

## **Stress, Emotional Intelligence and Work Environment Affect Employee Performance**

**Kurnia Sakti Fitranto<sup>1✉</sup>, Suryani Maryam<sup>2</sup>**

<sup>1,2</sup> Faculty of Economic and Business, Universitas Pembangunan Nasional Veteran Jakarta

### **Abstract**

This study aimed to examine the effect of stress, emotional intelligence, and work environment on employee performance. This research was carried out at a private company in Jakarta using quantitative methods. Data collection techniques through questionnaires were distributed to 135 respondents. The analysis used by researchers is the method in the Partial Least Square (PLS) application. The test results obtained in this study partially (1) work stress has a significant positive effect on employee performance (2) emotional intelligence has a significant positive effect on employee performance (3) the work environment has a significant positive effect on employee performance.

**Keywords:** *Work Stress, Emotional Intelligence, Work Environment, Employee Performance*

Copyright (c) 2024 Fitranto and Maryam

---

✉ Corresponding author :

Email Address : [sunni\\_lubis@yahoo.com](mailto:sunni_lubis@yahoo.com)

## **INTRODUCTION**

In today's dynamic and competitive work environment, organizations increasingly recognize the pivotal significance of employee performance in achieving strategic goals and sustaining a competitive edge. Among the myriad factors influencing employee performance, three key components—job stress, emotional intelligence, and the work environment—have emerged as focal points of discussion and research.

Emotional intelligence (EI) has garnered substantial attention as a fundamental determinant of both individual and organizational success. EI encompasses the ability to recognize, comprehend, and manage one's own emotions, as well as those of others. It is increasingly acknowledged as a crucial predictor of job performance, leadership effectiveness, and interpersonal dynamics within the workplace. Research suggests that individuals with higher levels of emotional intelligence are better positioned to navigate work stressors and adapt to challenging environments, thereby enhancing their performance outcomes.

Furthermore, the work environment plays a critical role in shaping employee experiences and performance. It encompasses various dimensions, including the

physical, social, and cultural aspects of the workplace. A positive work environment characterized by supportive leadership, transparent communication channels, and ample opportunities for growth and development has been linked to heightened levels of employee engagement, job satisfaction, and overall performance. Conversely, a toxic work environment fraught with conflict, distrust, and organizational politics can detrimentally affect employee well-being and undermine performance outcomes.

Recognizing the interconnectedness of these factors, organizations are increasingly focusing on strategies to optimize employee performance by addressing job stress, fostering emotional intelligence, and cultivating positive work environments. By implementing stress management programs, providing emotional intelligence training, and nurturing supportive organizational cultures, companies aim to create conditions conducive to employee well-being and high performance.

Effective stress management initiatives are essential for helping employees cope with work-related pressures and maintain optimal performance levels. By implementing such initiatives, organizations can mitigate the detrimental effects of stress on cognitive functions like memory, attention, and judgment. Stress has the potential to impair an employee's ability to concentrate, leading to decreased accuracy and productivity. Moreover, it can trigger negative emotions such as anxiety, frustration, and irritability, hindering effective interpersonal interactions and decision-making processes. Emotional intelligence training plays a crucial role in equipping employees with the skills to understand and regulate their emotions effectively. This training enhances their capacity to navigate workplace challenges and foster positive relationships with colleagues and customers alike. By developing emotional intelligence, employees are better equipped to manage stressors and maintain composure in demanding situations, thereby contributing to overall workplace productivity and harmony. Additionally, fostering a positive work environment is paramount in promoting employee engagement, job satisfaction, and organizational success. Cultivating a culture of trust, collaboration, and continuous learning fosters an environment where employees feel valued and supported. A positive work environment not only reduces stress levels but also enhances motivation and enthusiasm for work. Conversely, prolonged exposure to high levels of stress can lead to physical health issues such as headaches, tense muscles, and exhaustion, further impacting employee performance and well-being. Addressing stress through effective management initiatives, investing in emotional intelligence training, and fostering a positive work environment are crucial steps in promoting employee well-being and optimizing performance outcomes. By prioritizing these factors, organizations can create a conducive environment where employees feel empowered to thrive, ultimately contributing to organizational success.

Daniel Goleman defines emotional intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing

emotions well in ourselves and in our relationships" (Goleman, 1995). Employees with high emotional intelligence are better equipped to navigate interpersonal relationships within the workplace. They are able to interact with others without difficulty, handle disagreements in a positive way, and communicate clearly. Studies have indicated a high correlation between job happiness and overall performance and positive work relationships (Cote, 2014).

Work environments can be stressful, and employees with high emotional intelligence are better equipped to manage stress effectively. They are more able to adjust to changes, maintain composure under duress, and recover more quickly from setbacks. The physical workspace, which includes elements like temperature, lighting, noise levels, and ergonomic design, can have a direct effect on how comfortable and productive employees are. Studies have indicated that elements such as ambient lighting, cozy furnishings, and ergonomic workstations have a favorable impact on workers' health and productivity (Elzeyadi, 2019). The dynamics within teams, including communication patterns, collaboration, and cohesion, influence employee performance. Positive team dynamics characterized by open communication, trust, and mutual support enhance team effectiveness and individual performance (Hackman & Wageman, 2019).

The physical workspace, which includes elements like temperature, lighting, noise levels, and ergonomic design, can have a direct effect on how comfortable and productive employees are. Studies have indicated that elements such as ambient lighting, cozy furnishings, and ergonomic workstations have a favorable impact on workers' health and productivity (Elzeyadi, 2019). Values, norms, and practices, shapes employees' attitudes, behaviors, and job satisfaction. A positive and supportive culture fosters employee engagement, motivation, and commitment, leading to higher performance levels (Cameron & Spreitzer, 2018). Leadership plays a crucial role in shaping the work environment. Supportive and transformational leadership styles that prioritize employee development, empowerment, and recognition have been linked to higher levels of employee satisfaction, productivity, and performance (Judge & Piccolo, 2019). The dynamics within teams, including communication patterns, collaboration, and cohesion, influence employee performance. Positive team dynamics characterized by open communication, trust, and mutual support enhance team effectiveness and individual performance (Hackman & Wageman, 2019).

Bakker and Demerouti's (2017) review of job demands-resources theory highlights that high job demands, including job stressors, can lead to decreased employee performance if they exceed an individual's capacity to cope. Taris and Schaufeli discuss how job stress negatively impacts employee well-being and, consequently, performance. They emphasize the importance of considering contextual factors, such as organizational support, in mitigating the detrimental effects of job stress on performance.

Understanding the intricate relationships among work stress, emotional intelligence, and the work environment is essential for organizational success. This study endeavors to delve into the complex interplay between these factors, utilizing recent research findings and theoretical frameworks to illuminate their effects on employee performance. By delving into these dynamics, organizations can devise tailored interventions and approaches aimed at cultivating a supportive work environment, bolstering employees' emotional intelligence, and alleviating the negative impacts of work stress. Ultimately, these efforts are geared towards optimizing both individual employee performance and broader organizational outcomes. Comprehending the nuanced connections between work stress, emotional intelligence, and the work environment is paramount in shaping organizational strategies. Through a thorough examination of these variables, organizations can identify areas for improvement and implement targeted measures to enhance workplace dynamics. By fostering a culture that prioritizes employee well-being, developing emotional intelligence competencies, and addressing stressors effectively, organizations can create an environment conducive to high performance and organizational success.

The following theoretical framework was created using developed hypotheses and prior literature:

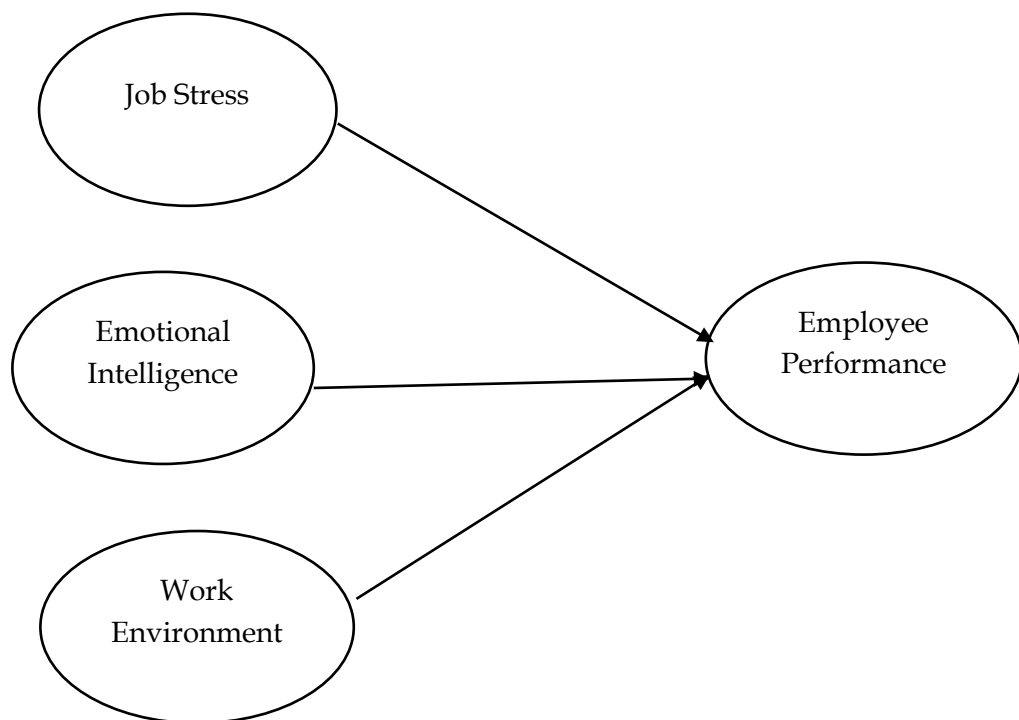


Figure 1. Theoretical Framework

## METHODOLOGY

This study focuses on identifying and examining both independent and dependent variables, utilizing a Likert scale to measure them effectively. The Likert scale, a widely employed psychometric tool, provides respondents with five response options, ranging from "strongly agree" to "strongly disagree." The research methodology involved distributing questionnaires to a sample of 135 employees at a private company in Jakarta, chosen through a simple random sampling technique.

In this research, independent variables are controlled by the researcher to observe their impacts on dependent variables. Dependent variables, on the other hand, are the outcomes or responses observed and measured based on changes in the independent variables. By employing the Likert scale, respondents were able to articulate their opinions and attitudes towards various aspects related to the study's variables.

The Likert scale offers several advantages, including its ease of use and its ability to capture nuanced responses within a structured framework. Its utilization facilitates the gathering of quantitative data that can be readily analyzed and interpreted. Moreover, the Likert scale enables the collection of data reflecting the intensity of respondents' opinions or attitudes, thus providing deeper insights into their perspectives.

Additionally, the utilization of Smart PLS (Partial Least Squares) analysis software aids in analyzing the collected data. Smart PLS is a statistical technique well-suited for structural equation modeling, enabling researchers to explore complex relationships between variables. Through this analysis, researchers can unveil patterns, correlations, and causal relationships among the variables under scrutiny. This study's methodology involving the Likert scale and Smart PLS analysis software allows for a comprehensive examination of variables and their relationships. By employing these tools, researchers can gather rich quantitative data, gain insights into respondents' perspectives, and explore intricate relationships between variables, ultimately enhancing the study's validity and reliability.

## RESULTS AND DISCUSSION

The following are the characteristics of the respondents in this study :

**Table 1.** Respondents Characteristics

Demographic Variable	Category	Frequency	Percentage
Period	<10 Years	50	37%

	10-15 Years	37	27,4%
	16-20 Years	32	23,7%
	>20 Years	16	11,9%
Position	Marketing	50	37%
	Officer dan Staf	37	27,4%
	Asistant Manager		
	Manager	32	23,7%
		16	11,9%
Gender	Male	96	71%
	Female	39	29%

The demographic profile shows that the majority of respondents have held their current positions for less than 10 years, while the remainder have more than 10 years of service. In terms of position, the highest percentage, 37%, comprises marketing officers and staff, followed by assistant managers at 27.4%. Regarding gender, males make up the larger proportion at 71%, while females constitute 29% of the sample. Next is validity and reliability testing as follows :

**Table 2.** Respondents Characteristics

Variable	Average Extracted (AVE)	Variance	Composite reliability	Cronbach's alpha
KE	0.668		0.953	0.945
KP	0.605		0.938	0.927
LK	0.607		0.939	0.928
SK	0.643		0.926	0.907

The four latent variables have an AVE value that is greater than the specified value, namely 0.5, so all variables are declared valid and it is explained that the latent variable can determine that the use of the manifest variable meets the AVE requirements. The Reliability Test in evaluating the outer model in this research was obtained using PLS, namely by using Cronbach's Alpha and Composite Reliability on each variable. The Cronbach's alpha value can be said to be valid if the Cronbach's alpha value meets the requirements, namely >0.7. From the table above it can be seen

that all Cronbach's alpha values for each variable meet the requirements and can be continued to the next stage. The composite reliability value is said to be valid if it meets the requirements, namely  $>0.7$ . The table above shows that all composite reliability values for each variable meet the requirements and can be continued to the next stage.

In this research, the hypothesis is evaluated using the bootstrapping method within the Partial Least Squares (PLS) application. The examination of the hypothesis relies on either the path coefficient value or the p-value associated with the path coefficient. To determine whether there is an influence, the significance level (p-value) is considered. If the p-value is greater than 0.05, the null hypothesis ( $H_0$ ) is accepted, indicating no influence. Conversely, if the p-value is less than 0.05, the null hypothesis is rejected in favor of the alternative hypothesis ( $H_1$ ), indicating the presence of an influence. Therefore, the decision regarding the hypothesis is based on the comparison of the p-value to the significance level. The following are the test results using smart PLS

**Table 3.** Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
EI -> EP	0.513	0.000	Significant
WE -> EP	0.167	0.001	Significant
JS -> EP	0.327	0.000	Significant

The path analysis results reveal significant relationships between several key variables within the organizational context. Specifically, Emotional Intelligence (EI) demonstrates a substantial positive impact on Employee Performance (EP), indicating that individuals with higher levels of emotional intelligence tend to exhibit better job performance. Additionally, the study highlights the significance of the Work Environment (WE) in influencing employee performance, with a positive work environment correlating with improved performance outcomes. Moreover, Job Stress (JS) emerges as another crucial factor affecting employee performance, with higher levels of job stress associated with decreased performance levels.

The noteworthy path coefficient of 0.513 with a p-value of less than 0.001, indicating a significant relationship between Emotional Intelligence (EI) and Employee Performance (EP), highlights the pivotal role emotional intelligence plays in predicting and influencing employees' performance levels within organizational contexts. This

discovery is in line with existing literature that underscores the significance of emotional intelligence in workplace environments. Research has consistently shown that individuals with higher emotional intelligence exhibit superior interpersonal skills, increased self-awareness, and better stress management abilities, all of which are crucial for optimal job performance and overall organizational success. This finding suggests that organizations stand to benefit from implementing strategies aimed at enhancing emotional intelligence among their workforce. Such strategies could include the implementation of comprehensive training programs focused on developing emotional intelligence skills and creating a supportive work environment that encourages emotional awareness and regulation. By investing in these initiatives, organizations can cultivate a workforce that is better equipped to navigate complex social dynamics and effectively manage workplace stressors, ultimately leading to improved performance outcomes and increased productivity. Furthermore, the significant relationship observed in this study underscores the potential for targeted interventions aimed at enhancing emotional intelligence to yield positive results in terms of employee performance. By addressing emotional intelligence deficits through targeted interventions, organizations can empower their employees to better understand and regulate their emotions, leading to improved decision-making, enhanced team collaboration, and greater overall job satisfaction. The findings of this study emphasize the critical role of emotional intelligence in driving employee performance within organizations. By recognizing the importance of emotional intelligence and implementing strategies to foster its development, organizations can create a more supportive and productive work environment, ultimately leading to improved performance outcomes and organizational success.

The noteworthy path coefficient of 0.167, accompanied by a p-value of less than 0.0001, indicating a significant relationship between Work Environment (WE) and Employee Performance (EP), underscores the substantial influence that the work environment exerts on levels of employee performance. This discovery implies that various factors encompassing the physical workspace design, organizational culture, and interpersonal dynamics significantly shape employees' capacity to carry out their tasks effectively. A positive work environment characterized by elements such as transparent communication channels, supportive leadership, and opportunities for collaboration can play a pivotal role in boosting employee morale, motivation, and overall job satisfaction, thereby leading to enhanced performance outcomes. The findings suggest that organizations stand to benefit from prioritizing the creation of conducive work environments that foster employee well-being and engagement. By placing emphasis on cultivating such environments, organizations can nurture a culture that promotes employee satisfaction and productivity. Clear communication channels and supportive leadership can contribute to a sense of belonging and empowerment among employees, encouraging them to invest their best efforts in their



work. Furthermore, opportunities for collaboration and teamwork within the work environment can foster a sense of camaraderie and mutual support, further enhancing employee motivation and performance. Addressing any deficiencies or shortcomings in the work environment can yield substantial benefits in terms of both individual employee performance and overall organizational performance. By identifying and rectifying areas of concern within the work environment, organizations can create a more conducive atmosphere that enables employees to thrive. This proactive approach to addressing work environment issues not only improves employee morale and job satisfaction but also has the potential to drive significant improvements in productivity and organizational success. The findings of this study underscore the critical importance of the work environment in shaping employee performance levels. By recognizing the significant impact of factors such as organizational culture, interpersonal dynamics, and physical workspace design, organizations can take proactive steps to create environments that promote employee well-being, engagement, and ultimately, enhanced performance outcomes.

The significant path coefficient of 0.327, with a p-value less than 0.000, indicating a strong relationship between Job Stress (JS) and Employee Performance (EP), underscores the substantial impact that stress levels within the workplace can exert on EP outcomes. This finding highlights the correlation between elevated levels of job stress and decreased EP, which aligns with existing research emphasizing the adverse effects of stress on various aspects of individuals' cognitive functioning, motivation, and overall well-being. The results of this research are in line with previous research conducted by Maryam (2023) which stated that work stress affects employee performance. It is imperative for organizations to acknowledge the significance of addressing job-related stressors to mitigate their detrimental effects on employee performance. Implementing stress management programs, providing resources for employees to cope with stress effectively, and fostering a supportive work environment (WE) are crucial steps in this regard. By addressing job stressors, organizations can potentially enhance employee performance while also reducing absenteeism and promoting overall employee health and satisfaction. Recognizing the importance of creating a supportive work environment, organizations can take proactive measures to alleviate job stressors and promote employee well-being. This may include offering stress management workshops, providing access to counseling services, and fostering a culture of open communication and support among colleagues. By prioritizing employee well-being and addressing job-related stressors, organizations can not only improve employee performance but also enhance organizational productivity and success. The significant relationship observed between job stress and employee performance underscores the importance of addressing stress levels within the workplace. By implementing strategies to mitigate job-related stressors and promote employee well-being, organizations can create a

conducive work environment that supports optimal performance and contributes to overall organizational success.

## CONCLUSION

Based on the research conducted utilizing SmartPLS 4, which investigated the effects of work stress, emotional intelligence, and the work environment on employee performance, several key conclusions can be drawn. Firstly, the study affirms that work stress has a notable and positive influence on employee performance. This indicates that moderate levels of stress can act as a catalyst for motivation, especially when balanced with other factors such as employee motivation and solidarity among coworkers. Secondly, it is established that emotional intelligence significantly contributes to enhancing employee performance. This underscores the importance of fostering interpersonal understanding and support within the workplace. Lastly, the research highlights the substantial positive impact of the work environment on employee performance, indicating that the corporate culture encourages enthusiasm among its employees. In summary, these findings collectively underscore the critical importance of effectively managing work stress, nurturing emotional intelligence, and fostering a positive work environment in improving employee performance within the organization.

## Reference :

- Adamy, M. (2016). *Manajemen Sumberdaya Manusia Teori Praktik dan Penelitian*. Unimal Press.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia: Teori, Konsep, Indikator (cet. 1)*. Zanafa Publishing.
- Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The Effect of Work Environment on Job Satisfaction : Evidence from the The Effect of Work Environment on Job Satisfaction : Evidence from the Banking Sector in Ghana. October, 11-18. <https://doi.org/10.11648/j.jhrm.20170501.12>
- Al-Ahmadi, H., & Al-Furaih, N. (2018). Job stress and job performance among employees in the Jordanian banking sector. *International Journal of Social Economics*, 45(12), 1651-1664.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Bowling, N. A., Beehr, T. A., & Swader, W. M. (2017). Giving and receiving social support at work: The roles of personality and reciprocity. *Journal of Vocational Behavior*, 100, 35-46.
- Brackett, M. A., & Salovey, P. (2019). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass*, 13(5), e12455.
- Cameron, K. S., & Spreitzer, G. M. (2018). *Oxford handbook of positive organizational scholarship*. Oxford University Press.

- Cheng, J., Sun, J., & Wang, J. (2020). How job stress affects job performance: the mediation of affective commitment and the moderation of career adaptability. *Journal of Managerial Psychology*, 35(3), 215-227.
- Côté, S. (2014). Emotional intelligence in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 459-488.
- Elzeyadi, I. (2019). Daylighting, productivity, and occupant satisfaction: A literature review. *Lighting Research & Technology*, 51(4), 475-497.
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Goleman, D. (2020). *Daniel Goleman Emotional Intelligence: 25th Anniversary Edition*. Bloomsbury Publishing.
- Hackman, J. R., & Wageman, R. (2019). A theory of team coaching. *Academy of Management Review*, 44(2), 259-288.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Marko, S. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE.
- Judge, T. A., & Piccolo, R. F. (2019). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 104(4), 498-517.
- Kong, D. T., & Ho, V. T. (2016). Organizational commitment in Chinese small-and medium-sized enterprises: The role of extrinsic, intrinsic and social rewards. *International Journal of Manpower*, 37(8), 1306-1324.
- Kossek, E. E., & Lautsch, B. A. (2018). Work-life flexibility as a talent management strategy. In *The Cambridge Handbook of the Global Work-Family Interface* (pp. 35-51). Cambridge University Press.
- Leka, S., Griffiths, A., & Cox, T. (2004). *Work Organization & Stress: Systematic Problem Approaches for Employers, Managers and Trade Union Representatives*. Protecting Workers' Health Series No. 3. World Health Organization.
- Maryam, S. (2023). Factors Influencing Employee Performance : Teleworking, Work-life Balance and Stress. *Scientia Journal*, 12(03), 3800-3808.
- Mondy, R. W., & J., M. J. (2016). *Human Resource Management* (14th ed.). Pearson.
- Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102(3), 403-420.
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92(2), 438-454
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (16th ed.). Pearson Education Limited
- Sajjad, A., & Memon, M. A. (2019). The impact of job stress on job performance: a study of the employees of private sector universities of Karachi, Pakistan. *Management Research Review*, 42(3), 324-345.
- Salovey, P., & Mayer, J. D. (2016). Emotional intelligence. *Imagination, Cognition and Personality*, 36(3), 193-221.
- Sinambela, P. L. (2016). *Manajemen Sumber Daya Manusia* (1st ed.). Bumi Aksara.

- Skaalvik, E. M., & Skaalvik, S. (2018). Job demands and job resources as predictors of teacher motivation and well-being. *Social Psychology of Education, 21*(6), 1251-1275.
- Tan, X., Zhang, Y., & Zhang, X. (2021). Job stress and employees' performance: the moderating roles of workplace ostracism and job autonomy. *Personnel Review, 50*(7), 1841-1856.
- Taris, T. W., & Schaufeli, W. B. (2015). Well-being and performance at work: The role of contextual factors. In S. Sirgy, M. Cooper, J. James, & D. R. Matthews (Eds.), *Handbook of Quality-of-Life Programs: Enhancing Quality of Life Across the Life Span* (pp. 167-185). Springer.
- Zaki, J., & Williams, W. C. (2021). The neuroscience of empathy. In *The Oxford Handbook of Compassion Science* (pp. 13-25). Oxford University Press.
- Zhang, Y., & Liao, Z. (2022). Does job stress affect employee performance? An investigation based on self-management and coworker support. *Corporate Social Responsibility and Environmental Management, 29*(1), 182-194.