Emotional Intelligence, Work Stress and Employee Performance

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Abstract. In the current era of globalization, companies face increasing challenges to compete effectively and efficiently in highly competitive markets. Employee stress caused by workload can influence their emotional intelligence, which, in turn, affects their performance. This study employed a quantitative research method using a correlational research design. Data were collected through a 49-item questionnaire that assessed emotional intelligence, work stress, and performance. The sampling technique applied was simple random sampling, resulting in a total of 81 participants. Data analysis included assumption testing (normality and linearity tests) and hypothesis testing. The study's findings revealed a correlation between emotional intelligence and employee performance at the NTT Ende Branch of the bank, as well as a relationship between work stress and employee performance at the same branch.
Keywords: Employee performance, emotional intelligence, work stress

Abstrak. Pada era globalisasi seperti saat ini, perusahaan dituntut untuk mampu bersaing secara efektif dan efisien dalam pasar yang semakin ketat. Kecerdasan emosional dan stres kerja saling berkaitan dikarenakan ketika karyawan merasa stres akibat beban kerja yang ada. Penelitian ini menggunakan metode penelitian kuantitatif dengan pendekatan penelitian korelasional. Prosedur pengumpulan data menggunakan kuesioner (angket) dengan skala kinerja, kecerdasan emosional, dan skala stres kerja dengan total 49 pertanyaan. Pengambilan sampel dalam penelitian ini menggunakan *simple random sampling* dan didapatkan 81 sampel. Teknik analisis data yang menggunakan uji asumsi (uji normalitas dan uji linearitas) dan uji hipotesis. Hasil penelitian menunjukkan Terdapat Hubungan Antara Kecedasan Emosional Dengan Kinerja Karyawan Bank NTT Cabang Ende Dan Terdapat Hubungan Antara Stress Kerja Dengan Kinerja Karyawan Bank NTT Cabang Ende.
Kata kunci: *Kinerja Karyawan, Kecerdasan Emosional, Stres Kerja*

Introduction

Bank NTT serves as a key instrument of regional autonomy under the ownership of the Government of East Nusa Tenggara (NTT) in the finance and banking sector. Established to drive economic growth and ensure equitable regional development, Bank NTT aims to enhance the living standards of the local population. In the face of intense competition within the banking industry, Bank NTT must continually focus on improving the quality of its customer service to remain competitive and achieve its objectives effectively.

Bank NTT upholds the motto "Serving Earnestly" in its business activities, reflecting its commitment to a service-oriented culture. The bank's mission includes pioneering economic growth among the people, identifying and utilizing regional potential to enhance the well-being of NTT's residents, increasing local revenue sources, and optimizing its banking intermediation function. This involves mobilizing and distributing funds to the community through loans. A branch of Bank NTT located in the regency employs 115 staff members and serves 25,465 customers.

In the current era of globalization, companies face growing challenges to compete effectively and efficiently in increasingly competitive markets. This intensifies the pressure on employees within these organizations. Bank employees, in particular, are crucial assets in achieving organizational objectives, including the delivery of exceptional customer service. The attainment of these goals depends heavily on employees' optimal performance. However, various factors, such as emotional intelligence and workplace stress, play a significant role in influencing employee performance.

The author conducted interviews with three employees of the NTT Ende Branch Bank to explore emotional intelligence, work stress, and employee performance. The interview questions focused on topics such as responsibility for completing tasks, handling high workloads, meeting demanding company goals, working outside regular duties or hours, maintaining workplace discipline, and

managing emotions at work. The findings from the interviews indicate that employees demonstrate responsibility for completing tasks assigned by the company and manage workloads in line with their roles and responsibilities. However, the company sets goals that are perceived as excessively high, leading to challenges in their achievement. Additionally, some employees delay completing tasks, necessitating overtime work outside regular operating hours. These factors contribute to increased stress levels among employees, particularly for those with low emotional intelligence, which in turn negatively impacts their performance.

This study looks at the relationship between emotional intelligence and work stress on employee performance. This relationship can be explained by the theory of emotional intelligence and the theory of work stress. The theory of emotional intelligence explains that emotional intelligence is an emotional skill that includes the ability to control oneself and have perseverance when faced with obstacles, the ability to regulate mood and deal with fears so as not to impair the ability to think, and the ability to empathize and hope.

The theory of emotional intelligence according to Salovey and Mayer (1990) in Shih and Susanto (2010) states that emotional intelligence is part of social intelligence. This intelligence involves the ability of individuals to monitor the social feelings and emotions present in others, sort them all out, and use that information to guide their thought processes.

According to Robbins (2015), stress is a state of tension that affects a person's emotions, mindset, and physical condition. Stress that is not managed properly usually results in individuals not being able to actively interact with their environment, both concerning the work environment and other external environments. This means that affected employees are exposed to a variety of negative symptoms that ultimately impact their ability to do their jobs.

Some of the factors that cause stress among employees, according to Hasibuan (2008), are difficult and excessive workload, pressure and hiring of managers that are not fair and reasonable, insufficient time and work equipment,

conflicts between individuals and managers or work groups, too low compensation, and family problems such as children, wives, in-laws, and so on. The effects of work stress can have a positive or negative impact on employees. A positive effect means encouraging employees to be as enthusiastic as possible, but if stress cannot be overcome, it will have a negative impact on employees. Based on previous research, it may be known that emotional intelligence and work stress have correlate with employee performance. The hypothesis proposed by the researcher is as follows: H1: There is a significant association between emotional intelligence and work stress and the performance of the employees of the bank NTT Ende Branch.

Based on the above description, it is considered necessary to have discussions related to emotional intelligence and work stress on employee performance. Therefore, the researchers are interested in conducting further research entitled "The association of emotional intelligence and work stress with the performance of Employees of Bank NTT Ende Branch".

The expected benefits of this research are to be able to contribute scientific work to the development of the field of psychology, to study problems related to the influence of emotional intelligence and work stress on the performance of the employees of the bank NTT Ende branch as reference material for the next research. The results of this study are intended to provide additional information on the relationship between emotional intelligence and work stress and employee performance and to be used as material for evaluating employee performance at Bank NTT Ende Branch.

Method

The population of this study consisted of employees of the NTT Ende Branch bank, which amounted to a total of 115 people. The sample in this study used Isaac and Michael's formula with a standard error that the researchers used of 5% and obtained a research sample of 80,912 or rounded up to 81 employees of the NTT bank in late Regency. The sampling technique used in this study was simple

random sampling. The approach used in this study is a correlational research approach. The data collection technique used in this study was a questionnaire (questionnaire). There are 3 scales used by researchers, namely the 21-question Performance Scale, the 15-question Emotional Intelligence Scale, and the 13-question Work Stress Scale. The data analysis techniques used are assumption tests and hypothesis tests.

Result

Bank Pembangunan Daerah Nusa Tenggara Timur began its activity as a bank on July 17, 1962, based on the Decree of the Minister of Finance and Central Bank No. BUM 9-13/II dated February 5, 1962, on the issuance of business licenses to PT. East Nusa Tenggara Regional Development Bank, headquartered in Kupang, the capital of East Nusa Tenggara Province. The branch of Bank NTT Ende is in Jalan Moh. Hatta No. 60 Kabupatem Ende. Bank NTT Ende Branch has 4 USPD office networks in Kota Baru, Detusoko, Nangapanda, and Maukaro. In addition, NTT Ende Branch also has a network of branches in Wolowaru and Maurole.

The following are the characteristics of research samples obtained through the distributed Google Form:

Table 1.
Distribution of employee frequency by gender at Bank NTT Ende of Branch

No	Gender	Total	Percentage (%)
1.	Male	37	45,7
2.	Female	44	54,3
Total		81	100

Table 1 shows that most respondents were female (44.3%), while males were 37 people (45.7%).

Table 2.
Distribution of employee frequency by age at Bank NTT Ende of Branch

No	Age	Total	Percentage (%)
1.	21 years old -25 years old	30	37

2.	26 years old - 30 years old	30	37
3	> 30 years old	21	25,9
	Total	81	100

Table 2 shows that respondents aged 21 to 25 and 26 to 30 were both 30 people (37%), while respondents aged 21 to 30 were 21 people (25.9%) > 30 years old.

Table 3.
Employee frequency distribution based on training at Bank NTT Ende of Branch

No	Education	Total	Percentage (%)
1.	High School	30	37
2.	S1	51	67
Total		81	100

Table 3 shows that respondents had the highest number of Strata 1 educations 51 persons (67 %), while respondents (30 persons) (37 %) had higher education.

Assumption test

Normality test

The normality test used in this study is the Kolmogorov-Smirnov test. The normality test is intended to test whether the displayed data is normally distributed or not. The basis for the decision-making in the normality test is the Asymp value. Sig. (2-sided) is greater than 0.05, then the data is normally distributed. Conversely, if the value of Asymp. Sig. (2-sided) is less than 0.05, then the data is not normally distributed. Good data is normal data in its distribution. The results of the normality test can be seen in the table below.

Table 4.
Results of the Kolmogorov-Smirnov test with a random sample

Variabel	Asymp. Sig. (2-tailed)	Information
Unstandardized Residual	0,648	Normal

Table 4 shows that the Asymp value. Sig. (2-sided) is 0.648 > 0.05, so the tested data is normally distributed.

Linearity Testing

In general, the linearity test aims to find out whether or not two variables have a significant linear relationship. The linearity test was performed by testing for SPSS using a test for linearity at a significant value of 0.05. We speak of a linear relationship between the two variables when the significance (linearity) < 0.05. The results of the emotional intelligence and linearity of employee performance test can be seen in Table 5 below.

Table 5.
Results of the Emotional Intelligence Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Emotional Intelligence and Employee Performance	Between Groups	(Combined)	2803.553	28	100.127	2.908	.000
		Linearity	1970.623	1	1970.623	57.230	.000
		Deviation from Linearity	832.930	27	30.849	.896	.613
	Within Groups		1790.546	52	34.434		
	Total		4594.099	80			

Table 5 above shows that *the linearity value of the signature* is 0.00 < 0.05. From this, it can be concluded that there is a significant linear relationship between the variables of emotional intelligence and employee performance. The results of the linearity test for work stress and employee performance are listed in Table 6 below.

Table 6.
Results of the Stress Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Job Stress and Employee Performance	Between Groups	(Combined)	2421.400	29	83.497	1.960	.018
		Linearity	160.369	1	160.369	3.764	.058
		Deviation from Linearity	2261.031	28	80.751	1.895	.023

Within Groups	2172.699	51	42.602
Total	4594.099	80	

Table 6 above shows that the linearity value of the signature is 0.058 > 0.05. From this, it can be concluded that there is no significant linear relationship between the variables of work stress and employee performance.

Hypothesis test

The hypothesis test used in this study is the rank-spear correlation to see the relationship between the variables of emotional intelligence and work stress to the performance variables of employees. The Spearman rank test was used in this study because it did not meet the acceptance test, namely the linearity test.

1. The relationship between emotional intelligence and employee performance

The results of the hypothesis test of emotional intelligence variables on employee performance can be seen in the table below.

Table 7.
Emotional Intelligence Employee Performance Hypothesis Test Results

Variabel	Correlation Coefficient	Sig. (2-tailed)
Emotional Intelligence	0,591	0,000

Table 7 shows that the results of the Spearman Rang correlation analysis yielded a correlation coefficient value of 0.591 > 0.05 with a positive value. Sugiyono (2018) provides an interpretation of the correlation coefficient to determine the strength of the relationship, including 0.00-0.199 (very low), 0.20-0.399 (low), 0.40-0.599 (moderate), 0.60-0.799 (strong), and 0.80-1.000 (very strong). Based on this, the results of the analysis show that the strength of the association between emotional intelligence and employee performance is moderately correlated. The direction of the correlation has a positive value (unidirectional), which means that the higher the

emotional intelligence, the higher the employee's performance, and vice versa, the lower the emotional intelligence, the lower the employee's performance.

Hypothesis testing is seen from the < of 0.05 Sig value, there is a significant correlation. From the results of the analysis, it was concluded that the value of sig was 0.00 < 0.05, which means that there is a significant correlation between emotional intelligence and employee performance.

2. The link between work stress and employee performance

The results of the hypothesis test of work stress variables on employee performance can be seen in the table below.

Table 8.
Results of the workload hypothesis test on employee performance

Variabel	Correlation Coefficient	Sig. (2-tailed)
Job Stress	-0,266	0,016

Table 8 shows that the results of the Spearman Rang correlation analysis yielded a correlation coefficient value of -0.266 < 0.05 with a negative value. Based on the value of the correlation, the strength of the association between work stress and employee performance is sufficiently correlated. The direction of the correlation has a negative value (non-unidirectional), which means that the higher the work stress, the lower the employee's performance, and conversely, the lower the work stress, the higher the employee's performance. The table above also shows that the Sig value is 0.016 < 0.05, which means that there is a significant correlation between work stress and employee performance.

Discussion

The Relationship Between Emotional Intelligence and Employee Performance

The emotional intelligence studied in this study uses a scale developed from 5 aspects of emotional intelligence proposed by Goleman (2007). These five aspects consist of controlling one's emotions, managing emotions, motivating oneself, recognizing the emotions of others, and building relationships. The results

showed that the correlation coefficient score was 0.591 > 0.05 with a positive value, so the strength of the association between emotional intelligence and employee performance was moderately correlated. The direction of the correlation has a positive value (unidirectional), which means that the higher the emotional intelligence, the higher the employee's performance, and vice versa, the lower the emotional intelligence, the lower the employee's performance.

The hypothesis test results indicated a Sig score of 0.00 < 0.05, demonstrating a significant correlation between emotional intelligence and employee performance. These findings align with the research of Haqie (2021), which reported a correlation value of 0.757 and a Sig value of 0.00, concluding a significant and strong association between emotional intelligence and employee performance. Similarly, Saputra (2022) found a significant correlation between emotional intelligence and employee performance. These results are further supported by the research of Imaniah (2021), which also demonstrated a significant association between emotional intelligence and employee performance. However, this study contrasts with the findings of Putri and Sahri (2021), who reported no significant correlation between emotional intelligence and employee performance.

This research aligns with the theory of emotional intelligence proposed by Salovey and Mayer (1990), as cited in Shih and Susanto (2010), which defines emotional intelligence as a subset of social intelligence. This theory emphasizes the ability of individuals to monitor and interpret the social feelings and emotions of others, organize this information, and use it to guide thought processes. Emotional intelligence is further described by Goleman (2000) as the capacity to perceive, understand, and effectively apply emotions as a source of energy, information, connection, and influence. The relationship between emotional intelligence and employee performance is reciprocal and significant. Emotional intelligence equips individuals with the ability to discern when and how to express emotions, serving as a mechanism of self-regulation in fulfilling organizational tasks and responsibilities. Additionally, emotional intelligence encompasses the capacity to

recognize, manage, and appropriately express emotions. Employees with a high level of self-awareness and emotional control tend to perform better, demonstrating a stronger adherence to organizational standards and ultimately achieving higher performance outcomes. According to Fitriastuti (2013), the core components of emotional intelligence include self-awareness, motivation, empathy, and social skills, which are pivotal for enhancing workplace effectiveness.

The relationship between work stress and employee performance

The work stress examined in this study is based on the theory and concept of Parker and DeCotis (1983). The tool used to measure work stress is the Job Stress Scales (JSS), which consists of two dimensions, namely time pressure and anxiety, which consists of 13 question points. Based on the Spearman rank correlation test, a correlation score of -0.266 > 0.05 with a negative value was obtained, so the strength of the association between work stress, and employee performance was sufficiently correlated. The direction of the correlation has a negative value (non-unidirectional), which means that the higher the work stress, the lower the employee's performance, and conversely, the lower the work stress, the higher the employee's performance.

The results of the hypothesis test show that the GIS score is 0.016 < 0.05, which means that there is a significant association between work stress and employee performance. The results of the study are in line with research by Christy & Amalia (2017), which shows that there is a negative correlation between work stress and employee performance, with a significant score of 0.000 < 0.005. Issalillah & Wahyuni (2021) showed that there is an association between work stress and employee performance, apart from the fact that the form of the association is negative. This research is not in line with the study by Nursavilla (2020), which shows that work stress has no significant association with employee performance in a positive direction. A study conducted by Maryani (2016) states that work stress is not significantly related to the performance of the Environmental Management and Hygiene Authority staff in the Tanggamus Regency.

Robbins & Judge (2011), find that work stress is a condition that employees feel due to excessive workload, little time, difficult feelings, and emotional tension that affect the employee's performance. According to Chovwen (2013), stress can be both positive and negative. Positive stress, known as "eustress," is constructive and progressive and cannot be avoided. Eustress is a form of stress that stems from roles in the workplace that require the intelligence of employees and develop their ability to reach a higher level. On the other hand, excessive and harmful stress, referred to as "stress", is inhibiting and regressive in the company. Stress makes employees unproductive or counterproductive, and this leads to irritability. Stress arises from roles in the workplace that do not make effective use of workers' skills or do not exceed workers' ability to cope and adapt quickly.

If there is no work stress, then there are no professional challenges and work performance tends to be low. In line with increasing stress, job performance tends to increase, as stress helps employees use all kinds of resources to meet various societal or professional needs. When stress has reached a "peak", which is reflected in the employee's ability to complete daily work, additional stress does not tend to lead to improved job performance (Handoko in Rizaldi, 2021). Therefore, when dealing with work stress, emotional intelligence is required to remain able to work and solve all problems. Employees with good emotional intelligence deal with work stress so that they can increase job satisfaction (Andewi et al., 2016).

Conclusion

There is a correlation between emotional intelligence and employee performance at Bank NTT Ende Filiale. There is a correlation between work stress and employee performance at Bank NTT Ende Filiale.

Suggestion

Employees are advised to further increase emotional intelligence by adapting well, enjoying life, and motivating themselves to criticism to generate understanding and enthusiasm for the work done by the company, and companies

are advised to anticipate the conditions felt by employees in terms of workload, working hours, feelings and emotional tension, which can cause work stress among employees.

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