

**PENGARUH STRES KERJA, BEBAN KERJA, DAN STATUS PEKERJA  
TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN  
KECERDASAN EMOSIONAL SEBAGAI PEMODERASI**

**JURNAL TESIS**



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**PROGRAM PASCASARJANA  
SEKOLAH TINGGI ILMU EKONOMI  
YAYASAN KELUARGA PAHLAWAN NEGARA  
YOGYAKARTA**

**2025**



## UJIAN TESIS

Tesis berjudul:

PENGARUH STRES KERJA, BEBAN KERJA, DAN STATUS PEKERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN Kecerdasan Emosional sebagai pemoderasi

Telah diuji pada tanggal: 7 Februari 2025

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**PENGARUH STRES KERJA, BEBAN KERJA, DAN STATUS PEKERJA TERHADAP  
PRODUKTIVITAS KERJA KARYAWAN DENGAN Kecerdasan Emosional SEBAGAI  
PEMODERASI**

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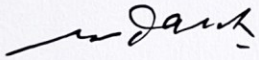
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telah dipresentasikan di depan Tim Penguji pada tanggal: 7 Februari 2025 dan dinyatakan telah memenuhi syarat diterima sebagai salah satu persyaratan untuk mencapai gelar Magister Manajemen (M.M.) di bidang Manajemen

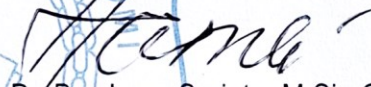
**SUSUNAN TIM PENGUJI**

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Yogyakarta, 7 Februari 2025  
Sekolah Tinggi Ilmu Ekonomi YKPN  
Ketua,



Dr. Wisnu Prajogo, MBA.



## Pernyataan Keaslian Karya Tulis Tesis

Yang bertanda tangan di bawah ini, saya menyatakan bahwa tesis dengan judul:

### **PENGARUH STRES KERJA, BEBAN KERJA, DAN STATUS PEKERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN KECERDASAN EMOSIONAL SEBAGAI PEMODERASI**

diajukan untuk diuji pada tanggal 7 Februari 2025, adalah hasil karya saya.

Dengan ini saya menyatakan dengan sesungguhnya bahwa dalam tesis ini tidak terdapat keseluruhan atau sebagian karya tulis orang lain yang saya ambil dengan cara menyalin, atau meniru dalam bentuk rangkaian kalimat atau simbol yang menunjukkan gagasan atau pendapat atau pemikiran dari penulis lain, yang saya akui seolah-olah sebagai tulisan saya sendiri, dan atau tidak terdapat bagian atau keseluruhan tulisan yang saya salin, tiru, atau yang saya ambil dari tulisan orang lain tanpa memberikan pengakuan pada penulis aslinya.

Pernyataan ini saya buat dengan sesungguhnya tanpa ada paksaan orang lain. Bila dikemudian hari terbukti bahwa saya ternyata melakukan tindakan menyalin atau meniru tulisan orang lain seolah-olah hasil pemikiran saya sendiri, maka saya bersedia menerima pembatalan gelar dan ijasah yang diberikan oleh Program Pascasarjana STIE YKPN Yogyakarta batal saya terima.

Yogyakarta, 7 Februari 2025

Yang memberi pernyataan



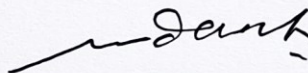
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Saksi 3, sebagai Pembimbing



Dr. Miswanto, M.Si.

Saksi 2, sebagai Anggota Penguji



Dr. Maria Pampa Kumalaningrum, SE, M.Si

Saksi 4, sebagai Ketua STIE YKPN Yogyakarta



Dr. Wisnu Prajogo, MBA.

## The Influence of Job Stress, Workload, and Employment Status on Employee Productivity with Emotional Intelligence as a Moderator

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### ABSTRACT

This study aims to examine the impact of job stress, workload, and employee status on work productivity, as well as to analyze the role of emotional intelligence as a moderator in these relationships. Using a quantitative approach, data was collected through a questionnaire distributed to 263 respondents with work experience in Daerah Istimewa Yogyakarta.

The results indicate that job stress (X1) and workload (X2) have a negative effect on employee productivity (Y), while employee status (X3) has a positive effect on productivity. Furthermore, emotional intelligence (M) was found to moderate the relationship between job stress and productivity, as well as between workload and productivity, but not the relationship between employee status and productivity. These findings have important implications for human resource management, particularly in managing stress and workload to enhance productivity, as well as integrating emotional intelligence into employee development programs.

**Keywords:** Job stress, workload, employee status, emotional intelligence, employee productivity, moderation.

### INTRODUCTION

Work productivity is a crucial aspect of organizational success, influencing both individual performance and overall business outcomes. Various factors affect employee productivity, including work stress, workload, and employment status. Work stress and excessive workload are often linked to decreased productivity, while employment status may contribute to variations in job performance. However, the role of emotional intelligence in moderating these relationships remains an important area of exploration.

This research aims to investigate the impact of work stress, workload, and employment status on employee productivity, with emotional intelligence as a moderating variable. By examining these relationships, this study provides insights into how organizations can mitigate the negative effects of work-related stressors while leveraging employee status for enhanced productivity.

**Research Purpose** The primary objective of this research is to analyze:

1. The negative impact of work stress on employee productivity.
2. The negative effect of workload on employee productivity.
3. The positive relationship between employment status and employee productivity.



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4. The moderating role of emotional intelligence in mitigating the adverse effects of work stress and workload.
5. The moderating effect of emotional intelligence in strengthening the positive impact of employment status on productivity.

**Research Contribution** This study contributes to both theoretical and practical domains.

- **Theoretical Contribution:** The research enhances the understanding of the interplay between work stress, workload, employment status, and productivity, particularly the role of emotional intelligence as a moderating factor. It builds upon existing organizational behavior and human resource management theories by integrating emotional intelligence as a key determinant of employee resilience and adaptability.
- **Practical Contribution:** The findings provide actionable insights for organizations, HR practitioners, and managers. By fostering emotional intelligence development programs, businesses can equip employees with better stress management skills, reduce burnout, and optimize workforce productivity. Additionally, organizations can tailor workload distribution and employment policies to improve overall efficiency.

**Research Result and Implication** Although this section is optional, preliminary implications suggest that organizations should focus on emotional intelligence training to counteract the adverse effects of stress and workload. Additionally, companies should assess employment status policies to ensure they align with productivity goals. The findings emphasize the need for a balanced work environment that supports both employee well-being and business performance.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### **Theoretical Framework: Karasek's Job Demand-Control Model**

Workload and job stress can be analyzed using Karasek's Job Demand-Control Model, first introduced in his seminal article "Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign" (1979). According to Karasek (1979), "Mental strain results from the interaction of job demands and job decision latitude." Psychological demands experienced by individuals stem not only from a single aspect of the work environment but from a combination of job demands and the degree of control employees have over their tasks. Overload occurs when job demands exceed an individual's capacity.

Karasek (1979) categorized jobs into four types based on the interaction between job demands and control: **Active Jobs, High-Strain Jobs, Low-Strain Jobs, and Passive Jobs**. High-Strain Jobs, characterized by high demands and low control, pose significant risks for stress, burnout, and adverse mental and physical health conditions. To mitigate these effects, employees must develop and enhance their skills to increase job control and resilience against workplace stressors.

### **Hypothesis Development**

#### **The Effect of Job Stress on Employee Productivity**

Job stress is a critical factor influencing employee performance. Christ and Tirrel (2024) indicate that stress negatively impacts various performance aspects, including engagement and emotional commitment to work. High stress levels reduce employee involvement and increase turnover intentions.

Empirical studies have reinforced this claim. Karim (2022) and Angkasa et al. (2021) found that higher job stress levels correlate with lower employee productivity. Similarly, Salopek (2022) highlighted the adverse effects of job stress on mental and physical health, including anxiety, depression, and reduced concentration, all of which diminish productivity. Chen et al. (2022) further

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established that excessive stress can lead to burnout, exacerbating productivity decline. Arianto and Mildova (2024) also emphasized that stress significantly hampers job performance, underscoring the necessity of effective stress management.

Based on these theoretical and empirical insights, the following hypothesis is proposed:

**H1:** Job stress has a negative relationship with employee productivity.

## **The Effect of Workload on Employee Productivity**

High job demands often result in emotional exhaustion, commonly referred to as burnout (Demerouti et al., 2001). Employees overwhelmed by excessive workloads with insufficient resources struggle to maintain productivity and job satisfaction.

Widyatara and Waluyo (2024) found that excessive workload leads to both physical and mental exhaustion, ultimately impairing performance. Herdiana and Sary (2023) confirmed that high workloads contribute to increased job stress, adversely affecting employee performance. Additionally, Bakker et al. (2023) emphasized that excessive job demands can harm employee well-being and reduce productivity. Oktaviani et al. (2024) highlighted that unrealistic performance expectations further exacerbate these negative consequences.

Thus, the hypothesis is formulated as follows:

**H2:** Workload has a negative relationship with employee productivity.

## **The Effect of Employment Status on Employee Productivity**

Employee motivation is a crucial determinant of productivity. Bassang and Sapan (2023) demonstrated that higher motivation levels enhance productivity, with employment status serving as a significant motivational factor. Sartini and Budiarti (2020) argued that job status—whether permanent or contract—affects employees' drive to perform better.

Several studies support this claim. Hariani and Lutfi (2023) and Sinurat et al. (2023) found that employment status positively and significantly influences employee performance. Employees with stable job status exhibit higher productivity, either due to job security or the motivation to attain career recognition.

Based on these findings, the hypothesis is proposed as follows:

**H3:** Employment status has a positive relationship with employee productivity.

## **The Moderating Role of Emotional Intelligence in the Relationship Between Job Stress, Workload, and Employment Status on Employee Productivity**

Job stress represents physical, emotional, and mental reactions to workplace demands exceeding employees' coping resources (Lazarus & Folkman, 1984). Connor and Davidson (2003) stated that individuals with high emotional intelligence (EI) exhibit greater resilience against stress, maintaining productivity under pressure. Emotional intelligence facilitates effective stress management by enabling individuals to regulate emotions and adapt to workplace challenges (Goleman, 1995).

Lea et al. (2023) confirmed that emotional intelligence significantly influences stress management. Employees with high EI are more adept at coping with stress, mitigating its adverse effects. Emotional intelligence is also linked to higher employee productivity (Shah & Sah, 2024). Furthermore, Nyarko et al. (2020) demonstrated that individuals with high EI manage emotions better, employ effective coping strategies, and enhance job performance (Radha & Shree, 2017).

Thus, the following hypothesis is proposed:

**H4:** Emotional intelligence moderates the relationship between job stress and employee productivity, weakening the negative effect.

Emotional intelligence also plays a critical role in managing workload. Bakker et al. (2023) argued that although excessive workload reduces productivity, employees with high EI maintain focus and handle job demands effectively.

Thus, the hypothesis is formulated as follows:

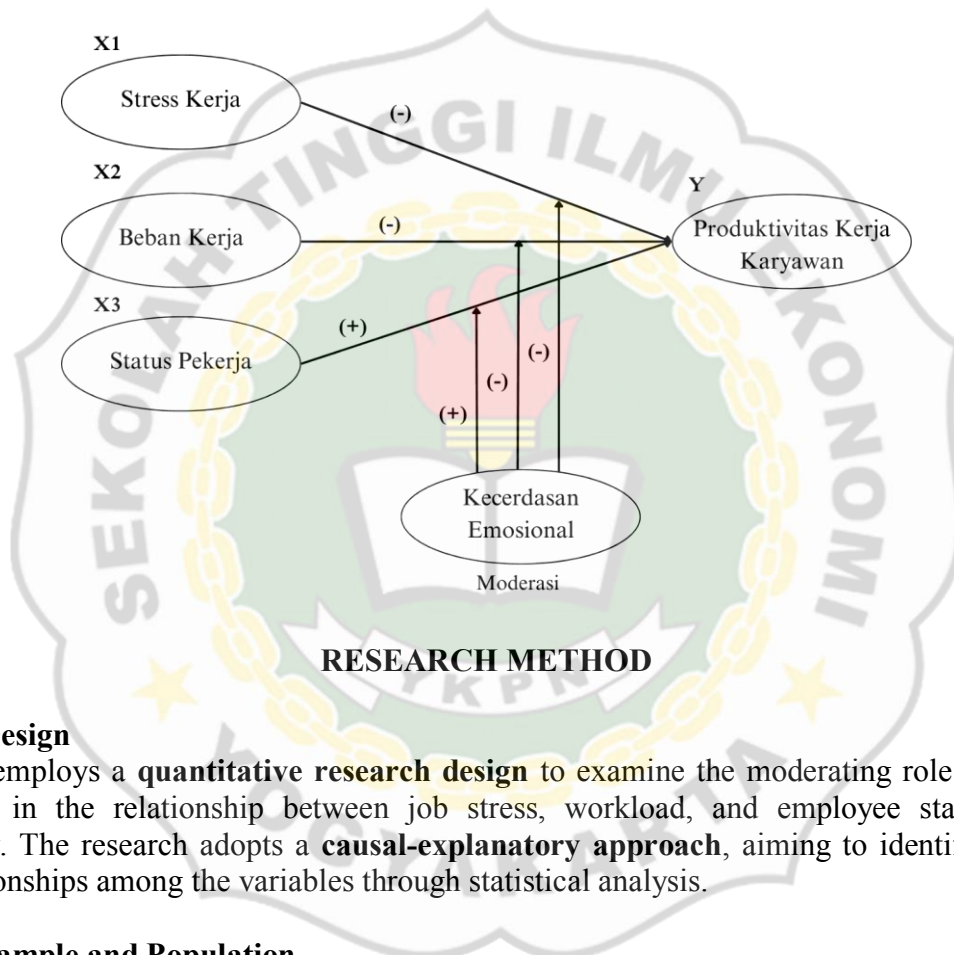
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**H5:** Emotional intelligence moderates the relationship between workload and employee productivity, weakening the negative effect.

Employment status encompasses various factors, including job type, organizational hierarchy, and employee-employer relationships (Dessler, 2020). Employees' job status influences motivation, job satisfaction, and retention. Emotional intelligence helps employees navigate the emotional challenges associated with their job status, thereby enhancing productivity (Dessler, 2020).

Thus, the hypothesis is proposed as follows:

**H6:** Emotional intelligence moderates the relationship between employment status and employee productivity, strengthening the positive effect.



## Research Design

This study employs a **quantitative research design** to examine the moderating role of emotional intelligence in the relationship between job stress, workload, and employee status on work productivity. The research adopts a **causal-explanatory approach**, aiming to identify cause-and-effect relationships among the variables through statistical analysis.

## Research Sample and Population

The population of this study consists of employees working in Yogyakarta. The sample size is **263 respondents**, selected using a **purposive sampling technique**, ensuring that only individuals with prior work experience are included. The sampling criteria focus on employees across various job roles and employment statuses.

## Operational Definition and Measurement of Variables

The study involves four key variables:

1. **Work Productivity (Y)** – The dependent variable, measured using self-reported assessments based on performance indicators.
2. **Job Stress (X1)** – An independent variable, reflecting employees' perceived stress levels due to job demands, measured using a Likert-scale questionnaire.
3. **Workload (X2)** – An independent variable assessing the volume and intensity of tasks assigned to employees.
4. **Employee Status (X3)** – An independent variable distinguishing between permanent and contractual employees.



5. **Emotional Intelligence (M)** – A moderating variable that influences the relationship between the independent variables and work productivity.

All variables are measured using a **Likert scale (1-5)**, ranging from **1 (Strongly Disagree) to 5 (Strongly Agree)**.

## **Data Collection Technique and Instrument**

Data are collected through a **structured questionnaire**, distributed to respondents either physically or via an online platform. The questionnaire consists of multiple sections, each measuring a specific variable using validated scales. Prior to distribution, a **pilot test** is conducted to ensure reliability and clarity.

## **Data Analysis and Hypothesis Testing**

The collected data are analyzed using **WarpPLS**, a Partial Least Squares Structural Equation Modeling (PLS-SEM) software, to examine the relationships among variables. The analysis process includes:

1. **Descriptive Statistics** – Summarizing demographic characteristics and overall data distribution.
2. **Validity and Reliability Testing** – Evaluating **convergent and discriminant validity** as well as construct reliability.
3. **Hypothesis Testing** – Conducting path analysis to assess the direct and moderating effects of emotional intelligence. The hypotheses tested are:
  - H1:** Job stress (X1) negatively affects work productivity (Y).
  - H2:** Workload (X2) negatively affects work productivity (Y).
  - H3:** Employee status (X3) positively affects work productivity (Y).
  - H4:** Emotional intelligence (M) weakens the negative effect of job stress (X1) on work productivity (Y).
  - H5:** Emotional intelligence (M) weakens the negative effect of workload (X2) on work productivity (Y).
  - H6:** Emotional intelligence (M) strengthens the positive effect of employee status (X3) on work productivity (Y).

Statistical significance is determined using **p-values and path coefficients**, with a significance level set at  $\alpha = 0.05$ . The results are interpreted based on the strength and direction of relationships among variables.

This methodological approach ensures the validity, reliability, and robustness of the findings, contributing to a comprehensive understanding of the moderating role of emotional intelligence in the workplace.

## **RESULT AND DISCUSSION**

### **Respondent Characteristics**

The respondents in this study consisted of 54.4% females and 45.6% males. The majority were aged 21–25 years (26.2%), followed by 40–50 years (25.2%). In terms of education, most had a bachelor's degree (35.7%), followed by high school graduates (32.0%). The majority worked in the private sector (59.5%), with permanent employees making up 39.1% and contract workers 36.4%. Most respondents held staff-level positions (81.3%), while only a small percentage were in managerial or executive roles. Regarding tenure, 33.0% had worked at their company for over 10 years, and 26.9% had held their current position for the same duration.

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This study examines the relationships between work stress (X1), workload (X2), employment status (X3), and employee productivity (Y), moderated by emotional intelligence (M). The following discussion interprets key findings and aligns them with relevant theories and previous research.

## **The Effect of Work Stress on Employee Productivity**

The results indicate that work stress has a significant negative impact on employee productivity. This finding aligns with the **Transactional Model of Stress and Coping** (Lazarus & Folkman, 1984), which explains that stress arises when job demands exceed available resources. High work stress reduces concentration, increases anxiety, and causes fatigue, ultimately lowering performance. These results are also supported by **Karim (2022)** and **Angkasa et al. (2021)**, as well as the **Conservation of Resources (COR) Theory** (Hobfoll, 1989), which suggests that resource depletion due to stress diminishes employees' ability to remain productive.

## **The Effect of Workload on Employee Productivity**

Workload negatively affects productivity, though with a smaller effect than work stress (path coefficient = -0.12, p-value < 0.003). This supports the **Job Demand-Control Model** (Karasek, 1979), which states that high job demands with low control increase stress and reduce performance. Similarly, **Demerouti et al. (2001)** found that excessive workload leads to burnout, further decreasing productivity. Employees facing complex tasks and tight deadlines experience higher stress levels, impacting their overall efficiency.

## **The Effect of Employment Status on Employee Productivity**

Employment status has a significant positive effect on productivity (path coefficient = 0.51, p-value < 0.001). This aligns with **Herzberg's Two-Factor Theory** (Herzberg et al., 1959), which emphasizes that job security and recognition enhance motivation and performance. Employees with permanent positions tend to exhibit higher commitment and productivity due to greater job security. These findings are also consistent with **Hariani & Lutfi (2023)** and **Sinurat et al. (2023)**, which highlight the role of job stability in increasing motivation and work performance.

## **The Moderating Role of Emotional Intelligence**

- **Moderating Effect on Work Stress and Productivity:** Emotional intelligence significantly moderates the relationship between work stress and productivity (path coefficient = -0.325, p-value < 0.001). Employees with higher emotional intelligence can manage stress better, reducing its negative impact on performance.
- **Moderating Effect on Workload and Productivity:** Emotional intelligence also moderates the effect of workload on productivity (path coefficient = -0.427, p-value < 0.001). Employees with high emotional intelligence are better at handling workload pressures, maintaining productivity despite high demands. Conversely, those with low emotional intelligence struggle to manage workload effectively, leading to decreased productivity.
- **Moderating Effect on Employment Status and Productivity:** Unlike work stress and workload, emotional intelligence does not significantly moderate the relationship between employment status and productivity (path coefficient = -0.030, p-value = 0.313). This suggests that employment status directly influences productivity, regardless of emotional intelligence levels. Factors such as compensation, job responsibilities, and intrinsic motivation may play a more dominant role in shaping productivity outcomes.

The findings emphasize the detrimental effects of work stress and workload on productivity, highlighting the importance of emotional intelligence as a moderating factor. Employees with higher emotional intelligence demonstrate resilience, mitigating the negative impacts of stress and workload. However, employment status exerts a direct influence on productivity, independent of emotional

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intelligence. These insights reinforce the significance of emotional intelligence in enhancing employee performance, particularly in high-stress environments.

## CONCLUSION

This study confirms that work stress and workload negatively impact employee productivity, while employment status has a positive effect. Employees experiencing high stress and workload tend to have lower productivity, whereas job security enhances performance. Emotional intelligence moderates the negative effects of work stress and workload on productivity, allowing employees with high emotional intelligence to manage work pressures more effectively. However, it does not significantly influence the relationship between employment status and productivity.

From a theoretical perspective, this research contributes to human resource management studies by reinforcing the role of emotional intelligence in mitigating workplace stress and workload. Practically, organizations should implement stress management strategies, optimize workload distribution, and provide job security to enhance productivity. Emotional intelligence training can also help employees develop resilience against workplace stressors.

This study has limitations, including its focus on a single geographical area and its cross-sectional design, which restrict causal inferences. Future research should explore these relationships in different industries and regions, incorporate additional variables such as leadership style and organizational culture, and consider longitudinal methods to gain deeper insights into productivity dynamics.

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