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ANALYZING THE IMPACT OF WORKLOAD AND EMOTIONAL INTELLIGENCE ON THE PERFORMANCE OF AIR TRAFFIC CONTROLLERS WITH COMMITMENT AS AN INTERVENING VARIABLE AT THE PERUM LPPNPI MATSC

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ABSTRACT: Every business and company has objectives that must be accomplished. In order to attain these goals, it is essential for all components of the organization to collaborate effectively, with human resources (HR) serving as one of the instrumental tools employed by the company. This study seeks to examine the potential impact of workload and emotional intelligence on the performance of Air Traffic Controllers, with commitment serving as an intervening variable. This study employs a quantitative approach to examine the causal link between variables and evaluate the notion of their interconnections. Data was collected by distributing questionnaires to 100 respondents and the collected data was processed using the SmartPLS 4 program. The data analysis indicates that the workload and work commitment of ATC at Perum LPPNPI MATSC Branch have a substantial impact on its performance. Additionally, emotional intelligence also affects ATC performance, although to a lesser extent compared to workload and work commitment. According to the data collected, Commitment is the most influential variable in determining performance. The path coefficient is 0.77, with a p-value of 0.000, and a 95% confidence interval ranging from 0.553 to 0.928. The f-square value is significantly high, measuring 0.735. This variable exerts a significant impact on performance.

A. INTRODUCTION

An organization is a group of people who work together regularly to reach common goals. There are many things that can affect the success of an organization or business (Robbins & Judge, 2021). Human resources (HR) are a strategic instrument employed by corporations to

accomplish their objectives. The significance of HR in achieving corporate success is widely recognized. According to (Robbins et al., 2019), it is essential for firms to prioritize quality and recruit high-performing workers in order to successfully accomplish their organizational objectives. (Zainal, 2015) defined performance as the measure of an individual's success in carrying out their duties within a specific timeframe. Factors such as workload, emotional intelligence, and job dedication might influence the quality of an employee's work or HR.

The quality of work performed can be influenced by the portion of work that aligns with the employee's capabilities. According to (Schultz & Schultz, 2016) the workload refers to an excessive amount of work within a specific timeframe or work that is too challenging for employees. The distinction is in the aptitude or capability of an employee and the requirements of the job that need to be fulfilled (Tarwaka, 2014) if an individual feels overwhelmed by being assigned activities that do not align with his skills, whether they are below or beyond his capabilities, this is deemed to have an impact on his performance (Paramitadewi, 2017).

Everyone desires to achieve excellence in all aspects of life, particularly in their professional endeavors. Nevertheless, in the present day, achieving success in one's profession necessitates the aptitude to regulate and control emotions, since it directly influences an individual's interpersonal interactions. (Goleman, 2009) stated that twenty percent of the determinants of success in life are impacted by intellectual ability (IQ). The remaining eighty percent is attributed to other strengths, such as emotional intelligence. This phrase highlights the significance of human conduct in the workplace. The performance of a company in managing its operations is significantly impacted by the attitude and conduct of its employees towards their job (Setyaningrum et al., 2016).

Aside from workload and emotional intelligence, an individual's dedication to the enterprise, particularly in ensuring flight safety, also plays a crucial role in attaining organizational or company objectives. Griffin (in Citrawati, 2021) defines commitment as an individual's attitude that indicates their level of knowledge and attachment to their company. Tarjo (2020), Alamsyah and Andri (2016), Syawal (2018), and Buchori and Djaelani (2017) have asserted that organizational commitment has a substantial impact on employee performance. However, Marsoit et al. (2017) have argued that organizational commitment does not have a major effect on employee performance. By comprehending the variables that influence the efficacy of ATC, we can assist in enhancing the operational performance and safety of air traffic control. The primary objective of this study is to examine the impact of workload, emotional intelligence, commitment, and performance on air traffic controller at Perum LPPNPI MATSC Branch.

B. LITERATURE REVIEW

Performance is a vital factor in assessing the quality of a company, as stated by (Farisi et al., 2020). Operational success of a corporation over time is determined by the ability of its human resources to achieve defined work requirements. (Mangkunegara, 2015) stated that HR departments in firms are required to continually achieve optimal work results that are in line with the organization's standards and objectives. Performance encompasses the results, in terms of both excellence and quantity that an employee attains while carrying out their assigned duties. In (Farisi et al., 2020), performance is defined as the ability of an individual to effectively carry out their obligations or tasks. Achieving specified benchmarks is considered desirable and rewarding when evaluating performance. In essence, the author's conclusion is that performance is the result of the work responsibilities delegated by employees to the organization.

Workload is a significant determinant of employee performance. In this scenario, it is imperative for the organization to deliver tasks that align with the competencies of their staff members. The competence of employees will be indirectly impacted if the workload is either below or above their capabilities. Additionally, this will impede the company's advancement in attaining its objectives. (Paramitadewi, 2017) also discovered a similar phenomenon, demonstrating that an increased workload has a detrimental and statistically significant impact on employee performance. This phenomenon implies that a decrease in workload leads to an

improvement in employee performance. Workload refers to a set of tasks that need to be accomplished by a specific department or individual within a specified timeframe (Dhania, 2010). According to (Koesomowidjojo & Mastuti, 2018) workload refers to the tasks or responsibilities assigned to all available human resources, which must be accomplished within a specified timeframe. Therefore, it can be inferred that workload refers to the assignment of tasks to employees, which must be accomplished within a specified timeframe.

High emotional intelligence enables individuals to behave ethically, adhere to their values, and succeed (Setyaningrum et al., 2016). Furthermore, it empowers them to make appropriate and resolute choices when faced with challenging circumstances. Emotional intelligence is a crucial attribute for achieving success in the job, fostering effective working relationships, and effectively attaining goals. According to (Goleman, 2009), emotional tendencies can be divided into five components, each of which has a partial influence on the degree of employee performance. The five constituents encompass self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness refers to the state of being conscious and knowledgeable about oneself. Self-regulation, on the other hand, pertains to the capacity to effectively control and manage one's emotions. Lastly, motivation denotes the ability to enhance one's excitement and drive towards work or tasks.

The type of employee dedication significantly impacts the attainment of company or organizational objectives. According to (Robbins & Judge, 2021), organizational commitment refers to the level of dedication and engagement individuals demonstrate towards a specific aspect of the organization. This is demonstrated via the embrace of company values and objectives, the aspiration to excel within the organization, and the commitment to retaining members. Each worker's base and conduct vary depending on their level of organizational commitment. Highly committed personnel demonstrate unwavering dedication and a strong drive to accomplish organizational objectives, whereas employees with low commitment exert minimal effort only when compelled to do so. The productivity of individuals with a strong sense of loyalty and dedication to the organization will be evident (Chatman & Kray, 2020). This is evidenced by the employees' fervent inclination to engage in organizational activities. The level of employee engagement in organizational activities is indicative of their commitment to assisting the organization in attaining its objectives.

The Impact of Workload on ATC Performance.

Workload refers to the activities performed by an individual to accomplish the duties associated with a specific job or set of jobs within a designated timeframe under typical circumstances (Risambessy et al., 2011). ATC work demands substantial cognitive engagement, encompassing activities such as critical thinking, decision-making, complex calculations, information retention, and visual observation or surveillance. The study conducted by (Budiman, 2013) determined that the mental workload of APP and ACC operators falls within the high range. This is evident from the significant proportion of operators categorized as being overloaded. (Souisa et al., 2022) conducted a study to examine the impact of workload and the level of work assigned to an individual has a notable and favorable impact on their inclination to leave their job. In their study, Husin et al. (2021) found that workload and remuneration variables exerted a partially favorable and statistically significant impact on employee performance.

H_1 : *The less workload (X1) , the more higher the ATC performance (Y)*

The Impact of Emotional Intelligence on ATC Performance.

Emotional intelligence refers to an individual's ability to effectively manage their own emotions, maintain a positive mindset, and navigate through challenging situations that may occur from different sources, both within and outside the workplace, which might potentially hinder their future success (Goleman, 2009). Individuals possessing high emotional intelligence exhibit a strong motivation to accomplish goals, adhere to moral values, behave ethically, and demonstrate the ability to make resolute and suitable choices when faced with

challenging circumstances. Emotional intelligence refers to the skillful utilization of emotions to efficiently accomplish objectives, foster constructive professional connections, and attain success in the professional environment (Ladika et al., 2020; Sukmana et al., 2020). The study of (Setyaningrum et al., 2016) indicates that the variables of self-awareness, self-regulation, motivation, empathy, and social skills have a significant impact, either partially or simultaneously, on employee performance.

H_2 : *The better emotional intelligence (X2), the better the ATC performance (Y)*

The Impact of Work Commitment on ATC Performance.

Aside from workload and emotional intelligence, a person's devotion to the firm, particularly aviation safety, has an impact on achieving organizational or company goals. Griffin (in Meyer, 2023) defines commitment as an individual's attitude that indicates their level of knowledge and attachment to their company. The type of employee dedication significantly impacts the attainment of company or organizational objectives. According to (Robbins et al., 2019) organizational commitment refers to the extent to which individuals are actively engaged and dedicated to various aspects of the organization. This is exemplified by the embrace of organizational values and objectives, a drive to excel within the organization, and a commitment to retaining members. Employees with a strong organizational commitment exhibit favorable behaviors, such as increased work effort and a longer-term intention to remain with the firm. According to (Endah, 2020), (Andri & Alamsyah, 2016), (Syawal, 2018), and (Agusria et al., 2022), research has shown that organizational commitment has a notable impact on employee performance.

H_3 : *The more increase work commitmen (M) , the better the atc performance (Y)*

The Impact of Workload on Commitment.

(Koesomowidjojo & Mastuti, 2018) defines workload as the allocation of tasks and responsibilities to all available human resources, with the expectation that they will be accomplished within a certain timeframe. Workload refers to the assignment of tasks to employees, which they are required to fulfill within a specific timeframe. (Purba et al., 2019) defines workload analysis as the systematic procedure for assessing the required number of employees and their skill sets in order to accomplish the objectives of a business. According to (Schultz & Schultz, 2016), there exists a distinction between a worker's aptitude or capability and the requirements of the job that need to be fulfilled. In their study, (Utami et al., 2019) discovered that the results of hypothesis testing indicated a positive and substantial correlation between workload and organizational commitment, (Arifin et al., 2019) showed that there is a significant and positive effect between work load on organizational commitment.

H_4 : *The less workload (X1) , the higher the commitment (M)*

The Impact of Emotional Intelligence on Commitment

Emotional intelligence refers to an individual's ability to effectively manage their own emotions, maintain a positive mindset, and navigate through challenging situations that may originate from different sources, both within and outside of the workplace (Goleman, 2009). Developing emotional intelligence is crucial for ensuring a favorable outcome in one's future endeavors. Emotional intelligence refers to the capacity to effectively utilize and regulate emotions for positive outcomes (Wibowo, 2017). (Karambut, 2012) has found that emotional intelligence and job satisfaction exert a favorable and substantial impact on organizational commitment.

H_5 : *The better emotional intelligence (X2) , the better the commitment (M)*

The Impact of Workload on Performance Through Commitment

Workload (Koesomowidjojo & Mastuti, 2018) is the assignment of tasks and responsibilities to all available human resources with the expectation of completion within a given timeframe. Employee workload is the duties they must complete in a certain timeframe. Workload analysis is the systematic process of determining the amount of personnel and their

skills needed to achieve corporate goals (Purba et al., 2019). According to Schultz & Schultz (2016), a worker's aptitude or competence is different from job requirements. Utami et al. (2019) found a positive and substantial correlation between workload and organizational commitment, while Arifin et al. (2019) found a significant and positive effect.

Workload is what an individual does to complete a job or group of jobs in a certain timeframe under normal conditions. Risambessy et al. (2011). Critical thinking, decision-making, complex computations, knowledge retention, and visual monitoring or surveillance are required in ATC employment. Budiman (2013) found that APP and ACC operators have significant mental workloads. The high number of overloaded operators shows this. In a study by Souisa et al. (2022), workload had a significant and positive effect on job quitting. Husin et al. (2021) observed that workload and compensation variables partially improved and statistically significantly affected employee performance.

H_6 : *The less workload (X1) , the better the commitment (M), the higher performance (Y)*

The Impact of Emotional Intelligence on Performance Through Commitment

Emotional intelligence is the capacity to control emotions, be cheerful, and handle difficult situations at work and at home (Goleman, 2009). Developing emotional intelligence is essential for future success. The ability to use and control emotions for good is called emotional intelligence (Wibowo, 2017). According to Karambut (2012), emotional intelligence and job satisfaction boost organizational commitment.

Emotional intelligence is the ability to manage emotions, stay positive, and handle difficult situations, both inside and outside the workplace that could hinder future success (Goleman, 2009). High emotional intelligence individuals are motivated to achieve goals, follow moral principles, behave ethically, and make strong and appropriate decisions in difficult situations. Emotional intelligence is the skillful use of emotions to achieve goals, build positive professional relationships, and succeed in the workplace. Setyaningrum et al. (2016) found that self-awareness, self-regulation, motivation, empathy, and social skills affect employee performance.

H_7 : *The better emotional intelligence (X2) , the better the commitment (M), the higher performance (Y)*

Conceptual Model

The study provides a framework for understanding the interaction between variables. This paper outlines the framework that has been established.

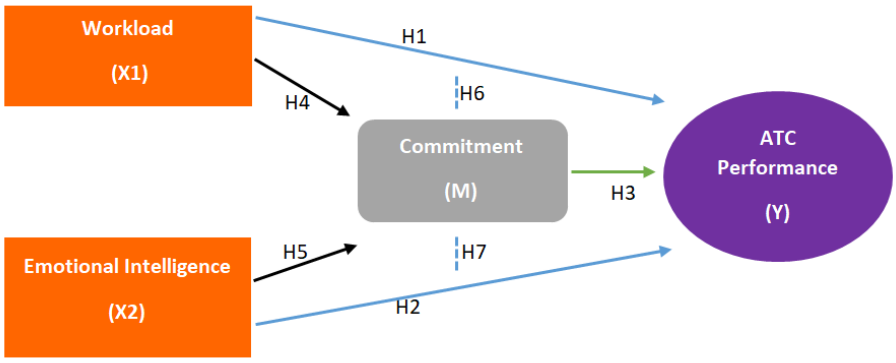

Figure 1: The Conceptual Model

C. RESEARCH METHOD

Location and Research Design

This study uses quantitative research to investigate the theory underlying the

relationship between existing variables. A causal study design, as proposed by (Creswell, 2013) and (Yusuf, 2016) is used to determine the cause-and-effect relationship between the variables in this investigation. The purpose of this study is to look into the impact of workload and emotional intelligence on ATC employee performance using commitment as an intervening variable. The researchers allocated around two months for this investigation, beginning with the date the research authorization was issued. This timeframe comprised of one month for data collection and another month for data processing. This inquiry was done at the Makassar Air Traffic Service Center (MATSC), located within the office area of Sultan Hasanuddin Makassar International Airport in Maros, South Sulawesi.

Population or Samples

According to (Sugiyono, 2013) population is critical for obtaining trustworthy and meaningful study results. The survey involved 135 Perum LPPNPI (AirNav) Makassar Branch ATC employees. The sample represents the research population. In this study, the number of samples used as respondents is determined using Slovin analysis at a 5% significant level. This study drew a sample of 100 ATC employees to represent the population.

Data Collection Method

Data was collected through the use of a questionnaire by the researcher. A series of queries and statements are required to be answered by respondents in this questionnaire. After that, the responses are categorized using a Likert scale that ranges from 1 to 5.

Data Analysis Method

The research data obtained from the participants' responses was subsequently subjected to quantitative descriptive analysis techniques using PLS-SEM with the help of the SmartPLS software. The data under investigation comprises the following: the F statistical test, the R2 test, the determination coefficient, and the dominant variable test, the hypothesis test (T-test), and multiple linear regression analysis.

EMPIRICAL RESULTS

Descriptive Statistics

The standard deviation, minimum, and maximum values are shown by these statistical details.

Table-1: Variables Description

Name	Mean	Scale Min	Scale Max	Standard deviation	Name	Mean	Scale Min	Scale Max	Standard deviation
X1.1	3.41	1	5	0.763	Y1	3.99	1	5	0.685
X1.2	3.73	2	5	0.773	Y2	4.2	1	5	0.762
X1.3	3.79	2	5	0.791	Y3	3.8	1	5	0.883
X1.4	3.56	1	5	0.887	Y4	4.15	1	5	0.792
X1.5	4.03	1	5	0.866	M1	4.12	2	5	0.682
X1.6	3.51	2	5	0.768	M2	4.09	1	5	0.789
X1.7	3.66	1	5	1.07	M3	4.35	1	5	0.829
X2.1	3.57	1	5	0.908					
X2.2	3.78	1	5	0.923					
X2.3	3.92	1	5	1.111					
X2.4	3.61	2	5	0.835					
X2.5	3.77	2	5	0.811					

Source: Puspita (2024) on SmartPLS 4

The Makassar Air Transportation Service Center (MATSC) employed 100 individuals as ATCs for the purposes of this investigation. The age of air traffic controllers (ATCs) was an

average of 39 years, with a difference in age between the eldest at 56 years old and the youngest at 28 years old. The longest working time of ATCs was 35 years, while the minimum working time was 9 years. The average working time of ATCs was 15 years. The ATC population was characterized by a higher proportion of males (M) than females (F). Males comprised approximately 79% of the population, while females comprised 21%. The data can be seen on the table below:

Table-2: Respondent Demographics

No	Initial	Gender	Length of service	Age	No	Initial	Gender	Length of service	Age
1	M	M	34	56	51	EKS	F	10	34
2	HM	M	35	55	52	PW	F	10	34
3	YEW	M	25	49	53	FM	F	10	34
4	RS	M	26	49	54	N	F	11	34
6	MEBW	M	23	48	56	ADS	M	11	33
7	TH	M	26	48	57	MM	F	10	33
8	HYP	M	26	48	58	A	F	10	33
9	SR	M	26	47	59	FRRN	M	10	33
11	YIS	M	25	47	61	MAW	M	11	33
12	MB	M	25	47	62	AS	M	11	33
14	DHTA	M	24	46	64	OMA	F	10	32
16	INA	M	26	46	66	AR	M	10	32
19	RR	M	25	45	69	SFA	M	9	32
20	AE	M	23	45	70	H	F	10	32
21	YH	M	24	45	71	AQMM	F	10	32
23	YND	M	23	45	73	MAS	M	10	32
24	YF	M	23	44	74	RDMN	M	10	32
25	BRH	M	23	43	75	AWPM	M	9	32
26	FVK	M	23	43	76	DA	F	10	31
27	RAH	M	17	41	77	ARF	M	10	31
29	P	M	17	41	79	MAK	F	10	31

30	WH	M	10	39	80	M	F	10	31
31	AIA	M	15	39	81	AHH	M	10	31
32	SR	M	15	37	82	AA	M	9	31
33	AA	M	11	37	83	JEES	M	10	31
35	MA	M	15	37	85	GSS	M	10	31
37	MSJ	M	13	36	87	BPT	M	9	31
38	AIA	M	13	36	88	MRH	M	10	31
40	TH	M	10	35	90	YN	M	9	31
43	MWA	M	13	35	93	KUT	F	9	30
46	FBE	M	10	35	96	YPF	M	9	31
47	JRW	M	13	34	97	RPDF	M	9	32
49	AM	M	13	34	99	PS	F	9	30
5	SDP	F	26	48	55	LD	M	11	34
10	EL	F	23	47	60	WHB	M	11	33
13	YM	F	25	47	63	III	M	11	32
15	EDM	F	24	46	65	AFA	M	11	32
17	SKS	F	24	46	67	EAF	M	11	32
18	YDR	F	24	45	68	HP	F	10	32
22	ESW	F	23	45	72	AS	M	11	32
28	HP	F	17	41	78	HI	F	10	31
34	ADS	F	15	37	84	RA	F	10	31
36	GRMP	F	13	36	86	And	M	10	31
39	NMH	F	10	35	89	ICS	F	9	31
41	DVS	F	10	35	91	NFB	F	9	30
42	HM	F	10	35	92	UMS	F	9	30
44	TVS	F	10	35	94	IW	F	9	30
45	AN	F	10	35	95	WHA	M	9	30
48	FD	F	13	34	98	GCD	F	9	31
50	SDH	F	12	34	100	CS	F	9	30

Source: Puspita (2024)

The respondents' backgrounds are diverse, as evidenced by the data in the table; however, they are representative of the entire workforce. This responder profile can serve as the foundation for further research and analysis.

Prerequisite Evaluations

In this investigation, the reflective measurement paradigm is implemented to evaluate the variables of this study. A composite reliability of at least 0.70, a loading factor of at least 0.70, a Cronbach's alpha of at least 0.70, and an average variance extracted (AVE) of at least 0.50 must be met in order to establish convergent validity, the assessment includes an assessment of discriminant validity using the Fornell and Lacker criteria, a cross-validation.

Table-3: Outer Loading, Cronbachs' Alpha, Composite Reliability and Average Variance Extracted

Variable	Measurement Items	*Outer Loading*	*Cronbachs' Alpha*	*Composite Reliability*	AVE
Workload	X1.1	0.779	0.897	0.924	0.709
	X1.2	0.840			
	X1.3	0.851			
	X1.4	0.915			
	X1.5	0.821			
Emotional intelligence	X2.2	0.933	0.876	0.923	0.8
	X2.3	0.866			
	X2.5	0.883			
Commitment	M1	0.935	0.886	0.93	0.818
	M2	0.961			
	M3	0.81			
Performance	Y1	0.935	0.926	0.948	0.819
	Y2	0.899			
	Y3	0.845			
	Y4	0.939			

According to the table above, five valid items assess the workload variable, with an outside loading value of 0.779-0.915, indicating that the five measurement items are closely associated in explaining ATC workload. The workload variable's composite reliability rating of 0.924 and Cronbach's alpha of 0.897> 0.70 imply acceptable reliability. The AVE score of 0.709> 0.50 indicates strong convergent validity. The workload variable has 70.9% measurement item variation. X1.3 and X1.4 had the highest outer loading (0.851) and (0.915) of the five measurement items, indicating that they best capture data measurement variation from the workload variable.

The emotional intelligence variable is measured by three valid questions with an outer loading value between 0.866 and 0.933, indicating that the three measures strongly explain ATC's emotional intelligence. The emotional intelligence variable's composite reliability value of 0.923 and Cronbach's alpha 0.876>0.70 show acceptable reliability. The AVE score of 0.80>0.50 indicates good convergent validity. The emotional intelligence variable has 80% test item variation.

Work commitment is the third variable in this study, measured by three valid items with an outer loading value of 0.81-0.961, indicating that the three items are significantly connected in explaining ATC's work dedication. The labor commitment variable's composite reliability rating of 0.93 and Cronbach's alpha 0.886>0.70 imply adequate reliability. Good convergent validity is demonstrated by the AVE score of 0.818>0.50. The work commitment variable has 81.8% measurement item variation. M3 has the largest outer loading of 0.961 of the three measurement items, indicating that it best depicts data measurement variation from the job commitment variable. This study's final variable, performance, is measured with four valid items with outer loading values between 0.845 and 0.939, showing that all measurement items strongly explain ATC performance.

The performance variable's composite reliability rating of 0.948 and Cronbach's alpha of 0.926> 0.70 imply acceptable reliability. Good convergent validity is demonstrated by the AVE score of 0.819>0.50. Total performance variable measurement item variation is 81.9%. Y1 and Y4 have the highest outer loading (0.935) and (0.939) of the four measurement items, indicating that they best represent performance variable data measurement variation.

Table-4: Fornell and Lacker

	Workload	Emotional	Performance	Commitment
Workload	0.842			
Emotional	0.764	0.895		
Performance	0.696	0.588	0.905	
Commitment	0.73	0.766	0.816	0.904

Source: Laraswati (2024) on SmartPLS 4

Discriminant validity is assessed using Fornell and Lacker criteria. Variables are evaluated for discriminant validity to assure theoretical and empirical/statistical difference. Fornell and Lacker criterion is AVE root larger than correlation. The workload variable has an AVE root of 0.842, which is better linked with intelligence (0.764), performance (0.696), and commitment (0.73). These findings confirm the workload variable's discriminant validity. In the validity of emotional intelligence, performance, and job commitment, AVE is greater than the correlation between variables.

Table-5: Direct Effect Hypothesis Testing

Hypothesis	*Path coefficient*	*p-value*	95% Confidence Interval Path Coefficient		*f square*
			Lower limit	Upper limit	
Workload -> Performance	0.326	0.000	0.16	0.485	0.132
Emotional -> Performance	0.251	0.015	0.028	0.443	0.07
Commitment -> Performance	0.77	0.000	0.553	0.928	0.735
Workload -> Commitment	0.349	0.005	0.062	0.54	0.139
Emotional -> Commitment	0.499	0.000	0.316	0.733	0.285

Workload -> Performance the direct impact hypothesis test confirms a significant association between workload and performance (path coefficient: 0.326, p-value: 0.000 <0.05). Any workload change affects ATC performance. The 95% confidence interval reveals that effort impacts ATC performance 0.16–0.485. Workload has little structural effect (f square = 0.132).

Intelligent -> Performance is non-significant with a path coefficient (0.251) and p-value (0.015 > 0.05). Every emotional intelligence development does not affect ATC performance. Performance is affected by emotional intelligence by 0.028 to 0.443 (95% confidence interval). The structural level of emotional intelligence and performance is low (f square = 0.07).

Commitment->Performance recognized. Work devotion strongly affects performance (path coefficient: 0.349, p-value: 0.000 <0.05). Any work commitment change affects performance. Performance is affected by commitment by 0.553 to 0.928 (95% confidence interval). Structured work dedication and performance are high (f square = 0.735).

Workload->Commitment accepted. The impact of workload on work commitment is significant, as indicated by a path coefficient (0.77) and p-value (0.005 <0.05). Changes in workload effect work commitment. In the 95% confidence range, workload affects work commitment by 0.062 to 0.54. Work commitment and performance are low at structure level (f square = 0.139).

Intelligence->commitment. A significant correlation exists between emotional intelligence and job commitment (p-value: 0.000 <0.05, path coefficient: 0.499). These data imply emotional intelligence changes affect work commitment. The 95% confidence interval shows that emotional intelligence affects work commitment by 0.316–0.733. Structured emotional intelligence and work devotion are moderate/almost high (f square = 0.285).

Table-6: Indirect Effect Hypothesis Testing

Hypothesis	*Path coefficient*	*p-value*	95% Confidence Interval Path Coefficient		*f square*
			Lower limit	Upper limit	
Workload -> Commitment -> Performance	0.269	0.008	0.035	0.435	0.072
Emotional -> Commitment -> Performance	0.384	0.000	0.221	0.572	0.147

The indirect effect hypothesis test reveals that work commitment mediates the indirect effect of workload on performance, with a moderate mediation role (Upsilon V = 0.072) and a mediation path coefficient (0.269) and p-value (0.008 <0.05). As per Ogbeibu et al. (2020), Upsilon V has a low mediation impact at 0.01 and moderate at 0.075 and high at 0.175. The seventh hypothesis (H7) suggests that work commitment mediates the indirect impact of emotional intelligence on performance, with a moderate to high mediation role (Upsilon V = 0.147) and a mediation path coefficient (0.384) and p-value (0.000 <0.05).

Employee performance is affected by self-awareness, self-regulation, motivation, empathy, and social skills, according to Setyaningrum et al. (2016) Team Risambessy (2011). ATCs need critical thinking, decision-making, sophisticated computations, knowledge retention, and visual surveillance. Budiman (2013) indicated serious mental burdens for APP and ACC operators. High operator overloads demonstrate this. Workload significantly and positively affected job quitting in Souisa et al. (2022). Husin et al. (2021) found that workload and salary partially improved but considerably affected employee performance. In 2012, Karambut found that emotional intelligence and job satisfaction positively affect organizational commitment. Utami et al. (2019) found a strong and large link between workload and organizational commitment, while Arifin et al. (2019) found a significant and favorable influence.

D. DISCUSSION

An organization or job holder's workload is their tasks to perform in a certain timeframe. This study employed multiple linear regressions. Workload significantly impacts employee performance. Workload influences ATC performance, but not much. To maximize ATC officer performance, consider this element. Emotionally intelligent people may act morally, follow principles, and succeed, as well as make good, decisive decisions in stressful situations. Workplace success, constructive relationships, and goal achievement require emotional intelligence. Multiple linear regressions were employed in this investigation. Emotional intelligence influences ATC performance, but not quantitatively. To optimize ATC officer performance, this component remains significant.
People who join an organization demonstrate commitment by accepting its ideals and aims, striving for it, and wanting to stay a member. ATC employee performance is heavily influenced by work engagement. Every job commitment modification affects performance, according to the path coefficient. This influence has a high f square value. Thus, work dedication affects performance. To keep workers engaged and productive, companies must address this.

Workload is the process of finishing a work or combination of jobs within a specific timeframe as normal. Workload significantly affects work dedication. Even though its influence is modest, firms should consider it to optimize employee commitment in the Air Traffic Control (ATC) unit.

Using and controlling emotions profitably is emotional intelligence. In his research, emotional intelligence affects work dedication. Any emotional intelligence shift affects work dedication. The f square value indicates moderate to high effect.

Work commitment intervenes in workload-performance relationships. Our study indicated that work dedication mediated the indirect link between workload and performance. Based on the mediation path coefficient value of 0.269 and p-value (0.008 <0.05), the link is significant. Work commitment moderately mediates (Upsilon V = 0.072). Work commitment intervenes in emotional intelligence-performance relationships. Work commitment indirectly mediates emotional intelligence and performance, according to this study. Mediation path coefficient 0.384 suggests a significant association. A 0.000 p-value below 0.05 shows statistical significance. According to prior study, work commitment mediates moderately highly (Upsilon V = 0.147).

E. CONCLUSION

Based on data analysis and discussion, ATC at Perum LPPNPI MATSC Branch's workload and work commitment significantly affect its performance, encouraging ATC to improve work quality and performance. ATC performance is also affected by emotional intelligence, but less than workload and work dedication. Companies may need to focus more on emotional intelligence to increase performance. Commitment dominates performance, according to data. The route coefficient is 0.77, p-value 0.000, with 95% confidence interval 0.553–0.928. High f-square value of 0.735. This variable strongly affects performance.

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