

THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE INFLUENCE OF WORKLOAD AND EMOTIONAL EXHAUSTION ON EMPLOYEE PERFORMANCE

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Abstract. Along with the increasing global population and the rising prevalence of diseases, the demand for healthcare professionals continues to grow. A shortage of healthcare workers, limited healthcare budgets, as well as issues related to quality and safety have led to the need for initiatives to redesign the healthcare workforce. The purpose of this study is to examine how workload and emotional exhaustion affect employee performance among staff at the Utama Community Health Center in Semending District. This study also investigates the mediating role of organizational commitment. The research employs the Partial Least Squares (PLS) method, which has the capability to examine relationships between variables. The sampling technique used is a saturated sample, consisting of 73 respondents. The results of this study indicate that workload has a negative and significant effect on employee performance; emotional exhaustion also has a negative and significant effect on employee performance; workload has a negative and significant effect on employee performance through the mediating role of organizational commitment; and emotional exhaustion has a negative and significant effect on employee performance through the mediating role of organizational commitment among staff at the Utama Community Health Center in Semending District.

Keyword: Workload; Emotional Exhasution; Employee Peformance; Organizational Commitment.

I. INTRODUCTION

As the global population continues to grow and the prevalence of diseases rises, the demand for healthcare professionals has also increased. Human resources hold a strategic role, contributing to the achievement of organizational goals through competitive advantage. Shortages of healthcare personnel, limited healthcare budgets, and ongoing issues related to quality and safety have prompted the need for healthcare workforce redesign initiatives [4]. According to data from SISDMK (Health Human Resources Information System) as of March 2024, out of 10,217 Community Health Centers (Puskesmas) across Indonesia, 48% (or 4,908 centers) still fall short of meeting the required health workforce standards. Labor shortages and the lack of qualified staff not only drive the urgent need to adjust work practices in response to changing circumstances but also directly impact employee performance. According to [15], performance is defined as cohesive outcomes in work that aim to achieve organizational objectives, measured through performance evaluations of task-related cohesiveness. Similarly, [18] define employee performance as the ultimate result of individual and collective efforts to fulfill the organization's vision, mission, and goals. Employee

performance can be optimized when individuals feel comfortable in their institutional roles and perceive their assigned tasks to be aligned with their abilities [22].

Improving employee performance is inseparable from the appropriateness of workload distribution, as it closely correlates with the quality of work produced. Each employee's capacity to handle workload varies. Workload stress is linked to the perceived volume of tasks and can be classified by its quantity (level of workload) and quality (task complexity) [11]. Excessive workloads may lead to overexertion and overstress, whereas insufficient workloads may result in boredom or understress [20]. Another critical factor influencing employee performance is emotional exhaustion. According to [15], emotional exhaustion is a core component of Burnout Syndrome, arising as a response to the imbalance between job demands and available resources, leading to feelings of emotional fatigue. [3] also emphasize that high emotional exhaustion is directly linked to high job demands. When employees experience emotional exhaustion, they tend to lose the energy necessary to comply with strict rules and schedules, resulting in decreased discipline, responsibility, and performance capability. At Puskesmas with high average daily

visitation rates, the number of permanent staff often remains unchanged, contributing to employee emotional exhaustion. Employees with high organizational commitment demonstrate a stronger sense of responsibility and a greater concern for the organization's interests. This is because committed employees have fewer reasons to leave the organization. At the Semending Subdistrict Puskesmas, it was found that multiple factors contribute to employee turnover. The most significant factor is the desire to work at institutions that offer better career advancement opportunities. According to [14], a turnover rate is considered high when it exceeds 10% annually. In 2024, the turnover rate at the Puskesmas reached 11.6%. Although the rates in 2021–2023 were not classified as high, they have shown annual fluctuations.

Workload and emotional exhaustion have the potential to affect organizational commitment, which in turn may influence employee performance. Based on field observations, interviews, and survey results, it is assumed that declining employee performance is primarily caused by high workloads and emotional exhaustion. Therefore, this study aims to analyze the influence of workload and emotional exhaustion on employee performance through the mediating role of organizational commitment.

II. RESEARCH METHODS

This study employs a quantitative approach. The sampling technique used is total sampling (census sampling), involving all 73 employees of the main community health centers (Puskesmas Utama) in Semending District, namely Puskesmas Semending and Puskesmas Wire, as respondents. Both primary and secondary data were utilized in this study. Primary data were collected through questionnaires distributed to the employees, with measurements using a five-point Likert scale. The collected data were then analyzed using Partial Least Squares (PLS), along with validity testing, reliability testing, and hypothesis testing.

III. RESULT AND DISCUSSION

A. Validity and Reliability Testing

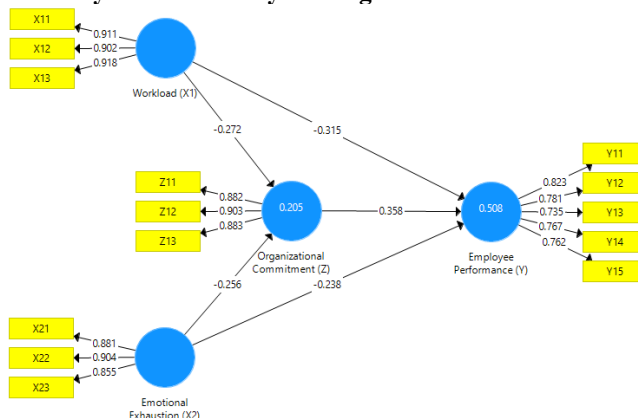


Figure: Outer Model PLS

The outer model values, or the correlations between constructs and their respective variables, all exceed the threshold of 0.70, indicating that all indicators are valid.

In the Workload construct, indicator X1.3, which represents overall staffing levels, recorded the highest outer loading value of 0.918. This indicates that perceptions regarding overall staff adequacy are the most influential aspect in reflecting employee workload. For the Emotional Exhaustion construct, indicator X2.2, which reflects job-related frustration, showed the highest outer loading value of 0.904, suggesting that feelings of frustration are the primary factor representing the level of emotional exhaustion experienced by employees. Meanwhile, in the Employee Performance construct, indicator Y1.1, which represents work quality, had an outer loading value of 0.832, highlighting that the quality of work outcomes is the most representative aspect of overall performance. Finally, in the Organizational Commitment construct, indicator Z1.2, which reflects continuance commitment, exhibited the highest outer loading value of 0.903, indicating that employees' attachment due to perceived costs or losses associated with leaving the organization is the most significant factor in explaining their commitment. These four indicators contribute most substantially to shaping their respective constructs and thus warrant particular attention in the structural model analysis.

Further, validity assessment is conducted to determine how well a construct is represented by its indicators. This is measured through the Average Variance Extracted (AVE). Composite Reliability is used to evaluate the reliability of the indicators associated with each research variable. A Composite Reliability value above 0.70 is considered acceptable. To reinforce the reliability assessment from Composite Reliability, Cronbach's Alpha values were also calculated, as presented in Table 1.

Table 1 Construct Reability and Validity

	Cronba ch's Alpha	Compo site Reliabi lity	AV E	Keteran gan
Workload (X1)	0,897	0,936	0,829	Valid & Reliabel
Emotional Exhaustion (X2)	0,855	0,911	0,774	Valid & Reliabel
Organizational Commitment (Z)	0,868	0,919	0,791	Valid & Reliabel
Employee Performance (Y)	0,834	0,882	0,599	Valid & Reliabel

Source: PLS Data Processing

The Average Variance Extracted (AVE) value is used to assess convergent validity, where a value greater than 0.50 indicates that the construct possesses adequate validity. Based on the data presented in the table, it can be observed that the AVE values for all variables meet the standard threshold

of >0.50 , with the following details: Workload (X1) = 0.829, Emotional Exhaustion (X2) = 0.774, Employee Performance (Y) = 0.599, and Organizational Commitment (Z) = 0.791. Since all four variables have AVE values exceeding 0.50, it can be concluded that the constructs in this study demonstrate good convergent validity. In addition, the Composite Reliability values for all variables exceed 0.70, indicating that the indicators for each construct exhibit high reliability and are suitable for use in the model testing process.

Structural Model Evaluation Results (Inner Model)

Tabel 3 R Square

Variabel	R-Square
Employee Performance	0,508
Organizational Commitment	0,205

Source: PLS Data Processing

The structural model can be evaluated using the R-Square (R^2) value. R^2 represents the proportion of variance in the endogenous latent variable that can be explained by the exogenous latent variables in the proposed model. The R-Square value for Employee Performance (Y) is 0.508, indicating that the combined influence of Workload (X1) and Emotional Exhaustion (X2) explains 50.8% of the variance in Employee Performance (Y), while the remaining 49.2% is explained by other variables not included in this study. The R-Square value for Organizational Commitment (Z) is 0.205, meaning that Workload (X1) and Emotional Exhaustion (X2) together account for 20.5% of the variance in Organizational Commitment (Z), with the remaining 79.5% explained by other factors outside the scope of this research. Although this value is relatively low, it does not imply that the model is irrelevant. Rather, it highlights that organizational commitment is a complex construct influenced by numerous other variables not included in the current model.

Hypothesis Testing

Table 3 Path Coefficient dan Specific Indirect Effects

		Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Workload (X1) -> Employee Performance (Y)	-0,315	-0,313	0,098	3,205	0,001	
Emotional Exhaustion (X2) -> Employee Performance (Y)	-0,238	-0,239	0,096	2,467	0,014	
Workload (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	-0,097	-0,100	0,048	2,042	0,042	
Emotional Exhaustion (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	-0,092	-0,095	0,039	2,358	0,019	

Source: PLS Data Processing

Hypothesis 1: The hypothesis stating that *Workload has a negative effect on employee performance* among staff at the main Community Health Centers (Puskesmas) in Semanding District is accepted. This is supported by a path coefficient of -0.315 and a T-statistic value of $3.205 > 1.96$, with a P-value of $0.001 < 0.005$, indicating a negative and statistically significant effect.

Hypothesis 2: The hypothesis stating that *Emotional Exhaustion has a negative effect on employee performance* among staff at the main Puskesmas in Semanding District is accepted. This is evidenced by a path coefficient of -0.184, a T-statistic of $2.467 > 1.96$, and a P-value of $0.014 < 0.005$, demonstrating a negative and significant effect.

Hypothesis 3: The hypothesis stating that *Workload negatively affects employee performance through the mediating role of Organizational Commitment* among staff at the main Puskesmas in Semanding District is accepted. The analysis yielded an original sample value of -0.097, a T-statistic of $2.042 > 1.96$, and a P-value of $0.042 < 0.005$, indicating a negative and statistically significant indirect effect.

Hypothesis 4: The hypothesis stating that *Emotional Exhaustion negatively affects employee performance through the mediating role of Organizational Commitment* among staff at the main Puskesmas in Semanding District is accepted. The path coefficient is -0.100, with a T-statistic of $2.358 > 1.96$ and a P-value of $0.019 < 0.005$, confirming a negative and significant mediating effect.

The Effect of Workload on Employee Performance

Based on the study, workload significantly affects employee performance at the main Puskesmas in Semanding District. Increased perceived workload tends to reduce employees' contributions to organizational performance. Staffing adequacy emerges as a key determinant, as a sufficient number of personnel allows for proportional task distribution, reducing excessive pressure and enabling optimal performance.

Some employees assume additional roles beyond their core duties, demonstrating flexibility. However, this requires effective time and energy management to maintain task efficiency. While work execution remains functional, balancing workloads is crucial to preserving quality in terms of accuracy, consistency, and sustained focus. These findings align with previous research [21], which showed a negative and significant impact of workload on nurse performance at the Tumpang Subdistrict Health Center.

The Effect of Emotional Exhaustion on Employee Performance

Hypothesis testing reveals that emotional exhaustion significantly and negatively affects employee performance at the main Puskesmas in Semanding District. Higher levels of emotional exhaustion are associated with reduced work quality, often manifesting as frustration during task execution an indicator of emotional strain. This highlights the need for effective management of responsibilities amid complex operational demands, including high patient volume and frequent task delegation. While such delegation reflects trust in employee competence, excessive duties without adequate recovery can exacerbate emotional fatigue. These findings

align with prior research ([6]–[1]) confirming the detrimental impact of emotional exhaustion on performance. Thus, management should proactively address emotional exhaustion through stress reduction programs, stronger social support, and enhanced coping strategies to sustain employee productivity.

The Effect of Workload on Employee Performance Through Organizational Commitment

This study demonstrates that workload negatively affects employee performance indirectly through reduced organizational commitment. Increased workload diminishes commitment particularly continuance commitment, driven by economic and career considerations which in turn lowers job performance. High job pressure from staffing shortages impacts task accuracy and service quality, despite employees' adaptability and dedication. These findings are consistent with ([6], [14]) highlighting the dual impact of workload on commitment and performance. Thus, management should address workload issues while implementing retention strategies that support economic stability and career growth, beyond emotional loyalty alone.

The Effect of Emotional Exhaustion on Employee Performance Through Organizational Commitment

This study finds that emotional exhaustion significantly and negatively impacts employee performance both directly and indirectly through reduced organizational commitment among staff at the main Puskesmas in Semending District. Emotional strain arises from simultaneous medical, administrative, and programmatic duties, often exceeding employees' time and energy capacities. While staff demonstrate dedication under pressure, prolonged exhaustion undermines work quality and organizational attachment.

Commitment is largely driven by rational factors such as job stability and limited alternatives, but emotional support in the work environment is also crucial. Declining emotional commitment affects accuracy, consistency, and productivity, impairing service quality. These findings align with ([6], [10], [17]) affirming the negative effect of emotional exhaustion on both commitment and performance. Organizational strategies should therefore focus on emotional well-being and system improvements to sustain employee effectiveness.

IV. CONCLUSIONS

Based on the analysis of the influence of Workload and Emotional Exhaustion on Employee Performance through Organizational Commitment among employees at the main Community Health Centers (Puskesmas) in Semending District, using SEM-PLS 3.0 analysis, it can be concluded that both Workload and Emotional Exhaustion have a proven negative effect on employee performance. High workload and unequal task distribution contribute to decreased performance, as employees feel overwhelmed and lose focus. Emotional exhaustion resulting from continuous work pressure leads to diminished motivation, mental energy, and increased frustration. These two factors not only directly reduce performance but also exert an indirect effect by weakening organizational commitment. When commitment to the

organization declines, employee loyalty and dedication are also disrupted, thereby hindering work effectiveness and the achievement of organizational goals. To address these issues, management could develop a workload matrix that incorporates the number of patients, types of services, and task completion time for each service unit. To reduce emotional exhaustion, internal counseling services can be provided as psychological support for employees. Strengthening organizational commitment is also essential and can be achieved through career development programs and recognition of employee contributions. Future research may consider the role of leadership as a variable that influences workload management, emotional support, and the enhancement of employee commitment.

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