

THE ROLE OF JOB STRESS IN MEDIATING THE EFFECTS OF EMOTIONAL INTELLIGENCE, WORK-LIFE BALANCE, AND LEADERSHIP ON EMPLOYEE PERFORMANCE

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Abstract

The purpose of this study was to determine the direct and indirect effect of emotional intelligence, work-life balance, and leadership on employee performance through work stress. This study uses quantitative analysis with a sample consisting of 86 employees who were selected using judgmental sampling. The data were analyzed using the SEM-PLS method. The results showed that the three variables, namely emotional intelligence, work-life balance, and work stress, had a significant direct effect on employee performance but leadership had no effect on employee performance in the offices of district heads in Central Tapanuli Regency, as well as the variables of emotional intelligence, work-life balance, and leadership affect work stress. Furthermore, indirectly work stress is able to mediate the effects of the three variables, namely emotional intelligence, work-life balance, leadership on employee performance in the offices of district heads in Central Tapanuli Regency.

Keywords: emotional intelligence, work-life balance, leadership, work stress, employee performance

1. INTRODUCTION

The number of State Civil Apparatus (ASN) in the districts in Central Tapanuli Regency is 146. Based on a mini research conducted by researchers in several District Government Offices in Central Tapanuli Regency, it was found that there are still some problems that researchers can observe related to performance, such as the bureaucratic system of administrative services that is not yet optimal. This is indicated by the correspondence process which is rather long in completion, and there are still employees who arrive late and leave before office hours. Also found a tendency to decrease employee performance. This can be seen from the low desire of employees to complete work on time, so employees tend to be late in reporting work results to their leaders as shown in the table below.

Table 1: Employee Absence of Offices of District Heads in Central Tapanuli Regency in 2021

Description	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan	Feb	Mar	Apr	May	June	July	Ags	Sept	Oct	Nov	Des
Delay Rate	55%	15%	20%	32%	33%	55%	40%	25%	15%	15%	20%	60%
Average	30%			40%			26,6%			31,6%		

Source: Central Tapanuli Regency Government (processed)

In the table of employee attendance above, it can be seen that more than 25% of employees were late throughout 2021 with an average delay of 30% in Q1 and in Q2 there was an increase in lateness to an average of 40%, while in Q3 there was a decrease in lateness to 26.6 %, and lastly the average delay was 31.6% in Q4. This happens generally when approaching national holidays such as the beginning and end of the year. In terms of leadership, there is a phenomenon that also occurs in other organizations, namely based on the results of interviews conducted by researchers with 15 district employees, 10 of whom answered that leaders tend to communicate only when giving assignments to employees. So that researchers see that employees in doing their jobs are only based on fear of superiors if they make mistakes, therefore work-life balance is not based on the values of loyalty to the work organization. Without leadership, there will be an unfavorable relationship between individual goals and organizational goals. This situation will lead to a situation where an employee in carrying out his work is less controlled which results in work stress. Leadership is an ability possessed by an individual who leads which is closely related to various kinds of internal and external factors. Therefore a leader must have emotional intelligence in order to form and assist employees in carrying out their duties so that good performance is obtained from his employees.

2. LITERATURE REVIEW AND SUBMISSION OF HYPOTHESIS

2.1 Employee Performance

According to Mangkunegara (2019: 31), the term performance comes from job performance or actual performance (work achievement or actual achievement achieved by someone), namely the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities assigned to him. Furthermore, according to Tannady (2017: 154), performance is the result of work in quality and quantity achieved by an employee or a department or an organization in carrying out his or its duties and targets according to the responsibilities assigned to him or it in a certain assessment period. Employee performance is the result of implementing the goals of an organization, therefore good performance is an important thing to be done by all employees. Employee performance is the result of quality and quantity achieved by an employee in carrying out tasks in accordance with assigned responsibilities (Mangkunegara, 2017: 67). Furthermore, according to Bernadin and Russell (in Sapitri, 2016:5), performance is a record of outcomes resulting from the function of a particular job or activity over a certain period of time. There are dimensions and indicators of employee performance according to Sedarmayanti (2010:263), namely:

1. Work performance. The indicators are work skills, potential for knowledge development through training, and timely completion of work.
2. Skill. The indicators are the ability of employees, and educational background.
3. Behavior. The indicators are employee attitudes at work, employee loyalty, and relationships with employees.

2.2 Work Stress

In general, stress is often interpreted as an unpleasant tense condition, because someone subjectively feels that there is something burdening on him. According to Robbins (2006), job stress is “a condition that arises from the interaction between people and work and is characterized by changes in humans that force them to deviate from their normal functions”. According to Handoko T. (2001: 200) stress is “a condition of tension that affects emotions, thought processes, and one's condition”. Spielberger, Charles D. (2003; 6) states that “stress is external demands on a person, for example objects in the environment or a stimulus that is objectively harmful”. Stress can also be interpreted as pressure, tension or unpleasant disturbances that come from outside a person. So to be able to define stress correctly, it must be seen on a case by case basis that occurs in the sufferer. Thus, stress management can be chosen which is most appropriate and precise based on the condition of the sufferer.

2.3 Leadership

According to George R. Terry and Leslie W. Rue (in Ticoalu), leadership is “the totality of activities or activities to influence the willingness of others to achieve common goals”. Leadership is a way to influence subordinates to be willing to work together and work productively to achieve organizational goals. According to Siagian in Azis (2006:83), “leadership is management, namely as a driving force for resources and tools in the organization. The success or failure of an organization to achieve the goals that have been set depends on the ways of leading that are practiced by the superiors (the leaders)”. Oteng Sutisna Sudarwan Denim (2006:204) suggests that leadership is “the ability to take the initiative in social situations to create new forms and procedures, design and regulate actions, and forms to generate cooperation towards achieving goals”. Meanwhile, Nurkholis (2003:153) put forward the definition of leadership in his literature that “leadership includes influencing in determining organizational goals, motivating followers to achieve goals, influencing to improve groups and culture”. Tjiptono & Syakhroza (1999) revealed that leadership includes efforts to guide, encourage and facilitate others in achieving goals by using certain methods, where the goals and methods are determined or agreed upon by these people. Furthermore, according to Hutahean (2021:2) it is said that leadership is an ability or strength within a person to lead and influence others in terms of work, where the goal is to achieve predetermined targets (goals). Meanwhile, according to Napitupulu R, (2019: 2), leadership comes from the word lead, has the prefix pe and the suffix an, which shows the characteristics possessed by the leader. The word lead contains the meaning of directing, fostering or regulating, demanding and also showing or influencing. Function means the position (work) that is carried out or the use of something or the work of a part of the body. While the leadership function is directly related to the social situation in the life of each group/organization. The function of leadership is a social phenomenon, because it must be realized in the interaction between individuals in the social situation of a group/organization. The leadership function has two dimensions, including:

- a. Dimensions relating to the level of directive ability in the leader's actions or activities

- b. Dimensions relating to the level of support or involvement of the people being led in carrying out the main tasks of the group/organization.

2.4 Emotional Intelligence

Emotional intelligence includes self-control, enthusiasm, patience, and the ability to motivate and tolerate frustration, control impulses and emotions, adjust moods and stressors that cause stress, including the ability to think and not to paralyze the ability to read (empathy). According to Goleman (2015), emotion is basically an urge to act to overcome a problem. Emotional intelligence allows us to maintain a balance between our personal needs and the needs of others. Understanding emotional intelligence will help you understand your own emotions and those of others, motivate yourself, and develop the ability to manage your emotions well. According to Djasuli and Hidayah (2015), those who can control their emotions the most are the most respected and respected. This is why researchers say that for successful people, 80% of their success comes from their ability to control their emotions, and 20% of that is determined by their intellectual abilities. According to Jannah (2013), emotional intelligence is a person's ability to adjust emotions by maintaining harmony and emotional expression through self-awareness skills, self-control, self-motivation, empathy, and social skills.

From some of the definitions above, we can conclude that emotional intelligence is the ability to deal with emotions, control attitudes and behavior, including the ability to control impulses and desires, to enable individuals to be accepted into the social environment and recognize the feelings of others.

2.5 Work-Life Balance

Work-life balance is an important factor that must be owned by employees so that employees have a balanced quality of life between their work and personal lives. Work-life balance is the ability that a person has in balancing obligations in work activities with his personal life, where when an employee can realize this balance, he will have high enthusiasm at work and have happiness because he is given the opportunity to carry out his personal activities (Holland et al., 2019). According to Gribben & Semple (2021), work-life balance is a big concept that involves work activities (career and ambition) with life (happiness, leisure, family, and spiritual deepening). Furthermore, work-life balance is also defined as the ability of a person to balance the demands of work with personal and family needs, where individuals can balance their roles well, even though the individual has demanding duties and responsibilities in two or more roles in a work or non-work organization (Paudel & Sthapit, 2021). According to Kastner Bienek (2014), work-life balance comes from the words “work” and “life”, which means that work-life balance is a condition in which an employee is able to balance the two categories. When a person can achieve a balance between work and family, it will provide benefits to various parties, such as for the employees themselves it will provide psychological peace and create physical and psychological health of employees, while for the organization it can be seen by the emergence of work commitment, increasing work productivity and employee performance. Tetteh & Attiogbe (2019) stated that a work-life balance can be created if there is a balance in life that can minimize conflicts of interest. So it is very important for a company to formulate

policies that can help employees to balance their personal interests and work interests. The company's success in creating a work-life balance for its employees will help improve employee performance and can have an impact on improving the company's overall performance (Paudel & Sthapit, 2021).

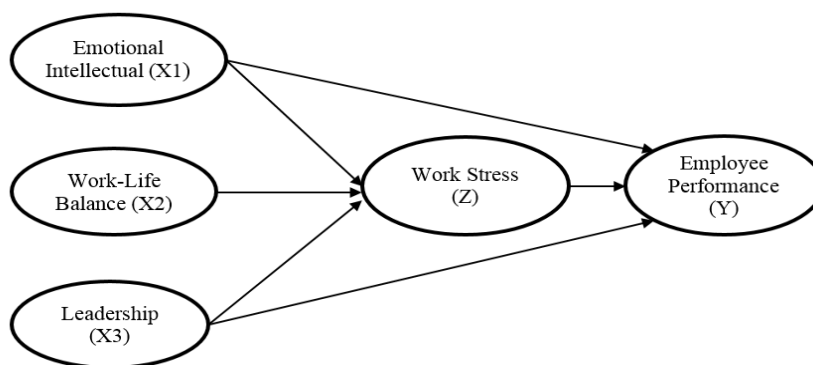


Figure 1: Schematic Diagram of the Relationship between Variables

1. Emotional Intelligence has a positive and significant effect on employee performance at the Offices of District Heads in Central Tapanuli Regency
2. Work-Life Balance has a positive and significant effect on employee performance at the Offices of District Heads in Central Tapanuli Regency
3. Leadership has a positive and significant effect on employee performance at the Offices of District Heads in Central Tapanuli Regency
4. Work Stress has a positive and significant effect on employee performance at the Offices of District Heads in Central Tapanuli Regency
5. Emotional Intelligence has a positive and significant effect on work stress of employees at the Offices of District Heads in Central Tapanuli Regency
6. Work-Life Balance has a positive and significant effect on work stress of employees at the Offices of District Heads in Central Tapanuli Regency
7. Leadership has a positive and significant effect on work stress of employees at the Offices of District Heads in Central Tapanuli Regency
8. Emotional Intelligence has a positive and significant effect on employee performance through work stress at the Offices of District Heads in Central Tapanuli Regency
9. Work-life balance has a positive and significant effect on employee performance through work stress at the Offices of District Heads in Central Tapanuli Regency
10. Leadership has a positive and significant effect on employee performance through work stress at the Offices of District Heads in Central Tapanuli Regency

3. RESEARCH METHOD

This study uses a quantitative approach. Data were collected through distributing questionnaires with a Likert scale to a sample of 86 respondents. The data in this study were analyzed using a structural equation model (SEM) analysis based on partial least squares (PLS) which aims to examine the direct and indirect effects of the research variables used.

4. RESULTS AND DISCUSSION

Measurement Model Analysis (Outer Model)

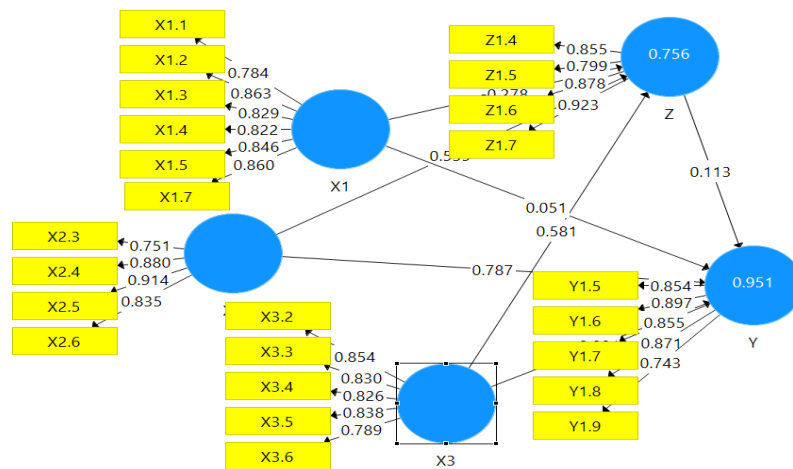


Figure 2: The Value of Loading Factor of Indicators for All Variables

Figure 2 show that all variables meet the validity requirements because the loading factor value of all indicators is > 0.7 . Thus, the next test can be carried out.

Construct Reliability Test

Table 2: Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted...
X1	0.914	0.946	0.932	0.696
X2	0.868	0.880	0.910	0.718
X3	0.889	0.910	0.916	0.685
Y	0.899	0.905	0.926	0.715
Z	0.887	0.891	0.922	0.748

The results of the analysis shown in Table 2 above show that the AVE value of each latent variable is > 0.5 , and the value of composite reliability and Cronbach's alpha value of each latent variable is greater than 0.7, so it can be concluded that the variable indicator is able to measure well.

Measurement Model Analysis (Inner Model)

Coefficient of Determination (R²)

Table 3: The Value of R-Square

Matrix	R Square	R Square Adjusted
Y	0.951	0.949
Z	0.756	0.746

Based on Table 3, it is known that the value of R-Square adjusted for the employee performance variable is 0.949 or 94.9% and the remaining 3.1% is influenced by other variables not examined in this study. The value of R-Square adjusted for the work stress variable is 0.746 or 74.6% and the remaining 25.4% is influenced by other variables not examined in this study.

Predictive Relevance (Q²)

The value of Q² has the same meaning as the coefficient of determination R-Square. The value of Q-square (Q²) is greater than 0 indicating the model has predictive relevance. On the other hand, the value of Q² is less than 0 indicating that the model has less predictive relevance or in other words, if all the values of Q² are higher, the model is considered to be more compatible with the data. Calculation of the value of Q² can be done as follows.

$$Q^2 = 1 - (1-R^2_1)(1-R^2_2) \dots (R_n^2)$$

$$Q^2 = 1 - (1-0.949)(1-0.749)$$

$$Q^2 = 1 - (0.031)(0.254)$$

$$Q^2 = 0.992$$

The results of these calculations indicate that the value of Q² is 0.992 so it can be concluded that the variables in this study, namely employee performance, work stress, leadership, emotional intelligence, and work-life balance, contributed to the authenticity of data in the existing structural model of 99.2%, then the remaining 0.8% need to be developed from other variables apart from the variables of this study.

Effect Size (F²)

Effect size (F²) is determining the kindness of the model and also to find out whether the predictor variable has a weak, sufficient or strong effect at the structural level.

Hypothesis Test

Table 4: The Direct Effects by Path Coefficients

Path Coefficients						
	Mean, STDEV, T-Values, P...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values	
X1 -> Y	0.102	0.101	0.047	2.174	0.030	
X1 -> Z	-0.252	-0.235	0.111	2.260	0.024	
X2 -> Y	0.708	0.705	0.040	17.682	0.000	
X2 -> Z	0.509	0.502	0.094	5.432	0.000	
X3 -> Y	0.073	0.078	0.076	0.961	0.337	
X3 -> Z	0.590	0.588	0.120	4.905	0.000	
Z -> Y	0.177	0.175	0.063	2.813	0.005	

1. Direct Effect of Emotional Intelligence on Employee Performance

Emotional intelligence has a positive and significant effect on employee performance. This result can be seen from the significance value of 0.030 which is smaller than 0.05. This means that if emotional intelligence increases, the performance of employees in the Offices of District Heads in Central Tapanuli Regency will increase significantly. The results of this study are in line with the results of the study of Hamidah R. S., Utami N, and Ruhana I. (2016) which shows that the variables of self-awareness, self-regulation, motivation, empathy, emotional intelligence, and social skills have a significant effect partially or simultaneously on variable employee performance. The results of this study are also in line with the study of Mulyasari I. (2018) with results that prove that there is an effect of emotional intelligence on employee performance. This means that the higher the emotional intelligence, the better the employee's performance. This means that the higher the emotional intelligence, the better the employee performance. Conversely, the weaker the emotional intelligence, the lower the employee performance will be. The study of Pratama, A. Y. And Suhaeni T. (2018) which examines the effect of emotional intelligence on employee performance shows results based on processed data that there is a relationship between emotional intelligence and employee performance. Emotional intelligence also has a positive effect on employee performance by regression analysis conducted. So it can be concluded that the higher the emotional intelligence of employees, the higher their performance.

2. Direct Effect of Work-Life Balance on Employee Performance

It is known that the significance value for work-life balance is 0.000, which is smaller than 0.05. This means that the higher the Work-life balance, the significantly higher the performance of employees at the Offices of District Heads in Central Tapanuli Regency. This result is in accordance with the results of a study conducted by Lukmiati R. et al (2020) which shows that work-life balance has a positive and significant effect on employee performance. Dina's research (2018) also shows that partially there is an effect of each work-life balance variable,

namely the variables of time balance, balance of involvement, and balance of satisfaction on employee performance. This study also shows that simultaneously there is a significant effect of work-life balance variables on employee performance.

3. Direct Effect of Leadership on Employee Performance

Leadership has no direct effect on employee performance where this result can be seen from the significance value of 0.337 which is greater than 0.05. This means that employees work professionally, regardless of who is the boss or who leads them, but they do not reduce their seriousness to work or are constrained in their work in the Offices of District Heads in Central Tapanuli Regency. The results of this study are in line with the study of L. Lamer, C. Kirana, H. Welsa (2021) which shows that leadership does not have a significant effect on performance but has a significant effect on motivation. However, the results of this study are not in line with the study conducted by Suwarno, Rizki Yudha Bramantyo (2019) which indicated that leadership style had an effect on success and performance improvement. The results of this study are also not in line with the study of Erni Sukmawati, Sri Langgeng Ratnasari, Zulkifli (2020) which indicates that leadership style partially has a positive and significant effect on employee performance. In the study of Christian Katiandagho, Silvy L. Mandey, Lisbeth Mananeke (2014), In terms of leadership, some stated it was not significant but some stated it was significant. In our study in the Offices of District Heads in Central Tapanuli Regency, leadership has no effect on employee performance.

4. Direct Effect of Work Stress on Employee Performance

Work stress has a significant effect on employee performance in the offices of District Heads in Central Tapanuli Regency. This can be seen from the significance value for the work stress variable of 0.005 which is smaller than 0.05. This means that when work stress increases, it will affect employee performance. In other words, when work stress decreases, its effect on performance increases and vice versa, in the offices of District Heads in Central Tapanuli Regency. These results are in accordance with the results of a study conducted by Tri Wartono (2017) which shows that there is a very significant or positive effect of work stress on employee performance as indicated by a correlation coefficient of 0.880 and a coefficient of determination. Stress occurs regardless of age, position, or education. Work stress experienced by employees can be caused by several sources and can affect operational activities. The results of the study of A Septiana, S Harini¹, and Sudarijati (2018) show that the work stress variable has a positive and significant effect on the performance of employees of PT. HJG (Han Ul Jaya Garment).

5. Direct Effect of Emotional Intellectual on Work Stress

It is known that the significance value for emotional intelligence is 0.024, which is smaller than 0.05. This means that the increasing emotional intelligence will significantly increase the work stress of employees at the offices of District Heads in Central Tapanuli Regency. This result is in accordance with the results of a study conducted by Desi Wulandari¹, Yulianeu², and Moh. Mukeri Warso³ which indicates that emotional intelligence has a significant effect on work stress. These results are also in line with the study of Sukma Noor Akbar (2013) which shows

that there is a very significant relationship between emotional intelligence and work stress. The higher the emotional intelligence, the lower the work stress. Vice versa, the lower the emotional intelligence, the higher the work stress. The results of this study are in line with the study of Putri Megawati, and Susatyo Yuwono (2008) indicating that there is a close relationship between emotional intelligence and work stress, but contrary to the study of Ni Made Ayu Yasmitha Andewi¹ Wayan Gede Supartha² which indicates that emotional intelligence has no effect significant effect on job stress.

6. Direct Effect of Work-Life Balance on Work Stress

It is known that the significance value for work-life balance is 0.000, which is less than 0.05. This means that there is a relationship between work-life balance and work stress of employees in the offices of district heads in Central Tapanuli Regency. These results are in accordance with the results of a study conducted by Ramadhan M. R., and Fajrianthi (2021) showing that the work-life balance variable has a significant effect on work stress in outsourcing employees. The results of this study are also in line with the study of Chelsea Violita Miranda (2021) with the finding that there is an effect of work-life balance on the work stress of educators, and also with the study of Faisal Noor Hidayat (2017) which shows a relationship between work-life balance and work stress. This means that if the level of work-life balance is high, the level of work stress will decrease, and vice versa if the level of work-life balance is low, the level of work stress will increase.

7. Direct Effect of Leadership on Work Stress

It is known that the significance value for Leadership is 0.000 which is smaller than 0.05. This means that there is a relationship between leadership and work stress in employees at the Offices of District Heads in Central Tapanuli Regency. These results are in accordance with the results of a study conducted by Agus Heri Prayatna¹ Made Subudi² (2016) which showed that there was a relationship between leadership and work stress, and also in line with a study conducted by Koesmono, H (2007) which stated that there was an effect of leadership on Work stress at Surabaya Hospital. The study of Agus Heri Prayatna¹ Made Subudi² (2016) also indicates that there is a significant relationship between leadership and work stress of employees at Fave Hotel Seminyak Bali.

Table 5 Indirect Effects

Specific Indirect Effects

	Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboa
	Original Sample (O)	Sample ...	Standard Deviation (STD...	T Statistics (O /STDEV)	P Values
X1 -> Z -> Y	-0.056	-0.048	0.027	2.082	0.038
X2 -> Z -> Y	0.103	0.095	0.040	2.572	0.010
X3 -> Z -> Y	0.120	0.110	0.041	2.903	0.004

8. The Effect of Emotional Intelligence Indirectly on Employee Performance through Work Stress

Job stress plays a significant role in mediating the effect of emotional intelligence on employee performance in the Offices of District Heads in Central Tapanuli Regency. This can be shown from the significance value of 0.038 which is smaller than 0.05. These results are in accordance with a study conducted by Sarda A et al (2018) who found based on the results of their study that the leadership variable had a significant effect on nurse stress at the Health UPTD of the Community Health Center in Palanro of Mallusetasi District, Barru Regency. The results of this study are also in line with the study of Primasari S.N et al (2019). which indicates that there is a significant effect of work stress on performance. Furthermore, they show that any increase in work stress management will increase work stress and have an impact on performance. The same result is also shown by a study conducted by Abdilah (2017) where the results of his research conclude that the effect of emotional intelligence on employee performance is influenced indirectly through work stress. In addition, the results of his research also concluded that job stress is a variable that fully mediates the effect of emotional intelligence on employee performance at the Head Office of PT. Adei Plantation & Industry in Pekanbaru of Riau Province.

9. Effect of Work-Life Balance Indirectly on Employee Performance through Work Stress

Work stress plays a significant role in mediating the effect of work-life balance on employee performance in the Offices of District Heads in Central Tapanuli Regency. This can be shown from the significance value of 0.010 which is smaller than 0.05. The results of this study are in accordance with a study conducted by Ramadhan M. R., and Fajrianti (2021) which showed that the work-life balance variable had a significant effect on work stress in outsourcing employees. The results of this study are also in line with a study conducted by Tri Wartono (2017) which shows that there is a very significant positive effect of work stress on employee performance as indicated by a correlation coefficient of 0.880. Similar results are also shown by a study conducted by Dina (2018) which showed that there is a partially significant effect of each work-life balance variable, namely the variables of time balance, balance of involvement, and balance of satisfaction on employee performance.

So it can be concluded that there is an effect of work-life balance on employee performance through work stress.

10. Effects of Leadership Indirectly on Employee Performance through Work Stress

Work stress plays a significant role in mediating the effect of leadership on employee performance in the Offices of District Heads in Central Tapanuli Regency. This can be shown from the significance value of 0.004 which is smaller than 0.05. The results of this study are in accordance with the statement put forward by Sarda A et al (2018) who found based on the results of their study that the leadership variable had a significant effect on employee performance through nurse stress. This result is also in line with the study of Primasari S.N et al (2019) which indicated that there was a significant effect of leadership on performance

through work stress. Similar results were also found by Arief Chaidir Abdillah (2011) in their study which showed that leadership through work stress had an effect on employee performance at KPP Pratama Boyolali. A study conducted by Fathur Rahman (2017) also found similar results that leadership affects employee performance through work stress at GraPari Telkomsel of Malang City.

5. CONCLUSION

The conclusion that can be made in this study is that directly the three variables, namely emotional intelligence, work-life balance, and work stress have a significant effect on employee performance except that leadership has no effect on employee performance at the Offices of District Heads in Central Tapanuli Regency. In addition, it was also found that the variables of emotional intelligence, work-life balance, and leadership have an effect on work stress. Then indirectly work stress is able to mediate the effects of the three variables, namely emotional intelligence, work-life balance, and leadership on employee performance at the Offices of District Heads in Central Tapanuli Regency.

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