

# The Role of Emotional Intelligence as a Moderator Between Stress Conditions and Performance on Contractor Employees

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## ABSTRACT

Individual performance is a pattern of employee behavior and actions that is relevant to organizational goals. This study aims to analyze the role of emotional intelligence as a moderator between stress conditions and performance. Participants in this study were state-owned contractor employees. The number of participants in this study was 100 people. Based on the analysis results the higher the stress the lower the performance. Stress and emotional intelligence are proven to play a role in performance with the contribution of the role of stress of 13.25% and emotional intelligence of 10.30%. While the role of emotional intelligence as a moderator between stress conditions and performance was also shown to play a significant role p-value 0.037 <0.05 and positive which means that the higher the emotional intelligence, the higher the performance, emotional intelligence of employees affects the relationship between stress conditions and performance.

**Keywords:** Stress, Performance, Emotional Intelligence

## 1. INTRODUCTION

The decline in performance has an impact on the company one of which is a decrease in revenue. Revenue declines occurred in 4 of 11 state-owned companies in the construction sector. The company can be said to be good seen from the success of a project to achieve the revenue targets that have been set and in construction can meet the accuracy of quality, time and cost. Of course all this depends on employee performance. Employee performance includes things that are his responsibility can be resolved, and do not commit violations. In practice there are two employee performance, some are appropriate but some are not in accordance with the expected results. From the interviews there were contractor employees who ignored their job responsibilities.

In addition there are also employees who have the best performance. This employee can complete his responsibilities, when there are difficulties he can find a solution so he can complete his work.

Based on the phenomena found in observations and interviews it can be said that construction companies are currently focusing on the performance of their employees because basically there are good and bad performances. Because the decline in individual performance is the performance that can one day occur in every individual. According to Campbell (in Koopmans, Bernaards, Hildebrandt, Buuren, Beek, & De vet, [1] Individual Work Performance is a pattern of employee behavior and actions that are relevant to organizational goals. This can be seen from several dimensions that reflect a

person's performance including task performance, contextual performance, adaptive performance and counterproductive work behavior by Koopmans et al, [1].

Research conducted by Ehsan & Ali [2] states that performance decreases when individuals experience increased stress, which means that the higher the stress the lower the performance. While research conducted by Vijayan [3]. states that if stress is high, performance will increase. This means that when an individual experiences stress it will improve performance.

From two previous studies show that stress has not been proven to be able to play a role in performance. This can be proven from research Ehsan & Ali, [2]. Stress can reduce performance while research by Vijayan, [3] states the opposite, that stress can improve performance. For this reason, the researcher proposes the need for moderating variables to explain this inconsistency. The moderator variable proposed by the researcher is emotional intelligence.

From research conducted by Douglas et al., [4], research has succeeded in proving the role of emotional intelligence as a moderator but has not discussed the role of emotional intelligence as a moderator for stress and performance.

Emotional intelligence has the potential to act as a moderator because these variables are needed by construction workers. Emotional intelligence is proven to play a role in the performance of workers in the field of construction by Saini and Soni, [5] because in construction projects there are various professionals such as architects, contractors, subcontractors, suppliers, engineers.

The formulation of the problem in this study is that previous studies have a relationship between stress and inconsistent performance. Then there are studies that try to explain emotional intelligence as a moderator, and there are also research explanations that stress and performance require moderators. But there is still little research that explains emotional intelligence as a moderator between stress and performance. The focus of this study (1) identifies the role of stress on performance, (2) identifies the role of

emotional intelligence on performance (3) the variable of emotional intelligence as a moderator between stress and performance. With the proposed research model, this research can look further into the role of emotional intelligence in moderating stress with performance.

## 1.1 Related Work

Previous research was conducted by Ehsan & Ali [2], on banking employees to see how the impact of stress on the productivity of banking staff. And look at the factors that contribute to work stress. Ehsan & Ali's research shows that most employees report working under pressure and they feel that they are ignored by the organization. Thus, pressure is a factor experienced by employees in the Faisalabad banking sector. Some employees also feel incompatibility with the work environment, this is what causes pressure on employees. Most young and highly competitive employees are in danger of exhaustion due to frustration over the work they experience. Most employees think of leaving their bank which can affect their commitment to performance.

### 1.1.1 Definition

#### Performance

Campbell in Koopmans, Bernaards, Hildebrandt, Buuren, Van Der Beek, & De vet, [1] defines individual performance as a pattern of employee behavior and actions that are relevant to organizational goals. This performance emphasizes more on the patterns of employee behavior and actions compared to the results of the behavior itself. It contains behavior that is under the control of the individual himself, unless the behavior is influenced by the environment.

According to Koopmans et al., [1] performance is divided into four dimensions including (a) task performance, (b) contextual performance, (c) counterproductive work behavior, (d) adaptive performance

### Emotional intelligence

According to Mayer, Salovey & Caruso (in Mayer, Salovey & Caruso [6] emotional intelligence is a part of social intelligence that involves the ability to monitor feelings and emotions, both on oneself and others, sorting through them and using information to guide their thoughts and action. The four branches are arranged from the ability to use psychological processes from the most basic to complex. Dimensions of emotional intelligence are: Emotional Perception. Emotion Perception. Use of Emotion. Understanding Emotions (Understanding Emotions). Managing Your Emotions. Bracket, Rivers and Shifman (in Oktafia & Suleeman, [7]., are divided into two types namely managing self-emotions and social management.

### Stress

Cognitive stress theory assumes that stress arises as a result of people's interactions with the environment where demands are judged to be potentially dangerous and uncontrolled by the individual, thus causing an individual's physiological impact and psychological response by Lazarus, in Schlotz, Yim, Zoccola, Jansen & Schulz, [8]. Scholtz, et al., [8]., describe several dimensions that cause work stress, including (a) Prolonged reactivity, (b) Reactivity to Overload, (c) Reactivity to Social Conflict (Reactivity to Social Conflict), (d) Reactivity to Failure (e), Reactivity to Social Evaluation (Reactivity to Evaluation).

### 1.2 Our Contributions

This paper presents several improvements namely the role of stress with performance can be moderated by emotional intelligence. This study uses emotional intelligence as a moderator to verify the role of stress conditions with performance. because previous studies have inconsistencies we stated to use the variable emotional intelligence as a moderator. Through this, it seems that our research is feasible and efficient.

### 1.3 Paper Structure

The entire study is divided into five chapters. The first chapter provides a general introduction to this research, while the second chapter focuses on some of the literature related to the research and thinking framework. Chapter three presents the methodology used in data collection. Chapter four analyzes, summarizes, and presents data for this study. Chapter five provides a summary of findings, conclusions, and makes recommendations for solutions to stress problems that can affect performance.

## 2. BACKGROUND

The decline in contractor employee performance can have a negative impact on the company. From the results of interviews conducted to field employees stating that there has been a decline in performance due to various things including personal problems, project losses, reprimanded by superiors, payments are hampered, work results are not in accordance with the agreement (ZG, personal interviews. In previous studies that have been in do Ehsan & Ali [2] have explained that stress plays a role in performance, when individuals experience stress performance will decrease, whereas other research conducted by Vijayan [3] states that if stress is high then performance will increase, will improve performance. Research shows that stress has not been proven to play a role in performance, according to Ehsan & Ali [2] stress can reduce performance when in research Vijayan [3] states that stress can improve performance. This inconsistency, researchers propose the need for moderator variables. Because there are previous studies that state the role of emotional intelligence as a moderator between consistency and performance. Awareness will be positively related to performance if the individual has good emotional intelligence. This means that high awareness will have an impact on high performance too if emotional intelligence is high, conversely if awareness is high, but emotional intelligence is low then low performance.

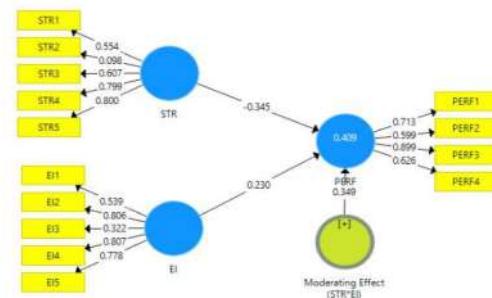
Research conducted by Li, Ai, Gao, Zhou, Liu, Zhang, Sun & Fan [9] states that coping strategies act as moderators in the relationship of stress with employee performance. Positive coping strategies are used when dealing with stress. The positive coping process is carried out by seeking support from friends, family or other people to solve problems. This means that positive coping can reduce the impact of stress on performance. In addition there was a significant relationship between the five items of coping strategies (problem solving, seeking social support, cognitive evaluation, somatic inhibition and emotional inhibition) with emotional intelligence and based on regression analysis showed that coping strategies were significantly predicted by emotional intelligence by Moradi, Pishva, Ehsan, Hadadi and Pouladi, [10] emotional intelligence including internal factors that have the potential to be a moderating variable between stress and performance.

From research conducted by Douglas et al., [4] research has succeeded in proving the role of emotional intelligence as a moderator but has not yet discussed the role of emotional intelligence on stress and performance. The formulation of the problem in this study is that the first of the previous studies there was an inconsistent relationship of stress and performance. Secondly there are studies that try to explain emotional intelligence as a moderator, and there are also research explanations that stress and performance require moderators. But there is still little research that explains emotional intelligence as a moderator between stress and performance. For this reason, the researchers plan to examine the role of emotional intelligence variables as moderators between stress and performance. With the proposed research model, this research can look further into the role of emotional intelligence in moderating stress with performance.

## 2.1 Research methods and research results

This study succeeded in getting as many as 100 participants. All participants have met the requirements of the research subjects, namely workers in the contract field in Indonesia. Using quantitative research methods with non-experimental forms. This study illustrates this role.

Research result



Testing the results of structural equation modeling using the PLS approach is done by looking at the results of the measurement model (external model) and the results of the structural model (inner model) of the model under study.

From the Kolmogorov-Smirnov test it is known that the STRES and EI variables to be tested are not normal because they have a significance value / probability value smaller than  $\alpha$  (0.05), 0,000  $< 0.05$  and 0,000  $< 0.05$ . While the PERF variable to be tested is normally distributed because it has a significance value or an opportunity value greater than  $\alpha$  (0.05), which is 0.143  $> 0.05$ .

### The Role of Stress in Performance

H0: Stress does not play an important role in performance

Ha: Stress plays an important role in performance

The significant level ( $\alpha$ ) used is 0.05 or 5%.

**STR Test T Against PERF**

Latent Variable	Path coefficient	tstatistik	P-value	Information	Conclusion
STR > PERF	-0.345	4.107	0.000	Ho ditolak	Significant

Based on the statistical value table for the STR variable the p value is 0.000. This value is smaller than 0.05 (Yamin & Kurniawan, in Uce Indahyanti [11], so it can be concluded that H0 is rejected and accepts Ha, meaning that stress is proven to play a role in performance with a contribution of 13.25%.

**The Role of Emotional Intelligence in Performance**

H0: Emotional Intelligence does not play an important role in Performance

Ha: Emotional intelligence plays an important role in performance

The significant level ( $\alpha$ ) used is 0.05 or 5%.

**EI Test Against PERF**

Latent Variable	Path coefficient	tstatistik	P-value	Information	Conclusion
EI > PERF	0.23	2.115	0.035	Ho ditolak	Significant

Source: Data processed using PLS software

Based on the table, the statistical value for the EI variable obtained p value 0.035. This value is smaller than 0.05 (Yamin and Kurniawan, 2011 in Indahyanti, 2013), so it can be concluded that H0 is rejected and accepts Ha, meaning Emotional Intelligence has a proven role in Performance with a contribution of 10.30%.

**The Role of Stress \* Emotional Intelligence in Performance**

H0: STR \* EI does not play an important role in Performance

Ha: STR \* EI plays an important role in Performance

The significant level ( $\alpha$ ) used is 0.05 or 5%.

Decision making criteria:

**T \* STR EI Test Against PERF**

Latent Variable	Path coefficient	tstatistik	P-value	Information	Conclusion
STR*EI -> PERF	0.349	2.086	0.037	Ho ditolak	Significant

Source: Data processed using PLS software

Based on the table, the statistical value for the STR \* EI variable is p 0.037. This value is smaller than 0.05 (Yamin and Kurniawan, in Indahyanti, [11] so it can be concluded that H0 is rejected and accepts Ha, meaning STR \* EI is proven to play a role in performance with a contribution of 16.54%.

**3. CONCLUSION**

Based on empirical data it can be concluded that work stress is a challenge for employees who work in the construction field. It is important for human resource development to monitor the factors that cause performance degradation. From the results of calculations and analysis conducted in this study, it was concluded that there is a role for stress on performance. So keep in mind the effects that can be caused by stress apart from reducing employee performance. Then from the results of this study there is the role of emotional intelligence on performance and there is also the role of emotional intelligence as a moderator between stress and performance. Management should also consider taking steps to increase employee emotional intelligence. Due to environmental stress conditions sometimes can not be predicted so that the individual himself is able to control it. So herein lies emotional intelligence as a moderator between stressful conditions and performance.

## ANNOUNCEMENT

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