
The Effect of Job Stress and Individual Characteristics on Performance with Emotional Intelligence as a Moderating Variable in Employees of the Sales Division of PT Multi Guna Nusantara

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Abstract

This study aims to analyze the effect of job stress and personal characteristics on the performance of salespeople who reduce the emotional intelligence of PT Multi Guna Nusantara. This study utilizes a quantitative approach by collecting facts and statistics through a survey conducted with a questionnaire. For this analysis, we only included sales staff in the department with a total of 53 employees. The sampling method used was census, i.e. surveying the population as a whole. The analysis technique used in this research is Structural Equation Modeling (SEM) using Partial Least Squares (PLS) 3.0. The following are the results of this study: 1). There is job stress that has a significant impact on performance 2). There is a significant positive effect of individual characteristics on performance, 3). Emotional intelligence plays a role in moderating the impact of job stress on employee performance and 4). Emotional intelligence also moderates the impact of individual characteristics on employee performance.

Keywords: Job Stress, Individual Characteristics, Emotional Intelligence, Performance

1. Introduction

In the era of globalization where competition in the world of work is increasingly competitive, a company that survives is a company that is able to improve inputs and outputs within the company, one of which is improving employee performance, because employee performance affects the quality and quality of output from the company. The important role of employees in achieving organizational goals is also confirmed by Gibson et al. (2012) that the success of an organization is largely determined by the success of employees and employee groups. This opinion has the consequence of a demand for the organization to pay more attention to the critical aspects that are the determinants of employee success through the achievement of work productivity, so that employees can carry out all their responsibilities and have adequate work capabilities so as to improve company performance and compete with other companies.

The phenomenon of unemployment, termination of employment, high turnover and demonstrations is a problem of labor conditions in Indonesia that is still rampant. The rise of the phenomenon is the result of dissatisfaction in various factors such as discrepancies in compensation, workload, wages, benefits, rewards and discrepancies in work procedures with company policies Irawan (2012). One of the problems faced by many companies is how to

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improve the quality of job satisfaction with existing resources so that employee performance increases, especially human resources which are the most valuable asset for the company.

The problem of human resource management is also felt by PT Multi Guna Nusantara to improve the performance of the company's sales division, where in 2021 there was a significant decline in performance from 81-90% to 61-70% in terms of total sales decreasing to around 70% this decline is inseparable from the Covid-19 pandemic this has an impact on company performance so that leaders must overcome or make policies as in the company the sales division is the spearhead of every company.

Human resources play an important role in a company and cannot be separated from business entities, because they are the cogs that support the success of the company itself. Likewise, the sophistication of the tools used by the company cannot be separated from human supervision, therefore human resources are a very influential factor compared to other production factors. Therefore, human resources can hardly be replaced by other resources and are part of what determines the success or failure of the company in achieving its goals. Based on the phenomena that occur, there are various kinds of character differences in which these characters have features such as having different thoughts, feelings, and personalities. This can be used as a benchmark in performance appraisal.

The character referred to in this study is an individual characteristic. Individual characteristics are very crucial for an employee because in doing a job between expectations and reality will not always match, therefore an employee who has a big responsibility must be able to motivate himself and stabilize his mind with his heart, always think positively, and not easily stressed.

Employee performance is not only seen from the ability to work perfectly, but also the ability to master and manage oneself and the ability to build relationships with others (Martin, 2000). This ability by Goleman (2011) is called emotional intelligence. In Goleman's research, he said that emotional intelligence accounts for 80% of the determinants of a person's success, while the other 20% is determined by IQ (intelligence Quotient). According to Prasetyono (2010), emotional intelligence is the ability to accept, assess, manage, and control the emotions of himself and others around him.

As ordinary human beings, employees of PT Multi Guna Nusantara are certainly faced with dilemmatic conditions. On the one hand they have to work to focus on the company's vision on the other hand they have needs and desires that need attention from the company to create quality resources Rini (2010). So it is very unlikely that employees will feel stressed if they receive less attention from the company, the intensity of the high workload, company policies and changing government policies can increase the stress experienced by employees so that if this continues to happen it will result in the company experiencing greater losses.

2. Literature Review

2.1. Work stress

According to Ahmed (2013) defines stress as an individual's reaction to environmental forces that affect individual performance. Work related stress can be very disabling due to possible threats to family functioning and individual performance. The pressure itself will be influenced by a number of stressors. work stress is a condition of tension that affects a person's emotions, train of thought and physical condition. Stress that is not properly addressed

usually results in a person's inability to interact positively with his environment, both the meaning of the work environment and outside it. Stress is a dynamic condition where each individual faces an opportunity, discretion, or demand associated with what he needs, where the results are perceived as uncertain and important Decenzo et al. (2016). The indicators of job stress according to Decenzo et al. (2016) are: task demands, role demands, interpersonal demands, organizational structure, and organizational leadership.

2.2. Individual Characteristics

Sopiah (2010) states that individual characteristics are biographical traits, personality, perceptions and attitudes that can affect employee performance. Every human being has individual characteristics that vary from one another. Individual characteristics affect employee performance improvement, this is in accordance with what is stated by Gibson, (2010), individual characteristics are interests, attitudes towards self, work, and work situations, individual needs, abilities or competencies, knowledge about work and emotions, moods, feelings beliefs and values Ardana et al. (2012). Meanwhile, according to Subyantoro (2009), everyone has different views and abilities from one another. This difference will exist in work situations, which will cause the decisions of one person to another to be different. The indicators of individual characteristics according to Subyantoro (2009) are: abilities, values, attitudes and interests.

2.3. Emotional Intelligence

According to Segal (2001), Intelligence is the perception of the real and the afortiori, the perception of the real itself, in fact, it is the distinction between the real and the unreal. Intelligence does not exist to evoke vision but also awareness of superiority in relation to those who do not know how to see. Emotional intelligence according to Efendi (2005) is the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage emotions well in ourselves and in relation to others. Djafri (2017) says that emotional intelligence is a series of skills that allow us to clear the way in a complicated world of personal, social and defense aspects of the whole intelligence of common sense full of mystery and sensitivity that is essential to function effectively every day. In everyday language emotional intelligence is usually referred to as steet smart (smart) or a special ability that we call common sense. The indicators of emotional intelligence according to Djafri(2017) are: self-awareness, self-management, motivation, empathy, and relationship management.

2.4. Performance

According to Hasibuan (2013) work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, and experience. Performance is a condition that shows the amount of work that must be done or produced by an individual or group of workers in accordance with their respective job descriptions. Meanwhile, the definition of performance according to Sedarmayanti (2011), performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of this work must be able to show concrete and measurable evidence (compared to predetermined standards). Performance indicators refer to PT Multi Guna Nusantara, namely: achievement, visit, and item growth.

3. Methods

The measurement scale of the variables in this study is a Likert scale, and the general news technique is used to conduct surveys. Individual characteristics and job stress as variable X, which impact performance and emotional intelligence as variable Z, which serves as a moderator variable are the focus of this investigation. All permanent employees of the sales division of PT Multi Guna Nusantara became the subject of this study. All 53 employees in the sales division became the population of this study. Supported by descriptive analysis, this study used descriptive statistical analysis and SmartPLS 3.0 software for partial least square (PLS) data analysis. The information-seeking strategy used in this study is a graphically measurable survey and partial least square (PLS) using SmartPLS 3.0 programming. For example, in path analysis, the PLS specification has three relationships. Inner model, outer model, hypothesis test, and moderation hypothesis test.

H1: There is a negative and significant effect of job stress on the performance of sales employees at PT Multi Guna Nusantara.

H2: There is a positive and significant influence of individual characteristics on the performance of sales employees at PT Multi Guna Nusantara.

H3: There is a negative and significant effect of work stress on the performance of sales employees moderated by emotional intelligence at PT Multi Guna Nusantara.

H4: At PT Multi Guna Nusantara, emotional intelligence moderates the positive and significant influence between individual characteristics on sales employee performance.

4. Result

In Table 1, regarding the profile of respondents who are subjects in this study, they can be distinguished based on gender, age education, length of work, and marital status. The following are the results of the research description to 53 respondents. In Table 2 the N value or the amount of data examined in this study is 53 respondents. The results of *descriptive statistics* have a minimum value of 18 and a maximum value of 70, which means that more respondents answered questions with the highest value on the questionnaire items regarding work stress.

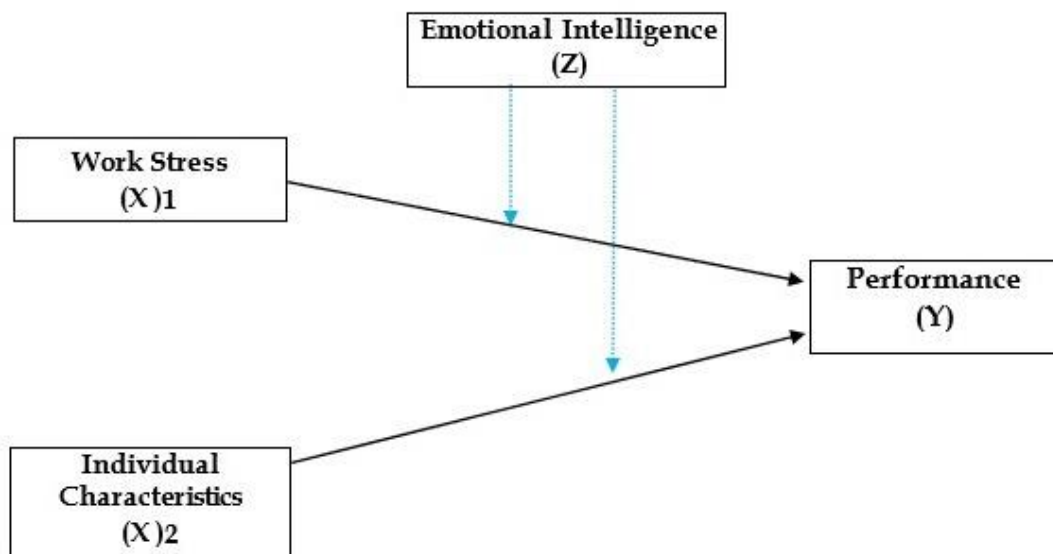


Figure 1. Conceptual Framework

Table 1. Respondent Characteristics (N=53)

Category		Frequency	Percentage (%)
Gender	Male	37	69.8
	Female	16	30.2
	Total	53	100.0
Age	20-25 yo	23	43.4
	26-30 yo	19	35.8
	>30 yo	11	20.8
	Total	53	100.0
Education	SMU	8	15.1
	Diploma	15	28.3
	S1	27	50.9
	S2	3	5.7
	Total	53	100.0
Length of Service	1-2 years	17	32.1
	3-4 years	21	39.6
	>4 years	15	28.3
	Total	53	100.0
Marriage	Unmarried	35	66.0
	Married	16	34.0
	Total	53	100.0

Source: Research Data (2023)

Table 2. Descriptive statistical test results

	N	Minimum	Maximum	Mean	Std. Deviation
Job Stress X1	53	28	70	52,36	11,698
Individual Characteristics X2	53	22	55	39,70	10,141
Emotional Intelligence Z	53	24	60	49,70	10,041
Employee Performance Y	53	18	45	34,42	8,170
Valid N (listwise)	53				

Source: Research Data (2023)

This can be seen from the *mean* value of the work stress variable of 52.36, which means that respondents gave a high assessment of work stress in employees of PT Multi Guna Nusantara, meaning that employees feel stressed at work.

Stress experienced by employees can be in the form of high task demands, role demands, interpersonal demands, organizational structure and organizational leadership. Employees of the sales division of PT Multi Guna Nusantara must meet sales targets and also targets in *visits* / visits, this is felt by employees to be a high enough burden to trigger stress.

4.1. Instrument Test

4.1.1. Validity Test

The validity of a survey can be evaluated using the validity test. If the questions in the questionnaire can reveal something that can be measured by field information, then the questionnaire is said to be valid.

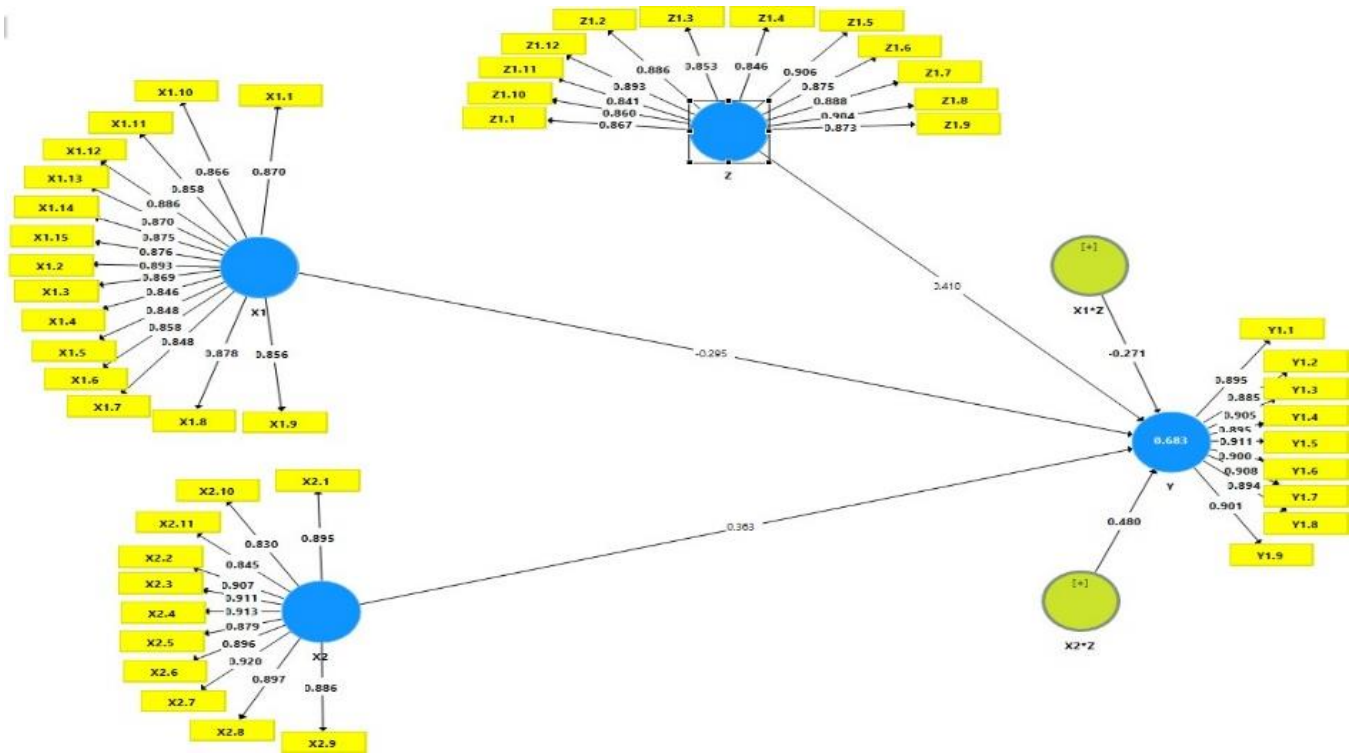


Figure 2. Outer Model Output

Table 3. AVE Value

Construct	AVE	Criteria	Description
Work stress	0.751	0.5	Valid
Individual characteristics	0.791	0.5	Valid
Emotional intelligence	0.765	0.5	Valid
Employee performance	0.809	0.5	Valid

4.1.1.1. Convergent Validity

The convergent validity value is the loading factor value in the latent variable using its indicators. The required value is >0.7. However, for early stage research from the development of measurement scales, the *loading factor* value of 0.5 - 0.6 is still considered relatively adequate (Chin, 1998).

In this study, a *loading factor* limit of 0.6 will be used. In addition, you can also use the AVE (*Average Variance Extracted*) value. The expected AVE value is > 0.5.

Based on Table 3. It can be seen that the AVE value for all research variables is > 0.5 so it can be concluded that all variables in this study are declared valid.

4.1.1.2. Discriminant Validity

This value is the value of the *cross loading factor* which is useful for knowing whether the variable has adequate discriminant, namely by comparing the loading value in the intended variable must be greater than using the loading value using other variables.

Table 4. Cronbach alpha and Composite Reliability

Construct	Cronbach alpha	Composite Reliability	Description
Work stress	0.976	0.978	Reliable
Individual characteristics	0.974	0.977	Reliable
Emotional intelligence	0.973	0.975	Reliable
Employee performance	0.971	0.974	Reliable

Source: Data Processing Results, 2023

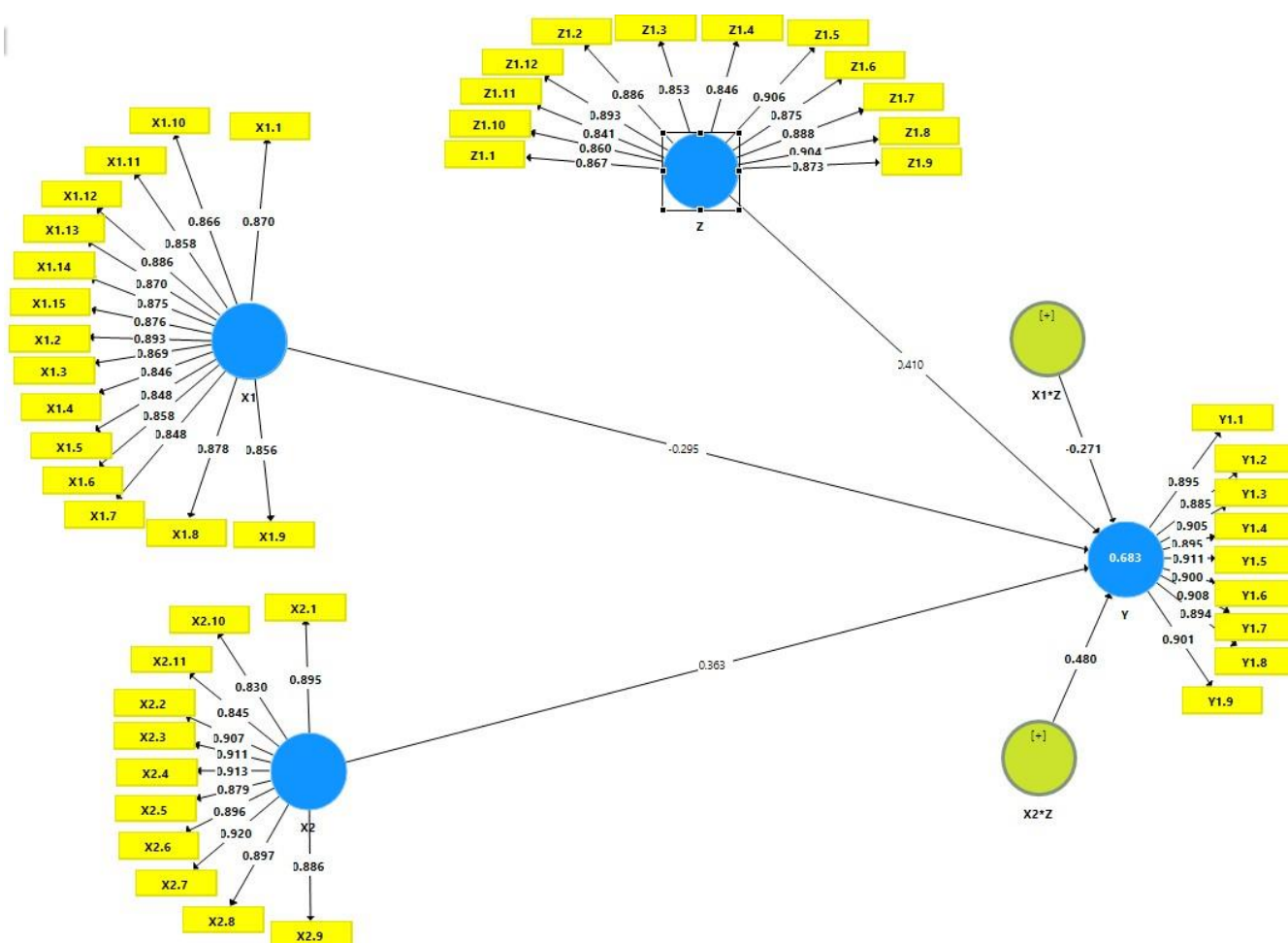


Figure 3. SmartPLS Bootstrapping structural model output

4.1.2. Reliability Test

Respondents' answers to this question are said to be reliable if each question is answered consistently or the answers should not be random (Ghozali, 2018). Ghozali (2018), suggests that a variable is said to be reliable if the Cronbach's alpha value is > 0.70.

Based on the tests presented in Table 4. It can be seen that due to composite reliability and Cronbach's alpha share a satisfactory value, namely the value of each variable above the minimum value of 0.70, as a result it can be concluded that it has high reliability.

Table 5. Path Coefficient Results

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	t statistics (O/STDEV)	P values
Kar_Individual -> Performance	0.363	0.437	0.157	2.309	0.011
Kec_Emosi -> Performance	0.410	0.361	0.201	2.035	0.021
Work Stress -> Performance	-0.295	-0.309	0.159	1.857	0.032
Kec_Emosi x Stress_Work -> Performance	-0.271	-0.232	0.163	1.659	0.049
Kec_Emosi x Kar_Individu -> Performance	0.480	0.411	0.168	2.856	0.002

5. Discussion

Hypothesis testing uses the partial least squares (PLS) structural equation model to determine whether work stress variables and individual characteristics affect the effectiveness of emotional intelligence mitigation through SmartPLS 3.0 application analysis to test. In this research model, the relationship between latent components is seen from the path estimate (path coefficient) and the level of significance (P value). The significance level (P value) used in this study is 0.05 (5%). The limit to reject or accept the proposed hypothesis is the p-value <0.05.

5.1. Job stress has a negative and significant effect on the performance of employees in the sales division of PT Multi Guna Nusantara

The results showed that the level of importance of work stress on employee performance was 0.032 <0.05, with an *original sample* bar of -0.295. This means that work stress has a negative and significant effect on employee performance. Thus, it can be said that the hypothesis that work stress has a negative and significant effect on employee performance is supported.

5.2. There is a positive and significant influence of individual characteristics on the performance of sales division employees at PT Multi Guna Nusantara

The results showed that the significance value of individual characteristics on employee performance was 0.011 <0.05, while the original sample column was 0.363. This means that individual characteristics have a positive and significant effect on employee performance. Thus, it can be said that the hypothesis that individual characteristics have a positive and significant effect on employee performance is supported.

5.3. There is a negative and significant effect of job stress on the performance of sales division employees moderated by emotional intelligence at PT Multi Guna Nusantara

Based on Table 5, the results show that the contribution of work stress moderated by emotional intelligence to employee work results is $0.049 < 0.05$, while the column for the original sample is -0.271 . This means that emotional intelligence reduces the impact of work stress on employee performance. Thus, it can be stated that the hypothesis that job stress as a moderator of emotional intelligence has a negative and significant effect on salesperson performance is supported.

5.4. There is a positive and significant effect of job stress on the performance of sales division employees moderated by emotional intelligence at PT Multi Guna Nusantara

Based on Table 5, the results show that the significance of individual characteristics moderated by emotional intelligence on employee work results is $0.002 < 0.05$, where the original sample has a column value of 0.480 . This means that emotional intelligence strengthens the effect of individual characteristics on employee performance. Thus, it can be said that the hypothesis that individual characteristics have a positive and significant effect on the performance of sales division employees acting as a moderator of emotional intelligence is supported.

6. Conclusion

Based on the research results described in the previous chapter, the following conclusions can be drawn:

- Job stress has a negative and significant effect on the work of employees of the sales division of PT Multi Guna Nusantara.
- Individual characteristics have a positive and significant effect on the work of employees of the sales division of PT Multi Guna Nusantara.
- Emotional intelligence is proven to moderate the effect of job stress on the performance of sales employees of PT Multi Guna Nusantara.
- Emotional intelligence is proven to strengthen the influence of individual characteristics on the performance of sales employees of PT Multi Guna Nusantara.

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