

The Effect of Work Stress and Emotional Intelligence With Motivational Mediation Variables on Employee Performance in the Transportation Industry in Jakarta

Sigit Setiawan¹, Rhian Indradewa²

¹Department of Human Resources Management, Faculty of Economy and Business, EsaUnggul University, Jakarta, Indonesia.

²Department of Human Resources Management, Faculty of Economy and Business, EsaUnggul University, Jakarta, Indonesia.

*Corresponding Author: Sigit Setiawan¹

Abstract: This research was motivated by work stress and its effect on various aspects of organizational output, such as research on emotional intelligence, motivation, and performance. The purpose of this study was to examine the effect of work stress on employee performance in the transportation industry in Jakarta. The study was conducted on 350 respondents in the territory of Indonesia with the SEM analysis method. The overall results show that work stress, emotional intelligence, motivation have a positive and significant effect on employee performance. Suggestions for further research can use wider variables so that they can understand more deeply the factors that can affect employee performance. The contribution of this research is expected to provide recommendations for companies to hold and carry out training and motivational refreshment on an ongoing basis. Carrying out training and motivational refreshment is quite important considering that operational employees are the spearhead of the company causing emotional exhaustion, so this training is expected to be able to create a good working atmosphere.

Keywords: Job stress, emotional intelligence, motivation, performance, SEM (Structural Equation Modeling)

I. INTRODUCTION

1.1 Research background

Companies must have good management to be able to compete. Good management requires support for employee performance, including those that are prioritized as company assets. Current employee issues such as stress, lack of motivation in a career cause the organization to be less developed and performance to decline (Al Kahtani, 2013). Someone who is motivated will carry out his duties and responsibilities well in order to achieve company goals. Motivation is the main thing that drives every motivator to work.

Low employee motivation is closely related to work stress which will have an impact on performance. A competitive workplace where employees are constantly under gravity to innovate causes job stress (Naseem, 2018). Job stress is one of the most studied psychosocial factors related to many aspects of life such as employee performance (Valero-moreno & Gómez-domínguez, 2020). Motivation is beneficial for employees to achieve their goals, which results in employee job satisfaction and self-development among workers (Khuong & Linh, 2020).

Every employee with a motivational background in achieving good performance will be encouraged to want to excel in their work, currently success and success at work are not only supported by intellectual abilities, but also supported by the ability to manage emotions. Therefore, one of the achievements in work is influenced by emotional intelligence (Al-hamdan et al., 2016). Work diligently and prefer to do his job. Emotional intelligence also allows a person to show his integrity. Emotional intelligence has been put forward as a major factor contributing to employee performance (Sony & Mekoth, 2016).

Organizations that perform well can help make a profit. On the other hand, if performance declines, it can be detrimental to the organization. Therefore, it is necessary to conduct research to determine the level of work stress of employees in order to create good performance (Fariselli et al., 2008). A large number of studies have focused on job stress and its effect on various aspects of organizational output, such as research on emotional intelligence, perceived stress, and performance. The main limitation of this study is the research variables used (Ranasinghe et al., 2017). This research will help employees and policy makers to understand the importance of job stress and employee performance levels. Also, about the importance of emotional intelligence at the time of recruitment can play an important role in avoiding the problem of job stress. Many companies spend big budgets on job stress, so job stress is a significant factor of interest in organizational research (Naseem, 2018). Occupational health problems and a significant cause of economic loss are increasing

due to work stress, work stress can produce real psychological and physiological disabilities (Shukla & Srivastava, 2016). For organizations, job stress has significant costs, including inappropriate staff replacement, employee education and training, sick pay, and death (Yang et al., 2021).

1.2 Research Objectives and Questions

This study aims to develop a model to measure employee performance related to job stress, emotional intelligence, and motivation. This research includes the following theoretical objectives:

1. To introduce model to measure employee performance.
2. To determine the relationship between work stress, emotional intelligence and motivation on employee performance.

Based on the explanation above, the research questions can be defined and formulated as follows:

1. What is the relationship between job stress and employee performance?
2. What is the relationship between emotional intelligence and employee performance?
3. What is the relationship between motivation and employee performance?
4. What is the relationship between job stress, emotional intelligence and motivation with employee performance?

II. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 Job Stress

Everyone must experience stress, both outside the organization and in any organization. In other words, everyone cannot avoid stress, for that employees and leaders are obliged to manage it properly. Stress is the inherent psychological impact of external factors that goes beyond simple surface pressure, meaning that there is an underlying factor (Yang et al., 2021). Stress often arises because of changes that disrupt the balance of the human body or it can also be due to pressures both physical and psychological. Job stress is defined as the inability of the workforce to cope with work pressures due to the pitfalls of job demands and employee competencies to justify job requirements (Naseem, 2018).

2.2 Emotional Intelligence

Emotional intelligence as an individual trait or skill that helps them adapt to the environment by interpreting, managing, and using their emotions and those of others to solve problems (Dhaliwayo & Coetzee, 2014). This is because with the theory of emotional intelligence abilities, people can identify how emotions function as important sources of information. An example is, about how people feel in a situation. Emotional intelligence will provide important signals about what is happening and how people will interact. Then, it will also help persons to analyze the situation in a particular area based on their emotional information to help them make better decisions. Emotional intelligence theory has undergone many iterations since it was first defined in the 1920s and argues that individuals have the ability to monitor their own and others' emotions (Branscum et al., 2016).

2.3 Motivation

Motivation is a force within a person that influences the direction, intensity, and persistence of voluntary behavior (Salami et al., 2015). In general, with motivation one understands the inner state that determines an individual to behave in such a way to achieve certain goals (Triguero et al., 2019). Regarding motivation in relation to work, it can be defined as the willingness of an individual to work intensively and consistently in order to realize organizational goals, with the hope that the efforts made will lead to the realization of several individual goals. This individual's goals, which are ultimately generated by the individual's perceived needs, are the reasons that really determine him to act and work in the organization (Zlate & Cucui, 2015). With strong motivation, as well as maximum training, it is hoped that the performance produced by employees can increase so that the company's goals or expectations can be achieved. Although training and motivation can improve employee performance, in reality there are still companies that have problems with the ineffectiveness of training and lack of high motivation to work.

2.4 Employee performance

Good performance is one of the goals of every organization to be able to achieve organizational goals (Asaloei et al., 2020). In order to obtain good performance, it is necessary to have good quality human resources as well. Performance is the result achieved by a person according to the size applicable to the job concerned and by knowing the employee's performance it is also known the level of success of the company and can be used as a measure of performance improvement in the future. Employee performance is important in increasing the productivity of the employee. In improving the performance of company employees must be able to know the factors that can affect performance. Increasing the performance of individual employees will encourage the performance of human resources as a whole, which is reflected in the increase in productivity.

High employee performance will make employees more loyal to the organization, more motivated to work, (Nurdiansyah et al., 2020). Performance is the result of the quality and quantity of work achieved by employees in carrying out their duties and affects how much they contribute to the organization (Hapsari & Iqbal, 2019).

2.5 Research Models and Hypotheses

2.5.1 Research Model

From the above explanation, this paper develops a research framework as shown in Figure 1 Research Framework below. Individual, job, and work environment as independent variables will affect employee performance as the dependent variable. Figure 1 provides an overview of the research framework in question.

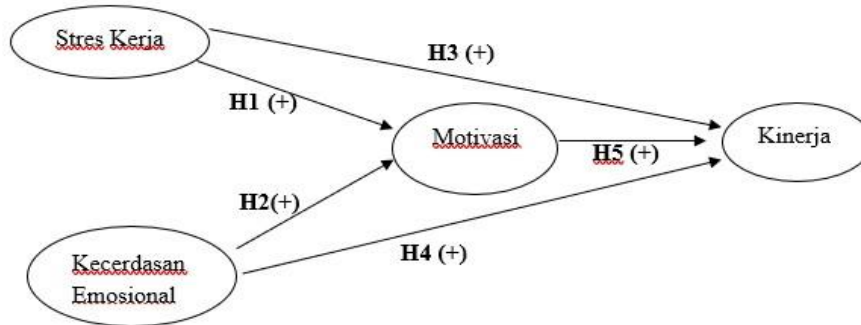


Figure 1 Research Framework

The framework above shows that, to obtain high employee performance, work stress, emotional intelligence and motivation are managed

2.5.2 Hypothesis

Based on the literature review, interviews, previous research results and the framework above, the proposed hypothesis is as follows:

1. Work Stress and Motivation

The results of the research showed that work stress had a significant positive effect on motivation. Based on the foregoing, the hypotheses of this research are:

H1: There is a positive relationship between work stress and motivation

2. Emotional Intelligence and Motivation

Emotional intelligence has a direct positive effect on motivation, this means that the more positive emotional intelligence, the higher the motivation. Based on the foregoing, the hypotheses of this research are:

H2: There is a positive relationship between emotional intelligence and motivation.

3. Job Stress and Employee Performance

Job stress is one of the important factors in influencing employee performance, that job stress has a positive and significant effect on employee performance. Based on the foregoing, the hypotheses of this research are:

H3 : There is a positive relationship between work stress and employee performance

4. Emotional Intelligence with Employee Performance

Emotional intelligence predicts high performance, that emotional intelligence has a positive effect on performance. Based on the foregoing, the hypotheses of this research are:

H4 : There is a positive relationship between emotional intelligence and employee performance.

5. Motivation with Employee Performance

Good motivation will lead to a good relationship between the company and employees. Because motivation acts as a driver of employees in carrying out their duties, that motivation has a positive effect on performance. Based on the foregoing, the hypotheses of this research are:

H5: There is a positive relationship between motivation and employee performance.

III. METHODOLOGY

This research was conducted at PT MRT Jakarta. To answer the research questions, the author uses a quantitative approach. The purpose of quantitative research is to test the research model, the significance of the relationship between variables and factors, and

hypotheses. Quantitative methods are used by involving the distribution of questionnaires to select respondents from among the employees of the four pharmaceutical companies. This stage consists of four activities: pretest survey, research model formation, confirmation study, and data analysis. The sampling method uses probability sampling with a simple random sampling technique. That the ratio that is accepted to minimize deviation is 15 respondents for each dimension/parameter in the model. Thus, since there are 13 dimensions in the proposed research model, then set the number of samples as many as 350 respondents. The survey was conducted by distributing questionnaires. Questionnaires were distributed to employees who work at MRT Jakarta. The data collected were analyzed using Structural Equation Modeling (SEM). SEM is a multivariate statistical technique that combines all aspects of multiple regression and factor analysis (which displays unmeasured concepts/factors with multiple variables) that can be used to estimate a series of dependent relationships that mutually influence each other.

IV. RESULTS

This study distributed questionnaires to 350 employees at PT. MRT Jakarta. Hliteracy results are shown in table 1 to table 5 below.

IV.1 Validity and Reliability Test

The validity test was carried out using SPSS with the Pearson correlation test method, namely by correlating the item score with the total score. The results of the validity test showed that the variables tested had a significance value below 0.05. The work stress variable with 12 indicators showed a significance value of less than 0.05. Likewise, all indicators of emotional intelligence variables have a significance value below 0.05. The motivational variables of the four indicators showed results below 0.05 and the performance variables of the seven indicators showed a significance value below 0.05. So that it can be concluded that the data is valid.

Table 1 Validity Test Results

Variable	Dimension	Validity test	
		r table	Sig. (2-tailed)
Work Stress	SK1	0.270	0.000
	SK2	0.570	0.000
	SK3	0.457	0.000
	SK4	0.529	0.000
	SK5	0.423	0.000
	SK6	0.628	0.000
	SK7	0.548	0.000
	SK8	0.665	0.000
	SK9	0.499	0.000
	SK10	0.551	0.000
	SK11	0.686	0.000
	SK12	0.515	0.000
Emotional Intelligence	NUMBER 1	0.547	0.000
	2ND	0.608	0.000
	THE 3RD	0.574	0.000
	TO 4	0.608	0.000
Motivation	M1	0.574	0.000
	M2	0.553	0.000
	M3	0.393	0.000
	M4	0.622	0.000
	M5	0.335	0.000
	M6	0.375	0.000
	M7	0.409	0.000
	M8	0.508	0.000
	M9	0.478	0.000
	M10	0.595	0.000
	M11	0.432	0.000
Performance	K1	0.527	0.000
	K2	0.567	0.000
	K3	0.531	0.000

K4	0.176	0.000
K5	0.327	0.000
K6	0.513	0.000
K7	0.414	0.000

Source: SPSS Version 23

The results of the construct reliability test by paying attention to the CR value show the overall results of the variables have a CR value above 0.70 on the work stress, motivation and performance variables, but on the emotional intelligence variable the CR value is still below 0.70. Based on the AVE value, all variables still do not meet the criteria for a value above 0.50.

Table 2. Construct Reliability Test Results and Average Variance Extracted

Variable	Construct Reliability (CR)	Average Variance Extracted (AVE)
Work Stress	0.857	0.349
Emotional Intelligence	0.610	0.284
Motivation	0.806	0.292
Performance	0.759	0.331

IV.2 Test Assumption

• **Test Normality**

The normality test performed with multivariate normality showed the result that the data did not meet the assumption of multivariate normality because the P-Value Skewness and Kurtosis values were <0.5 but this can be overcome by looking at the GoF NNFI parameter > 0.9 which is 0.96.

Table 3. Normality Test Results

Skewness			Kurtosis			Skewness & Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
310,830	65,308	0.000	1442,502	20.011	0.000	4656,620	0.000

• **Linearity Test**

Table 4 Linearity Test Results

Variable relationship	Deviation from Linearity
Job Stress – Motivation	0.500
Emotional Intelligence – Motivation	0.351
Motivation – Performance	0.840

Linearity test is conducted to determine whether the variables in the study have a significant linear relationship or not. A good correlation shows that there is a linear relationship between the independent variable and the dependent variable. The results of the linearity test are indicated by the deviation from linearity number which shows a number >0.05. Based on the test results, the results show that all deviation from linearity numbers show numbers above 0.05.

• **Model Fit Test**

The model fit test is done by looking at the results of the Goodness of fit index. Based on the test results, the following results were obtained:

Table 1. Goodness of fit index test results

Index	Results	Cut off Value	Criteria
CFI	0.97	0.9	Fit
TLI/NNFI	0.96	0.9	Fit

NFI	0.94	0.9	Fit
IFI	0.97	0.9	Fit
RMSEA	0.047	0.08	Fit
GFI	0.88	0.86	Fit

Based on the results above, it can be seen that the results of the goodness of fit index test all show fit results.

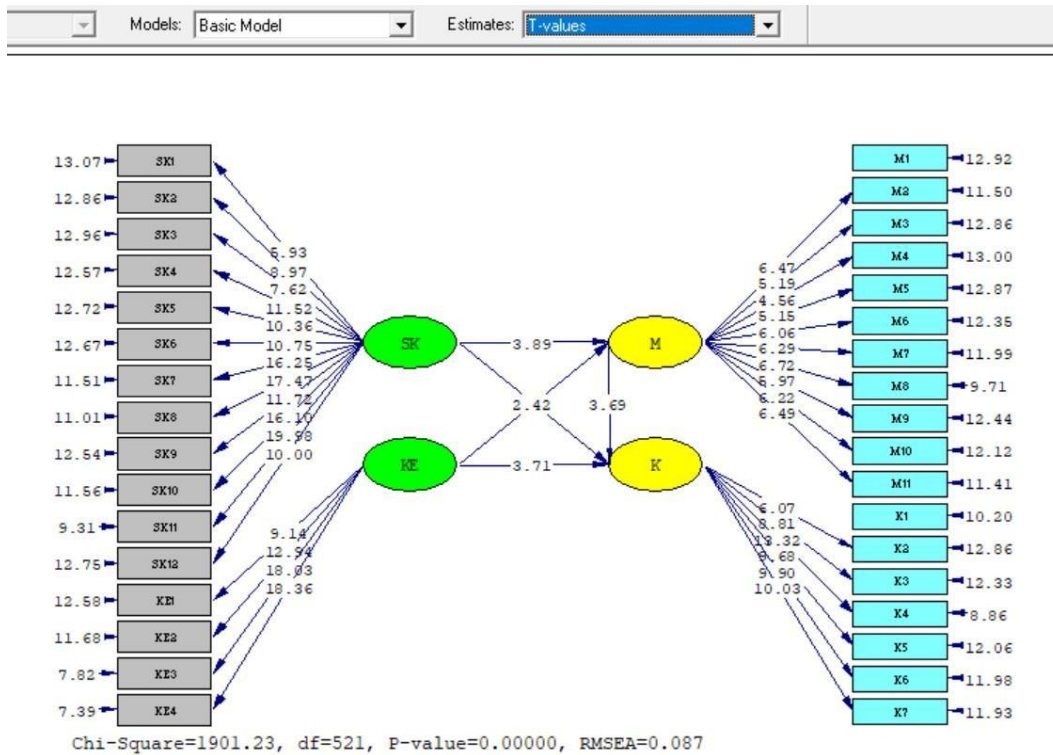


Figure 1. Research model that is already fit with the t-value

IV.3 Hypothesis testing

Hypothesis testing is based on the t-value with a significance level of 0.05. If the t-value 1.96. according to Kline (2015) a variable is said to have a significant effect on other variables, if the t-value is greater than the critical t-value of 1.96.

Table 2. T-Value Results

Variable	T-Value	Results
Work Stress → Motivation	3.89	H1 accepted
Emotional Intelligence → Motivation	5.15	H2 accepted
Work Stress → Performance	2.42	H3 accepted
Emotional Intelligence → Performance	3.71	H4 accepted
Motivation → Performance	3.69	H5 accepted

Based on the results of the analysis above, the t-value of the work stress variable on the motivation variable is 3.89, with the criterion value of 1.96, the work stress variable has a significant positive effect on motivation. The results of the t-value of the emotional intelligence variable on the motivation variable is 5.15 so it can be concluded that emotional intelligence has a positive and significant effect on motivation. The results of further analysis obtained that the t-value of the work stress variable on the performance variable is 2.42, meaning that work stress has a significant effect on performance.

The results of the t-value of the emotional intelligence variable on the performance variable are 3.71, with the criterion value of 1.96 then $3.71 > 1.96$ so that it can be concluded that emotional intelligence has a significant effect on performance. The test result of the t-value of the motivation variable on the performance variable of 3.69, so it can be concluded that motivation has a

positive effect on performance.

Based on the mediation test conducted, it is known that the value of the direct influence of the work stress variable is greater than the value of the indirect effect, as well as the emotional intelligence variable, which has a greater direct influence than the indirect effect. This shows that the direct effect is greater than the value of the indirect effect.

Table 3. Direct and indirect influence

Relationship pattern	Direct influence relationship	Indirect influence relationship
Work Stress → Motivation → Performance	0.107	0.047
Emotional Intelligence → Motivation → Performance	0.275	0.091

V. FINDINGS AND DISCUSSION

The results of this research and testing of the first hypothesis stated that the effect of work stress had a positive and significant effect on motivation. This has the implication that Work stress experienced by employees does not worsen their motivation at work. In the study it was stated that individual-related work stress positively and directly affects employee motivation (Khuong & Linh, 2020). Employees continue to complete the tasks that have been given in accordance with the wishes of the company. The stress experienced by employees gives stimulation and motivation will lead to high morale in carrying out their work. This is because the award given by the company to employees in completing the work. The company always provides incentives when employees have to do overtime in order to pursue the targets set by the company, not only overtime incentives but the company also provides benefits for employees.

The second hypothesis test states that emotional intelligence has a significant effect on motivation. This means that the higher the emotional intelligence, the higher the motivation and the lower the emotional intelligence, the lower the motivation. In research, it is stated that emotional intelligence has a positive effect on motivation (Triguero et al., 2019). Emotional intelligence in relation to motivation is the ability to recognize one's own feelings to motivate and manage emotions well, so that with high emotional intelligence employees will increase employee motivation in doing work.

The third hypothesis test states that the effect of work stress has a positive and significant effect on performance. These results indicate that the values contained in work stress can have a real impact on employee performance. The measured work stress is proven to be able to affect the quality of work achieved. This finding can be interpreted that if the factors forming work stress on employees can be increased, it will be able to make a significant contribution to improving employee performance.

The results of the fourth hypothesis test indicate that emotional intelligence has a positive and significant effect on performance, meaning that the better or higher a person's emotional intelligence, the higher the performance. Other research states that emotional intelligence has a positive effect on performance (Al Kahtani, 2013). Emotional intelligence can contribute to a person's accomplishments, for example a raise with a promotion. Emotional intelligence allows a person to build positive relationships at work, work well in teams, and build social capital that can improve performance. This research also shows that the better emotional intelligence will improve performance. So if employees have the ability to recognize their own emotions, manage emotions, motivate themselves, recognize the emotions of others, and build relationships with the community, it will have an impact on improving performance.

The results of the fifth hypothesis test show that motivation has a positive and significant effect on performance. This shows that employees who have motivation mean that employees have fatigue in carrying out their responsibilities so as to create good performance. In the study, it was stated that motivation had a positive effect on performance (Shin & Grant, 2019). Motivated employees will bring good because it not only makes their performance increase, but also increases their commitment to work. Employees will try their best so that tasks and responsibilities can be completed properly. This will encourage high employee job satisfaction and have a positive impact on performance.

VI. CONCLUSION

VI.1 Practical Implications

Based on the results of this study, it is known that work stress has a significant positive effect on performance, thus the company is expected to be able to maintain working conditions that can trigger stress for its workers. Furthermore, this study proves that motivation can improve employee performance. It is recommended that

the company conduct and carry out training and motivational refreshment on an ongoing basis. Carrying out training and motivational refreshment is quite important considering that operational employees are the spearhead of the company causing emotional exhaustion, so this training is expected to be able to create a good working atmosphere. Skills are also needed as a basic ability to do work easily and precisely (Setiabudi & Tax, 2019).

VI.2 Research Limitations

Limitations or weaknesses of this research lies in several aspects. The researcher realizes that the limitations of this study can be taken into consideration for further research. In this study, the number of respondents could not describe the actual real conditions. The number of respondents in this research is only 350 people and this number does not cover the whole. This research is only limited to the respondents of MRT Jakarta employees, so it is necessary to do research for other modes of transportation in Indonesia.

VI.3 Future Research Directions

Suggestions for further research can use wide variables so that they can understand more deeply the factors that can affect employee performance. The area and respondents reached should be expanded in order to increase the accuracy of the research results. It is also recommended that you develop problems and develop variables with the support of better and more reliable indicators. Thus the results are expected to reveal more problems and provide research findings that are more meaningful and useful for many parties.

Reference

- [1]. Al-hamdan, Z., Oweidat, IA, Al-faouri, I., & Codier, E. (2016). Linking Emotional Intelligence and Work Performance Among Jordanian Hospital Registered Nurses. 00(0).
- [2]. Al Kahtani, A. (2013). Employee Emotional Intelligence and Employee Performance in Institutional Colleges in Saudi Arabia: A Proposed Theoretical Framework. 2000, 80–95.
- [3]. Asoloei, SI, Wolomasi, AK, & Werang, BR (2020). Work-related stress and performance among primary school teachers. *International Journal of Evaluation and Research in Education*, 9(2), 352–358. <https://doi.org/10.11591/ijere.v9i2.20335>
- [4]. Branscum, P., Haider, T., Brown, D., & Sharma, M. (2016). Using Emotional Intelligence and Social Support to Predict Job Performance of Health Educators. *American Journal of Health Education*, 47(5), 309–314. <https://doi.org/10.1080/19325037.2016.1203840>
- [5]. Coulter, & Robbins. (2004). *Management, Indonesian Edition (7th ed.)*. PT. Scholastic Index Group.
- [6]. Dhliwayo, P., & Coetzee, M. (2014). Cognitive intelligence, emotional intelligence and personality type as predictors of job performance: Exploring models for personnel selection. 1–13.
- [7]. Emotional, K., Tziner, A., Fein, EC, Kim, S., Vasiliu, C., & Pavia, U. (2020).
- [8]. Combining Associations Between Motivation, and Organizational Justice With Counterproductive Work Behaviors: Profile Analysis through a Multidimensional Scaling (PAMS) Approach. 11, 1–18.
- [9]. Fariselli, L., Freedman, J., Ghini, M., & Valentini, F. (2008). Stress, Emotional Intelligence, & Performance in Healthcare. *Sixseconds*, 2, 2009.
- [10]. Fasbender, U., Van der Heijden, BIJM, & Grimshaw, S. (2019). Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off- the-job embeddedness. *Journal of Advanced Nursing*, 75(2), 327–337. <https://doi.org/10.1111/jan.13842>
- [11]. Hapsari, SM, & Iqbal, MA (2019). The effects of workload and compensation on tax account representative performance mediating by public service level (case of the Indonesian tax office) *Rhian Indradewa* *. 20(1), 47–63.
- [12]. Jr, JFH, Black, WC, Babin, BJ, Anderson, RE, Black, WC, & Anderson, RE (2018).
- [13]. *Multivariate Data Analysis*. <https://doi.org/10.1002/9781119409137.ch4> Khuong, MN, & Linh, UDT (2020). Influence of work-related stress on employee
- [14]. motivation, job satisfaction and employee loyalty in the hospitality industry. *Management Science Letters*, 10(14), 3279–3290. <https://doi.org/10.5267/j.msl.2020.6.010>
- [15]. Kline, RB (2015). *TXTBK Principles and practices of structural equation modeling Ed.*
- [16]. 4 ***. In *Methodology in the social sciences*.
- [17]. Levitats, Z., & Vigoda-Gadot, E. (2017). Yours emotionally: How emotional intelligence infuses public service motivation and affects the job outcomes of public personnel. *Public Administration*, 95(3), 759–775. <https://doi.org/10.1111/padm.12342>
- [18]. Environment, P. (2019). Effect of Emotional Intelligence, Motivation and Resilience on Academic Performance and Application of Healthy Lifestyle Habits among Adolescents. 1–12.

- [19]. Mahler, D. (2018). Is motivation important? – The relationship between self-efficacy and teacher enthusiasm with student performance Abstract. November, 1–18.
- [20]. Naseem, K. (2018). Job Stress, Happiness and Life Satisfaction: Moderating Role of Emotional Intelligence Empirical Studies in Pakistan's Telecommunication Sector The Moderating Role of Emotional Intelligence Empirical Studies in Pakistan's Telecommunication Sector.
- [21]. Nurdiansyah, R., Mariam, S., Ameido, MA, & Ramli, AH (2020). Work Motivation, Job Satisfaction and Employee Performance. *Business and Entrepreneurial Review*, 20(2), 153. <https://doi.org/10.25105/ber.v20i2.8006>
- [22]. Purnomo, RA (2016). Economic and Business Statistical Analysis With SPSS. In Cv.
- [23]. Wade Group.
- [24]. Ranasinghe, P., Wathurapatha, WS, Mathangasinghe, Y., & Ponnampereuma, G. (2017). Emotional intelligence, perceived stress and academic performance of Sri Lankan medical undergraduates. *BMC Medical Education*, 17(1), 1–7. <https://doi.org/10.1186/s12909-017-0884-5>
- [25]. Repetti, R., & Wang, S.wen. (2017). Effects of job stress on family relationships.
- [26]. Current Opinion in Psychology, 13, 15–18. <https://doi.org/10.1016/j.copsyc.2016.03.010>
- [27]. Robbins, SP (2006). Organizational behavior. (DB Molan, Translator). Erlangga.
- [28]. Salami, SO, Ibadan, U., Guru, DP, & Ibadan, U. (2015). Job characteristics and burnout: The moderating role of emotional intelligence, motivation and payamong banks. 1–8.
- [29]. Sasari, E. (2013). The Relationship Between Job Stress and Work Performance on Employees. 14(1), 33–41.
- [30]. Setiabudi, J., & Tax, III (2019). Analysis of auditor competencies and job satisfaction on tax audit quality moderated by time pressure (case study of Indonesian tax offices) EtniSupriyatin M . Ali Iqbal Rhian Indradewa *. 19(1), 119–136.
- [31]. Shin, J., & Grant, AM (2019). Bored by interest: How intrinsic motivation in one task can reduce performance on other tasks. *Academy of Management Journal*, 62(2), 415–436. <https://doi.org/10.5465/amj.2017.0735>
- [32]. Shukla, A., & Srivastava, R. (2016). Examining the effect of emotional intelligence on socio-demographic variables and job stress among retail employees. *Cogent Business and Management*, 3(1), 1–18. <https://doi.org/10.1080/23311975.2016.1201905>
- [33]. Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, 30, 20–32. <https://doi.org/10.1016/j.jretconser.2015.12.003>
- [34]. Trigueros, R., Aguilar-Parra, JM, Cangas, AJ, Bermejo, R., Ferrandiz, C., & López- Liria, R. (2019). Influence of emotional intelligence, motivation and resilience on academic performance and the adoption of healthy lifestyle habits among adolescents. *International Journal of Environmental Research and Public Health*, 16(16). <https://doi.org/10.3390/ijerph16162810>
- [35]. Valero-moreno, VPS, & Gómez-domínguez, MT (2020). I'm Not Good for Anything and That's Why I'm Stressed: Analysis of the Effect of Self-Efficacy and Emotional Intelligence on Student Stress Using SEM and QCA. 1–12. <https://doi.org/10.3389/fpsyg.2000.00295>
- [36]. Xiong, B., Skitmore, M., & Xia, B. (2015). A critical review of structural equation modeling applications in construction research. *Automation in Construction*, 49(PA), 59–70. <https://doi.org/10.1016/j.autcon.2014.09.006>
- [37]. Yang, SY, Chen, SC, Lee, L., & Liu, YS (2021). Employee Stress, Job Satisfaction, and Job Performance: A Comparison between High-technology and Traditional Industry in Taiwan. *Journal of Asian Finance, Economics and Business*, 8(3), 605– 618. <https://doi.org/10.13106/jafeb.2021.vol8.no3.0605>
- [38]. Yuen, KF, Loh, HS, Zhou, Q., & Wong, YD (2018). Determinants of job satisfaction and performance of seafarers. *Transportation Research Part A: Policy and Practice*, 110(November 2017), 1–12. <https://doi.org/10.1016/j.tra.2018.02.006>
- [39]. Zlate, S., & Cucui, G. (2015). Motivation and Performance in Higher Education. *Procedia - Social and Behavioral Sciences*, 180(November 2014), 468–476. <https://doi.org/10.1016/j.sbspro.2015.02.146>