answers.

3.2 Diagnosis of the Study Model: Three latent variables—one independent (Emotional Intelligence), one mediating (Organizational Loyalty), and one dependent (Outstanding Performance)—are the basis of the theoretical model, which consists of a number of causal relationships that explain employee exceptional performance. As shown in Figure 2, which shows the estimation of the PLS path model for the study variables, the manifest variables match the statements that make up the three latent variables.

3.3 Evaluation of the Measurement Model: Table 1 lists several criteria for assessing the convergent validity and reliability of the measurement model using tests like AVE, Cronbach's alpha, Composite reliability, and outer loadings. Cross-loadings and the Cornell-Larcker criterion are used to evaluate discriminant validity.

3.3.1 Construct Reliability and Validity

From Table (2) and Figure (3), it is evident that:

The load values for the items of the independent variable, **Emotional Intelligence**, were less

than 0.7 for items (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 15, 18, 19, 20), and greater than 0.7 for items (13, 14, 16, 17). Additionally, both the Cronbach's alpha and the Composite Reliability values were greater than 0.7, with respective values of 0.776, 0.806, and 0.757, which fall within the acceptable range for reliability. However, the Average Variance Extracted (AVE) value was below 0.5, at 0.213, indicating that the latent variable Emotional Intelligence does not explain more than half of the variance of its indicators, and thus the convergent validity is not achieved.

As for the items of the dependent variable, Excellent Performance, their load values were greater than 0.7, except for two items (EP6, EP8) with values of (-0.099, 0.684), which are less than 0.7. Nevertheless, both Cronbach's alpha and Composite Reliability (CR) were greater than 0.7, and the Average Variance Extracted (AVE) was greater than 0.5.

As for the items of the mediating variable, Organizational Loyalty, their load values were greater than 0.7, except for two items (OL10, OL6) with values of (0.636, and 0.683), which are less than 0.7. Nevertheless, both Cronbach's alpha and Composite Reliability (CR) were greater than 0.7, and the Average Variance Extracted (AVE) was greater than 0.5, at a value of 0.726.

Since the convergent validity is not achieved for the independent variable, the items with load values less than 0.4 will be removed in one go. Then, the items with values less than 0.7 will be gradually eliminated until the conditions of Cronbach's alpha and Composite Reliability (CR) being greater than 0.7, as well as the Average Variance Extracted (AVE) being greater than 0.5, are met for all three variables' items.

Table 3 and Figure 4 indicate that all load values for the remaining items of the independent variable Emotional Intelligence, the dependent variable Outstanding Performance, and the mediating variable Organizational Loyalty were above 0.7, with the exception of one item from the independent variable, EL17, which registered a value of 0.689. This item was still accepted, as both Cronbach's alpha and Composite Reliability values exceeded 0.7, demonstrating the reliability of the items across the three variables. Additionally, the Average Variance Extracted (AVE) values for all variables were greater than 0.5, suggesting that each latent variable accounts for more than half of the variance in its indicators. Consequently, convergent validity was established between the variables and their associated items.

3.3.2 Discriminant validity

a- **Fornell-Larcker Criterion**: It is evident from Table (4) for the Fornell-Larcker criterion that all the concepts represented by the variables of emotional intelligence, outstanding performance, and organizational loyalty obtained high values with themselves, which represent the value *(√AVE).* These values ranged between (0.803–0.898), confirming that there is no overlap between the concepts, and each concept represents itself. Therefore, discriminant validity was achieved by applying the Fornell-Larcker test.

b- **Cross Loadings**: Table 5, which presents the results of the Cross Loadings test, demonstrates that the loadings of items associated with each concept (emotional intelligence, outstanding performance, and organizational loyalty) were significantly higher within their respective categories compared to the others. For instance, the loadings for the outstanding performance variable (EP1, EP2, EP3, EP4, EP5) showed high values of (0.878, 0.806, 0.897, 0.925, 0.838), in contrast to the loadings for emotional intelligence and organizational loyalty. This indicates that these indicators are most appropriately aligned with their corresponding concept of outstanding performance. A similar trend was found for the remaining concepts. The Cross

Loadings test proved the measurement model's discriminant validity. Overall, this data supports the indicators' reliability and validity (both convergent and discriminant) for the various variables within the model, allowing the structural model to be evaluated further.

3.4Assessment of Structural Model: The evaluation of the structural model represents the second phase in the PLS-SEM methodology, focusing on the assessment of relationships between exogenous and endogenous latent variables. This process involves several steps, including analyzing linear relationships through the VIF coefficient, the coefficient of determination (R^2), effect size (F^2), predictive relevance (Q^2), and goodness of fit (GOF). The criteria for this evaluation are summarized in Table N (1).

3-4-1 Collinearity statistics (VIF)

Table (6) indicates that there are no multicollinearity concerns among the various external variables in the study, as all Variance Inflation Factor (VIF) values for the different variables are below 5, remaining within the acceptable threshold. Furthermore, the tolerance values for these variables exceed 0.2, which is considered acceptable.

3-4-2 Quality Criteria

a- R-square: From Table (7) and Figure (5), it is evident that the R-square coefficient for the latent internal variable (Excellent Performance) has a statistically acceptable value of 0.544, which falls within the range [0.33 - 0.67].

b- This indicates that the independent variable (Emotional Intelligence) accounts for a moderate degree of variance in the dependent variable (Outstanding Performance).accounting for 54.4%. It is also clear that the R-square coefficient for the latent internal variable (Organizational Loyalty) has a statistically acceptable value of 0.273, which falls within the range [0.19 - 0.33]. This indicates that the independent variable (Emotional Intelligence) weakly explains the variable (Organizational Loyalty), accounting for 27.3%.

c- Effect Size (f square): From Table No. (8) and Figure No. (6), we can conclude that the effect size on the latent internal variable (Excellent Performance) is weak, with Emotional Intelligence having an effect of 0.070, as this value falls within the range [0.02 – 0.15]. However, the effect size of Organizational Loyalty is high, with a value of 0.585, as it exceeds 0.35.Additionally, the effect size on the latent internal variable (Organizational Loyalty) is high for the Emotional Intelligence variable, with an effect of 0.375, as it exceeds 0.35.

C- Predictive Relevance (Q^2): The predictive relevance values derived from the SmartPLS algorithm demonstrate the importance of independent variables (external constructs) in forecasting the dependent variable (internal construct). This underscores the effectiveness of the model in reconstructing the data gathered through empirical methods.The process involves deletion, where a distance called D is set, and all data points falling beyond this distance are removed. The parameters are then estimated using the remaining data, and the process is repeated. The program outputs only the value of $Q^2_{included}$ and then we derive $Q^2_{excluded}$by excluding one of the external constructs. We then calculate $\mathbf{Q^2}$ using the following relationship:

$$Q^2 = 1 - \frac{\sum_D E_D}{\sum_D EO_D} = 1 - \frac{SS_E}{SS_O}$$

E is the total sum of squares of the prediction error, (Q2 > 0) is the total sum of squares, and D is the neglect distance, which is estimated as follows: If, the model has predictive relevance; if (Q2 > 0), the model does not have predictive relevance.

The results outlined in Table (9) and Figures (7, 8, 9) indicate that the q^2 values for the latent internal variables, Excellent Performance and Organizational Loyalty, are both greater than zero, recorded at (0.037 and 0.051) respectively. This suggests that the model possesses predictive relevance and significance.

d- Goodness-of-Fit (GoF): The GoF index assesses the reliability of the study model, whether it is a standard model or a structural one. It reflects the model's quality and the degree to which the experimental data align with it. The evaluation of the model is conducted as follows:

- 1%: Non-viable model for the study
- Between 1% and 25%: Weak model
- Between 25% and 36%:Moderate model
- Greater than 36%: High-quality model.

Table (10) shows that the value of the Goodness-of-Fit index is 0.555, which corresponds to 55.5%. This percentage exceeds 36%, indicating that both the standard model and the proposed structural model have high quality. Thus, we can proceed to test the study hypotheses.

3-5 Hypothesis Testing: Using the Smart-PLS4 program, we test the impact hypotheses according to the SEM-PLS methodology for path analysis. This centers on the value of the path coefficient (BBB) along with the T-value and P-value, which are derived from the Smart PLS program by applying a subsample of 5,000 using Bootstrapping with a two-tailed hypothesis from the Path Coefficients window.

The regression coefficient BBB indicates the direction of the relationship between the constructs, ranging from -1 to +1. A value of +1 indicates a strong positive relationship, while a value of 0 indicates a weak or non-existent relationship, and -1 indicates a strong negative relationship.

- The T-value indicates the significance of the relationship; the higher the T-value ($T \geq 1.96$), the better.
- The P-value indicates the level of significance; the effect relationship is considered acceptable and statistically significant if plus-plus plus≤ 0.05.

3.5.1 Testing the Direct Effect Hypothesis: We will test the first hypothesis, which expresses the existence of an effect of Emotional Intelligence on Excellent Performance without the mediation of Organizational Loyalty. Therefore, we will exclude the loyalty variable from the model and observe the results:

First Hypothesis: There is a statistically significant positive effect ($\propto \leq 0.05$) between Emotional Intelligence (independent variable) and the Excellent Performance of employees (dependent variable) from the perspective of the employees of Condor Corporation in Bordj BouArreridj.

According to Table (11) and Figure No. (10), which indicate the effect relationships between the independent variable Emotional Intelligence and the dependent variable Excellent Performance, the direct effect relationship is positive and moderate, with a value of B=0.539B = 0.539B=0.539. The values of the T-value and P-value are (2.342, and 0.019), respectively, both of which fall within the permissible limits ($p \leq 0.05$, $T \geq 1.96$)،This indicates that there is a statistically

significant effect of Emotional Intelligence on Excellent Performance. Consequently, we reject the null hypothesis (H0) regarding the first hypothesis and accept the alternative hypothesis, which posits that there is a statistically significant positive relationship ($\propto \leq 0.05$) between Emotional Intelligence (the independent variable) and the Excellent Performance of employees (the dependent variable) from the perspective of Condor Corporation employees in Bordj BouArreridj.

3.5.2 Testing the Mediation Hypothesis of Organizational Loyalty Between Emotional Intelligence and Job Performance

we will test the three remaining hypotheses:

- **(H2):** There is a statistically significant positive relationship ($\propto \leq 0.05$) between Emotional Intelligence and the mediating variable Organizational Loyalty from the perspective of employees at Condor Corporation in Bordj BouArreridj.
- (**H3):** There exists a statistically significant positive effect ($\propto \leq 0.05$) between the mediating variable Organizational Loyalty and the Excellent Performance of employees (dependent variable) from the viewpoint of Condor Corporation employees in Bordj BouArreridj.
- **(H4):** The mediating variable Organizational Loyalty significantly influences the relationship between the independent variable Emotional Intelligence and the dependent variable Excellent Performance of employees ($\propto \leq 0.05$), as perceived by the employees of Condor Corporation in Bordj BouArreridj.

In the PLS-SEM methodology, when testing mediation hypotheses, we rely on the same analysis criteria used for testing effect hypotheses, but only the windows change. Here, we will use the Bootstrapping method by Preacher and Hayes (2008) to determine the significance of the mediation, the type of mediation, and the mediation ratio using the VAF index.

First: Significance of Mediation: The Preacher and Hayes (2008) method is used to confirm mediation, based on two conditions:

- **Condition One:** The relationship between the independent variable and the dependent variable through the mediator is statistically significant (indicating an indirect effect). This significance can be observed in the Indirect Effects window, with consistent results also reflected in the Total Effects window.
- **Condition Two:**The confidence interval (both the lower and upper limits) between the independent variable and the dependent variable through the mediator does not encompass zero. (Bootstrapped Confidence Interval), indicating the presence of a significant effect of the mediator. We can find this range by copying the sample table from Bootstrapping and performing calculations in Excel to extract values from SmartPLS
- using the Path Coefficients window to analyze the direct relationship between the independent variable and the mediator, as well as the relationship between the mediator and the dependent variable, while also referring to the Total Indirect Effects window for the values of the indirect effectTo verify the two conditions, we combined the tables from the Path Coefficients window and the Total Indirect Effects window into Table (12).

From Table (12) and Figure No. (11), it appears that there is no indirect effect of the Organizational Loyalty variable between Emotional Intelligence and Excellent Performance, despite the presence of a direct effect between Emotional Intelligence and Organizational Loyalty, as well

as a direct effect between Organizational Loyalty and Excellent Performance. This can be explained as follows:

The direct effect coefficient of Emotional Intelligence on Organizational Loyalty has a positive and moderate value of (B=0.522), with (T-value= 2.334, P-value= 0.020*), both of which fall within the permissible limits (p≤0.05, T≥1.96)

This suggests a statistically significant effect of Emotional Intelligence on the Organizational Loyalty of the employees involved in the study. Consequently, we reject the null hypothesis H0 for the second hypothesis and accept the alternative hypothesis: there exists a statistically significant positive effect ($\propto \leq 0.05$) between Emotional Intelligence and the mediating variable Organizational Loyalty from the perspective of the employees of Condor Corporation in Bordj BouArreridj.

Additionally, the Emotional Intelligence variable has a positive and moderate direct effect coefficient on Organizational Loyalty with a value of (B=0.606), and the (T-value= 4.231, P-value= 0.000*) while the PPP-value is 0.000*, both of which fall within the permissible limits (p≤0.05, T≥1.96). This indicates that there is a statistically significant effect of employee loyalty on their Excellent Performance in the institution. Therefore, we reject the null hypothesis H0 for the third hypothesis and accept the alternative hypothesis:**There is a statistically significant positive effect ($\propto \leq 0.05$) between the Organizational Loyalty variable and the Excellent Performance variable of employees (the dependent variable) from the perspective of the employees of Condor Corporation in Bordj BouArreridj.**

The indirect effect (Emotional Intelligence → Excellent Performance) has a weak positive indirect effect coefficient of (B=0.317) with a low standard error estimated at 17.3%. The T-value and P-value are (0,066, and 1,836) respectively, which are both outside the permissible limits (p≤0.05, T≥1.96) ،This suggests the acceptance of the null hypothesis H0 for the fourth hypothesis, indicating that there is no statistically significant positive effect ($\propto \leq 0.05$) of the mediating variable (Organizational Loyalty) between the independent variable (Emotional Intelligence) and the dependent variable (Excellent Performance) from the perspective of the employees at Condor Corporation in Bordj BouArreridj.

4. Conclusion:

Through the field study of the proposed model (Emotional Intelligence... Organizational Loyalty... Excellent Performance), it became clear that there is no mediating effect of the Organizational Loyalty variable in the institution under study, contrary to what many previous studies have concluded.

The causal relationships between Emotional Intelligence and Excellent Performance have been confirmed, along with the connections between Emotional Intelligence and Organizational Loyalty, as well as between Organizational Loyalty and Excellent Performance. Specifically, the relationship between Emotional Intelligence and Excellent Performance was quantified by a coefficient of determination ($R^2 = 0.544$), indicating that 54.4% of the variance in Excellent Performance can be explained by Emotional Intelligence, while the remaining variance is attributed to other factors outside the model. The results were as follows::

(H1): Reject H_0 because (sig=0.019<∝=O.05), Employees at Condor Company in Bordj Bou Arreridj reported a statistically significant positive influence ($\alpha \leq 0.05$) of emotional intelligence (the independent variable) on excellent performance (the dependent variable).

(H2): Reject H_0 because (sig=0.020<∝=O.05), meaning there is a statistically significant positive effect (α≤0.05\alpha \leq 0.05α≤0.05) between Emotional Intelligence and the mediating variable Organizational Loyalty from the viewpoint of employees at Condor Company in Bordj BouArreridj.

(H3): Reject H_0 because (sig=0.000<∝=O.05), meaning there is a statistically significant positive effect (∝≤O.05)

between the mediating variable (Organizational Loyalty) and the dependent variable of Excellent Performance among employees at Condor Company in Bordj BouArreridj.

(H4): Accept H_0 because (sig=0.066<∝=O.05indicating that there is no statistically significant positive effect ($\propto \leq 0.05$) of the mediating variable (Organizational Loyalty) on the relationship between the independent variable (Emotional Intelligence) and the dependent variable (Excellent Employee Performance) from the perspective of Condor Company employees in Bordj BouArreridj.

- **Suggestions: In light of the aforementioned, it is advised that:**Designing training programs that focus on emotional intelligence for employees at Condor to achieve a high level of performance and create a competitive environment in this field, so that emotional intelligence becomes a part of the organizational culture in Algerian institutions.
- The necessity of incorporating emotional intelligence skills into the recruitment criteria set by the institution, as technical competence alone is not sufficient.
- The need to conduct similar applied studies in other Algerian institutions and compare the results with those of this study.

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6. Appendices:

Table 1. Criteria For PLS-SEM

Criteria of Measurement Model Assessment			
Validity Type	**Criteria**	**Guidelines**	**References**
Indicator reliability	Loadings	Loading ≥ 0.7	(Chin, 1998)
Construct reliability	Cronbach's alpha (CA)	CA ≥ 0.7	(Cronbach, 1951)
	Composite reliability (CR)	CR ≥ 0.7	(Hair, Hult, Ringle, & Sarstedt, 2017)
Convergent validity	Average variance extracted (AVE)	AVE ≥ 0.5	(Fornell & Larcker, 1981)
Discriminant validity	Cross loadings	loading > its cross loadings on the other constructs	(Chin, 1998)
	Fornell-Larcker criterion	√AVE > correlation with other constructs	(Fornell & Larcker, 1981)
Criteria of Structural Model Assessment			
Criteria	**Guidelines**		**References**
Collinearity	VIF < 5 or tolerance > 2		(Hair, Ringle, & Sarstedt, 2011; Hair, Hult, Ringle, & Sarstedt, 2017)
Path coefficients	Use bootstrapping with 10,000 sub-samples Significance: $p \leq 0.05$ Sign: one-tailed option		(Hair, Hollingsworth, Randolph, & Chong, 2017; Hair, Hult, Ringle, & Sarstedt, 2017)
Coefficient of determination (R^2)	Weak effect: $R^2 = 0.19$ Moderate effect: $R^2 = 0.33$ High effect: $R^2 = 0.67$		(Chin, 1998)
Effect of size f square	**Not effect: F2<0.02 Weak effect: 0.02<F2< 0.15 Moderate effect: 0.15<F2<0.35 High effect: F2 >0.35**		Cohen 1988
Cross-validated redundancy (Q^2)	Use blindfolding $Q^2 > 0$		(Chin, 1998)

Source: (Sami Saeed Binyamin, 2019)

Table 2. Construct reliability and validity

Constructs	Items	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Emotional Intelligence	EI1	-0,117	0,776	0,806	0,757	0,213
	EL2	-0,095				
	EL3	0,125				
	EL4	0,016				
	EL5	0,050				
	EL6	0,384				
	EL7	0,116				
	EL8	0,100				
	EL9	0,263				
	EL10	0,385				
	EL11	0,079				
	EL12	0,533				
	EL13	0,725				
	EL14	0,813				
	EL15	0,652				
	EL16	0,724				
	EL17	0,721				
	EL18	0,686				
	EL19	0,241				
	EL20	0,597				
Excellent Performance	EP1	0,889	0,861	0,919	0,901	0,576
	EP2	0,783				
	EP3	0,853				
	EP4	0,916				
	EP5	0,820				
	EP6	-0,099				
	EP7	0,700				
	EP8	0,684				
Organizational Loyalty	OL1	0,843	0,956	0,964	0,963	0,726
	OL2	0,921				
	OL3	0,848				
	OL4	0,899				
	OL5	0,939				
	OL6	0,683				
	OL7	0,899				
	OL8	0,881				
	OL9	0,915				
	OL10	0,636				

Source: Prepared by the researchers based on the outputs of SmartPLS4.

Table 3. The reliability and convergent validity tests after modification

Constructs	Items	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Emotional Intelligence	EL13	0,844	0,864	0,901	0,900	0,644
	EL14	0,890				
	EL15	0,747				
	EL16	0,827				
	EL17	0,689				
Excellent Performance	EP1	0,878	0,919	0,920	0,939	0,756
	EP2	0,806				
	EP3	0,897				
	EP4	0,925				
	EP5	0,838				
Organizational Loyalty	OL1	0,847	0,965	0,968	0,971	0,806
	OL2	0,925				
	OL3	0,838				
	OL4	0,903				
	OL5	0,949				
	OL7	0,904				
	OL8	0,889				
	OL9	0,922				

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 4. Results of the Fornell-Larcker Criterion Test

	Emotional Intelligence	Excellent Performance	Organizational Loyalty
Emotional Intelligence	0,803		
Excellent Performance	0,526	0,870	
Organizational Loyalty	0,522	0,715	0,898

Source: Prepared by the researchers based on the outputs of SmartPLS4.

Table 5. Results of the Cross-Loadings Test

Constructs	Items	Emotional Intelligence	Excellent Performance	Organizational Loyalty
Emotional Intelligence	EL13	0,844	0,337	0,291
	EL14	0,890	0,579	0,497
	EL15	0,747	0,422	0,571
	EL16	0,827	0,397	0,354
	EL17	0,689	0,254	0,236
Excellent Performance	EP1	0,451	0,878	0,589
	EP2	0,316	0,806	0,688
	EP3	0,477	0,897	0,641
	EP4	0,483	0,925	0,631
	EP5	0,563	0,838	0,553
Organizational Loyalty	OL1	0,398	0,707	0,847
	OL2	0,500	0,662	0,925
	OL3	0,383	0,517	0,838
	OL4	0,539	0,651	0,903
	OL5	0,557	0,667	0,949
	OL7	0,479	0,678	0,904
	OL8	0,513	0,575	0,889
	OL9	0,353	0,658	0,922

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 6. Results of the Collinearity Problem Test

Inner model – List	Excellent Performance		Organizational Loyalty	
	VIF	Tolerance	VIF	Tolerance
Emotional Intelligence	1,375	0,727	1,000	1,000
Organizational Loyalty	1,375	0,727		

Source: Prepared by the researchers based on the outputs of SmartPLS4.

Table 7. Results of the R-squared Coefficient

	R-square	Result
Excellent Performance	0,544	**Moderate effect**
Organizational Loyalty	0,273	**Weak effect**

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 8. Effect Size (f^2) Analysis

	f-square	Result
Emotional Intelligence -> Excellent Performance	0,070	**Weak effect**
Emotional Intelligence -> Organizational Loyalty	0,375	**High effect**
Organizational Loyalty -> Excellent Performance	0,585	**High effect**

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 9. Results of the Predictive Relationship Indicator (q-squared)

	SSO	SSE	$Q^2_{included}$ Q^2 (=1–SSE/SSO)	$Q^2_{excluded}$	q2
Excellent Performance	150,000	95,263	0,365	0,341	0,037
Organizational Loyalty	240,000	189,660	0,210	0,169	0,051

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 10. Goodness-of-fit (GoF) Indicator of Fit Quality

	R^2	AVE
Excellent Performance	0,544	0,756
Organizational Loyalty	0,273	0,806
$GOF = \sqrt{AVE \times R^2}$	**0.555**	

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 11. Results of the Direct Effect Between Emotional Intelligence and Outstanding Performance

Direct Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
H 1- Emotional Intelligence -> Excellent Performance	0,539	0,545	0,230	2,342	0,019*	H0 Rejection

p**≤0.01, p*≤0.05 Bootstrapping= 5000

Source: Prepared by the researchers based on the outputs of SmartPLS4

Table 12. Direct and Indirect Paths for Testing the Mediation of Organizational Loyalty

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
Derect effects	**Emotional Intelligence -> Organizational Loyalty**	0,522	0,545	0,224	2,334	0,020*	H0 Rejection
	Organizational Loyalty -> Excellent Performance	0,606	0,613	0,143	4,231	0,000**	H0 Rejection
Inderect effect	**Emotional Intelligence -> Organizational Loyalty ->Excellent Performance**	0,317	0,338	0,173	1,836	0,066	H0 Rejection

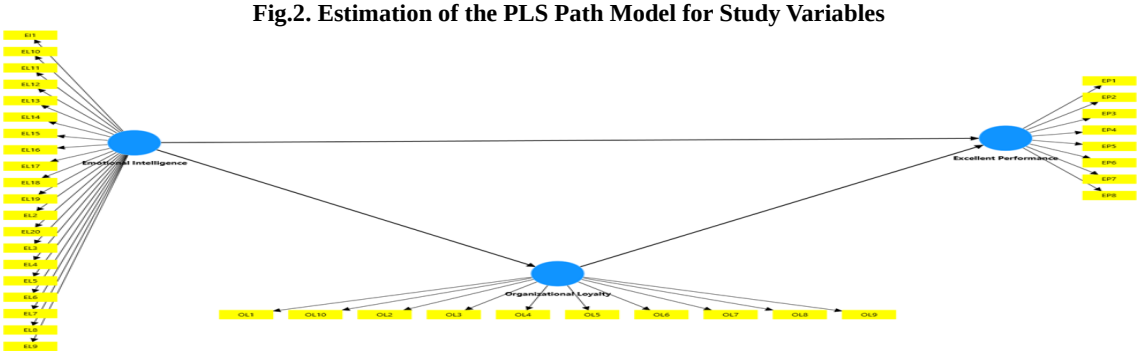
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.1 Proposed Study Model



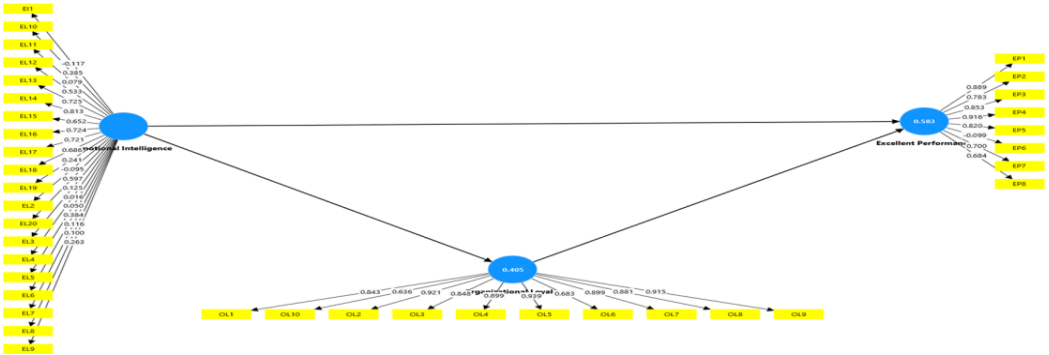
Source: Prepared by the researchers based on previous studies

Fig.2. Estimation of the PLS Path Model for Study Variables



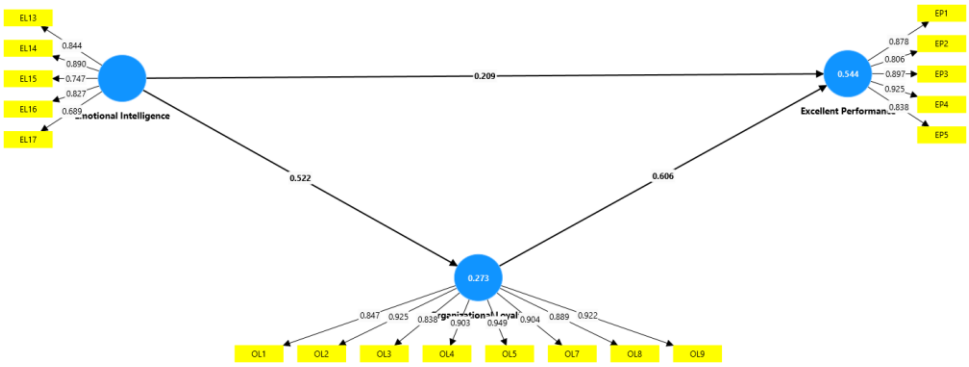
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.3. Measurement Model Before Modification



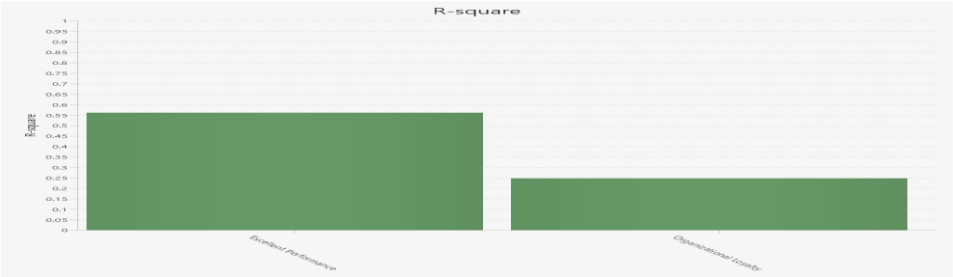
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.4. Modified Measurement Model



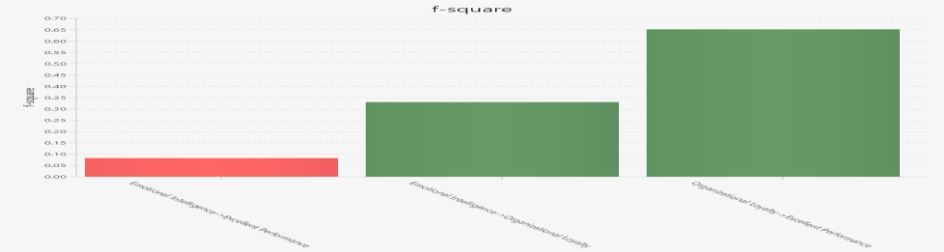
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.5. R-squared Coefficient



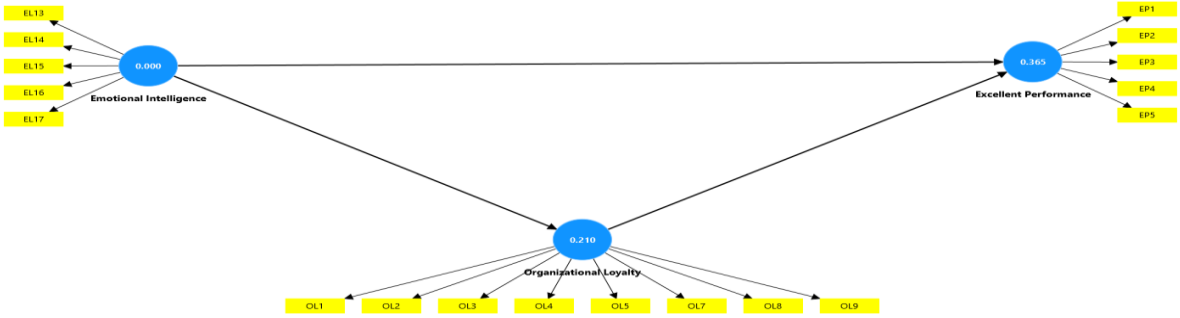
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.6. f-square Effect Size



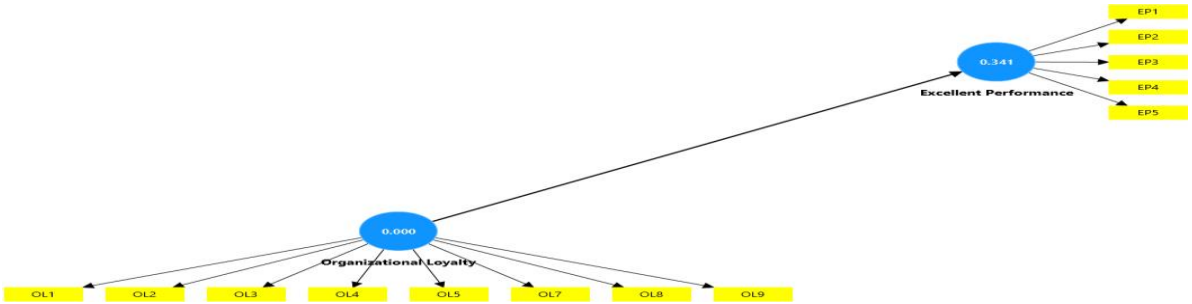
Source: Effect Size (f^2)

Fig.7. Predictive Relevance Index (Q _included)



Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.8. Predictive Relevance Index $Q^2_{excluded}$



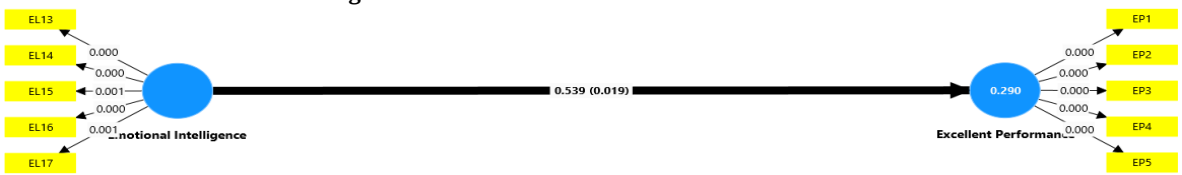
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.9. Predictive Relevance Index $Q^2_{excluded}$



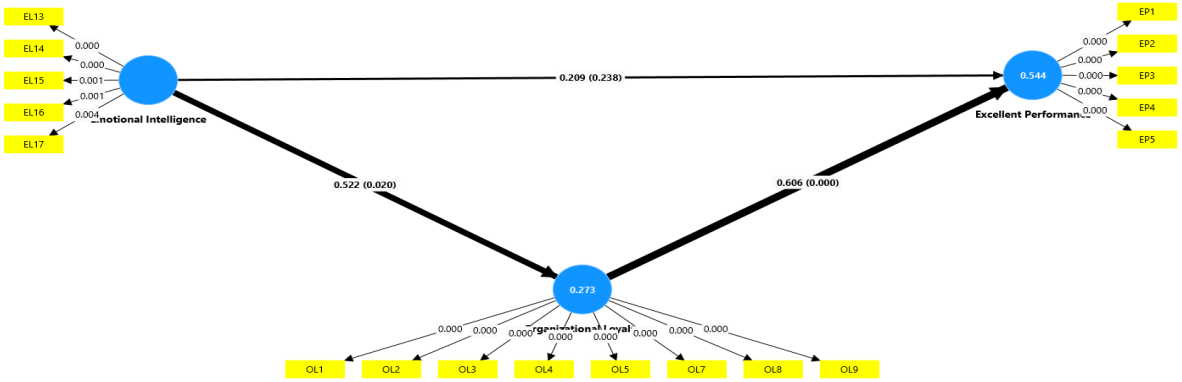
Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.10. Path Model Without Mediator Interaction



Source: Prepared by the researchers based on the outputs of SmartPLS4

Fig.11. Path Model with Mediator Interaction of Organizational Loyalty



Source: Prepared by the researchers based on the outputs of SmartPLS4