ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya peningkatan *Job Performance* tenaga kesehatan dalam menghadapi tuntutan pelayanan kesehatan yang semakin kompleks. Kinerja tenaga kesehatan tidak hanya dipengaruhi oleh kompetensi individu, tetapi juga oleh faktor organisasi seperti *Emotional Intelligence Leadership*, *Organizational Justice*, *Knowledge Sharing*, serta kondisi psikologis pegawai yang tercermin dalam *Work Engagement*. Penelitian ini bertujuan untuk menganalisis pengaruh *Emotional Intelligence Leadership*, *Organizational Justice*, dan *Knowledge Sharing* terhadap *Job Performance* melalui *Work Engagement* pada tenaga kesehatan rumah sakit di Kota Surabaya. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Sampel penelitian berjumlah 200 tenaga kesehatan yang dipilih menggunakan teknik *purposive sampling*. Analisis data dilakukan menggunakan *Structural Equation Modelling–Partial Least Square* (*SEM-PLS*) melalui SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *Emotional Intelligence Leadership* tidak berpengaruh terhadap *Job Performance*, tetapi berpengaruh terhadap *Work Engagement*. *Organizational Justice* berpengaruh terhadap *Job Performance* dan *Work Engagement*. *Knowledge Sharing* tidak berpengaruh terhadap *Job Performance*, tetapi berpengaruh terhadap *Work Engagement*. Selain itu, *Work Engagement* berpengaruh terhadap *Job Performance* serta memediasi secara penuh hubungan *Emotional Intelligence Leadership* dan *Knowledge Sharing* terhadap *Job Performance*, serta memediasi secara parsial hubungan *Organizational Justice* terhadap *Job Performance*. Implikasi penelitian menunjukkan pentingnya penguatan kepemimpinan emosional, keadilan organisasi, budaya berbagi pengetahuan, dan keterlibatan kerja untuk meningkatkan kinerja tenaga kesehatan.

Kata Kunci: *Emotional Intelligence Leadership*, *Organizational Justice*, *Knowledge Sharing*, *Work Engagement*, *Job Performance*.

ABSTRACT

This study was motivated by the importance of improving healthcare workers' Job Performance in responding to increasingly complex healthcare service demands. Employee performance is influenced not only by individual competencies but also by organizational factors such as Emotional Intelligence Leadership, Organizational Justice, Knowledge Sharing, and employees' psychological conditions reflected in Work Engagement. This study aims to analyze the effects of Emotional Intelligence Leadership, Organizational Justice, and Knowledge Sharing on Job Performance through Work Engagement among healthcare workers in hospitals in Surabaya City. The study employed a quantitative approach using a survey method. The sample consisted of 200 healthcare workers selected through purposive sampling. Data were analyzed using Structural Equation Modelling–Partial Least Square (SEM-PLS) with SmartPLS 4.0. The results indicate that Emotional Intelligence Leadership does not directly affect Job Performance but significantly affects Work Engagement. Organizational Justice significantly affects both Job Performance and Work Engagement. Knowledge Sharing does not directly affect Job Performance but significantly affects Work Engagement. Furthermore, Work Engagement significantly affects Job Performance and fully mediates the relationships between Emotional Intelligence Leadership and Knowledge Sharing with Job Performance, while partially mediating the relationship between Organizational Justice and Job Performance. The findings imply that strengthening emotional leadership, organizational justice, knowledge-sharing culture, and employee engagement is essential for improving healthcare workers' performance.

Keywords: *Emotional Intelligence Leadership, Organizational Justice, Knowledge Sharing, Work Engagement, Job Performance.*