

THE EFFECT OF EMOTIONAL INTELLIGENCE, WORKLOAD, AND WORK STRESS ON EMPLOYEE PERFORMANCE AT PT BERLIMPAH ANUGERAH SEJATI DENPASAR

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ABSTRACT

In order to create innovations that can improve the competitiveness and quality of a company, the development and improvement of employee performance must be a top priority for the company. One factor that can affect employee performance in a company is emotional intelligence. The ability to manage emotions enables employees to continue to carry out their responsibilities professionally even under pressure. Another factor that can affect employee performance is workload. The workload assigned to employees must be balanced with their competencies and abilities; otherwise, sooner or later, it will cause problems that can disrupt employee performance. Another factor that affects employee performance in a company is work stress. Employees who experience stress will generally experience a decline in performance due to mental tension. The purpose of this study is to examine and analyze the influence of emotional intelligence, workload, and work stress on employee performance. This research was conducted at PT Berlimpah Anugerah Sejati, located at Jl. Cargo Permai No.9X, Ubung, Kec. Denpasar Utara, Kota Denpasar. The population in this study was all 36 employees of PT Berlimpah Anugerah Sejati Denpasar. Considering that the population in this study was less than 100, the sampling technique used was saturated sampling. The data analysis technique used was multiple linear regression analysis. The results showed that emotional intelligence had a positive and significant effect on employee performance, workload had a negative and significant effect on employee performance, and work stress had a negative and significant effect on employee performance.

Keywords: emotional intelligence, workload, work stress, employee performance

1. INTRODUCTION

According to Darmadi (2022), one important strategy for maintaining a company's business is good human resource management. Human resource management strategies are very important for organizations because they focus on the survival of the company with the aim of creating added value. To create innovations that can improve competitiveness and quality, companies need to manage human resources through employee development and performance improvement. Human resource management must be a top priority for companies because good human resource management can play a role in improving employee performance (Duwipayana et al., 2022). According to Rolos (2021), performance is about doing work and the results achieved from that work. Meanwhile, Muhammad (2021) states that performance is something that must be taken into account if an organization or company wants to achieve its goals. A good organization will certainly consider the abilities of each of its employees to achieve maximum performance so that it can achieve the goals of the organization or company.

This research was conducted at PT. Berlimpah Anugerah Sejati, which is a business engaged in distribution. The large number of competitors among other distribution businesses means that the company needs to improve employee performance. Based on the results of the author's observations, problems were found regarding employee performance at PT. Berlimpah Anugerah Sejati, as indicated by the company's failure to achieve its targets. The following are the sales targets for PT. Berlimpah Anugerah Sejati for 2024:

Table 1. Sales Achievement Targets at PT. Berlimpah Anugerah Sejati Year 2024

No	Month	Target (IDR)	Results (IDR)	Percentage (%)
1.	January	25,000,000,000	12,960,945,674	52
2.	February	25,000,000,000	13,144,421,790	53%
3.	March	25,000,000,000	14,004,120,279	56%
4.	April	25,000,000,000	13,121,975,472	52%
5.	May	25,000,000,000	12,900,345,575	52
6.	June	25,000,000,000	15,000,050,112	60
7.	July	25,000,000,000	13,131,445,889	53
8.	August	25,000,000,000	14,531,674,515	58
9.	September	25,000,000,000	17,600,123,775	70
10.	October	25,000,000,000	15,707,155,145	63
11.	November	25,000,000,000	16,335,124,525	65
12.	December	25,000,000,000	16,515,574,454	66
	Amount	300,000,000,000	174,952,957,205	58
	Average	25,000,000,000	14,579,413,100	58.32%

Source: PT. Berlimpah Anugerah Sejati (2024)

Table 1 shows that PT. Berlimpah Anugerah Sejati's sales performance in 2024 has not been able to meet its target. The average monthly sales level has only been able to meet 58.32% of the set target.

According to Hasan (2022), one factor that can influence employee performance in a company is emotional intelligence. Pasaribu (2022) states that emotional intelligence is the ability to perceive, evaluate, and manage emotions in oneself and others. Emotional intelligence enables employees to continue to carry out their responsibilities professionally even under pressure. According to Goleman (2021), one indicator for measuring emotional intelligence is self-regulation. Based on interviews conducted by the author with leaders, problems related to the emotional intelligence of employees at PT Berlimpah Anugerah Sejati were found, namely the lack of employee skills related to self-regulation and the ability to carry out tasks assigned by superiors. Employees often lack the ability to accept advice and input from their superiors in carrying out their duties. In addition, the lack of regulation, such as the main duties and functions of each line of work, causes overlapping tasks that can lead to emotional friction with fellow employees.

Another factor that can affect employee performance is workload (Juru & Wellem, 2022). According to Rohman & Ichsan (2021), workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. The workload given to employees must be balanced with the competencies and abilities of the employees themselves. Otherwise, sooner or later, it will cause problems that can interfere with the performance of these employees in the future. If an employee's abilities exceed the demands of the job, boredom will eventually set in, and vice versa. According to Reuver et al. (2021), one indicator for measuring workload is the amount of work. Based on interviews conducted by the author with several employees, problems related to workload at PT Berlimpah Anugerah Sejati were found, as evidenced by the amount of work not matching the employees' abilities. Employees stated that they felt excessive work pressure to meet company demands. In addition, the lack of management in assigning the main tasks and functions of each line of work caused overlapping tasks.

According to Yaswir and Yuliasri (2021), another factor that affects employee performance in a company is work stress. According to Umar (2021) and Sedana *et al.* (2022), stress is defined as a condition of tension that affects the emotions, thought processes, and condition of a worker. Stress is one of the

problems that everyone will always face in life. Unhealthy stress usually results in a person's inability to interact positively with their environment, both in terms of their work environment and outside of it. According to Hasibuan (2021), one indicator for measuring work stress is a difficult and excessive workload. Based on interviews conducted by the author with employees, problems related to employee work stress were found at PT Berlimpah Anugerah Sejati. This was evident from the excessive workload felt by employees, which caused them to experience higher levels of stress. Employee work stress arising from excessive workloads resulted in suboptimal work performance, and many employees took sick leave.

Work stress is a condition in which a person experiences tension due to circumstances that affect them. These circumstances can originate from within the person or from the environment outside the person. High work stress requires employees to deal with a workload that, if it exceeds their capabilities, will certainly cause fatigue and have an impact on performance.

PT Berlimpah Anugerah Sejati, as the sole distributor of Ajinomoto in Bali, is an entity that serves as a service provider to its principals. In carrying out its functions, this company cannot be separated from the need for qualified and professional human resources. Therefore, PT Berlimpah Anugerah Sejati continues to strive to improve the quality of its human resources by paying attention to internal factors such as emotional intelligence, workload, and employee stress. Through serious attention to these matters, the company can achieve its goal of providing effective, efficient, and responsive services to all principals who need distributor services.

2. LITERATURE AND HYPOTHESIS

Employee Performance

Idayutri *et al.* (2023) state that performance is the work results achieved by an individual in performing a job based on the tasks assigned to them, which are based on their skills, experience, abilities, and willingness to complete a job assigned to them. Meanwhile, Mattalatta (2021) argues that employee performance is work achievement or work output, both in terms of quality and quantity, achieved by human resources in a timely manner in carrying out their work tasks in accordance with the responsibilities assigned to them. According to Bernardin & Russel (2021,69), several performance criteria can be used to measure employee performance, including: *Quality, Quantity, Timeliness, and Cost Effectiveness*.

Emotional Intelligence

Pasaribu (2022) states that emotional intelligence is the ability to perceive, evaluate, and manage emotions in oneself and others. According to Goleman (2021), emotional intelligence can be measured using five indicators, namely Self-Awareness, Self-Management, Motivation, Empathy, and Social Skills.

Workload

According to Juru & Wellem (2022), workload is defined as a work condition with a description of tasks that must be completed within a certain time limit. This can lead to a decline in employee performance due to excessively high skill requirements, excessive speed, excessive work volume, and so on. According to Astianto (2021), there are three items used to measure *workload*: the amount of work, the speed of work, and work assessment.

Work Stress

According to Aniversari & Sanjaya (2022), work stress is tension caused by an imbalance in employees' mental health as a result of too many demands and too much pressure from the work given by the company. According to Hasibuan (2021), the indicators of work stress are difficult and excessive workload, pressure and unfair and unreasonable attitudes from superiors, inadequate time and equipment, interpersonal conflicts with superiors, and low compensation.

Hypothesis

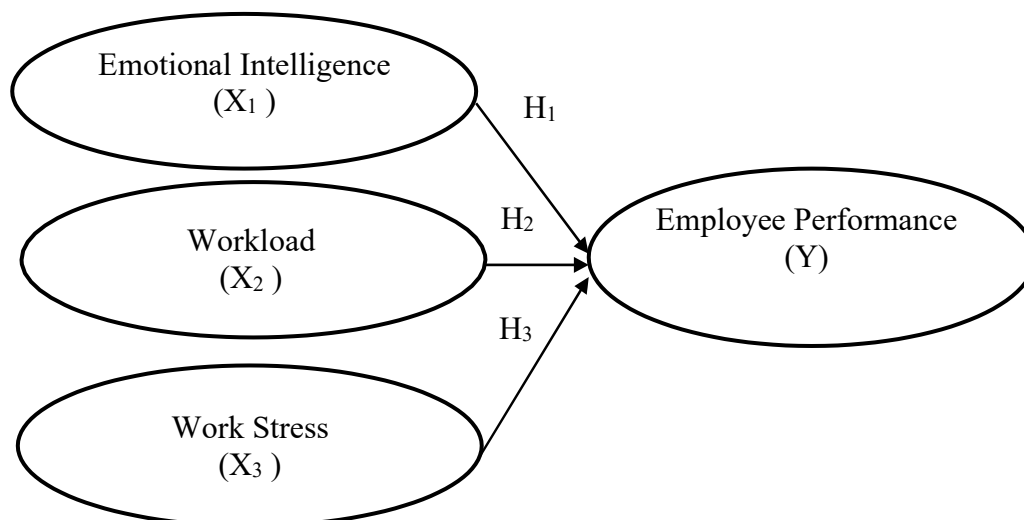


Figure 1. Research Model

H₁ : Emotional intelligence has a positive effect on employee performance

H₂ : Workload has a negative effect on employee performance

H₃ : Work stress has a negative effect on employee performance

3. RESEARCH METHOD

This research was conducted at PT Berlimpah Anugerah Sejati, located at Jl. Cargo Permai No.9X, Ubung, North Denpasar District, Denpasar City. The population in this study consisted of all 36 employees of PT Berlimpah Anugerah Sejati Denpasar. Given that the population in this study was less than 100, the sampling technique used was saturated sampling. The data collection methods used in this study were observation, interviews, documentation, and questionnaires. The data analysis technique used was multiple linear regression analysis.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 2. Results of Instrument Validity Testing

Statement	Pearson Correlation	Standard	Note
Emotional Intelligence (X1)			
X1.1	0.974	0.30	Valid
X1.2	0.962		Valid
X1.3	0.977		Valid

X1.4	0.964		Valid
X1.5	0.935		Valid
Workload (X2)			
X2.1	0.968		Valid
X2.2	0.936	0.30	Valid
X2.3	0.990		Valid
Work Stress (X3)			
X3.1	0.706		Valid
X3.2	0.700		Valid
X3.3	0.872	0.3	Valid
X3.4	0.870		Valid
X3.5	0.870		Valid
Employee Performance (Y)			
Y.1	0.989		Valid
Y.2	0.977	0.30	Valid
Y.3	0.977		Valid
Y.4	0.922		Valid

Table 2 shows that all Pearson correlation values of the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Note
Emotional Intelligence (X1)	5	0.979	0.60	Reliable
Workload (X2)	3	0.963		Reliable
Work Stress (X3)	5	0.863		Reliable
Employee Performance (Y)	4	0.976		Reliable

Table 3 shows that the Cronbach's Alpha value for each variable is greater than 0.60. This means that all instruments are reliable and the research can continue.

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results

Unstandardized Residual	
N	36
Asymp. Sig. (2-tailed)	0.20

Table 4 shows that the value of asymp. Sig (2-tailed) residual is 0.200, which is greater than 0.05. Therefore, it can be said that the variable is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Emotional Intelligence	0.814	1.228
Workload	0.348	2.874
Work Stress	0.318	3.149

Table 5 shows that all independent variables have a VIF coefficient of less than 10 and a tolerance of more than 0.1. Thus, it can be concluded that all independent variables in the study are free from multicollinearity.

c. Heteroscedasticity Test

Table 6. Heitairoiskeidastisitas Test Results

Independent Variables	Sig
Emotional Intelligence	0.509
Workload	0.711
Work Stress	0.790

Table 6 shows that the significance value between the independent variables and the absolute residual value (ABS_RES) is greater than 0.05. This means that there is no heteroscedasticity in the regression model.

Data Analysis Results

To determine the effect of Emotional Intelligence, Workload, and Work Stress on employee performance, multiple linear regression analysis, multiple correlation analysis, determination analysis, F test (simultaneous), and t test (partial) were used with the help of SPSS Version 25.00 for Windows. The summary of the analysis results is as follows:

Table 7. Summary of Analysis Results

Variable	B	Beta	T	Sig.
Constant	2.927		2.380	0.023
Emotional Intelligence	0.736	0.896	18,740	0.000
Workload	-0.543	-0.254	-3,470	0.002
Work Stress	-0.561	-0.324	-4.224	0.000
R				0.970
Adjusted R-Square				0.935
F				168.243
Sig. F				0.000

a. Multiple Linear Regression Analysis

Based on the values in Table 7, the multiple linear regression equation will be:

$$Y = 2.927 + 0.736 X_1 - 0.543 X_2 - 0.561 X_3$$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

- a = 2.927, meaning that if there is no attention to emotional intelligence, workload, and work stress, or if their values are constant, then the level of employee performance remains constant.
- b₁ = 0.736, meaning that the positive emotional intelligence regression coefficient indicates that improved emotional intelligence will be followed by increased employee performance.
- b₂ = -0.543, meaning that the negative regression coefficient for workload indicates that lower workload is followed by improved employee performance.

$b_3 = -0.561$, meaning that the negative regression coefficient for work stress indicates that lower work stress will be followed by increased employee performance.

b. Multiple Correlation Analysis

Based on the analysis results, the multiple correlation coefficient (R) is 0.970. According to Sugiyono's guidelines for interpreting correlation coefficients (2020), a multiple correlation coefficient of 0.970 falls between 0.800 and 1.000, which means the correlation is very strong.

c. Coefficient of Determination

Based on the analysis results, the coefficient of determination (Adjusted R Square) is 0.935. This means that the contribution of emotional intelligence, workload, and work stress to employee performance is 93.5%, while the remaining 6.5% is influenced by other variables not discussed in this study.

d. F Test

Based on the analysis results, the calculated F value is 168.243 and the significance of F is $0.000 < 0.05$. This shows that emotional intelligence, workload, and work stress simultaneously have a significant effect on employee performance. This also means that all independent variables included in the model have a real effect together on the dependent variable.

e. t-test

Based on the analysis results, the following conclusions can be drawn:

a. Conclusion for Hypothesis 1

Based on the analysis results, the t-value for emotional intelligence is 18.740, with a significance value of $0.000 < 0.05$. This indicates that emotional intelligence has a positive and significant effect on employee performance. This also means that the first hypothesis (H1), which states that emotional intelligence has a positive effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar, can be accepted.

b. Conclusion for Hypothesis 2

Based on the analysis results, the t-value for workload is -3.470, with a significance value of $0.002 < 0.05$. This indicates that workload has a negative and significant effect on employee performance. This also means that the second hypothesis (H2), which states that workload has a negative effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar, can be accepted.

c. Conclusion for Hypothesis 3

Based on the analysis results, the t-value for work stress is -4.224, with a significance value of $0.000 < 0.05$. This indicates that work stress has a negative and significant effect on employee performance. This also means that the third hypothesis (H3), which states that work stress has a negative effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar, can be accepted.

Discussion

The Effect of Emotional Intelligence on Employee Performance

Emotional intelligence has a positive and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar. This is indicated by the positive regression coefficient value of the emotional

intelligence variable, which is 0.736, and a significance value of $0.000 < 0.05$. These results also mean that the better the emotional intelligence, the higher the employee performance.

Emotional intelligence plays an important role in the career path and success of employees in a company. It is very important to control the emotional maturity of employees so that it influences their behavior in the situations they face. With good emotional maturity, employees can respond appropriately to conditions in the work environment and avoid doing things that could lead to negative behavior. Such negative behavior can take the form of aggressive behavior aimed at attacking someone as an outlet for the pressure they are experiencing. An employee's emotional intelligence is a determining factor in their performance success, because good emotional intelligence will enable employees to control their ego and desires and understand their work, thereby creating a dynamic and supportive work environment.

These results are also supported by Hasan's (2022) research, which states that emotional intelligence has a positive effect on employee performance. These results mean that the better the emotional intelligence of employees, the higher their performance will be. Permadhy & Ayuningtyas (2022) also stated in their research that emotional intelligence has a positive and significant effect on employee performance, meaning that better control of emotional intelligence will improve employee performance. The research by Ramadhona, et al. (2022) states that emotional intelligence has a direct positive and significant effect on employee performance, which means that the better the emotional intelligence of employees, the higher their performance will be. Research conducted by Widayati, et al. (2021) states that emotional intelligence has a positive and significant effect on employee performance, meaning that the better employees manage their emotions, the more they will improve their ability to complete tasks.

The Effect of Workload on Employee Performance

Workload has a negative and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar. This is indicated by the regression coefficient value of the workload variable, which is negative at -0.543 and significant at $0.002 < 0.05$. These results also mean that the lower the workload, the higher the employee performance.

Every employee is always required to work optimally in completing a task assigned by the company, but on the other hand, workers have limitations on the work capacity used in completing the job. If employees are given a workload that is not in line with their abilities, the impact of excessive workload will affect the health of employees, both morally and physically. In addition, the amount of work that is not proportional to the expected or assigned working time can also place a burden on employees. Excessive workload can cause a decline in employee morale and motivation, which is one of the causes of work fatigue. Excessive workload and work capacity that is not in line with the work assigned greatly affects the work performance of employees.

These results are supported by the research of Juru & Wellem (2022), which states that workload has a negative and significant effect on employee performance. This means that as the workload increases, employee performance will decrease. The research of Manalu, et al. (2022) also states that workload has a negative effect on employee performance, meaning that the higher the workload, the lower the employee performance. The research by Setyanti et al. (2022) also found that workload has a negative

and significant effect on the performance of Bank Jatim Jember employees. The relationship shown by the negative regression coefficient means that the higher the workload, the lower the employee performance. The research conducted by Ningrum et al. (2021) found that workload has a negative and significant effect on employee performance, meaning that the higher the workload given, the lower the employee performance.

The Effect of Work Stress on Employee Performance

Work stress has a negative and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar. This is indicated by the negative regression coefficient value of the work stress variable, which is -0.561 and a significance of $0.000 < 0.05$. These results also mean that the lower the work stress, the higher the employee performance.

Work stress can be one of the causes of decreased employee performance. For employees, stress is something that must be avoided, because it is believed that stress has a negative impact; the higher the work stress of employees, the lower their performance (Wati et al., 2023). Stress in the workplace is something that workers experience almost every day. Workers are always busy with task deadlines, increasingly diverse and sometimes conflicting job demands, family problems, excessive workloads, and many other challenges that make stress an almost unavoidable factor. Employees are often faced with various problems in the company, making it impossible to avoid stress. In the short term, stress that is left unaddressed without serious handling by the company will make employees uncomfortable and even depressed, and unmotivated, thereby disrupting their work and preventing them from performing optimally. In the long term, employees who are unable to handle work stress may become ill or even resign. This stressful condition can lead to dissatisfaction at work and decreased performance.

These results are also supported by Shah's (2023) research, which states that work stress has a negative effect on employee performance, meaning that the higher the work stress, the lower the employee performance. Manalu et al.'s (2022) research also states that work stress has a negative and significant effect on employee performance, meaning that high work stress in employees will decrease their performance. Iskanto's (2021) research also found that work stress has a negative and significant effect on employee performance, meaning that high work stress experienced by employees will reduce their performance. Research conducted by Wibowo et al. (2021) also found that work stress has a negative and significant effect on employee performance, meaning that the higher the level of employee stress, the lower their performance will be.

5. CONCLUSION AND LIMITATIONS

Based on the results of analysis, the following conclusions drawn: Emotional intelligence has a positive and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar, workload has a negative and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar, and work stress has a negative and significant effect on employee performance at PT. Berlimpah Anugerah Sejati Denpasar.

The limitations of this study are based on the coefficient of determination, where the variables of emotional intelligence, workload, and work stress simultaneously contribute 93.5% to employee performance. Therefore, it can be said that the independent variables used in this study do not cover all

the factors that influence employee performance at PT. Berlimpah Anugerah Sejati Denpasar. In addition, the sample size of the study was 36 employees, so it is necessary to increase the sample size and expand the sample area of the study.

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