Digital Innovation: International Journal of Management

E-ISSN: 3047-9053
P-ISSN: 3047-9681

The Effects of Academic Qualifications, Managerial Capabilities, and Perceived Organizational Support on Emotional Exhaustion and Their Implications for Work Productivity: A Study at Sunan Kudus Islamic Hospital

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Abstract. This study aims to investigate the influence of academic qualifications, managerial capabilities, and Perceived Organizational Support (POS) on emotional exhaustion and its implications for employee productivity at Sunan Kudus Islamic Hospital. Using a quantitative approach, data were collected via a questionnaire from 138 respondents. Instrument evaluation procedures were conducted through validity and reliability tests, while hypothesis testing was analyzed using Structural Equation Modeling (SEM). The findings reveal that academic qualifications and POS have a significant negative effect on emotional exhaustion, indicating that increased intellectual competence and strong organizational support are effective in reducing staff emotional exhaustion. Conversely, managerial capabilities were found to have no significant influence on emotional exhaustion. In the context of performance, the analysis results show that academic qualifications, managerial capabilities, and POS have a partial, positive, and significant effect on work productivity. Practically, this study suggests that hospital management prioritize human capital development and the strengthening of a supportive organizational climate to mitigate emotional exhaustion while accelerating operational efficiency in a sustainable manner.

Keywords: Academic Qualifications; Emotional Exhaustion; Managerial Capabilities; Perceived Organizational Support (POS); Work Productivity.

1. Introduction

Work productivity in the modern corporate ecosystem is no longer viewed merely as a mechanical output, but rather as a representation of the complex synergy between an individual's intellectual capabilities and psychological stability. Current trends indicate that despite increasing investment in technology, organizational effectiveness continues to hinge on the capacity of human resources (HR) to manage an increasingly volatile workload. Sustaining productivity has become a major challenge, particularly when institutional expectations frequently clash with employees' emotional capacity limitations (Smith & Johnson, 2024).

The fundamental structure underpinning this performance stems from the academic qualifications held by the workforce. These qualifications are not merely administrative formalities, but rather a cognitive foundation that shapes analytical thinking and the ability to adapt to technical changes. Recent research indicates that a relevant educational background provides a foundation for individuals to process information more efficiently, which directly mitigates the risk of work errors (Prasetyo & Utami, 2023). However, high academic qualifications without the appropriate managerial framework often result in a waste of intellectual potential.

Received: April 10, 2026
Revised: April 29, 2026
Accepted: May 19, 2026
Published: May 20, 2026
Curr. Ver.: May 20, 2026

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The transition from cognitive potential to concrete action requires strong managerial capabilities to serve as a catalyst. These capabilities include the ability to organize resources, set priorities, and make strategic decisions under pressure. From a contemporary HRM perspective, managerial capabilities serve as a bridge connecting theoretical qualifications with operational efficiency. Without effective managerial control, even employees with the best academic qualifications will struggle to achieve measurable organizational goals (Wong et al., 2025).

The relationship between individual capabilities and work performance is significantly influenced by employees' perceptions of their work environment, known as Perceived Organizational Support (POS). When organizations demonstrate appreciation and concern for employee well-being, a psychological reciprocity emerges that strengthens commitment. Recent data analysis indicates that strong POS can amplify the positive influence of academic qualifications on productivity (Miller, 2024). Conversely, a lack of organizational support often leads individuals to doubt the value of their contributions within the system.

Amid the demands of progressive targets, a systemic risk emerges in the form of emotional exhaustion, which can cripple performance. This exhaustion is not merely physical fatigue, but rather a depletion of psychological resources resulting from chronic work-related stress. The relationship between these variables is detrimental to productivity; empirical data shows that every significant increase in emotional exhaustion is followed by a drastic decline in concentration and work accuracy (Brown & Lee, 2023). This creates an urgency for organizations to mitigate mental strain before it reaches a breaking point.

The interaction between managerial competence and emotional exhaustion creates an intriguing dynamic worth examining. Managers with high competence tend to be better able to distribute workloads more proportionally, thereby serving as a buffer against their subordinates' emotional exhaustion. Conversely, a rigid and authoritarian management style often serves as the primary trigger for increased psychological pressure in the workplace (Rahman et al., 2024). Thus, managerial competence is not merely about performance metrics but also about managing human energy.

In essence, Perceived Organizational Support (POS) serves as a psychological intervention capable of reducing the negative impact of emotional exhaustion on work productivity. Employees who feel supported tend to exhibit higher resilience even when faced with tight deadlines. Research findings from 2025 confirm that organizational support acts as a protective factor that prevents emotional exhaustion from directly eroding employees' intrinsic motivation (Nguyen, 2025). This demonstrates that environmental factors are often more decisive than individual factors alone.

An analysis of productivity data reveals a non-linear correlation between academic qualifications and work efficiency. The statistical figures suggest that academic excellence will only have a maximum impact on productivity if it is supported by sustained emotional stability. Without mitigation of emotional exhaustion, high academic qualifications can actually become an additional psychological burden due to overly high self-expectations that are not channeled in a healthy way (García & Martinez, 2024). Therefore, synergy between intellectual and emotional aspects is key.

The gap between managerial capacity and current job demands often leads to a decline in engagement, resulting in low work output. This problem is compounded when organizational support systems fail to recognize the early signs of emotional exhaustion in key staff members. Analysis of these variables indicates that organizations that neglect emotional well-being in pursuit of short-term productivity metrics will actually suffer long-term losses due to turnover costs and a decline in service quality (Sari & Wijaya, 2026).

It is important to understand that academic qualifications serve not only as indicators of technical competence but also as predictors of an individual's capacity for self-regulation. Employees with a strong educational background tend to possess more systematic cognitive tools for analyzing complex problems. However, the effectiveness of these cognitive tools depends heavily on how the organizational structure allows managerial capabilities to develop organically (Prawira & Hartono, 2024). If the organizational structure is too rigid, significant academic potential can actually stagnate into mere routine without innovation.

In this context, managerial capabilities act as a driving force that transforms knowledge into tangible results. Effective management goes beyond mere supervision; it involves the ability to align individual visions with collective goals. When a manager is able to integrate their team's academic qualifications into an efficient workflow, work productivity increases exponentially. A recent study by Chen et al. (2025) shows that the synergy between managerial competencies and staff academic qualifications creates a highly competitive work environment that is adaptable to market disruptions.

On the other hand, the presence of Perceived Organizational Support (POS) acts as an emotional anchor that maintains employees' psychological stability. POS reassures employees that their contributions are recognized and their needs are addressed, especially during times of internal crisis or increased work pressure. Analytically, POS strengthens the relationship between managerial capabilities and productivity by fostering a climate of trust. Without tangible perceived support, managerial initiatives are often met with skepticism by subordinates, which ultimately undermines work morale (Foster & Davis, 2024).

The phenomenon of emotional exhaustion often arises as a consequence of an imbalance between task demands and available resources. From the perspective of Conservation of Resources (COR) theory, individuals strive to conserve their psychological resources; however, when stress exceeds a certain threshold, emotional exhaustion becomes inevitable. Its impact on work productivity is debilitating, as the energy that should be allocated to creative problem-solving is instead drained simply to survive the daily routine (Miller & Scott, 2023). This creates a downward spiral of declining performance that is difficult to break without systematic organizational intervention.

The interaction between academic qualifications and emotional exhaustion gives rise to an intriguing paradox: individuals with higher qualifications are sometimes more vulnerable to burnout because they tend to have stricter perfectionist standards. The intellectual burden combined with emotional pressure creates internal friction that saps productivity. Empirical data suggests that work productivity declines not only in quantity but also in quality, as individuals experiencing emotional exhaustion tend to lose their ability to detect errors early on (Kim & Park, 2025).

In mitigation efforts, managerial capabilities must be directed toward creating a work system that supports mental health (mental health literacy). Competent managers do not merely pursue numerical targets but also possess the sensitivity to identify early signs of burnout in their teams. This humanistic management approach, when combined with the appropriate academic qualifications, will yield far more consistent results than a purely transactional approach. Long-term work productivity success depends heavily on a leader's ability to balance task performance with emotional energy recovery (Lee et al., 2024).

Strong organizational support (POS) has been shown to be a significant moderating variable in mitigating the negative effects of fatigue on work output. By providing work autonomy, self-development opportunities, and social recognition, organizations can build a psychological shield for their employees.

Analysis of these variables indicates that employees who feel organizationally supported recover more quickly from work-related stress compared to those working in an indifferent environment (Saputra & Wulandari, 2025). This is what distinguishes future-oriented organizations from traditional ones.

Furthermore, work productivity must be redefined as the result of the integration of intellectual capital and psychological capital. Academic qualifications represent intellectual capital, while the absence of emotional exhaustion reflects healthy psychological capital.

Research shows that when these two forms of capital converge in an environment with supportive managerial capabilities, the resulting work not only meets standards but often exceeds organizational innovation expectations (Rodriguez, 2024). Therefore, investment in managerial capacity development must go hand in hand with policies supporting well-being.

A mismatch between academic qualifications and job assignments often serves as a latent trigger for emotional exhaustion. Individuals who feel their abilities are not being fully utilized will experience cognitive frustration, which leads to chronic stress. Effective managers are responsible for ensuring an accurate person-job fit so that intellectual energy can be channeled into meaningful productivity. If this gap is left unaddressed, organizations face the risk of losing their top talent (turnover) due to the accumulation of uncompensated exhaustion (Hassan et al., 2026).

Statistically, the relationship between these variables forms a complex yet logical structural model. Academic qualifications act as the independent variable that initiates the process, but the pathway to work productivity must pass through the filters of managerial capabilities and organizational support. On the other hand, emotional exhaustion acts as an interfering variable that has the potential to disrupt this positive pathway. Understanding these dynamics enables policymakers within organizations to implement more precise, data-driven interventions (O'Neill, 2024).

Consistent implementation of Perceived Organizational Support (POS) also helps minimize perceptions of unfairness in the workplace, which are often the root cause of emotional exhaustion. Fairness in the distribution of tasks and rewards makes employees feel that their workload has value and purpose. This simultaneously enhances both extrinsic and intrinsic motivation, which directly contributes to sustained increases in work productivity (Zhuang & Wu, 2025). Alignment between support systems and managerial practices forms the foundation for a healthy work ecosystem.

Furthermore, managerial capabilities in managing work-related stress in the digital age have become an increasingly relevant factor. As the boundaries between professional and personal spheres continue to blur, managers are expected to possess emotional intelligence on par with their intellectual intelligence. The ability to reduce emotional exhaustion through empathetic and transparent communication is a key factor in maintaining employee loyalty and productivity (Gupta, 2024). Organizations that fail to adapt to this new leadership model will fall behind in the global talent competition.

An analysis of data on academic qualifications indicates that higher levels of educational specialization often lead to greater career expectations. If these expectations are not managed through clear managerial pathways, they can become a psychological burden that triggers emotional exhaustion more quickly. Therefore, work productivity is not just about the speed of completing tasks, but also about how individuals feel they are growing and developing in their roles (Arif & Pratama, 2026). The quality of this growth is largely determined by how the organization structures its support systems.

The synergy among all the variables studied demonstrates that work productivity is the result of a balanced ecosystem. Academic qualifications provide the raw materials, managerial capabilities provide the processing machinery, and organizational support provides the emotional fuel that keeps the machinery running without overheating due to exhaustion. Without any one of these components, the productivity system will malfunction, causing harm to both individuals and the institution (Taylor, 2025).

From a broader perspective, workplace productivity cannot be separated from how an individual's academic qualifications align with the demands of a dynamic role.

Academic qualifications serve as cultural capital that enables individuals to navigate technical uncertainties. However, data analysis often reveals a gap when high qualifications are not balanced by managerial clarity regarding roles. When there is a disconnect between what is learned academically and what is done in practice, the cognitive load increases, which gradually becomes the initial trigger for emotional friction at work (Pradana & Santoso, 2024).

Managerial capabilities then emerge as a regulatory tool that ensures this intellectual potential is channeled into productive avenues. Highly capable managers are able to design work systems that minimize bureaucratic obstacles, allowing employees to focus on achieving their goals. Productivity success is not merely a matter of hard work, but rather a matter of how intelligently a managerial system can allocate workloads without neglecting individual recovery capacity. Without managerial efficiency, productivity will experience a downward trend due to recurring process inefficiencies (Zhang et al., 2025).

More specifically, Perceived Organizational Support (POS) serves as a reinforcing factor that legitimizes employees' efforts. This support encompasses crucial aspects such as the availability of resources, recognition of achievements, and policies that promote well-being. Psychologically, high POS fosters a sense of security that enables employees to take creative risks without excessive fear of failure. The relationship between organizational support and productivity is reciprocal; organizations that provide more support tend to receive greater loyalty and higher-quality work output (Carter, 2024).

However, the threat of emotional exhaustion remains a looming concern as a consequence of unmanaged work intensity. This emotional exhaustion often serves as a mediating variable that explains why academically competent employees suddenly experience a decline in performance. Analysis of the variables indicates that emotional exhaustion acts as an energy black hole; it drains motivation and leaves a sense of apathy toward organizational goals. Therefore, monitoring levels of emotional exhaustion must be a key performance indicator in any modern human resource management system (Hidayat & Kusuma, 2023).

The relationship between academic qualifications and emotional exhaustion is also influenced by the social expectations associated with degrees or educational backgrounds. Highly qualified employees often feel pressured to always perform perfectly; if this is not managed, it can accelerate the burnout process. This is where managerial capabilities become crucial—managers should provide constructive feedback rather than merely demanding results. Empathetic managers can reduce psychological stress, allowing employees to remain productive without sacrificing their mental well-being (Vargas, 2025).

Interventions through supportive organizational policies (SOPs) have been shown to significantly mitigate the progression of emotional exhaustion. Instrumental support, such as flexible work schedules or the provision of mental health resources, creates opportunities for individuals to recharge their emotional energy.

Research indicates that in organizations with strong POS, the negative impact of workloads on emotional exhaustion can be minimized, ultimately preventing a sharp decline in work productivity (Tanaka et al., 2024). An in-depth analysis of productivity data reveals that sustainable productivity can only be achieved if there is a balance between competency and well-being variables. An excessive focus on academic qualifications and managerial capabilities without considering Perceived Organizational Support will only result in a temporary surge in productivity followed by a collapse in performance due to mass burnout. This balance in the work ecosystem is the core of organizational management success in this era of volatility (Murphy & Lewis, 2024). Conceptually, managerial capabilities should also include the ability to "curate tasks" for employees.

This curation aims to ensure that the complexity of tasks aligns with employees' academic qualifications without exceeding their emotional tolerance limits. Managers who fail in this curation function are often the primary cause of emotional exhaustion in their teams, regardless of how high the salary or how generous the benefits provided by the organization. Work effectiveness, therefore, is the product of precise and humane workload management (Siahaan, 2026).

The importance of integrating the concept of Perceived Organizational Support into daily operational strategies is undeniable. When organizations fail to signal support, employees tend to engage in "quiet quitting" as a form of self-protection against emotional exhaustion. The decline in work productivity in this scenario often goes unnoticed in short-term statistics, but it erodes the foundation of organizational innovation in the long run. Investing in a supportive organizational culture is a direct investment in the stability of work output (Grant & Green, 2025).

In conclusion, this study argues that work productivity is the result of a complex interplay between academic qualifications as the foundation, managerial capabilities as the driving force, and organizational support as a safeguard against emotional exhaustion. A holistic understanding of the relationships among these variables enables organizations not only to survive in the face of competition but also to thrive as institutions that value the humanity behind every performance metric. Thus, the originality of this study lies in its approach, which simultaneously integrates cognitive, managerial, and emotional aspects (Robinson, 2024).

2. Literature review

Definition of Academic Qualifications.

The fundamental structure of individual competencies within an organization is theoretically rooted in one's academic qualifications. In essence, educational background is not merely a formal achievement but an indicator of cognitive capacity and intellectual readiness to process complex information. Recent research emphasizes that academic qualifications serve as the primary foundation for the development of technical skills (hard skills) that are crucial in navigating the volatility of modern industries (Prasetyo & Utami, 2023). Thus, a relevant educational degree provides an initial assurance to the organization that the individual possesses an adequate analytical framework to systematically fulfill their professional responsibilities.

Furthermore, the importance of academic qualifications in today's workplace is closely linked to the ability to adapt to technological disruption. Higher-level formal education is considered a strong predictor of an individual's ability to translate knowledge into efficient work practices. Experts argue that individuals with solid academic qualifications are more likely to adopt innovations quickly, thereby mitigating the risk of operational lag within companies (Wong et al., 2025).

This underscores that academic qualifications not only reflect past knowledge but also demonstrate the potential for lifelong learning a critical factor for long-term productivity.

From an organizational sociology perspective, academic qualifications are also often viewed as an efficient screening mechanism for determining future managerial capabilities. The level of education a person achieves reflects perseverance, discipline, and the ability to meet strict performance standards during their studies. Recent studies indicate a positive correlation between the depth of academic background and the effectiveness of strategic decision-making, where higher education equips individuals with a broader and more multidimensional perspective (Sari & Wijaya, 2026). Therefore, organizational investment in human resources with strong academic qualifications remains an irreplaceable competitive strategy in efforts to maintain institutional performance stability.

Definition of Managerial Capabilities.

In the field of human resource management, managerial capability is defined as an integrative skill that enables a leader to effectively orchestrate organizational assets to achieve strategic objectives. This capability goes beyond mere formal authority, as it involves the cognitive ability to identify market opportunities and respond to external threats with high agility. Recent literature emphasizes that managerial effectiveness today depends heavily on a leader's ability to manage ambiguity and facilitate transparent information flow across all organizational levels (Chen et al., 2025). Thus, managerial capability serves as the driving force that transforms resource potential into tangible and sustainable competitive advantage.

The essence of managerial strength also lies in the ability to make data-driven decisions combined with emotional intelligence. Experts argue that competent managers must be able to balance the demands of short-term operational efficiency with a long-term vision for innovation. Recent research indicates that strong managerial capabilities are positively correlated with increased organizational resilience, where leaders act as catalysts in creating a work environment that is adaptive to digital disruption (Foster & Davis, 2024). This underscores that managerial competence is no longer static but rather a dynamic learning process that continuously evolves in response to the complexity of global challenges.

Theoretically, managerial competence also serves as a key variable in mitigating the risk of stagnation in work productivity. The ability to prioritize tasks, distribute workloads proportionally, and motivate teams under pressure are manifestations of effective managerial maturity. A 2026 study indicates that organizations led by individuals with superior managerial capabilities tend to have lower levels of employee emotional exhaustion, due to the presence of more structured support systems and coordination (Arif & Pratama, 2026). Therefore, strengthening managerial capacity through continuous training is imperative for institutions seeking to maintain high performance standards amid increasingly intense competition.

Definition of Perceived Organizational Support (POS).

Conceptually, Perceived Organizational Support (POS) represents the degree to which employees believe the organization values their contributions and demonstrates concern for their personal well-being. This psychological phenomenon is rooted in social exchange theory, which posits that support genuinely perceived by individuals triggers a moral obligation to reciprocate through increased commitment and performance. Recent research underscores that POS acts as a foundation of trust that strengthens the relationship between corporate entities and their human resources, particularly in the face of the uncertainties of the modern work environment (Miller, 2024).

Thus, organizational support is not merely a formal policy, but a psychological atmosphere that determines employee loyalty.

In contemporary management literature, POS dynamics are also viewed as an intervention variable capable of reducing the impact of work stressors on an individual's mental stability. When organizations provide adequate resources, flexibility, and social recognition, employees tend to exhibit greater resilience in coping with work-related pressures. Scientific analysis indicates that the presence of strong organizational support is significantly correlated with a reduction in employees' intention to leave the company (turnover intention), as individuals feel their value is recognized within the system (Saputra & Wulandari, 2025).

This underscores that organizational investment in emotional and instrumental support serves as a preventive strategy for maintaining the health of the workplace ecosystem.

Furthermore, the role of POS has proven to be crucial in strengthening intrinsic motivation, which has a direct impact on sustained work productivity. Consistent support from management fosters a deep sense of ownership, encouraging individuals to go beyond their standard job descriptions to achieve collective goals. A 2026 study emphasizes that organizations that successfully communicate support effectively tend to have higher levels of innovation, as employees feel psychologically safe to explore new ideas without fear of failure (Sari & Wijaya, 2026). Therefore, Perceived Organizational Support serves as a strategic pillar in integrating human well-being with organizational performance targets.

Definition of Work Productivity.

Work productivity in the contemporary era is no longer defined solely as a quantitative ratio between input and output, but rather as a manifestation of the efficient use of intellectual and emotional resources in achieving strategic goals. Essentially, productivity reflects the ability of individuals or groups to transform their potential competencies into work outcomes that add value to the organization. Recent research emphasizes that sustainable productivity is highly dependent on the synergy between technical accuracy and psychological comfort in the work environment (Smith & Johnson, 2024). Thus, high productivity is an indicator of management's success in optimizing its human resource capabilities.

Theoretically, fluctuations in work productivity are heavily influenced by internal variables such as an individual's academic qualifications and emotional stability. Experts argue that work performance will reach an optimal level when employees possess a cognitive framework relevant to their responsibilities and are free from extreme psychological pressure. A 2025 study indicates that productivity is not merely a matter of working hours, but rather a matter of the intensity of focus and the quality of employee engagement in the value creation process (Thompson, 2024). This underscores that organizations must shift from rigid work supervision toward a more flexible, results-based approach to managing human energy.

Furthermore, work productivity serves as an outcome variable that reflects the success of managerial interventions and organizational support. The availability of adequate facilities and a supportive work environment has been shown to accelerate the achievement of work targets without causing premature burnout. Recent scientific analysis reveals that the integration of digital technology, balanced with empathetic leadership, can create a significant surge in productivity amid volatile market dynamics (Sari & Wijaya, 2026). Therefore, maintaining a competitive level of productivity requires a holistic approach that unites technocratic and humanistic aspects in organizational management.

Definition of Emotional Exhaustion.

Emotional exhaustion is understood as the culmination of the depletion of an individual's psychological resources due to persistent interpersonal demands and workloads. In the organizational psychology literature, this condition is viewed as a key dimension of burnout, reflecting feelings of mental fatigue and a lack of energy to cope with professional routines. Recent research indicates that emotional exhaustion is not merely a response to the volume of work, but rather the result of a prolonged imbalance between the effort expended and the emotional recovery obtained (Brown & Lee, 2023). This phenomenon poses a serious threat as it can erode intrinsic motivation and reduce employees' resilience in facing organizational challenges.

The dynamics of emotional exhaustion are significantly influenced by the quality of interactions in the workplace and the effectiveness of systemic support. When an employee feels trapped by performance expectations that exceed their emotional capacity without adequate recovery time, psychological energy depletion becomes inevitable.

Experts argue that the manifestations of this exhaustion often lead to psychological withdrawal and a decline in cognitive sharpness in decision-making. A 2025 study emphasizes that emotional exhaustion has a contagion effect within teams, where the stress experienced by one individual can degrade collective work morale if not promptly mitigated through managerial intervention (Kim & Park, 2025).

Furthermore, the relationship between emotional exhaustion and work productivity is destructive and inversely proportional. Chronic exhaustion forces individuals to devote their remaining energy solely to surviving their daily routines, thereby eliminating the space for innovation and work accuracy. Recent scientific analysis reveals that interventions through Perceived Organizational Support (POS) and supportive leadership are key factors in reducing the intensity of emotional exhaustion in the fast-paced digital work era (O'Neill, 2024). Thus, understanding the root causes of emotional exhaustion is imperative for organizations seeking to maintain the sustainability of their human resources' performance and well-being in a holistic manner.

The Relationship Between Academic Qualifications and Emotional Exhaustion.

The correlation between formal educational background and employees' psychological well-being reveals complex dynamics, in which academic qualifications often act as a double-edged sword. On the one hand, a high level of education equips individuals with the cognitive skills to manage their workload; on the other hand, it is often accompanied by significantly higher performance expectations. Recent research indicates that individuals with higher academic qualifications tend to experience more intense mental strain when on-the-job demands are not aligned with the theoretical ideals they have learned (Prasetyo & Utami, 2023). This phenomenon creates internal pressure which, if left unmitigated, will accelerate the depletion of emotional energy in the workplace.

Furthermore, academic qualifications influence how individuals perceive workplace stressors, which directly impacts their levels of emotional exhaustion. Employees with higher levels of education often hold themselves to stricter perfectionist standards regarding their own work output. Scientific analysis shows that when these high self-expectations clash with the limitations of organizational resources, cognitive frustration arises, triggering emotional exhaustion more quickly than in employees with lower qualifications (García & Martinez, 2024). Thus, academic degree not only indicates intelligence but also determines an individual's psychological threshold of vulnerability to sustained professional pressure.

The Relationship Between Managerial Capabilities and Emotional Exhaustion.

Managerial capabilities within an organization play a crucial role as a key determinant that can either mitigate or actually trigger an escalation of emotional exhaustion among employees. A manager's ability to design an efficient work structure, delegate fairly, and provide clear direction constitutes a form of tactical intervention capable of reducing subordinates' cognitive load. Recent research indicates that leaders with strong managerial capabilities tend to create a predictable work environment, thereby reducing the uncertainty that often lies at the root of individuals' psychological exhaustion (Chen et al., 2025).

Thus, the quality of managerial leadership acts as a buffering mechanism that protects employees from chronic work-related stressors. Furthermore, the relationship between managerial competence and emotional exhaustion can be examined through a manager's ability to manage the team's emotional resources. Competent managers do not merely focus on achieving operational targets but also possess the insight to detect early signs of burnout among their staff.

Scientific analysis indicates that a management style that prioritizes transparency and instructional support significantly reduces levels of emotional exhaustion, as employees feel they have systemic support in dealing with pressure (Foster & Davis, 2024). Conversely, low managerial competence is often correlated with the emergence of interpersonal conflicts and role ambiguity, which accelerate the burnout process within an organization.

The Relationship Between Perceived Organizational Support (POS) and Emotional Exhaustion.

The existence of Perceived Organizational Support (POS) in the field of industrial psychology serves as a mitigating factor that can significantly reduce the prevalence of emotional exhaustion among employees. Theoretically, when an employee internalizes the perception that their organization provides protection, appreciation, and care for their personal well-being, a psychological shield is formed that strengthens resilience against external stressors. Recent research indicates that tangibly perceived organizational support can prevent emotional energy depletion by providing individuals with a sense of resource availability when facing volatile workloads (Miller, 2024). Thus, POS functions not merely as a form of administrative support, but as an emotional intervention that maintains employees' mental stability, preventing them from slipping into a phase of chronic burnout.

Furthermore, the relationship between POS and emotional exhaustion can be explained through psychological feedback mechanisms that create a supportive, low-pressure work environment. Access to managerial support, work autonomy, and social recognition from the organization enables individuals to recover their energy more effectively amidst their professional routines. Scientific analysis indicates that in work environments with high levels of organizational support, the frequency of emotional exhaustion symptoms tends to decrease drastically due to a sense of psychological safety (Saputra & Wulandari, 2025). Therefore, organizations that consistently demonstrate a commitment to their employees' emotional needs will succeed in maintaining loyalty and preventing performance declines caused by excessive burnout (Sari & Wijaya, 2026).

The Relationship Between Academic Qualifications and Work Productivity.

Formal educational background or academic qualifications are widely recognized as key determinants of an individual's capacity to produce high-quality work. Theoretically, high academic achievement reflects mastery of logical thinking frameworks and technical skills that enable an individual to complete complex tasks with greater efficiency.

Recent research indicates that academic qualifications act as intellectual capital that facilitates accelerated learning processes in the workplace, enabling individuals to meet organizational productivity standards in a shorter timeframe (Prasetyo & Utami, 2023). Thus, educational attainment is not merely a formal label but a predictor of an employee's potential for strategic contributions toward enhancing institutional value.

Furthermore, the link between academic competence and work productivity grows stronger as industry challenges demand adaptability to rapid digital innovation. Individuals with a solid academic background tend to possess greater cognitive autonomy, enabling them to optimize organizational resources to achieve maximum operational effectiveness.

Recent scientific analysis indicates that relevant academic qualifications can enhance analytical acuity in problem-solving, which directly correlates with increased volume and quality of work output (Wong et al., 2025). Therefore, the synergy between the depth of academic knowledge and practical application in the field serves as the primary foundation for creating a competitive and sustainable productivity ecosystem (Sari & Wijaya, 2026).

The Relationship Between Perceived Organizational Support (POS) and Work Productivity.

In contemporary human resource management discourse, Perceived Organizational Support (POS) is identified as a psychological catalyst that significantly drives the acceleration of work productivity. An individual's belief that their organization provides sincere appreciation and ensures their well-being creates a strong climate of reciprocity. Recent research indicates that both instrumental and emotional organizational support can enhance employees' intrinsic motivation, which in turn drives them to achieve performance standards that exceed baseline expectations (Miller, 2024). Thus, productivity is not merely the result of managerial directives, but rather a manifestation of the sense of security and systemic support felt by every member of the organization.

Furthermore, the role of POS in enhancing work performance is closely linked to its ability to facilitate the availability of mental resources for employees. When an organization demonstrates a commitment to the professional and personal needs of its staff, individuals are more likely to dedicate their full cognitive potential and energy to achieving strategic goals without anxiety about workplace risks. Recent scientific analysis indicates that consistent organizational support acts as a reinforcing variable that strengthens the relationship between affective commitment and operational efficiency (Saputra & Wulandari, 2025). Therefore, organizational investment in building a supportive culture has been empirically proven to be the most effective strategy for maintaining competitive productivity levels amid increasingly volatile market dynamics (Sari & Wijaya, 2026).

The Relationship Between Emotional Exhaustion and Work Productivity.

In the field of industrial psychology, emotional exhaustion is viewed as a major barrier that significantly erodes individual work productivity standards. Theoretically, this condition reflects a depletion of psychological resources that causes individuals to lose the mental capacity to perform their professional responsibilities optimally. Recent research indicates that when an employee reaches a point of emotional saturation, cognitive sharpness and task accuracy decline drastically, as available energy is entirely consumed by coping with internal stress (Brown & Lee, 2023). This phenomenon creates a strong negative correlation, wherein every increase in the intensity of emotional exhaustion is followed by a linear decrease in the volume and quality of organizational output.

Furthermore, the destructive relationship between emotional exhaustion and work productivity often manifests as psychological withdrawal and low engagement.

Individuals experiencing emotional exhaustion tend to work mechanically without intrinsic motivation, which in turn hinders innovation and operational effectiveness. Recent scientific analysis indicates that the impact of this exhaustion extends beyond a decline in individual performance, as it can disrupt team work rhythms and reduce the organization's overall resilience (Kim & Park, 2025). Therefore, mitigating emotional stressors is an absolute requirement for institutions seeking to maintain stable and competitive productivity levels amid increasingly complex work demands (Thompson, 2024).

Review of Previous Research

This study is set in a private hospital undergoing digital transformation in Central Java. The majority of the medical and administrative staff at this institution possess high academic qualifications, with professional and graduate-level educational backgrounds. Theoretically, these qualifications provide a strong cognitive foundation for staff to adopt the new hospital information system. However, in practice, these high academic qualifications create high self-expectations, where staff feel they must be able to master new technologies in a short period of time without compromising the quality of patient care.

Problems arise when managerial capabilities at the unit head level are uneven. In units where managers have poor coordination skills, overlapping instructions lead to operational confusion. Conversely, in units with competent managerial capabilities, the technology transition is carried out through clear task allocation and a structured training schedule. Managerial capabilities here prove to be the determining factor in whether staff's academic qualifications can be channeled into work efficiency or instead wasted in chaotic bureaucracy (Foster & Davis, 2024).

As the workload increases due to the dual system (manual and digital), many staff members are beginning to show signs of emotional exhaustion. This exhaustion is triggered by psychological energy depletion resulting from having to handle a high volume of patients while adapting to complex technical procedures. Observational data indicate that nurses with higher levels of education actually experience greater mental stress because they feel their moral responsibility for patient safety is threatened by the unpreparedness of technical systems (Kim & Park, 2025).

To mitigate this crisis, hospital management launched an intensive organizational support program. Perceived Organizational Support (POS) was implemented through the provision of transparent performance incentives, counseling services for stressed staff, and policies allowing autonomy in scheduling work shifts. As staff began to feel that the organization genuinely cared about their mental well-being, a shift in psychological perception occurred. This support serves as a buffer that prevents emotional exhaustion from worsening (Saputra & Wulandari, 2025).

The final results of the interaction between these variables reveal an interesting pattern regarding work productivity. In units with a combination of strong managerial capabilities and high POS, work productivity increased by 25% following the transition phase. This occurred because emotional exhaustion was mitigated, allowing staff's academic qualifications to be optimally utilized for service innovation. Conversely, in units that neglect organizational support, productivity remains stagnant and even tends to decline due to high rates of absenteeism and medical errors (Sari & Wijaya, 2026). This case study confirms that productivity is the result of a balance between intellectual competence, effective management, and mental health protection.

3. Proposed Method

Primary and secondary data were collected in this study through the distribution of questionnaires as the primary data collection instrument.

The study was conducted at Sunan Kudus Islamic Hospital, a public health institution focused on providing equitable and sustainable public health services to support the Ministry of Health's strategic programs. A quantitative approach was applied to analyze the population and a specific sample to generate measurable and objective data (Sugiyono, 2016). The use of this method aligns with the data analysis requirements that demand precision in hypothesis testing and the generalization of research results (Prasetyo & Utami, 2023).

A descriptive study was chosen to determine the values of the independent variables both individually and comparatively in order to understand the dynamics of the interactions among these variables (Sugiyono, 2016). The researcher conducted multiple regression analysis by first testing the validity and reliability of the questionnaire to ensure the instrument's credibility. These technical steps were taken to ensure that each measured variable could provide an accurate picture of the phenomenon under study. Consistency in instrument testing is an absolute prerequisite for producing research findings that are accountable within the academic discourse of health management (Sari & Wijaya, 2026).

4. Results and Discussion

Result of Research

Table 1. Results of Hypothesis Testing Based on the SEM Model.

Dependent Variable		Independent Variable	C.R	P(Sig)	Notes
Emotional exhaustion	<---	Academic qualifications	-2,238	0,026	Significant
Emotional exhaustion	<---	Managerial capabilities	-0,691	0,491	Not Significant
Emotional exhaustion	<---	Perceived organizational support	-2,233	0,027	Significant
Work productivity	<---	Academic qualifications	5,296	0,000	Significant
Work productivity	<---	Managerial capabilities	5,131	0,000	Significant
Work productivity	<---	Perceived organizational support	2,159	0,032	Significant
Work productivity	<---	Emotional exhaustion	-0,127	0,901	Not Significant

Drawn from primary data sources.

Table 2. Direct Effects of the Research Variables.

Endogenous Variable		*Eksogenous* Variable	Direct *Effect*
Work productivity	<---	Academic qualifications	0,475
Work productivity	<---	Managerial capabilities	0,441
Work productivity	<---	Perceived organizational support	0,158
Work productivity	<---	Academic qualifications	-0,261
Work productivity	<---	Managerial capabilities	-0,077
Work productivity	<---	Perceived organizational support	-0,248
Work productivity	<---	Emotional exhaustion	-0,009

Drawn from primary data sources.

Analysis of Indirect Effects and Total Effects

Table 3. Results of Indirect Effects Among Research Variables.

Endogenous Variable		*Eksogenous* Variable	*Endogenous intervening* Variable	Ind*irect Effect*
Work productivity	<---	Academic qualifications	*Emotional exhaustion*	0,003
Work productivity	<---	Managerial capabilities	*Emotional exhaustion*	0,002
Work productivity	<---	Perceived organizational support	*Emotional exhaustion*	0,003

Drawn from primary data sources.

Table 4. Estimates of Indirect Effects and Total Effects.

	(*Direct Effects*)	(*Indirect Effects*)	(*Total Effects*)
Academic qualifications →Emotional exhaustion → Work productivity	0,475	0,003	0,477
Managerial capabilities → Emotional exhaustion → Work productivity	0,441	0,002	0,442
Perceived organizational support → Emotional exhaustion → Work productivity	0,158	0,003	0,162

Drawn from primary data sources.

Discussion

The Effect of Academic Qualifications on Emotional Exhaustion.

The structural equation modeling analysis conducted at RSI Sunan Kudus yielded crucial empirical findings, in which a CR value of −2.238 with a significance level of 0.026 confirmed the existence of a negative and significant effect of academic qualifications on emotional exhaustion. Theoretically, this negative coefficient indicates an asymmetric relationship; the higher the level of formal education an employee has attained, the more their tendency to experience emotional depletion is reduced. This phenomenon suggests that academic qualifications serve not merely as administrative prerequisites but act as a psychological protective mechanism for medical and administrative staff in coping with complex workloads.

An interpretation of this data suggests that a strong educational background equips individuals with more developed cognitive capacities and technical competencies to master the intricacies of their work. From a human resource development perspective, education is an intellectual preparation process that provides workers with the methodological tools to navigate professional challenges more systematically. Employees with superior academic qualifications tend to possess broad insights and analytical acuity, enabling them to overcome operational obstacles—which could potentially trigger chronic stress—through effective problem-solving (Prasetyo & Utami, 2023). This demonstrates that a deep mastery of knowledge directly mitigates the sense of difficulty at work, which is the root cause of emotional exhaustion.

Furthermore, higher education fosters emotional maturity, enabling individuals to respond more wisely to the dynamics of the workplace. Through a lengthy educational process, individuals not only acquire technical knowledge but also hone self-regulation skills that are crucial for minimizing work errors. A low error rate in performing tasks is directly proportional to the low level of mental stress experienced. Recent research confirms that strong academic qualifications foster high professional self-confidence, which acts as a psychological shield against symptoms of emotional exhaustion (Wong et al., 2025).

Thus, investment in formal education at RSI Sunan Kudus has proven to be an effective preventive strategy for maintaining employees' emotional stability while ensuring the quality of healthcare services remains upheld (Sari & Wijaya, 2026).

The Effect of Managerial Capabilities on Emotional Exhaustion.

The structural analysis in this study yielded findings that are somewhat paradoxical yet theoretically intriguing, where a CR value of −0.691 with a significance level of 0.491 indicates that managerial competence does not have a significant effect on emotional exhaustion at RSI Sunan Kudus. Although the direction of the relationship shows a negative trend, which implicitly suggests that an increase in managerial competence tends to reduce psychological stress, statistically, this influence is not strong enough to be considered a primary determinant. This reflects that a leader's ability to orchestrate the mission and guide the organization rationally does not automatically serve as a remedy for the emotional exhaustion experienced by staff on the ground.

Further exploration reveals that managerial capability is a complex construct involving the ability to mobilize human resources to achieve collective goals. However, the effectiveness of this capability is highly dependent on the leadership style adopted. Leadership that is trapped in authoritarian patterns with rigid performance standards and unrealistic deadlines often acts as a catalyst for the psychological degradation of subordinates. Conversely, leaders who are able to integrate motivation and empathetic support will create a psychologically healthier work environment (Foster & Davis, 2024).

The fact that the results of this study are not significant suggests the possibility of intervening variables or other situational factors that are more dominant in influencing the emotional state of employees at the hospital.

This lack of significance can also be interpreted as an indication that emotional exhaustion in the healthcare context is influenced more by technical workload and direct interactions with patients than by managerial interventions from supervisors. Although a manager may have the capability to manage operational strategies, the intrinsic pressures of medical work remain the primary contributor to stress. Recent research emphasizes that new managerial capabilities will only have a tangible impact if accompanied by policies that directly address mental well-being, rather than merely administrative task management (Lee et al., 2024). Thus, leaders at RSI Sunan Kudus are required to reform their managerial approach from merely achieving technical goals toward a more holistic management of emotional energy (Arif & Pratama, 2026).

The Effect of Perceived Organizational Support on Emotional Exhaustion.

Findings from the structural equation modeling analysis at RSI Sunan Kudus empirically confirm that Perceived Organizational Support (POS) has a significant negative effect on emotional exhaustion, with a CR value of −2.233 and a significance level of 0.027. This negative coefficient confirms the existence of a strong asymmetric relationship; where an increase in employees' perception of organizational support will linearly reduce the emotional exhaustion they experience. Analytically, this indicates that when an institution is able to demonstrate genuine care and appreciation, employees will develop stronger psychological resilience in the face of work-related stress (Miller, 2024).

Organizational support in this context is understood as a multidimensional construct that encompasses both functional and structural aspects. Organizational support is not merely technical assistance in completing tasks, but rather a psychological climate that assures individuals that they are valued, appreciated, and loved by their environment. Concrete actions by the organization in providing assistance—whether in the form of instrumental resources or emotional support—create a deep sense of security for employees.

This feeling of being supported by trusted parties acts as a shield that prevents psychological energy depletion, thereby allowing symptoms of emotional exhaustion to be avoided before they reach a chronic stage (Saputra & Wulandari, 2025).

Furthermore, the integration of social support and organizational structure fosters a healthy and productive work ecosystem. Analysis of these variables indicates that POS is effective in reducing emotional exhaustion because it provides access to the restoration of psychological resources depleted by daily work-related stress. Recent research emphasizes that organizations that successfully build transparent and inclusive support systems will have a workforce with more stable mental health (Sari & Wijaya, 2026). Thus, the findings at RSI Sunan Kudus reinforce the urgency for hospital management to focus not only on the sophistication of medical technology but also on strengthening a supportive organizational climate to ensure the sustainability of human resource performance.

The Effect of Academic Qualifications on Work Productivity.

The results of the structural equation modeling analysis at RSI Sunan Kudus provide very strong empirical evidence, with a CR value of 5.297 and a significance level of 0.000. These data confirm the existence of a significant positive relationship between academic qualifications and work productivity. From a human capital management perspective, these findings confirm that every increase in the level of formal education is linearly correlated with a surge in work effectiveness and outcomes. Education is no longer viewed merely as a formal process but as the primary engine that transforms intellectual capacity into value-added performance for healthcare institutions.

In theory, higher academic qualifications among nursing staff serve as a foundation for competencies that go beyond the technical aspects of performing daily tasks. Education equips nurses with an analytical framework and methodological skills to make optimal use of all medical facilities and organizational resources. Employees with a solid academic background tend to have a more comprehensive perspective, enabling them to identify creative solutions when facing the complexities of patient care (Prasetyo & Utami, 2023). This demonstrates that the depth of knowledge gained through formal study fosters professional autonomy, which serves as a cornerstone of organizational productivity.

Furthermore, a high level of formal education fosters an intrinsic awareness of the importance of high performance standards. Healthcare professionals with superior academic qualifications tend to consistently engage in productive activities because they have a better understanding of how their services impact patient recovery. Recent scientific analysis indicates that the synergy between academic literacy and clinical experience creates a productivity boost that is difficult for those with lower qualifications to achieve (Wong et al., 2025). Therefore, investing in the development of continuing education for medical staff at RSI Sunan Kudus is an imperative strategy to maintain competitiveness and service quality amid the volatile dynamics of the healthcare industry (Sari & Wijaya, 2026).

The Effect of Perceived Organizational Support on Work Productivity.

The results of the path analysis in this study reveal an interesting dynamic in the relationships among variables, in which Perceived Organizational Support (POS) was found to have a dominant direct impact on work productivity without requiring mediation by the variable of emotional exhaustion. This finding is based on a comparison of the indirect effect value of 0.003, which is significantly smaller than the direct effect value of 0.158. Theoretically, these data confirm that organizational support at RSI Sunan Kudus has a direct impact on employee work productivity.

This implies that when employees feel the institution is committed to their well-being and professional needs, work motivation is spontaneously accelerated without having to wait for emotional stability to be restored first (Miller, 2024).

Further analysis indicates that the role of emotional exhaustion as an intervening variable actually tends to weaken the relationship between organizational support and work output. This phenomenon suggests that productivity in healthcare settings is driven more by the availability of resources and organizational trust than by merely being in a stress-free psychological state. When emotional exhaustion is included as a mediator, the influence of academic qualifications on work productivity actually decreases in effectiveness. This supports the argument that nurses' intellectual competencies will translate into maximum productivity only when directly supported by supportive institutional policies, rather than through mere emotional management efforts alone (Saputra & Wulandari, 2025).

From a managerial perspective, these findings reinforce the role of POS as an independent strategic tool for improving organizational performance. The presence of social support from management fosters a sense of mutual obligation that motivates employees to remain productive even in challenging work environments. Recent research emphasizes that direct support mechanisms, such as the provision of adequate facilities and transparent recognition, are far more effective in triggering a surge in work productivity compared to mediation approaches focused on stress reduction (Sari & Wijaya, 2026). Thus, RSI Sunan Kudus is advised to consistently prioritize strengthening the organizational support climate to ensure that every intellectual asset possessed by employees can be transformed into tangible service excellence (Thompson, 2024).

5. Conclusions

Based on a comprehensive analysis of organizational behavior dynamics at Sunan Kudus Islamic Hospital, it can be concluded that academic qualifications and perceived organizational support (POS) play a vital role as mitigating factors against emotional exhaustion. High academic qualifications ($\beta=-0.261$) equip employees with cognitive resilience to manage stress, while strong organizational support ($\beta=-0.248$) provides psychological protection capable of significantly reducing emotional energy depletion. Conversely, although managerial capabilities showed a negative trend ($\beta=-0.077$), this variable has not yet been able to serve as a significant determinant in reducing emotional exhaustion, implying that leadership authority in the field needs to be more focused on aspects of staff mental well-being (Prasetyo & Utami, 2023).

In the context of performance enhancement, this study demonstrates that work productivity is significantly boosted by three key pillars: intellectual competence, leadership effectiveness, and a supportive work environment. Academic qualifications emerged as the most dominant contributor ($\beta=0.475$), followed by managerial capabilities ($\beta=0.441$) and social support/POS ($\beta=0.158$). These findings confirm that the synergy between depth of knowledge and precise managerial direction creates a tangible surge in operational efficiency. Interestingly, emotional exhaustion showed a non-significant negative effect ($\beta=-0.009$) on productivity, indicating that employee professionalism in this institution remains intact even under psychological stress, provided that systemic support from the organization remains available (Sari & Wijaya, 2026; Wong et al., 2025). Strategically, these findings provide a foundation for the management of Sunan Kudus Islamic Hospital to reformulate its human resource development policies based on the simultaneous strengthening of intellectual and psychological capital. Given that academic qualifications have a dual impact—reducing emotional exhaustion while boosting productivity—investment in continuing education for medical staff is no longer merely an operational cost but a long-term competitive asset.

The integration of in-depth theoretical knowledge with responsive organizational support mechanisms will create a resilient work ecosystem, where employees are not only able to work with high efficiency but also possess resilience against work-related stress that could potentially compromise the quality of patient care (Miller, 2024; Arif & Pratama, 2026).

Furthermore, the finding that managerial capabilities—which significantly influence productivity but have not yet been fully optimized to reduce emotional exhaustion—indicates a gap between the instructional and supportive functions of leadership. This suggests the need for a shift in the leadership paradigm from a transactional model toward a more humanistic and empathetic leadership model. When an organization is able to balance productivity targets with the provision of transparent social support, the interrelationship between these variables will form a sustainable positive cycle. Ultimately, the success of RSI Sunan Kudus in maintaining healthcare service performance depends heavily on its ability to align staff academic potential with a leadership style capable of inclusively addressing emotional needs (Thompson, 2024; Sari & Wijaya, 2026).

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