The Effect Of Workload And Organizational Support On Employee Performance With Emotional Intelligence As An Intervening Variable At The Health Office Of Mamberamo Tengah Regency

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Abstract: This study aims to analyze the effect of workload, organizational support, and emotional intelligence on employee performance at the Health Office of Mamberamo Tengah Regency, with emotional intelligence as an intervening variable. This study uses a quantitative method with a descriptive analysis approach and hypothesis testing through statistical tests, involving 100 respondents from the Health Office of Mamberamo Tengah Regency as the sample. The results show that workload has a significant effect on emotional intelligence, with a T-Statistics value of 3.769 and P-Values of 0.000, indicating that a higher workload can enhance employees' emotional intelligence. Organizational support has a positive effect on emotional intelligence, with a T-Statistics value of 2.650 and P-Values of 0.008. These findings suggest that the support provided by the organization, whether emotional, material, or social, can help employees manage their emotions more effectively. Employee performance is also significantly influenced by emotional intelligence, with a T-Statistics value of 3.125 and P-Values of 0.002, meaning that employees with good emotional intelligence work more effectively. Based on these findings, it is recommended that the organization improve workload management to be more balanced and provide stronger support to employees, especially in terms of direct assistance from leaders. Furthermore, it is essential to strengthen the development program of employees' emotional intelligence to help them better manage stress and work pressure, which will ultimately enhance employee performance.

Keyword: Workload; Organizational Support; Emotional intelligence

INTRODUCTION

Human Resource Management (HRM) plays a crucial role in the success of an organization, including public sector institutions like the Health Service. Effective HRM optimizes employee potential, contributing to improved organizational performance, particularly in the healthcare sector, which faces various challenges in public service delivery (Djoko Baruno et al., 2023). Sound HR policies, such as proper recruitment, training, and the management of motivation and job

satisfaction, can enhance employee performance, which in turn impacts the quality of healthcare services provided to the community (Aliefiani et al., 2023; Sukesi, 2020). Factors such as workload, organizational support, and emotional intelligence significantly affect employee performance in the healthcare sector. Excessive workload without adequate support can lead to stress and reduced work quality, while strong organizational support can boost motivation and employee commitment.

At the Health Service of Mamberamo Tengah Regency, the challenges in HR management are more complex due to limited resources and challenging geographical conditions. High workloads, particularly for medical and non-medical staff, can reduce performance and service quality, especially when not supported by adequate organizational support (Lesva Cahyani, 2022). In facing this pressure, emotional intelligence plays a crucial role as a mediator in managing stress and adapting to high job demands (Karim & Purba, 2021). This study aims to examine the impact of workload and organizational support on employee performance with emotional intelligence as an intervening variable, and to provide insights that could help the Health Service of Mamberamo Tengah Regency improve healthcare service quality through better HR management.

LITERATURE REVIEW
Workload

Workload refers to the comparison between an individual's capacity and the demands of the job, considering both physical and mental aspects that vary across individuals (Nurhidayati & Wifiq, 2025). Optimal workload can increase productivity, while excessive workload can reduce performance (Clarisa et al., 2022). Factors affecting workload include internal factors such as age, health, motivation, and perception, and external factors such as the work environment, physical tasks, and organizational policies related to work hours and compensation (Risnatalia & Wibawa, 2024). Indicators of workload include targets to be achieved, physical and mental conditions of employees, and the application of appropriate work standards where irregular work hours or poor working conditions can exacerbate the perceived workload (Budiyanto et al., 2024).

Organizational Support

Organizational support, as described by Eisenberger et al., refers to employees' perceptions of how much the organization values their contributions and cares about their well-being (Fajri et al., 2024). This support is shaped by employees' experiences with organizational policies, interactions with management, and supportive relationships with colleagues. Factors influencing the perception of organizational support include trust, access to information and development opportunities, and attention to employee well-being (Raditya et al., 2022). Indicators of organizational support include procedural justice, leadership support, organizational rewards, and work conditions such as training, salary, recognition, and job security, all of which influence employees' commitment to the organization.

Employee Performance

Employee performance refers to the results achieved by an individual in carrying out assigned tasks, in terms of both quality and quantity, based on standards or targets set by the organization (Nugraha & Heliyani, 2022). Performance is influenced by various factors, including personal factors such as ability, motivation, and commitment, leadership factors in providing guidance and support, and system and contextual factors involving the work environment and external pressures. Indicators of employee performance include work quality, work quantity, punctuality,

effectiveness, and commitment to assigned tasks and responsibilities, all of which contribute to optimal work outcomes in the organization.

Emotional Intelligence

Emotional intelligence is an individual's ability to recognize, manage, and control their own emotions and understand the emotions of others in social interactions, which greatly impacts performance in the workplace (Supriyanto, 2023). Emotional intelligence includes the ability to control one's emotions in difficult situations and recognize and respond to others' emotions effectively (Karim & Purba, 2021). Factors such as health, work atmosphere, leadership style, relationships with colleagues, and guidance provided at work can affect emotional intelligence, impacting an individual's ability to adapt and collaborate positively within an organizational environment

METHOD

This research uses a quantitative approach with descriptive and verificative methods to analyze the impact of workload and organizational support on employee performance at the Health Service of Mamberamo Tengah Regency, with emotional intelligence as an intervening variable. Primary data was collected through questionnaires from employees, while the analysis was performed using Structural Equation Modeling (SEM) with SMART-PLS software to test the relationships between variables. The population of the study consisted of all 100 employees, and data collection methods included literature studies and field data collection. The model testing involved validity, reliability, and hypothesis testing to validate the influence of the tested variables.
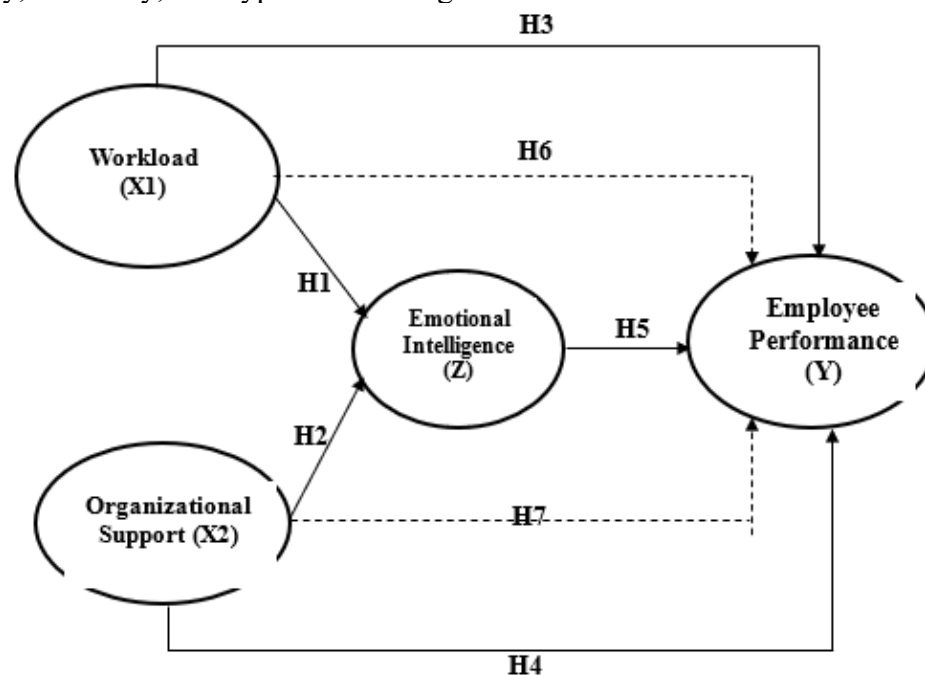

Figure 1. Conceptual Framework

RESULTS AND DISCUSSION
Results of Validity Test

Table 1 Validity Test Results

Variable	Indicator	r Calculated	r Table	Description
Workload (X1)	X1.1	0.898	0.195	Valid
	X1.2	0.916	0.195	Valid
	X1.3	0.921	0.195	Valid
Organizational Support (X2)	X2.1	0.915	0.195	Valid
	X2.2	0.901	0.195	Valid
	X2.3	0.937	0.195	Valid
Emotional Intelligence (Z)	Z1	0.802	0.195	Valid
	Z2	0.894	0.195	Valid
	Z3	0.796	0.195	Valid
Employee Performance (Y)	Y1	0.839	0.195	Valid
	Y2	0.847	0.195	Valid
	Y3	0.831	0.195	Valid
	Y4	0.882	0.195	Valid
	Y5	0.851	0.195	Valid

Based on Table 1, the validity test results for 14 indicators from the four variables in the Health Service of Mamberamo Tengah Regency show that all indicators have r calculated values (0.796-0.937) exceeding the r table value of 0.195 at a significance level of 0.05 with a sample size of 100 respondents. Therefore, all indicators are valid. The Organizational Support variable has the highest validity (0.901-0.937), followed by Workload (0.898-0.921), Emotional Intelligence (0.796-0.894), and Employee Performance (0.831-0.882), indicating that the research instruments are effective in measuring the intended constructs.

Results of Reliability Test

Table 2 Reliability Test Results

Variable	Number of Statements	Cronbach Alpha Value	Cronbach Alpha	Description
Workload (X1)	0.946	0.898	0.937	Reliable
Organizational Support (X2)	0.891	0.906	0.941	Reliable
Emotional Intelligence (Z)	0.790	0.779	0.870	Reliable
Employee Performance (Y)	0.918	0.904	0.929	Reliable

Based on Table 2, the reliability test results for the four variables in the Health Service of Mamberamo Tengah Regency show that all variables meet the reliability criteria, with Cronbach's Alpha values above 0.70 (ranging from 0.779-0.906) and Composite Reliability values above 0.80 (ranging from 0.870-0.941). The Organizational Support variable has the highest reliability (α=0.906, CR=0.941), while Emotional Intelligence is the lowest but still meets the standard (α=0.779, CR=0.870). Thus, all constructs in this study have good internal consistency and can be relied upon as measurement instruments.

Hypothesis Test Results

Table 3. Hypothesis Test Results

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values	Hasil
BK (X1)→EI (Z)	0,499	0,504	0,133	3,769	0,000	Accepted
DO (X2)→EI (Z)	0,360	0,358	0,136	2,650	0,008	Accepted
BK (X1)→KP (Y)	0,361	0,362	0,122	2,971	0,003	Accepted
DO (X2)→KP (Y)	0,329	0,335	0,142	2,321	0,021	Accepted
EI (Z)→KP (Y)	0,261	0,255	0,083	3,125	0,002	Accepted
BK (X1)→EI (Z)→KP (Y)	0,130	0,127	0,053	2,454	0,014	Accepted
DO(X2)→EI (Z)→KP (Y)	0,094	0,091	0,047	2,014	0,045	Accepted

The results of the path coefficient tests show a significant effect of workload, organizational support, and emotional intelligence on employee performance. Both workload and organizational support directly influence emotional intelligence and employee performance, while emotional intelligence also mediates the relationship between workload and organizational support with employee performance, with all effects being significant based on T-Statistics and P-Values meeting the criteria.

DISCUSSION
a. The Impact of Workload on Emotional Intelligence: Workload has a positive and significant effect on emotional intelligence (T-Statistics 3.769, P-Value 0.000), meaning that the higher the workload, the more developed the employees' emotional intelligence becomes.
b. The Impact of Organizational Support on Emotional Intelligence: Organizational support significantly influences emotional intelligence (T-Statistics 2.650, P-Value 0.008), enhancing employees' ability to manage their emotions.
c. The Impact of Workload on Employee Performance: Workload significantly affects employee performance (T-Statistics 2.971, P-Value 0.003), with optimal workload improving productivity.
d. The Impact of Organizational Support on Employee Performance: Organizational support significantly influences employee performance (T-Statistics 2.321, P-Value 0.021), increasing motivation and loyalty.
e. The Impact of Emotional Intelligence on Employee Performance: Emotional intelligence significantly affects employee performance (T-Statistics 3.125, P-Value 0.002), with employees who possess higher emotional intelligence being more effective.
f. The Impact of Workload on Employee Performance through Emotional Intelligence: Workload has an indirect effect on employee performance through emotional intelligence (T-Statistics 2.454, P-Value 0.014).
g. The Impact of Organizational Support on Employee Performance through Emotional Intelligence: Organizational support has an indirect effect on employee performance through emotional intelligence (T-Statistics 2.014, P-Value 0.045).

CONCLUSION
This study concludes that both workload and organizational support have a significant positive impact on emotional intelligence and employee performance, with emotional intelligence serving as a mediator in this relationship. An optimal workload and strong organizational support

can enhance employee performance, while emotional intelligence helps employees manage pressure and interact more effectively. Operational recommendations include more realistic workload management, increased leadership support, emotional intelligence training, and a focus on improving work efficiency to enhance overall employee performance.

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