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WORKLOAD, EMOTIONAL INTELLIGENCE, AND LEADERSHIP STYLE : THEIR IMPACT ON EMPLOYEE PERFORMANCE DLHK KOTA KUPANG

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ABSTRACT

Purpose: *Analyze and prove the effect of workload, emotional intelligence, and leadership style on performance..* ***Methodology:*** *The research design used is quantitative research. The population of the study was all waste officers of the Kupang City Environmental and Sanitation Service, totaling 103 employees. All employees were the research sample with a saturated sampling technique. Data were obtained through questionnaire interviews (Likert scale), observation, and documentation. The research data consisted of primary and secondary data. The data analysis method used was multiple linear regression analysis.* ***Results:*** *This study highlights the suitability of employee workload, the importance of understanding employee emotional intelligence conditions well, and implementing a leadership style preferred by employees to achieve high employee performance.* ***Novelty:*** *This study describes the interaction between workload, emotional intelligence, and leadership style in the context of employee performance in government organizations.* ***Originality:*** *This study contributes to the literature on employee performance in the Kupang City Environmental and Sanitation Service by addressing the gap in understanding these variables.* ***Conclusion:*** *Practical thinking for recommendations for the organization of the Department of Environment and Sanitation of Kupang City to develop strategies to improve employee performance in accordance with the expectations and goals of the organization.* ***Type of Paper:*** *Empirical research paper.*

INTRODUCTION

Human resources (HR) are a crucial asset of the organization to achieve its goals. Although technology and material resources are available, without quality HR management, the organization will struggle to achieve its goals. Susanto & Riwu Kore (2020) explain that HR management is a fundamental activity in organizational governance. The organization of this HR management can be carried out through employee performance evaluations. Eldridge & Crombie (2020) state that the success of an organization in achieving its goals is greatly determined by employee performance. Employee performance becomes an indicator of success in HR management (Reed, 2019).

One of the organizations that needs to have its employee performance evaluated is the Environmental and Sanitation Agency (Acronym in Indonesia : DLHK) of Kupang City, considering that this organization often comes under public scrutiny regarding waste issues based on the

researchers' documentation, including the slow or non-removal of waste from residents. Obstacles in waste management at DLHK include households as sources of waste not regularly disposing of their waste in the provided places, resulting in some waste not being collected; a limited fleet of garbage trucks that is not ideal for the existing waste collection needs; poorly organized personnel management causing the organization to be deficient in field personnel management functions; poor coordination within the personnel work team leading to frequent conflicts with public complaints about uncollected waste; and the absence of strict sanctions against the public for littering, making the waste problem complex (Riwu Kore & Haba Ora, 2019[ab]). This situation becomes a gap phenomenon in this research.

The phenomenon of the gap was then studied by researchers through non-partisan observation, where the results were: there is still waste at TPS or TPSS that is not collected by the officers; the safety of the waste crew while working is low, such as the lack of PPE (personal protective equipment); the waste collection time by the officers starts at 10:00 Wita instead of the scheduled 07:00 Wita; some waste crew members are focused on their work while others are not; the personnel are not cohesive in their work teams, causing delays in waste collection to the dumping site; the tardiness of the waste crew coordinator and the waste truck driver makes the officers' working hours increasingly inaccurate; the pursuit of the waste crew's working hours due to lack of discipline causes the waste collected to only match the collection points.

The results of the non-partisan observation by the researcher were further explored by interviewing one of the Heads of Division at the DLHK of Kupang City, and the findings revealed that: the negligence of officers in waste management increases the workload in waste collection; the evaluation of personnel organization that does not break down within the work team in detail leads to differing workloads among the staff; the uncoordinated work method of the group leads to waste accumulation occurring anywhere, and the officers do not collect it; differences in education levels among the waste crew subjectively disrupt communication and individual ego; most of the waste crew are on honorary recruitment status, creating a subjective paradigm as employees who can easily be dismissed by the organization; weak team cohesion leads to inefficiencies in workflow and communication being hindered in waste collection; the level of coordination among the waste crew is determined unilaterally by the DLHK management without considering experience and education, creating individual ego among the employees; typical society that views waste collectors as always ready personnel in the field to transport waste often causes conflicts between residents and the workers; limited supporting facilities make waste collectors complain and less creative; low compensation support for waste collectors leads to decreased performance; organizational orders in responding to uncoordinated waste collection requests create mutual blame among waste collectors.

The information obtained by the researcher from observations and interviews was then disseminated to the waste crew, namely the officers responsible for waste collection services at the DLHK of Kupang City. The results of the dissemination indicated: the limitations of waste fleet, coordination, and communication are increasing the workload of the waste crew; conflicts often occur among the waste crew due to individualistic egos of officers with the same status, education, and experience; the appointment of a waste crew coordinator without democracy by the organization’s leaders makes the waste crew lazy to work; the minimal attention from leaders to the safety of the waste crew reduces employee performance; low leader attention to the work issues faced by the waste crew decreases employee motivation; the typical leader’s lack of praise for employee achievements leads to minimal employee performance and perceiving tasks only as a work routine; low leader attention regarding the PPPK quota policy from DLHK causes stress among the waste crew, which has implications for decreased performance.

In line with the phenomenon of the gap, non-partisan observations, interviews, and dissemination indicate that the performance phenomenon of waste workers in the Environmental Office of Kupang City is related to workload, emotional intelligence, and leadership style. Guo et al. (2025) prove that workload affects performance, while Inegbedion et al. (2020) report that

performance is not influenced by workload. Denogent et al. (2025) report that emotional intelligence does not affect performance, contrasting with the research results of Riwu Kore et al. (2022) which show that emotional intelligence influences performance. Dinesh Babu et al. (2024) report that leadership style does not affect performance, while Alie et al. (2022) report that leadership style has a positive and significant implication on performance. The differences in the research results among these researchers create a research gap, and this study aims to prove that research gap.

High workloads due to limited resources can reduce employee performance. Workload is the amount of tasks that must be completed by an individual within a specified period (Realyvásquez-Vargas et al., 2019). A high workload can lead to work-related stress and fatigue in individuals, negatively impacting performance (Gawron, 2019). Analyzing workload is crucial, as it involves determining the number of working hours of human resources that are being used and required to complete a job over a specific period (Mushabe et al., 2022). Dimensions of workload measurement include targets, working conditions, and work standards (Gawron, 2019). Targets relate to completing tasks according to specified goals, and the output produced meets the expected targets. Working conditions pertain to the willingness to take risks in work, successfully completing complex and challenging tasks with ease, and accomplishing work outside one's field for organizational success. Work standards are associated with enjoying the completion of tasks assigned by the organization, working according to established standards, and being willing to take the initiative in one's work.

Emotional intelligence becomes important in responding to individual characteristic differences and recognizing resources within the individual themselves. Robbins & Coulter (2020) explain that emotional intelligence enables individuals to build positive relationships, effectively resolve conflicts, and manage stress well. The measurement of emotional intelligence uses the dimensions of self-awareness, motivation, empathy, and relational skills (Goleman, 2020). Self-awareness is related to the ability to recognize one's own emotions and understand one's strengths and limitations. Motivation is related to the drive to improve and persistence in overcoming failures and obstacles. Empathy is associated with caring for coworkers, creating opportunities in social interactions, and reading emotional states and strengths within a group. Relational skills relate to the ability to approach persuasively and to lead in collaboration.

The leadership style that fits the work situation makes efficiency and effectiveness easily achieved. Karaca & Demirtas (2020) state that the implementation of leadership styles requires superior ability to influence others as it involves many people, power distribution, and the leader's example. The measurement of leadership style is conducted on the dimensions of vision building ability, inspirational communication, supportive leadership, enhancement of intellectual capabilities, and appreciation of individuals (J R Riwu Kore, 2020). The ability to build a vision is demonstrated by the capacity to communicate the vision and to increase optimism. Inspirational communication is shown by motivating and providing direction. Supportive leaders are measured by subordinate participation in every activity, readiness to provide training and instructions, and giving personal attention. Enhancement of intellectual capabilities is measured by the ability to frame problems as learning opportunities and to provide good reasoning for every idea presented. Individual appreciation is measured using indicators of significant attention to and valuing the work of subordinates, as well as being honest and open in praising them.

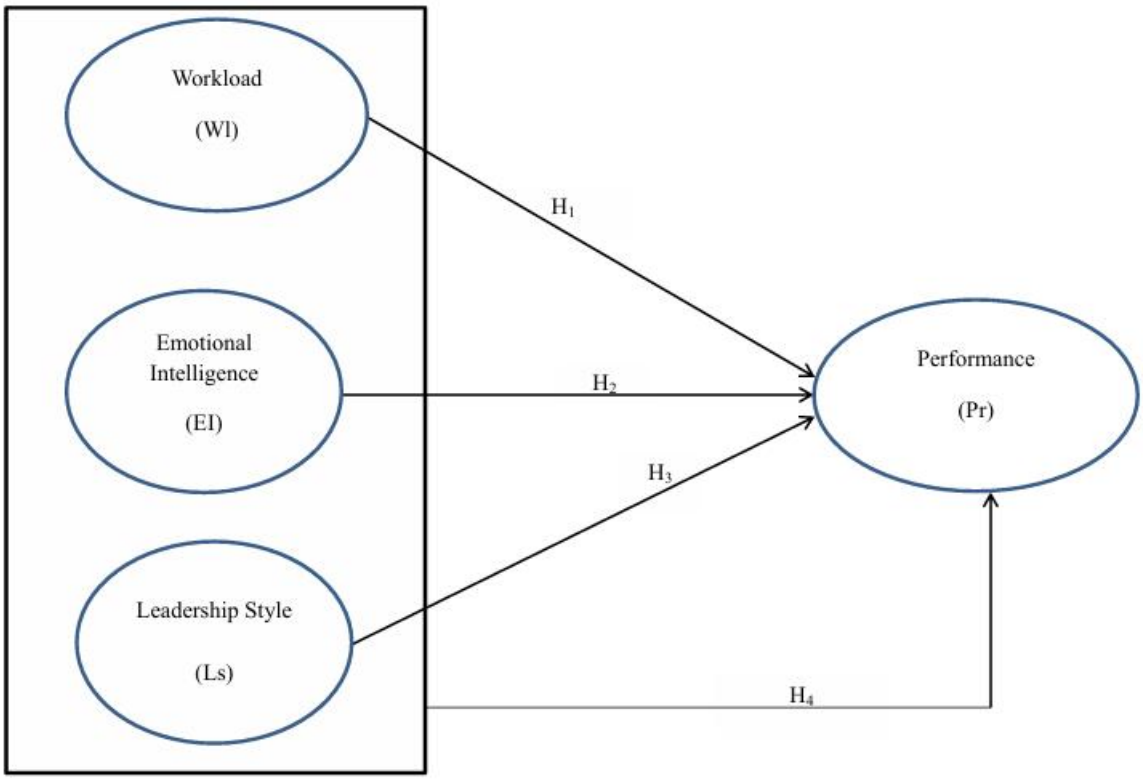
Performance is the result of an individual's or a group's work in achieving organizational goals responsibly, ethically, and in compliance with the law (Wilkinson et al., 2023). Black & Warhurst (2021) explain that performance is the comparison between work input and work output in achieving organizational goals. Performance measurement uses the dimensions of professionalism, certainty, credibility, and teamwork (JR Riwu Kore, 2022). Professionalism relates to constructive actions and the ability to address issues. Certainty pertains to the assurance of responsibility and the certainty of compensation received. Credibility relates to work in accordance with environmental conditions and work according to position. Teamwork is related to relevant work and work that can be verified.

METHOD

This study uses a quantitative research design with a cross-sectional survey. This method was chosen because of its ability to reveal issue trends that affect variables in just one time in real-time. The research population was all Garbage Crew at the Departement of Lingkungan Hidup and Kebersihan Kota Kupang, totaling 103 people. The sampling technique of the research population used saturated samples to obtain comprehensive data from all employees and minimize sampling errors. The types of data consist of primary data and secondary data. Data collection techniques were carried out through observation, interviews, closed questionnaires using the Likert scale, and documentation. Data analysis was conducted using multiple linear regression. This method was chosen because it can display the influence of several independent variables on one dependent variable, as well as predict the value of the dependent variable based on the known values of the independent variables.

The framework for generating hypotheses in this research is as shown in Figure 1.

Figure 1. Hypothesis Framework



The hypothesis framework in Figure 1 shows that the workload variable (Wl) affects performance (Pr) as H1; emotional intelligence (Ei) affects performance (Pr) as H2; leadership style (Ls) affects performance (Pr) as H3; and workload (Wl), emotional intelligence (Ei), and leadership style (Ls) influence performance (Pr) as H4.

RESULTS AND DISCUSSION

RESULTS

Validity and Reliability Test

The criteria for decision-making in the validity test used in this research is the Pearson product-moment correlation, where if the calculated r-value > table r-value at a significance level of 0.05, then the research instrument used is valid and appropriate for data collection (Willard, 2020; Opoku et al., 2022). The table r-value for df 103 respondents at a significance level of 0.05 is 0.1937. The test of the instrument for workload variable (Table 1), emotional intelligence (Table 2), leadership style (Table 3), and performance (Table 4) towards 103 respondents of the DLHK City of Kupang waste crew shows that all statement items from the questionnaire instrument have a calculated r-value ≥ 0.1937. This indicates that all instrument items are valid.

The criteria for decision-making for the reliability test in this research is a Cronbach's Alpha value ≥ 0.70 (Wagemaker, 2020) which means acceptable (Creswell & Cresswell, 2022) or strong reliability (J R Riwu Kore, Zamzam, & Haba Ora, 2022) indicating that the research questionnaire is reliable as a data collection instrument and the research can continue. Table 5 shows that all items of the research variables have a Cronbach's Alpha value ≥ 0.70, which means the data is reliable.

Table 1. Workload validity test

Item	Validity		Results
	r_{count}	r_{table}	
Wl1	0.805**	> 0.1937	Valid
Wl2	0.809**	> 0.1937	Valid
Wl3	0.776**	> 0.1937	Valid
Wl4	0.775**	> 0.1937	Valid
Wl5	0.526**	> 0.1937	Valid
Wl6	0.636**	> 0.1937	Valid
Wl7	0.868**	> 0.1937	Valid
Wl8	0.311**	> 0.1937	Valid

***Source**: processed from SPSS Output, 2025*

Table 2. Emotional intelligence validity test

Item	Validity		Results
	r_{count}	r_{table}	
Ei1	0.791**	> 0.1937	Valid
Ei2	0.578**	> 0.1937	Valid
Ei3	0.598**	> 0.1937	Valid
Ei4	0.603**	> 0.1937	Valid
Ei5	0.790**	> 0.1937	Valid
Ei6	0.747**	> 0.1937	Valid
Ei7	0.438**	> 0.1937	Valid
Ei8	0.787**	> 0.1937	Valid
Ei9	0.290**	> 0.1937	Valid

***Source**: processed from SPSS Output, 2025*

Table 3. Leadership style validity test

Item	Validity		Results
	r_{count}	r_{table}	
Ls1	0.692**	> 0.1937	Valid
Ls2	0.455**	> 0.1937	Valid
Ls3	0.483**	> 0.1937	Valid
Ls4	0.411**	> 0.1937	Valid
Ls5	0.657**	> 0.1937	Valid
Ls6	0.742**	> 0.1937	Valid
Ls7	0.585**	> 0.1937	Valid
Ls8	0.693**	> 0.1937	Valid
Ls9	0.304**	> 0.1937	Valid
Ls10	0.289**	> 0.1937	Valid
Ls11	0.423**	> 0.1937	Valid

***Source**: processed from SPSS Output, 2025*

Table 4. Performance validity test

Item	Validity		Results
	r_{count}	r_{table}	
Pr1	0.638**	> 0.1937	Valid
Pr2	0.361**	> 0.1937	Valid
Pr3	0.369**	> 0.1937	Valid
Pr4	0.321**	> 0.1937	Valid
Pr5	0.633**	> 0.1937	Valid
Pr6	0.576**	> 0.1937	Valid
Pr7	0.337**	> 0.1937	Valid
Pr8	0.611**	> 0.1937	Valid

***Source**: processed from SPSS Output, 2025*

Table 5. Reliability testing

Variable	Cronbach's Alpha	Criteria	Results
Wl	0.831	≥ 0.70	Reliabel
Ei	0.799	≥ 0.70	Reliabel
Ls	0.739	≥ 0.70	Reliabel
Pr	0.852	≥ 0.70	Reliabel

Source: processed from SPSS Output, 2025

Normality Test

The criterion for testing data normality uses the Kolmogorov-Smirnov Test (Z) method according to Wagemaker (2020). If the Asymptotic Significance value ≥ α 0.05, it means the data is normally distributed. The results of the normality test in this study, as shown in Table 6, have an Asymptotic Significance value ≥ α 0.05, which is 0.076, indicating that the data is normally distributed.

Table 6. Kolmogorov-Smirnov normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		103
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.63300644
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.078
Test Statistic		.083
Asymp. Sig. (2-tailed)		.076[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
***Source**: processed from SPSS Output, 2025*

Multicollinearity Test

The criteria for testing multicollinearity are a tolerance value > 0.10 and a VIF value < 10. The results of the multicollinearity test in this study are presented in Table 7, where all variables have a tolerance value > 0.10 and a VIF value < 10, indicating that there is no multicollinearity in this study.

Table 7. Multicollinearity Test

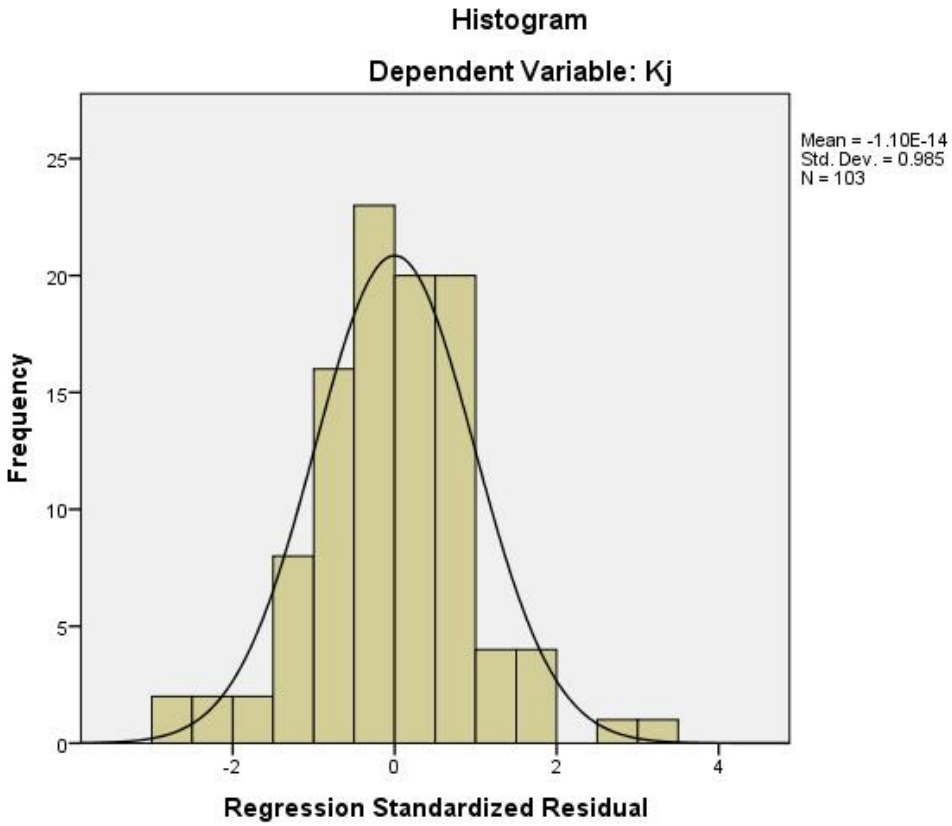
Variable	Tolerance	VIF	Results
Wl	0.330	3.031	No Multicollinearity
Ei	0.336	2.976	No Multicollinearity
Ls	0.959	1.043	No Multicollinearity

***Source**: processed from SPSS Output, 2025*

Heteroskedasticity Test

The criteria for the heteroskedasticity test in this study use the residual plot method, which means that if there is no clear pattern and the points are scattered above and below zero on the Y-axis (vertical), then heteroskedasticity does not occur (homoscedasticity). Figure 2 shows that the data spreads nearly evenly above and below the zero point, indicating that the data distribution is homoscedastic (same).

Figure 2. Scatterplot of the heteroscedasticity test



Autocorrelation Test

The criteria for evaluating autocorrelation in this study use the Durbin Watson (dW) test, where the autocorrelation test must meet the conditions of dW > dU and (4-dW) > dU for the data to be free of autocorrelation. The results of the autocorrelation test are presented in Table 8, where the dW value is 2.146 from a total sample of 103 (n), and the number of independent variables is 3 against 1 dependent variable. Next, the values of dL and dU are sought in the DW table. The dU-table value is 1.7392 and the dL-table value is 1.6196, and the (4-dW) value is 1.822, thus the formula becomes 1.6196 dL < 1.822 > 1.7392 dU, which means there is no autocorrelation.

Table 8. Results of the autocorrelation test

Durbin-Watson	Sample (n)	dL	dU	(4-dW)
2.178	103	1.6196	1.7392	1.822

***Source**: processed from SPSS Output, 2025*

Hypothesis Testing

This testing uses multiple linear regression analysis through the SPSS v. 30 application via the model notation: $Pr = a + \beta_1 Wl + \beta_2 Ei + \beta_3 Ls + e$

Notes:

Pr = Performance
a = Constant
β_1-β_3 = Regression Coefficients
Wl = Workload
Ei = Emotional Intelligence
Ls = Leadership Style
e = Error

The testing criteria used in decision-making for the t-test is if the sig. value < 0.05 and t-calculated > t-table. The t-table value in the study is 1.98373, which is obtained from degrees of freedom (df) of 101, a sample size (n) of 103, and the number of variables (k) of 2 at a significance level of 0.05 (5%).

The testing criteria used in decision-making for the F-test is if the sig. value < 0.05 and F-calculated > F-table. The F-table value in the study is 2.690, which is obtained from df (N2) of 102, df (N1) of 3, a sample size (n) of 103, and the number of variables (k) of 4 at a significance level of 0.05 (5%). The criterion for the regression coefficient value is ≥ 0.67, which indicates a strong relationship between the variables.

Table 9. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.845	2.072		4.270	.000
	Wl	.197	.069	.267	2.843	.005
	Ei	.414	.064	.604	6.475	.000
	Ls	.053	.038	.077	1.395	.166

***Source**: processed from SPSS Output, 2025*

The results of the regression analysis of professionalism, workload, and organizational climate on productivity can be explained as follows:

1. The t-value for workload (Wl) is 2.843 > t-table 1.98373 with a significance value of 0.005 < 0.05, which means that workload has a positive and significant effect on performance. The formula is Pr = 8.845 + 0.197Wl, which means that if workload increases by one unit, performance will increase by 0.197 units. Conversely, if workload decreases by one unit, performance will decrease by 0.197 units. This study shows that Hypothesis 1 (H1) is accepted and Hypothesis 0 (H0) is rejected.
2. The t-value for emotional intelligence (Ei) is 6.475 > t-table 1.98373 with a significance value of 0.000 < 0.05, which means that emotional intelligence has a positive and significant effect on performance. The formula is Pr = 8.845 + 0.414Ei, which means that if emotional intelligence increases by one unit, performance will increase by 0.414 units. Conversely, if emotional intelligence decreases by one unit, performance will decrease by 0.414 units. This study shows that Hypothesis 2 (H2) is accepted and Hypothesis 0 (H0) is rejected.
3. The calculated t-value for leadership style (Ls) is 1.395 < t-table 1.98373 with a significance value of 0.166 > 0.05, which means that leadership style does not affect performance. The formula is Pr = 8.845 + 0.053Ls, which means that if the leadership style increases by one unit, performance increases by 0.053 units. Conversely, if the leadership style decreases by one unit, performance decreases by 0.053 units. This study shows that Hypothesis 3 (H3) is rejected and Hypothesis 0 (H0) is accepted.
4. The contribution of each exogenous variable (Wl, Ei, Ls) to the endogenous variable (Pr) is 26.7% Bk, 60.4% Ke, and 7.7% Gk. Thus, the largest contribution of exogenous variables to the performance of waste management personnel in Kupang City is leadership intelligence, followed by workload and leadership style.

Table 10. Multiple linear regression test

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	827.787	3	275.929	81.163	.000[b]
	Residual	336.568	99	3.400		
	Total	1164.355	102			

a. Dependent Variable: Pr

b. Predictors: (Constant), Ls, Ei, Wl

***Source**: processed from SPSS Output, 2025*

The results of the regression analysis of workload, emotional intelligence, and leadership style simultaneously on performance are presented in Table 10, where the SPSS output data shows a significance value of 0.000 < 0.05 with a calculated F value of 81.163 > F table of 2.690, which means H0 is rejected and H4 is accepted. H4 has successfully confirmed and demonstrated both theoretically and empirically that there is an influence of workload, emotional intelligence, and leadership style simultaneously on employee performance. The equation formed from this regression test is: **Pr = 8.845 + 0,197Wl + 0,414Ei + 0,053Ls**

Table 11. Coefficient of Determination

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.843[a]	.711	.702	1.84382

a. Predictors: (Constant), Ls, Ei, Wl

b. Dependent Variable: Pr

***Source**: processed from SPSS Output, 2025*

Table 11 model summary shows a correlation value of 0.843, indicating a strong relationship between the two research variables with an R^2 value of 0.702, perceived as the simultaneous contribution of workload, emotional intelligence, and leadership style amounting to 70.2% towards performance, while 29.8% is influenced by other factors.

DISCUSSION

Influence of Workload on Performance

The findings in this study indicate that workload has a positive and significant effect on employee performance, according to the results obtained by J R Riwu Kore et al. (2022) and Guo et al. (2025). The findings in this study differ from the results obtained by Inegbedion et al. (2020) and Ekowati et al. (2021), that performance is not influenced by workload. The difference in these findings is greatly influenced by the employee's perception of the type of workload that is the employee's responsibility. Employees at DLHK feel that the workload is a responsibility that must be completed and is a daily routine at work. Meanwhile, the different studies perceive workload as not being an employee's expertise to be done. Uddin et al. (2023), workload that is perceived as not being his expertise hurts employee performance. Gazi et al. (2024) perceives that workload that is not following employee satisfaction has implications for decreased performance, and/or employee dissatisfaction.

This research implies that organizations need to optimise workload according to organizational needs so that they can provide satisfaction not only to employees, but to the organization. Indrayani et al. (2024), job satisfaction is an important indicator in organizational behavior, because job satisfaction has a direct impact on individual productivity and performance.

Workload that is not within individual abilities can cause stress, anxiety, and decreased job satisfaction (Alrawahi et al., 2024).

The correlation between workload and performance is very important to determine the results and goals of the organization. If the workload becomes excessive, it can lead to decreased performance, increased employee complaints, and high employee absenteeism (neglect). Conversely, reducing the workload can lead to employee laziness and boredom (Gawron, 2019). High workload will have negative implications for employee performance (J R Riwu Kore et al., 2022).. The implementation of the workload of the Kupang City DLHK Waste Collection Team needs to be improved. Waste is a complex public problem. A significant increase in the workload of waste collectors will further improve employee performance, as found in this study. Therefore, the limitations of organizational resources such as personnel and fleets need to be addressed to support employee performance. Riwu Kore et al. (2022) stated that efforts to ensure that all aspects of human resources operate effectively and efficiently require improvements in factors that inhibit performance.

Thus, the application of workload in the world of work of garbage squad officers needs to consider the suitability of the officer's workload with the goals of achieving the organization through employee performance. This is as stated by J R Riwu Kore & Haba Ora (2019a) that a workload that is not conducive to officers decreases employee performance.

Influence of Emotional Intelligence on Performance

The findings of this study indicate a positive and significant influence of emotional intelligence on performance, such as the results of research by J R Riwu Kore et al. (2022) and Jalali et al. (2023). The findings of Denogent et al. (2025) showed different results, that emotional intelligence did not have a direct effect on performance. The difference with this study lies in the intervening used, namely job satisfaction. Academically, the intervening of emotional intelligence on employee performance is job satisfaction (Alwali & Alwali, 2022; Mustafa et al., 2023). However, other academic studies state that emotional intelligence has a direct relationship to improving employee performance, even though employees are burdened with high work tasks (Martin et al., 2024). Jena & Goyal (2022), someone with high emotional intelligence has high adaptive and innovative abilities and is able to accept work risks even though employee job satisfaction is not obtained. Therefore, this study proves that emotional intelligence is very important in improving a person's performance.

Bradberry (2023) states that emotional intelligence is very important to apply in the workplace to improve employee performance. Feldman & Mulle (2023) explain that emotional intelligence maturity allows employees to control emotions in relationships with others, build quality relationships, and achieve success in the organization. Goleman (2020) states that the flexibility of someone with high emotional intelligence will be seen in employees in terms of resilience, emotional sensitivity, euphoria, and conflict resolution skills.

Thus, the managerial implications for maintaining high employee performance are very important for leaders and organizations to pay attention to creating better employee emotional intelligence so that when garbage officers are faced with complex problems in the field of garbage, employees have been able to understand themselves and their surroundings so that they are able to produce solutions to complex and complex problems. This is in accordance with the statement of J R Riwu Kore, Yustini, & Likur (2022) that emotional intelligence is very much needed in dealing with unfavorable situations and in achieving work goals.

Influence of Leadership Style on Performance

The findings of this study indicate that leadership style does not affect employee

performance, in accordance with the research results of Moreno-Domínguez et al. (2024). This study is different from Alie et al. (2022) and Latif & Riwu Kore (2024) that performance is influenced by leadership style. The factor that is considered to influence these different findings is the subjective paradigm of employees. This study identified the existence of a subjective paradigm of employees that the work done is routine so that employees do not depend on instructions and supervision from their leaders. Poláková et al. (2023), someone who considers his work as a routine, makes himself do activities that do not need to be supervised or ordered by his leader. In addition, the experience of working continuously makes dependence on the orders and instructions of the leader low. Kyambade et al. (2024) and Dinesh Babu et al. (2024), forced leadership styles that are not in accordance with perceptions of experience and routine have a negative impact on employee performance. Riwu Kore et al. (2022), employees with high emotional intelligence view work as a responsibility, not a burden, and do not wait for instructions.

Based on the discussion of the research results, it shows that the application of leadership styles in cleaning organizations is good so that officers in carrying out their work no longer wait to be ordered or directed. In addition, work routines make cleaning officers accustomed to doing their jobs. Rafique et al. (2022) stated that employee preferences for a person's leadership style have an impact on performance, creativity, initiators, and work targets. However, the managerial implications of this study are that the organization provides opportunities for employees to improve their competence so that the routines carried out give rise to work innovations that support the achievement of organizational goals.

Influence of Workload, Emotional Intelligence, and Leadership Style on Performance

The results of the study on the influence of exogenous variables (workload, emotional intelligence, and leadership style) on the endogenous variable (performance) show that all exogenous variables simultaneously affect the performance of the garbage collectors of the DLHK of Kupang City. The analysis shows that the relationship between the exogenous variables and the endogenous variable falls into the strong category, with a variable contribution of 70.2%. This simultaneous effect on performance is consistent with the research findings of Ekowati et al. (2021), Pontiggia et al. (2024), and Guo et al. (2025) who found that workload, in conjunction with other variables, has a simultaneous effect on performance. Inegbedion et al. (2020), JR Riwu Kore et al. (2022) and Jalali et al. (2023), found that workload and emotional intelligence have an effect on performance. Alie et al. (2022) and Latif & Riwu Kore (2024) stated that leadership style, in conjunction with other variables, has a simultaneous effect on performance. Therefore, this research proves that the performance of garbage collectors in the DLHK of Kupang City can be explained by workload, emotional intelligence, and leadership style.

The relationship coefficients between workload, emotional intelligence, and leadership style regarding performance produce a formula definition that the performance of the DLHK Kupang City garbage collectors can be improved by the organization through increasing stimuli or simulations through these three exogenous variables. Burrell (2023) states that organizational success can be easily achieved if the organization and its management understand the predictors that affect employee performance.

This study found that leadership style does not have a partial effect on employee performance. Therefore, organizations need to consider identifying the factors that cause it. One strategy that can be done is the leader's maximum attention to the existence of employees at work. Liden et al. (2025), the attention of leaders is very important in organizations because they are the key to success in achieving goals. Good leaders can provide direction, motivation, and inspiration to team members, create a positive work environment, and encourage communication and collaboration, all of which are essential to achieving organizational success.

CONCLUSION

This study highlights the important role of organizations in supporting employee performance from the aspects of appropriate employee workload, good employee emotional intelligence, and conducive leadership style, offering actionable insights for employee management in DLHK organizations. Improving employee performance can be done by standardizing employee workload so that the balance between responsibilities that must be carried out and organizational targets is achieved, improving employee education and skills to improve employee professionalism which has an impact on good self-understanding of employee emotional intelligence, and creating a more comprehensive leadership style through attention and liking for employees. This study found that leadership style does not have a partial effect on employee performance. Therefore, organizations need to consider identifying the factors that cause it. One strategy that can be done is the leader's maximum attention to the existence of employees at work. Future research should explore longitudinal data to assess long-term retention patterns so that important factors that influence the implementation of each research variable can be identified.

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