



Effect of Workload and Organizational Support on Health Office Employee Performance through Emotional Intelligence

Oki Yikwa^{1*}, Sukes²

Dr. Soetomo University, Surabaya, Indonesia^{1,2}

*Corresponding author: yikwakambome5@gmail.com |

Received: 30 April 2026 | Revised: 12 May 2026 | Revised: 13 June 2026 | Published: 21 July 2026

Abstract

Purpose: This study aims to analyze the effect of workload and organizational support on employee performance, with emotional intelligence as an intervening variable at the Health Office of Mamber-amo Tengah Regency.

Research Methodology: This research uses a quantitative approach with a descriptive and explanatory design. The study involved 100 employees as respondents using a census technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with SmartPLS to test direct and indirect relationships among variables.

Results: The findings show that workload has a significant positive effect on emotional intelligence ($t=3.769$; $p=0.000$) and employee performance ($t=2.971$; $p=0.003$). Organizational support also significantly influences emotional intelligence ($t=2.650$; $p=0.008$) and employee performance ($t=2.321$; $p=0.021$). Emotional intelligence has a significant effect on employee performance ($t=3.125$; $p=0.002$). In addition, emotional intelligence mediates the relationship between workload and performance, as well as organizational support and performance.

Conclusions: Workload and organizational support significantly improve employee performance directly and indirectly through emotional intelligence. Emotional intelligence plays an important role in strengthening employee adaptability and performance in the workplace.

Limitations: This study is limited to one public sector institution with a cross-sectional design, so generalization is restricted.

Contributions: This study contributes to human resource management literature by highlighting emotional intelligence as a key mediating variable in improving employee performance in public healthcare organizations.

Keywords: *Emotional Intelligence, Employee Performance, Organizational Support, Public Health Service, Workload*

How to Cite: Yikwa, O., & Sukes. (2026). Effect of Workload and Organizational Support on Health Office Employee Performance through Emotional Intelligence. *Journal of People, Culture, and Organizational Growth (JPCOG)*, 1(3), 151-163.

1. Introduction

Human Resource Management (HRM) plays a crucial role in determining the effectiveness and sustainability of organizational performance, particularly in public sector institutions such as health offices. In the healthcare sector, human resources are the main drivers of service quality because they directly interact with the community and are responsible for delivering essential public services ([Raditya, Sudiarditha, & Eryanto, 2022](#)). Therefore, employee performance becomes a key

factor in achieving institutional effectiveness and improving public satisfaction. Optimizing human resource performance is essential to ensure the continuity of high-quality healthcare services. This makes HRM a strategic component in public sector governance ([Fajri et al., 2024](#)).

Employee performance is influenced by various organizational and psychological factors within the workplace environment. Among the most dominant factors are workload, organizational support, and emotional intelligence ([Cahyani, 2022](#)). Workload refers to the level of physical and mental demands that employees must complete within a certain period. Properly managed workload can improve productivity, while excessive workload can reduce work quality and increase stress levels. Therefore, workload management is an important aspect of employee performance optimization ([Mulya Putri et al., 2023](#)).

In addition to workload, organizational support plays an essential role in shaping employee attitudes and performance outcomes. Organizational support reflects the extent to which employees feel valued, supported, and appreciated by their institution ([Nurhidayati & Wifig, 2025](#)). This support includes leadership attention, reward systems, emotional assistance, and adequate work facilities. Strong organizational support can increase employee motivation, job satisfaction, and organizational commitment. As a result, it contributes significantly to improving overall employee performance ([Budiyanto et al., 2024](#)).

Emotional intelligence is another important psychological factor that influences how employees manage emotions and workplace pressures. Employees with high emotional intelligence are able to control their emotions, communicate effectively, and build positive relationships at work ([Karim & Purba, 2021](#); [Supriyanto, 2023](#)). This ability is particularly important in high-pressure environments such as healthcare institutions. Emotional intelligence also helps employees adapt to challenging working conditions and maintain stable performance. Therefore, it plays a critical role in enhancing employee effectiveness ([Clarisa et al., 2022](#)).

The Health Office of Mamberamo Tengah Regency faces unique challenges in managing human resources due to geographical limitations and limited infrastructure. High public service demands further increase workload and psychological pressure on employees. These conditions require strong organizational support to maintain employee stability and performance. Emotional intelligence also becomes essential in helping employees cope with stress and adapt to difficult working environments. Therefore, these factors are highly relevant to be studied in this context ([Baruno et al., 2023](#)).

Although previous studies have examined workload, organizational support, and emotional intelligence separately, limited research has analyzed their integrated effect on employee performance. This gap is particularly evident in public health institutions located in remote regions of Indonesia. Therefore, this study aims to analyze the effect of workload and organizational support on employee performance with emotional intelligence as a mediating variable. The study is expected to provide a more comprehensive understanding of employee performance determinants. In addition, it offers empirical evidence to support better human resource management policies in public sector organizations.

2. Literature Review and Hypothesis/es Development

2.1 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. It represents the level of task burden that must be completed within a specific time frame in an organizational setting. Workload is an important determinant of employee efficiency because it directly affects energy, focus, and productivity in performing tasks ([Hamsal et al., 2025](#); [Ngaliman et al., 2025b](#)). An optimal workload can improve employee performance by encouraging discipline and efficiency in task completion. However, when workload exceeds an employee's capacity, it can lead to stress, fatigue, and decreased performance quality. In public service organizations, unmanaged workload often becomes a major

source of employee burnout and emotional exhaustion ([Sari et al., 2024](#)). Factors affecting workload include internal and external dimensions. Internal factors include age, health, motivation, and perception, while external factors include work environment, task complexity, and organizational policies. Workload indicators include targets to be achieved, physical and mental conditions, and work standards that must be met. Poor working conditions and irregular work schedules may increase perceived workload intensity ([Nugroho et al., 2025](#)).

Workload refers to the comparison between an individual's capacity and the demands of the job, encompassing both physical and mental aspects that vary across employees, and it represents the level of task burden that must be completed within a certain time frame in an organizational setting. It is a key determinant of employee efficiency because it directly influences energy levels, concentration, and productivity in task execution ([Firdi et al., 2023](#); [Zaskia et al., 2025](#)). An optimal workload can enhance employee performance by fostering discipline and effective task management, whereas excessive workload may cause stress, fatigue, burnout, and a decline in work quality, particularly in public service organizations ([Tabrani et al., 2024](#)). Workload is influenced by internal factors such as age, health, motivation, and perception, as well as external factors including work environment, task complexity, and organizational policies. Its main indicators include performance targets, physical and mental conditions, and applicable work standards, where poor working conditions and irregular schedules may further intensify perceived workload ([Firmansyah et al., 2024](#); [Sukesi, 2020](#)).

In addition, workload should be understood not only in terms of the quantity of tasks assigned but also in relation to the employee's ability to manage job demands effectively. Employees who face workloads that are proportionate to their competencies, available time, and organizational resources are more likely to maintain stable performance and achieve work targets efficiently. Conversely, an imbalance between job demands and individual capacity may reduce concentration, increase psychological pressure, and negatively affect the accuracy and timeliness of task completion. Therefore, organizations need to distribute workloads fairly by considering employee capabilities, job characteristics, and available support systems. Appropriate workload management can help minimize work-related stress while improving employee engagement, responsibility, and overall performance within the organization ([Firmansyah et al., 2024](#)).

2.2 Organizational Support

Organizational support refers to employees' perceptions of how much the organization values their contributions and cares about their well-being. It reflects the extent to which employees believe that the organization appreciates their efforts and provides adequate support ([Husainah, Suhartini, Fachrial, Sopyan, & Sundari, 2025](#)). This perception plays an important role in shaping employee attitudes and behavior in the workplace. Organizational support is developed through interactions between employees and the organization, including management policies, leadership behavior, and peer relationships ([Thi & Thi, 2022](#)). When employees feel supported, they tend to show higher commitment, loyalty, and motivation in performing their tasks. Conversely, low organizational support may reduce morale and increase turnover intention. Indicators of organizational support include procedural justice, leadership support, organizational rewards, training opportunities, and job security. These factors collectively influence employee satisfaction and psychological well-being. Strong organizational support not only improves work engagement but also enhances overall organizational performance ([Akbari, Dehghanizade, & Abbiat, 2023](#); [Aliddin, Syaifuddin, Montundu, & Marlina, 2024](#)).

Organizational support refers to employees' perceptions of how much the organization values their contributions and cares about their well-being, reflecting the extent to which employees feel that their efforts are appreciated and adequately supported by the organization ([Jolly, Kong, & Kim, 2021](#); [Rasool, Wang, Tang, Saeed, & Iqbal, 2021](#)). This perception plays a crucial role in shaping employee attitudes, motivation, and behavior in the workplace, as it is developed through continuous interactions involving management policies, leadership practices, and relationships with colleagues. When employees perceive strong organizational support, they tend to demonstrate higher levels of

commitment, loyalty, and motivation in performing their duties, which positively influences their work outcomes ([Astuty, & Udin, 2020](#); [Labrague, & De, 2020](#)). Conversely, low levels of perceived support can lead to decreased morale, reduced job satisfaction, and increased turnover intention. Organizational support is commonly reflected through indicators such as procedural justice, leadership support, reward systems, training opportunities, and job security, all of which contribute to employee satisfaction and psychological well-being. Ultimately, strong organizational support not only enhances employee engagement but also improves overall organizational performance ([Eisenberger & Wen, 2020](#)).

Furthermore, organizational support can serve as an important organizational resource that helps employees cope with job demands and maintain consistent performance. When employees believe that the organization provides fair treatment, adequate resources, recognition, and assistance, they are more likely to develop a stronger sense of responsibility and confidence in carrying out their duties. Such support can also reduce the negative effects of work pressure by creating a more secure and encouraging work environment ([Husainah et al., 2025](#)). In contrast, insufficient organizational support may cause employees to feel undervalued, which can weaken motivation and reduce their willingness to contribute beyond formal job requirements. Therefore, organizations need to strengthen supportive practices through responsive leadership, equitable policies, effective communication, and appropriate recognition systems. By fostering a supportive work environment, organizations can encourage positive employee attitudes, strengthen commitment, and promote sustainable improvements in individual and organizational performance ([Astuty and Udin, 2020](#); [Labrague and De, 2020](#)).

2.3 Employee Performance

Employee performance refers to the results achieved by individuals in carrying out assigned tasks based on quality, quantity, and timeliness standards set by the organization. It is a key indicator used to measure the effectiveness of human resource management in achieving organizational goals. In public sector institutions, employee performance is directly linked to service quality and public satisfaction ([Riskarini et al., 2025](#); [Vuong & Nguyen, 2022](#)). Performance is influenced by multiple factors, including individual capabilities, motivation, leadership support, and organizational systems. Employees with strong skills and high motivation tend to achieve better performance outcomes. Meanwhile, supportive leadership and a conducive work environment further enhance employee productivity and effectiveness. Indicators of employee performance include work quality, work quantity, punctuality, effectiveness, and commitment to responsibilities. These indicators reflect how well employees perform their duties in accordance with organizational expectations. High employee performance contributes significantly to achieving organizational goals and improving public service quality ([Perwitasari et al., 2025](#); [Triansyah et al., 2023](#)).

Employee performance refers to the results achieved by individuals in carrying out assigned tasks based on quality, quantity, and timeliness standards set by the organization, and it serves as a key indicator of the effectiveness of human resource management in achieving organizational goals. In public sector institutions, employee performance is closely linked to the quality of services delivered and the level of public satisfaction, making it a critical aspect of organizational success ([Awan et al., 2020](#); [Widodo, 2025](#)). Performance is influenced by various factors, including individual capabilities, motivation, leadership support, and organizational systems that shape how employees perform their duties. Employees with strong skills, high motivation, and adequate organizational support tend to achieve better performance outcomes in completing their responsibilities ([Kuswati, 2020](#); [Manalu, 2025](#)). Additionally, supportive leadership and a conducive work environment further enhance employee productivity, efficiency, and effectiveness. Indicators of employee performance include work quality, work quantity, punctuality, effectiveness, and commitment to responsibilities, which collectively reflect how well employees meet organizational expectations. Ultimately, high employee performance contributes significantly to the achievement of organizational goals and the improvement of public service quality ([Haryanto et al., 2025](#); [Hidayat, 2025](#)).

2.4 Emotional Intelligence

Emotional intelligence is the ability of individuals to recognize, manage, and control their own emotions while also understanding the emotions of others in social interactions. It plays a crucial role in shaping how individuals respond to workplace challenges and interpersonal relationships. In organizational settings, emotional intelligence is considered an important psychological competency. Employees with high emotional intelligence are able to manage stress, maintain emotional stability, and communicate effectively with colleagues ([Ezekiel & Nanfa, 2024](#); [Woime & Shato, 2025](#)). This ability allows them to remain productive even under pressure and adapt to changing work environments. Emotional intelligence also enhances teamwork and reduces workplace conflict. Several factors influence emotional intelligence, including health conditions, work atmosphere, leadership style, peer relationships, and organizational guidance. These factors shape an individual's ability to regulate emotions and respond appropriately in various situations. High emotional intelligence ultimately contributes to better performance and stronger organizational relationships ([Bru-Luna et al., 2021](#); [Xiao et al., 2023](#)).

Emotional intelligence is the ability of individuals to recognize, understand, manage, and control their own emotions while also being able to perceive and respond appropriately to the emotions of others in social interactions. It plays a vital role in determining how individuals react to workplace challenges and build relationships within organizational settings, making it an important psychological competency in improving work effectiveness ([Coronado-Maldonado & Benítez-Márquez, 2023](#)). Employees with high emotional intelligence are generally better at managing stress, maintaining emotional stability, and communicating effectively with colleagues, which enables them to remain productive even under pressure. This ability also supports adaptability in dynamic work environments, enhances teamwork, and helps reduce conflicts in the workplace ([MacCann et al., 2020](#)). Emotional intelligence is influenced by several factors, including health conditions, work environment, leadership style, interpersonal relationships, and organizational support systems that shape emotional regulation abilities. Overall, strong emotional intelligence contributes significantly to improved employee performance and the development of positive organizational relationships ([Husain et al., 2022](#)).

3. Research Methodology

This study uses a quantitative approach with descriptive and verification 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 ([Creswell & Creswell, 2018](#)). Primary data were collected through questionnaires from employees, and the analysis was performed using Structural Equation Modeling (SEM) with SMART-PLS software to test the relationships between variables. The study population consisted of all 100 employees, and the data collection methods included literature studies and field data collection. Model testing involved validity, reliability, and hypothesis testing to validate the influence of the tested variables ([Hair et al., 2022](#)).

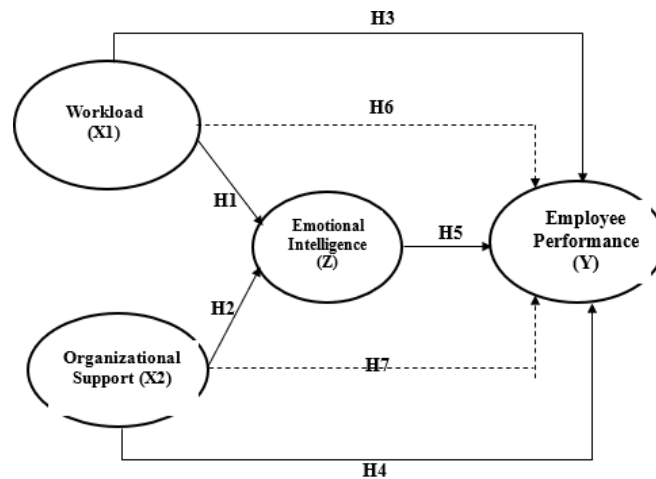


Figure 1. Conceptual Framework

Figure 1 presents the conceptual framework of this study, illustrating the relationships between workload (X_1) and organizational support (X_2) on employee performance (Y) with emotional intelligence (Z) as an intervening variable, both directly and indirectly through hypotheses H_1 to H_7 .

4. Results and Discussions

4.1 Validity Test

Table 1. Validity Test Results

Variable	Indicator	r Calculated	r Table	Description
Workload (X_1)	$X_{1.1}$	0.898	0.195	Valid
	$X_{1.2}$	0.916	0.195	Valid
	$X_{1.3}$	0.921	0.195	Valid
Organizational Support (X_2)	$X_{2.1}$	0.915	0.195	Valid
	$X_{2.2}$	0.901	0.195	Valid
	$X_{2.3}$	0.937	0.195	Valid
Emotional Intelligence (Z)	Z_1	0.802	0.195	Valid
	Z_2	0.894	0.195	Valid
	Z_3	0.796	0.195	Valid
Employee Performance (Y)	Y_1	0.839	0.195	Valid
	Y_2	0.847	0.195	Valid
	Y_3	0.831	0.195	Valid
	Y_4	0.882	0.195	Valid
	Y_5	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 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 the indicators were valid. The Organizational Support variable had 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 were effective in measuring the intended constructs.

4.2 Reliability Test

Table 2. Reliability Test Results

Variable	Value 1	Value 2	Cronbach Alpha	Description
Workload (X_1)	0.946	0.898	0.937	Reliable
Organizational Support (X_2)	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 Middle Regency show that all variables meet the reliability criteria, with Cronbach 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 had the highest reliability ($\alpha=0.906$, CR=0.941), while Emotional Intelligence had the lowest but still met the standard ($\alpha=0.779$, CR=0.870). Thus, all constructs in this study had good internal consistency and could be relied upon as measurement instruments.

4.3 Hypothesis Test Results

Table 3. Hypothesis Test Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation	T-Statistics (O /STDEV)	P-Values	Results
BK (X_1) $\rightarrow$ EI (Z)	0.499	0.504	0.133	3.769	0.000	Accepted
DO (X_2) $\rightarrow$ EI (Z)	0.360	0.358	0.136	2.650	0.008	Accepted
BK (X_1) $\rightarrow$ KP (Y)	0.361	0.362	0.122	2.971	0.003	Accepted
DO (X_2) $\rightarrow$ KP (Y)	0.329	0.335	0.142	2.321	0.021	Accepted
EI (Z) $\rightarrow$ KP (Y)	0.261	0.255	0.083	3.125	0.002	Accepted
BK (X_1) $\rightarrow$ EI (Z) $\rightarrow$ KP (Y)	0.130	0.127	0.053	2.454	0.014	Accepted
DO (X_2) $\rightarrow$ EI (Z) $\rightarrow$ KP (Y)	0.094	0.091	0.047	2.014	0.045	Accepted

Based on Table 3, the path coefficient test results show that workload, organizational support, and emotional intelligence significantly affect employee performance. Both workload and organizational support directly influenced emotional intelligence and employee performance, while emotional intelligence also mediated 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.

4.4 Discussion

4.4.1 The Impact of Workload on Emotional Intelligence

The results of the hypothesis test indicate that workload (X_1) has a positive and significant effect on emotional intelligence (Z), as evidenced by a t -statistic of 3.769 and a p -value of 0.000. This finding suggests that employees who are exposed to higher levels of workload tend to develop stronger emotional intelligence. Under demanding work conditions, employees are required to regulate their emotions, manage stress effectively, and maintain productive relationships with colleagues to accomplish organizational goals. Such situations encourage individuals to improve their self-awareness, emotional regulation, empathy, and interpersonal communication skills. Therefore, an appropriate workload does not merely function as a job demand but also serves as a stimulus for developing employees' emotional competencies. These findings support the perspective that workplace challenges can contribute positively to employees' psychological development when they are accompanied by sufficient personal and organizational resources (Husain et al., 2022).

4.4.2 The Impact of Organizational Support on Emotional Intelligence

The findings demonstrate that organizational support (X_2) significantly and positively influences employees' emotional intelligence (Z), with a t -statistic of 2.650 and a p -value of 0.008. This result

indicates that employees who perceive higher levels of organizational support are more capable of managing their emotions and responding constructively to workplace challenges. Organizational support, such as fair treatment, recognition, access to resources, and supportive leadership, creates a psychologically safe work environment that encourages emotional stability and positive interpersonal interactions. When employees feel valued and appreciated by the organization, they experience lower levels of stress and greater confidence, enabling them to regulate their emotions more effectively. Consequently, organizational support contributes not only to employees' well-being but also to the development of emotional intelligence, which is essential for maintaining effective communication, teamwork, and conflict resolution within the workplace ([Ezekiel & Nanfa, 2024](#)).

4.4.3 The Impact of Workload on Employee Performance

The hypothesis testing results reveal that workload (X_1) has a positive and significant effect on employee performance (Y), as indicated by a t -statistic of 2.971 and a p -value of 0.003. This finding suggests that a well-managed workload can motivate employees to perform more efficiently and productively. Reasonable workload levels encourage employees to improve their time management, prioritize tasks, and utilize available resources effectively to meet organizational objectives. However, this positive relationship implies that the workload experienced by employees remains within an optimal range rather than becoming excessive. An appropriate workload promotes greater responsibility, commitment, and work discipline, ultimately enhancing employee productivity and overall organizational performance. These findings emphasize the importance of balancing workload allocation to maximize employee performance while preventing excessive job demands that could lead to fatigue or burnout ([Hidayat, 2025](#); [Vuong & Nguyen, 2022](#)).

4.4.4 The Impact of Organizational Support on Employee Performance

The analysis indicates that organizational support (X_2) has a positive and significant influence on employee performance (Y), with a t -statistic of 2.321 and a p -value of 0.021. Employees who perceive strong organizational support tend to demonstrate higher motivation, greater organizational commitment, and stronger loyalty, all of which contribute to improved work performance. Organizational support provides employees with the necessary resources, recognition, and encouragement to perform their duties effectively. Furthermore, supportive organizational practices foster trust and strengthen employees' psychological attachment to the organization, encouraging them to exceed formal job requirements. As a result, employees become more engaged in their work, display higher levels of responsibility, and consistently achieve better performance outcomes ([Eisenberger et al., 2020](#)).

4.4.5 The Impact of Emotional Intelligence on Employee Performance

The findings confirm that emotional intelligence (Z) has a positive and significant effect on employee performance (Y), as reflected by a t -statistic of 3.125 and a p -value of 0.002. Employees with higher emotional intelligence are better equipped to recognize, understand, and regulate their own emotions while also responding appropriately to the emotions of others. These competencies facilitate effective communication, collaboration, problem-solving, and conflict management within the workplace. In addition, emotionally intelligent employees are generally more resilient when facing work pressure and organizational changes, enabling them to maintain consistent performance under challenging circumstances. Therefore, emotional intelligence represents an important psychological resource that enhances both individual productivity and overall organizational effectiveness ([Coronado-Maldonado & Benítez-Márquez, 2023](#)).

1. The Mediating Role of Emotional Intelligence in the Relationship between Workload and Employee Performance

The indirect effect analysis reveals that emotional intelligence (Z) significantly mediates the relationship between workload (X_1) and employee performance (Y), with a t -statistic of 2.454 and a p -value of 0.014. This finding indicates that workload contributes to improved employee

performance not only through its direct influence but also indirectly by enhancing employees' emotional intelligence. Employees who successfully cope with higher workloads tend to strengthen their emotional regulation, adaptability, and resilience, which subsequently enable them to perform their tasks more effectively. Thus, emotional intelligence functions as an important psychological mechanism through which workload influences employee performance. Organizations should therefore focus not only on balancing workload but also on developing employees' emotional competencies through appropriate training and support programs ([Firaldi et al., 2023](#)).

2. *The Mediating Role of Emotional Intelligence in the Relationship between Organizational Support and Employee Performance*

The results further indicate that emotional intelligence (Z) significantly mediates the relationship between organizational support (X_2) and employee performance (Y), as demonstrated by a t -statistic of 2.014 and a p -value of 0.045. This suggests that organizational support improves employee performance both directly and indirectly by fostering higher emotional intelligence. Employees who receive adequate organizational support are more likely to experience positive emotions, stronger self-confidence, and greater psychological well-being, all of which contribute to the development of emotional intelligence. Enhanced emotional intelligence subsequently enables employees to collaborate more effectively, manage workplace stress, and maintain high levels of job performance. These findings highlight that organizational support should not only focus on providing tangible resources but also on creating a supportive work environment that facilitates employees' emotional development, thereby maximizing organizational performance ([Firmansyah et al., 2024](#)).

5. Conclusions

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

Acknowledgement

The authors thank the Health Office of Mamberamo Tengah Regency for their cooperation and support during the research process, as well as Dr. Soetomo University for academic guidance and research facilities.

Author Contributions

OY contributed to conceptualization, methodology, and writing of the original draft; S was responsible for data collection, formal analysis, literature review, and final manuscript review. All authors have read and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

References

- Akbari, P., Dehghanizade, M., & Abbiat, A. (2023). The effect of the satisfaction from internal communication on employee engagement, perceived organizational support and employer branding (case study: Maskan bank of yazd province). *Journal of Brand Management*, 9(4), 143-184. <https://doi.org/10.22051/bmr.2023.40523.2350>
- Aliddin, L. A., Syaifuddin, D. T., Montundu, Y., & Marlina, S. (2024). The impact of perceived organizational support and social support on employee performance: The mediating role of organizational commitment. *Journal of Economics, Business, and Accountancy Ventura*, 27(2), 253-273. <https://doi.org/10.14414/jebav>
- Astuty, I., & Udin. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(10), 401-411. <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
- Awan, S. H., Habib, N., Shoaib Akhtar, C., & Naveed, S. (2020). Effectiveness of performance management system for employee performance through engagement. *SAGE Open*, 10(4), 2158244020969383. <https://doi.org/10.1177/2158244020969383>
- Baruno, A. D., Bharmawan, A. S., & Hidayat, W. (2023). Pengaruh knowledge, psychological empowerment, dan work experience terhadap kinerja sdm pada umkm batik tulis tanjung bumi. *Jurnal Ilmiah Administrasi Bisnis dan Inovasi*, 7(2), 131-144. <https://doi.org/10.25139/jiabi.v7i2.6608>
- Bru-Luna, L. M., Martí-Vilar, M., Merino-Soto, C., & Cervera-Santiago, J. L. (2021). Emotional intelligence measures: A systematic review. *Healthcare*, 9(12), 1696. <https://doi.org/10.3390/>
- Budiyanto, N. E., Indarto, I., & Budiati, Y. (2024). Analisis pengaruh beban kerja dan kompetensi terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening studi pada kantor kpp madya dua semarang. *Manajemen dan Bisnis*, 6(2), 20-33. <https://doi.org/10.30743/jmb.v6i2.9266>
- Cahyani, M. L. (2022). Pengaruh kepemimpinan dan beban kerja terhadap kinerja pegawai dengan motivasi sebagai variabel intervening. *Journal of Business and Economics (JBE) UPI YPTK*, 7(1), 26-32. <https://doi.org/10.35134/jbeupiyptk.v7i1.143>
- Clarisa, C., Nofierni, N., & Dewi, S. (2022). Pengujian beban kerja sebagai variabel intervening dalam hubungan ambiguitas peran dan budaya organisasi terhadap stres kerja pada tenaga kesehatan di rumah sakit angkatan darat x. *Jurnal Health Sains*, 3(3), 359-376. <https://doi.org/10.46799/jhs>
- Coronado-Maldonado, I., & Benítez-Márquez, M. D. (2023). Emotional intelligence, leadership, and work teams: A hybrid literature review. *Heliyon*, 9(10). <https://doi.org/10.1016/j.heliyon>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.)*.
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 101-124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Ezekiel, J. S., & Nanfa, K. D. (2024). Customers emotional intelligence and satisfaction: The mediation of bankers emotional labour. *Annals of Human Resource Management Research*, 3(2), 115-127. <https://doi.org/10.35912/ahrmr.v3i2.1839>
- Fajri, M. A., Sanusi, F., & Imron, A. (2024). Pengaruh persepsi dukungan organisasi dan kerjasama tim terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening. *Journal of Economic Bussines and Accounting (COSTING)*, 7(5), 3084-3104. <https://doi.org/10.31539/>

- Firaldi, Y., Wibisono, C., Ngaliman, Indrayani, I., & Satriawan, B. (2023). The influence of leadership, discipline, and workload on employee performance through job satisfaction as an intervening variable in regional revenue agency riau islands province. *Journal of Multidisciplinary Academic Business Studies*, 1(1), 27-52. <https://doi.org/10.35912/jomabs.v1i1.1779>
- Firmansyah, D., Satriawan, B., & Indrawan, M. G. (2024). *The influence of competence, job placement, and workload on employee performance through intrinsic motivation as an intervening variable in the communication and informatics department of the riau islands provincial government* (Report No. 1).
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (pls-sem) (3rd ed.)*.
- Hamsal, H., Nurman, N., Hamzah, Z., Arif, M., & Sukri, A. (2025). Work environment as mediator between workload and health worker performance. *Annals of Human Resource Management Research*, 5(4), 107-120. <https://doi.org/10.35912/ahrmr.v5i4.3300>
- Haryanto, E., Wibisono, C., & Catrayasa, I. W. (2025). The effect of education, training, and promotion on employee performance through job satisfaction in the inspectorate of tanjungpinang city and bintan district. *Global Academy of Business Studies*, 1(4), 225-241. <https://doi.org/10.35912/12/>
- Hidayat, W. G. P. A. (2025). The impact of transformational leadership on employee performance and organizational citizenship behavior. *Annals of Human Resource Management Research*, 5(3), 341-353. <https://doi.org/10.35912/ahrmr.v5i3.2859>
- Husain, W., Inam, A., Wasif, S., & Zaman, S. (2022). Emotional intelligence: Emotional expression and emotional regulation for intrinsic and extrinsic emotional satisfaction. *Psychology Research and Behavior Management*, 15, 3901–3913. <https://doi.org/10.2147/PRBM.S396469>
- Husainah, N., Suhartini, S., Fachrial, P., Sopyan, A., & Sundari, P. (2025). Integrating digital recruitment and employer branding into strategic hrm to foster employee retention through perceived organizational support. *Annals of Human Resource Management Research*, 5(4), 45-60. <https://doi.org/10.35912/ahrmr>
- Jolly, P. M., Kong, D. T., & Kim, K. Y. (2021). Social support at work: An integrative review. *Journal of Organizational Behavior*, 42(2), 229-251. <https://doi.org/10.1002/job.2485>
- Karim, A., & Purba, H. P. (2021). Pengaruh kecerdasan emosional terhadap burnout pada perawat dengan coronavirus anxiety sebagai variabel mediator. *Buletin Riset Psikologi dan Kesehatan Mental (BRPKM)*, 1(1), 448-459. <https://doi.org/10.20473/brpkm.v1i1.25073>
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute–Journal (BIRCI-Journal)*, 3(2), 995-1002. <https://doi.org/10.33258/birci>
- Labrague, L. J., & De los Santos, J. A. A. (2020). Covid-19 anxiety among front-line nurses: Predictive role of organisational support, personal resilience and social support. *Journal of Nursing Management*, 28(7), 1653-1661. <https://doi.org/10.1111/jonm.13121>
- MacCann, C., Jiang, Y., Brown, L. E., Double, K. S., Bucich, M., & Minbashian, A. (2020). Emotional intelligence predicts academic performance: A meta-analysis. *Psychological Bulletin*, 146(2), 150-186. <https://doi.org/10.1037/bul0000219>
- Manalu, N. C. (2025). The influence of organizational culture and transformational leadership on employee performance pt. *epson in the digital era*. *Annals of Human Resource Management Research*, 5(3), 153-166. <https://doi.org/10.35912/ahrmr.v5i3.3061>

- Mulya Putri, G. A., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh pengembangan karier, budaya organisasi dan beban kerja terhadap kepuasan kerja karyawan (literature review msdm). *Jurnal Ekonomi Manajemen Sistem Informasi (JEMSI)*, 5(2).
- Nugroho, S. H., Said, M., & Said, L. R. (2025). The effect of work environment, compensation, career development, leadership, and workload on job satisfaction with work motivation as an intervening variable. *Annals of Human Resource Management Research*, 5(3), 13-35.
- Nurhidayati, A., & Wifiq, M. (2025). Pengaruh beban kerja dan stres kerja terhadap kinerja pegawai dengan komitmen organisasi sebagai variabel intervening pada bppkad kabupaten rembang. *BBM (Buletin Bisnis & Manajemen)*, 11(1), 106-119. <https://doi.org/10.47686/bbm.v11i1.763>
- Perwitasari, E. P., Pahrudin, C., Wahyuni, R. E., Lermatan, E. E., & Sugiyanto, S. (2025). Literature review: Analysis of the influence of competence, motivation, and organizational commitment on employee performance through employee engagement. *Annals of Human Resource Management Research*, 5(4), 245-260. <https://doi.org/10.35912/ahrmr.v5i4.3261>
- Raditya, N. B. F., Sudiarditha, I. K. R., & Eryanto, H. (2022). *Pengaruh penempatan kerja dan dukungan organisasi terhadap kinerja dengan kepuasan kerja sebagai variabel mediasi pada pegawai pemerintah non pegawai negeri (ppnpn) kementerian koperasi dan usaha kecil dan menengah* (Report No. 10).
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment affects employee engagement: The mediating role of organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 2294. <https://doi.org/10.3390/ijerph18052294>
- Riskarini, D., Putriana, L., Prakoso, R., & Martiza, S. (2025). *Professional commitment mediates the effects of discipline, environment, and motivation on employee performance at indonesia's ministry of agriculture* (Report No. 5).
- Sari, D. J., Wibisono, C., & Gaddafi, M. (2024). Determination of training, workload and work experience on performance government internal oversight apartment (apip) regional inspectorate at the province of riau islands with motivation as an intervening variable. *Journal of Multidisciplinary Academic Business Studies*, 1(2), 99-123. <https://doi.org/10.35912/jomabs.v1i2.3396>
- Sukesi. (2020). Public service quality: A study of user satisfaction at type b terminals in east java (First).
- Supriyanto, S. (2023). The influence of employee emotional intelligence and creativity on employee performance with job satisfaction as an intervening variable: Study of generation y employees at the regional secretariat of blora regency. *Innovation, Theory & Practice Management Journal*, 2(1), 87-104.
- Tabrani, M., Satriawan, B., & Indrawan, M. G. (2024). The effect of competency, education and training, workload on functional employee performance with work motivation as a variable intervening at regional government secretariat of the riau island province. *Journal of Multidisciplinary Academic Business Studies*, 1(3), 207-220. <https://doi.org/10.35912/jomabs.v1i3.2398>
- Thi Chung, D., & Thi Tram Anh, P. (2022). Factors affecting knowledge sharing behaviour in public higher education institutions: An empirical study of vietnam. *Cogent Business & Management*, 9(1), 2155002. <https://doi.org/10.1080/23311975.2022.2155002>
- Triansyah, F. A., Hejin, W., & Stefania, S. (2023). Factors affecting employee performance: A systematic review. *Journal Markcount Finance*, 1(3), 150-159. <https://doi.org/10.55849/jmf.v1i2.102>

- Vuong, T. D. N., & Nguyen, L. T. (2022). The key strategies for measuring employee performance in companies: A systematic review. *Sustainability*, 14(21), 14017. <https://doi.org/10.3390/>
- Widodo, D. S. (2025). Analysis of management support and self-efficacy on business sustainability through employee performance in micro and small businesses in greater jakarta. *Annals of Human Resource Management Research*, 5(4), 155-170. <https://doi.org/10.35912/ahrmr.v5i4.3206>
- Woime, A. W., & Shato, G. A. (2025). The role of emotional intelligence and conflict management in job satisfaction and teamwork: A systematic review. *Public Health Challenges*, 4(2). <https://doi.org/10.1002/puh2.70054>
- Xiao, W., Quanliang, L., Huanli, Y., & Banerjee, S. (2023). The role of emotional intelligence in leadership and team dynamics. *International Journal for Multidisciplinary Research (IJFMR)*, 5(6), 1-2. <https://doi.org/10.36948/ijfmr.2023.v05i06.8140>
- Zaskia, D., Sukri, S., & Basir, A. (2025). The influence of work discipline and workload on employee performance andi djemma rph, north luwu regency. *Journal of Multidisciplinary Academic and Practice Studies*, 3(2), 137-148. <https://doi.org/10.35912/jomaps.v3i2.3186>