

## Effect of Emotional Intelligence, Work Environment, and Work Stress on Work Productivity

Nasrijul Rivai<sup>1</sup>, Erni Masdupi<sup>2</sup>, Syahrizal<sup>3</sup>

<sup>1</sup>Universitas Negeri Padang, Padang, Indonesia, ✉ [nasrijul\\_rivai@yahoo.com](mailto:nasrijul_rivai@yahoo.com)

<sup>2</sup>Universitas Negeri Padang, Padang, Indonesia, ✉ [emasdupi@yahoo.com](mailto:emasdupi@yahoo.com)

<sup>3</sup>Universitas Negeri Padang, Padang, Indonesia, ✉ [syahrizal@fe.unp.ac.id](mailto:syahrizal@fe.unp.ac.id)

### Abstract

We discuss factors that will affect employee work productivity, such as employee emotional intelligence and workplace environment. In addition to being allegedly directly influential, this variable also indirectly influences employee work stress. From previous experts' theories and research, we assess that there is a positive influence between emotional intelligence and the work environment on employee work productivity. Emotional intelligence and work environment negatively affect work stress. In addition to having a positive and negative effect, emotional intelligence and work environment also have an indirect effect on productivity through employee work stress. It is necessary to pay attention to the factors that influence the work productivity of these employees so that they can achieve the goals of both private and public organizations later.

**Keywords:** work productivity, emotional intelligence, work environment, work stress

### Introduction

Nowadays tightness of competition in this globalization era, many organizations start to improve and maximize their ability to compete globally. In order to get success, adapt with changes environment and achieve the main goal, organization management can create the dedicated and committed even qualified employees through empowerment strategy (Hutagaol 2014). Human resources can be considered the most important factor in improving the productivity (Nejad 2016).

Employee work productivity is a very important thing to be considered in increasing goals in an organization. A workforce is considered productive if the person is capable of producing more output and better quality in a certain time unit. Productivity can not only be achieved through increasing physical skills (hard skill competency) but the agency must also try to improve skills (soft skill competency) employee, such as communication skills, socializing, fostering relationships with employees, having a sense of empathy among employees, self-awareness, and self-regulation and so forth. Kannaiah (2015) claim Emotional intelligence plays a significant role in the organization and becomes an important criterion of evaluation for judgment of an effective employee, increases productivity and trust within and across the organization.

Abdillah (2017) proved that employees who have good emotional intelligence will tend to have low stress levels and have good work results. Silva (2014) in his research also said that stress in the workplace will affect employee productivity. Other than that Awan (2015) by that developing a conducive environment, the level of employees' productivity can be increased and maintained.

#### *Work Productivity*

Work productivity is a problem that must get serious attention from the organization, because an increase in employee work productivity will not happen by itself, but there must be a good business and role from the company and the employees themselves. Many factors can affect employee work productivity both related to the workforce itself and the factors related to the company's environment and overall government policy.

Meneze (2006) defines productivity as the ability to produce work according to the expected standards or beyond the expected standards of the employer. Escorpizo (2007) explains that we can synthesize that work productivity can refer to the worker's ability to produce goods or deliver services that are expected of his or her occupation or job. While productivity according Mathis &

Jackson (2008) productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. Hameed (2009) Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. So that work productivity is the ability of a person to produce what has been targeted with a better quantity and quality in accordance with a pre determined time.

Shobe (2018) Productivity is a product of how satisfied the employees are with their work, and typically the more satisfied they are with their work the more productive they are, and vice versa. Robbins & Judge (2013). An organization is productive if it achieves its goals by transforming inputs into outputs at the lowest cost. Thus productivity requires both effectiveness and efficiency.

Hameed (2009) productivity is affected by many factors such as employees, technology and objectives of the organization. It is also dependent on the physical environment and its affect on health and employees' performance. Ailabouni (2009) divides four main factors that influence work productivity such as environmental factors, group factors, organizational factors and individual factors. While the factors that affect productivity according to Haynes (2007) are personal, social, organizational, and environmental. According to Khan In line with research khan (2013) explained that self- awareness, self-management, social awareness and relationship management are dimensions of emotional intelligence. Therefore, it can be concluded that emotional intelligence can affect employee work productivity.

Gibson (2012) argues that high stress levels can reduce employee satisfaction and productivity, which in turn can prevent many organizations from reaching the level of effectiveness of their work. Khahtani (2013) mentions if emotions are managed carefully can encourage trust, loyalty, and commitment and can also increase productivity, innovation, and achievement in the individual, team, and organizational environment.

#### *Emotional Intelligence*

Experts do a variety of ways to understand the problems related to companies and companies. Mayer & Salovey (1990) Emotional intelligence is the ability to understand emotions accurately, assess, and express those using emotions to guide the thinking process. Singh Dalip (2006) defined emotional intelligence as 'the ability of an individual to appropriately and successfully respond to a variety of emotional stimuli elicited from the inner self and the immediate environment. Jung and Yoon (2012) defined emotional intelligence as "the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Kulkarni (2009) Emotional intelligence is a set of competencies, which direct and control one's feelings towards work and performance at work. Thus emotional intelligence is a person's ability to understand and regulate emotions, motivate them and keep thinking clearly in various work situations so as to be able to display skills, both personal skills and interpersonal skills.

Nikolaou et al (2002) Individuals who can regulate their emotional states have been found to be healthier because they are able to correctly appraise their emotional states, express their feelings and regulate their moods. Zaidnet et al (2006) Core facets of Emotional Intelligence may relate to resilience and adaptability in stressful environments, including the ability to cope adaptively with changing circumstances. Wong and Law (2002) explained that employees who have emotional intelligence have four abilities. First, appraisal and expression of emotions in oneself, second, appraisal and expression of emotions in other self, and third regulation of emotions in oneself, and the last, use of emotion to facilitate performance. Akhtar (2015) Emotional Intelligence is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings, which increases the ability of a person to be more successful in dealing with one's environmental demands. According to Nasser (2011) Emotional intelligence is the knowledge about understanding others behavior and self- emotions and utilizing them in positive way to achieve organizational goal then it involves to establish relationship management.

#### *Work Environment*

In outline, the type of work environment is divided into two. Those are Physical Work Environment and Non-Physical Environment (Sedermayanti, 2009). Work environment according to Pawirosumarto (2016) a work environment is a place where employees perform their activities, where it can bring positive and negative effects for the employees to achieve their results. A conducive work environment will give a good impact on the continuity of the employment, while a less conducive work environment will bring a negative impact on the continuity of its employment. Awan (2015) a working environment is the environment where people work together for achieving organization objectives. According to Omari (2017) the work environment can be anything that exists around the employee and can affect how he performs his duties. Danish, et al (2013) the work environment is related to a particular organizational climate in which employees performs their duties. Putra (2017) the work environment is a whole facilities and infrastructure that is surrounding the employees who are doing the work that can affect the implementation of the job. So the work environment is everything that relates to employees in the workplace both physically and non-physically.

Ashraf et al (2013) The physical working environment is crucial in driving workers job satisfaction and productivity. Hanaysha (2016) argues, to succeed organizations should design their work environments in a way that they can increase the level of employees' commitment and motivation that ultimately would lead to favourable outcomes. Khamkanya (2012) the key to higher productivity is being able to make the office operations within an environment which provides a nice comfortable place to work; this in turn provides an environment which maintains an optimal level of productivity. Because according to Khuong and Le Vu (2014) shows that employees who feel comfortable with their work environment tend to work more effectively and enjoy the work process compared to those who feel uncomfortable.

This work environment can be influenced by various factors such as those caused by Badayai (2012) that factors that influence the work environment are air factors, such as (hot and cold), temperature factors, such as (hot and cold) sound factors, like (noise and music), light and color factors, such as (sunshine, windows, scenery and lights) factors of the room, such as (workplace density and arrangement). According to Khuong and Le Vu (2014) the work environment includes all factors about employment such as all facilities in doing work such as workplaces, comfortable ventilation, work space, safety, and noise levels.

#### *Work Stress*

The routine of life, and all the problems of life, make people always experience the ups and downs of stress. Naturally, stress arises as a result of human interaction with the environment. The work stress was seen to impact medical practitioners of public and private sector (Ghoyal 2011). Gibson (2009) stress is an adaptive response, which is influenced by individual differences, which is a consequence of every action, situation, or event that makes a special claim on someone. Naqvi (2013) Stress is a condition of physical and psychological mental disorder which occurs in a situation of pressure, when resources are unable to fulfill the demand of an individual. Alshammari (2013) Stress is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Meanwhile, according to Mondy (2008) is an odd reaction from the body to the pressure given to him. Balino (2005) Stress is an unpleasant emotional experience associated with elements of fear, dread, anxiety, irritation, annoyance, anger, sadness, grief, and depression. Imtiaz & Ahmad (2009) Imtiaz & Ahmad (2009) argue that stress is basically is a mental strain from the internal or external stimulus that refrains a person to respond towards its environment in a normal manner. It can be concluded that work stress is a stressful situation that can stress the employee's thinking process in carrying out his work.

Watson et al (1988) Negative affect can include emotions such as anger, contempt, disgust, fear and guilt. Dessler (2000) alluded that there were two main sources of job stress; environmental and personal. Why stress on employees can occur, Robbins (2012) explains that there are five factors that cause stress, namely task demands, role demands, interpersonal demands, organizational structure and leadership. According to Naqvi (2013) role ambiguity, work relationships, job security, lack of

independence, compensation and income, lack of management support are the main sources of job stress. Dean (2002) viewed stress-related illnesses as the leading cause for low productivity levels in the workplace. Organizations must pay attention to the factors that influence stress so as not to affect employee work productivity.

In this case from literature related to work productivity, emotional intelligence, work environment and work stress, we designed 6 proposition related to the above theories.

#### *Emotional intelligence on work productivity*

We argue that emotional intelligence can help in increasing work productivity, because basically emotions are an impulse for someone to take action, and emotional intelligence itself is a way for employees to control emotions in themselves and others.

Deshwal (2016) said that management needs to develop emotional intelligence skills to improve employee performance and organizational productivity. Kannaiah (2015) Emotional intelligence plays a significant role in the organization and becomes an important criterion of evaluation for judgment of an effective employee, increases productivity and trust within and across the organization. Eq and Agus (2007) tested emotional intelligence on productivity; they found results that low work productivity was influenced by low levels of employee emotional intelligence. Employees who have good emotional intelligence will understand their duties, manage their emotions and connect with others. Employee emotional intelligence can have a positive and also negative effect on each individual, as explained by Singh Dalip (2006) that the positive effects of employee emotional intelligence that employees will feel happiness, appreciation, satisfaction, freedom, peace, desire, awareness, contentment, Self- esteem, elation, balance, and motivation. While the negative effects can be unhappiness, failure, frustration, dejection, emptiness, anger, bitterness, dependence, depression, loneliness, instability and stress. Therefore we are of the opinion that employees with good emotional intelligence will be able to increase their work productivity, and vice versa. On this basis we propose that the following:

*Proposition 1: Emotional intelligence affects employee work productivity*

#### *Work environment for work productivity*

Work environment in an organization needs to be considered, this is because we assume that the work environment has a direct and indirect influence on employees. Putra (2017) mentions that work environment includes work places, funds facility for job aids, cleanliness, lighting, tranquility, as well as the working relationships between the people that exist in that place.

Raziq (2015) Good working environment increases employee loyalty, level of commitment, efficiency & effectiveness, productivity, and also develops a sense of ownership among employees which ultimately increases organizational effectiveness as well as reduces prohibit cost emerging as a result of dissatisfied employees. According Edem (2017) the physical environment as an aspect of the workplace environment has direct impact on the human sense and can slow change interpersonal interactions and thus productivity. Awan's research (2015) found that work environments such as supervisors, good relationships with co-workers, training and development, attractive and fast incentives, and recognition plans and burdens that greatly help a good environment and have a positive impact on employee productivity.

We assume that a conducive work environment can increase employee work productivity and vice versa, an inadequate work environment will reduce employee work productivity. Therefore we propose the following proposition:

*Proposition 2: Work environment influence employee productivity*

#### *Emotional intelligence on work stress*

Stress in work is a natural thing in a work world, at a time like that the role of emotional intelligence is needed, because with the ability of an employee to control his emotions, the stress in work will be reduced. Khahtani (2013) The issue of employee today such as exposed to stress, not creative, less motivated in their careers cause the organization to be less growing and decrease in the productivity. Abdillah (2017) has conducted research on emotional intelligence and its impact on work stress and employee performance, based on empirical evidence found that employees who



have good emotional intelligence will tend to have low stress levels and have good work results as well. Employees who are able to identify, utilize, understand, and manage their feelings accurately will tend to be able to control stress-related factors and remain motivated to do a good job even though they are under pressure, so that they will show good results.

*Proposition 3: Emotional intelligence influences employee work stress*

*Work environment on work stress*

In carrying out a task or work, for an individual the work environment around him will be very important and influential for him in carrying out his duties and work. Therefore the leader of a company, organization, institution and educational institution must pay close attention to the work environment, where he employs his employees to realize the vision, mission and also the objectives of the institution he leads.

Bhaskaran (2014) said that Pressure would be slowly converted to stress, depression and low productivity. Therefore management must find a solution so that employees are not stressed out in working by creating a comfortable and conducive work environment. As explained by Razak (2016) that the work environment with convenient, flexible, and have social support from the management and co-worker will enhance the employees to work with harmony, less stress and conflict. Rizky et al (2016) examined the effect of the work environment on employee job stress found that physical work environments and non-physical work environments simultaneously affect work stress on employees.

*Proposition 4: Work environment influences employee work stress.*

*Emotional intelligence on work productivity through work stress*

Many employees in public or private institutions complain about the conditions of their work related to workplace stress. Gibson (2012) argues that high stress levels can reduce employee satisfaction and productivity, which in turn can prevent many organizations from reaching the level of effectiveness of their work. Chhabra and Mohanty (2013) research found a negative relationship between emotional intelligence and work stress. Then the study of Akundayo (2014) concluded that stress in the workplace has a negative relationship with organizational productivity. From this study we assess that employees who have low emotional intelligence will be susceptible to stress and will result in decreased work productivity, and vice versa. Many employees in public or private institutions complain about the conditions of their work related to workplace stress. Uncertain working hours, job demands, relationships with superiors and coworkers that are not good often make employees stressful at work. All of that if employees in an institution have good emotional intelligence, then the employee's job stress level can be reduced. This illustrates that emotional intelligence can affect productivity indirectly through work stress. Therefore we propose the fifth proposition, namely:

*Proposition 5: Emotional intelligence has an indirect effect on work productivity through work stress*

*Work environment for work productivity through work stress*

Work environment, besides being able to directly influence the level of work productivity of employees, a poor environment in the workplace can also make employees stressful at work which can reduce employee productivity. Imtiaz & Ahmad (2009) work stress that is mental tension from internal or external that keeps someone from responding to the environment in a normal way. Mangkunegara (2016) job stress is a feeling of distress experienced by employees in the face of work.

Razak (2016) argues that the work environment influences employee satisfaction with the organization. Halkos and Bousinakis (2010) conducted research and found results that, high stress can lead to reduced productivity, and satisfied employees will be able to increase work productivity. Naqvi (2013) in his research also found results that employees who are stressed at work can affect their work productivity.

We are of the opinion that a work environment that is not good can directly affect work productivity, other than that an unfavorable work environment can lead to stress on employees who talk about it if employees experience stress at work can lead to a decrease in employee work productivity so that it can harm the company. Therefore, in addition to direct influence, the work environment can also have an indirect effect on employee work productivity. So we take this last

proposition as follows:

## Conclusion

In this article we have developed the influence of emotional intelligence, work environment, and work stress and employee work productivity. From the existing theories and research that has been done by several researchers about the relationship between these variables, we argue that emotional intelligence directly affects work productivity and also indirectly affects work productivity through work stress. In addition, the work environment also has a direct and indirect influence on productivity through work stress. Because any organization certainly wants work productivity for each individual to be good and can produce goals. Then they must pay attention to ways to improve it. As explained by Razak (2016) that The work environment with convenient, flexible, and have social support from the management and co-worker will enhance the employees to work with harmony, less stress and conflict. Gibson (2012) argues that high stress levels can reduce employee satisfaction and productivity, which in turn can prevent many organizations from reaching the level of effectiveness of their work. Khahtani (2013) that in the current employment sector such as being stressed, not creative, lack of motivation in his career caused the organization to become less growth and decrease productivity. Khahtani mentions if emotions are managed carefully can encourage trust, loyalty, and commitment and can also increase productivity, innovation, and achievement in the individual, team, and organizational environment.

This subsequent application can be used to examine employee productivity in public and private organizations. Because at this time the biggest influence of the role is coming not only from each individual but also from workplace facilities.

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