Occupational Stress as Mediator of Relationship between Workload, Emotional Intelligence and Teacher’s Performance in Probolinggo Regency

Ngatimun
University of Panca Marga Probolinggo
imun_bp@upm.ac.id

Titik Musriati
University of Panca Marga Probolinggo
titikupm@gmail.com

Judi Suharsono
University of Panca Marga Probolinggo
judisuharsono@gmail.com

Sulis Dyah Candra
University of Panca Marga Probolinggo
sulis.d.candra@gmail.com

ABSTRACT
This research investigates occupational stress as mediator of relationship between workload, emotional intelligence and performance of teachers in Probolinggo regency. A number of 198 teachers from both public and private secondary school in the regency were randomly selected. Data collected using questionnaires and analyzed using Structural Equation Modelling (SEM). The analysis on the validity of workload, emotional intelligence, occupational stress and performance instrument gives result above 0.139 (r_table). This tells that all instruments are valid while the reliabilities based on the analysis result in Alpha coefficient of 0.6, which is reliable. The results showed that both workload and emotional intelligence significantly influence work stress and teacher performance, and work stress is able to mediate the effect of workload and emotional intelligence on teacher performance.

Keywords: occupational stress, workload, emotional intelligence, performance

I. INTRODUCTION
Education sector plays an important role to provide training, knowledge and skill to achieve the goal of economic growth and sustainable human development. The benefits of a good education are numerous; it has direct impacts and offers knowledge and power to individuals, family and society in general.

Education has a positive impact on the development of a country. An educated society can eradicate poverty, illiteracy and unemployment, and help in the improvement of the health care standards, and the national productivity. The contribution of education in development process is evident and easily recognized.

Many studies show that investments in education generate benefits for people, similar to those of the physical capital investments. Due to its important role in the development of human capital, more attention should be given on teachers as they play crucial roles in teaching processes.
Teaching has long been recognized as one potentially frustrating and stressful occupations. Some common aspects of school life that cause stress for teachers include teaching pupils who lack motivation, maintaining discipline in the classroom, confronting general time pressures and workloads demands, being evaluated by supervisors, having difficult relationships with colleagues, administration or management; and being exposed to generally poor work conditions (Kyriacou, 2001). Thus, occupational stress is a significant problem within teaching (Johnson et al, 2005).

High-levels of occupational stress have been linked to reductions in teacher wellbeing, teacher attrition and poor teacher health. Furthermore, high-levels of occupational stress can negatively affect job performance. The experience of teacher stress is the result of the teacher’s cognitive, evaluative and motivational processes in response to an external threat. As teachers are an important component in achieving educational goals, the present of stress among them needs exploration.

The theme of this article surrounds issues of occupational stress, workloads, emotional intelligence, and performance of teachers. More specifically, the study is involved with the investigation of occupational stress as a mediator of the relationship between workload, emotional intelligence and teachers’ performance. Through an exploratory quantitative research, this study used a case study approach with structured interviews. There has been a lack of information regarding the impact of workload and emotional intelligence on occupational stress and performance of teachers in Probolinggo regency.

Probolinggo regency was selected as a case study as the performance of education in this regency is among the lowest at East Java Province. This study will address the following research problems: (1) what are the effects of workload and emotional intelligence on occupational stress among teachers in Probolinggo regency? (2) What are the impacts of workload and emotional intelligence on job performance of teachers in Probolinggo regency? (3) What is the relationship of teachers’ stress and performance in Probolinggo regency? (4) How do occupational stress mediate the relationship between teaching workload, emotional intelligence and teachers’ performance in Probolinggo regency?

II. LITERATURE REVIEW

Performance is an output or how successful one did the work in comparison with standard at certain time (Bernardin and Russel, 2003), (Byars and Rue, 1991), (Gaol, 2014) and (Dessler, 1999). Performance is a function of ability and motivation. Mathis and Jackson (2012) explain that performance is what an employee do and do not. Teachers’ performance that manifests in both quantity and quality of job output is a function of skills, experience and competence based on assigned responsibilities (Dharma, 2005). According Mathis and Jackson (2006), (Dharma, 2005) and (Wibowo, 2010) in evaluating one’s performance, three indicators can be used: 1) output quality such as precision, skill, thoroughness, understanding and mastering of task, independency, reliability and capability of utilizing tools; 2) output quantity such as
ability to complete job assigned; 3) punctuality (in achieving target, attendance, break times).

Stress, in a workplace setting, can be the result of a mismatch between expectations, resources, capability and values about the work. Stress can arise because of an individual's imbalances between individual characteristic and work demand and environment, and that stress is perceived as threat and subjectively influences individual well-being (Frasser, 1992), (Handoko, 2009).

Stress posits that it is a dynamic process, occurring when individuals interact with their environments, how much control one has over the demands they face and their resources available to meet the demand. Stress is a feeling of being under too much mental or emotional pressure and a perception of threat, with resulting anxiety, discomfort, emotional tension and difficulty in adjustment.

Occupational stress can have negative effects on organization such as decreased job satisfaction, absenteeism, staff turnover, morale, commitment, loyalty and the general productivity of the organization (Rulestari and Eryanto, 2013). Occupational stress involves negative feelings and thoughts that can further result in physical, mental or behavioral dysfunction. The experience of stress can affect the way individuals feel, think and behave through changes in physiological function. Physiologically, stress manifests as heartbeat, shallow breath, increased blood pressure and migraine. Psychologically stress manifests as boredom, reduced feelings of personal accomplishment, anxiety, anger and procrastination. Behaviorally stress manifest as symptoms of low productivity, increased turnover and absenteeism, restlessness, emotional outbursts, lethargy, loss of appetite, and sleep disorders. Working condition that causes occupational stress can be grouped into two on-the-job and off-the-job (Handoko, 2009).

Workload refers to quantity and quality of job output required to complete by an employee on normal working hour within certain time frame (Wefald, et al, 2008), (Jex et al., 1992) and (Heizer and Render, 1996). Heizer and Render (1996) contend that workload can be differentiated into two categories: quantitative workload and qualitative workload. One employee may perceive workload differently. However, an overload workload could have negative impacts on teachers such as feeling bored and loss of interest in the job (Mas'ud, 2002), (Irwady, 2007). Low to moderate levels of workload are associated with acceptable levels of performance, whereas high levels of workload or demand that cannot be effective by teacher are associated with degraded levels of performance.

Emotional intelligence is one’s ability to recognize their own, and other people’s emotions so that they can motivate themselves, managing emotion and having good relationship (Goleman, 2016), (Agustian, 2009), (Bachman at al, 1997). Emotion is reaction on external as well as internal stimulations. In addition, it has been found that emotional intelligence contributes to a variety of life successes. Teachers who possess emotional intelligence are capable of motivating themselves, positively convey their emotion and open-minded and have necessary skills to build social relationship. According to Goleman (2016), three measurement of one’s emotional intelligence
are Self Management, Social Awareness and Relationship Management

![Figure 1: Structural Equation Model](image-url)

**Note:**
(2) Triana, Rahmi, and Putra (2015), Steven and Sahrah (2019), Abdillah and Rahmat (2017)
(3) Said (2015), Bachmid, Ogi and Sumarauw (2017),

**Hypothesis**
The hypothesis of this study are: 1) workload has positive impact on occupational stress, while emotional intelligence have negative impact occupational stress; 2) workload has negative impact on job performance, while emotional intelligence has positive influence on teachers’ performance; 3) occupational stress has negative effects on teachers’ performance; 4) occupational stress mediates the relationship between workload and intelligence emotional, and teachers’ performance.

**III. RESEARCH METHOD**
This study will assess occupational stress as mediator of the relationship between workload, emotional intelligence and teachers’ performance. Exploratory approach was adopted for the study. Respondents were teachers from both public and private secondary school in Probolinggo regency. Based on Cochran (1970), 198 teachers were selected using simple random sampling from 4,176 teachers.

Data collected using questionnaires. Data was verified for their validity and reliability, and analyzed using Structural Equation Modelling (SEM). SEM was used in an effort to find variables that constructed by observed and directly measured indicators. Furthermore, SEM is meant to investigate any causal connections that may exist among latent variables (Ferdinand, 2002).

**IV. RESULTS AND DISCUSSION**
Workload, emotional intelligence, occupational stress and performance contracts are valid and reliable as they exceed the respective common acceptance levels of 0.139 and 0.6 respectively (Azwar, 2000). Table 1 displays loading factors for each construct.

<table>
<thead>
<tr>
<th>Table 1: Loading Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
</tr>
</tbody>
</table>

107
Quantitative Workload  0.96  Physiological Stress  0.91
Qualitative Workload  0.95  Psychological Stress  0.93  Behavior Stress  0.94
Emotional Intelligence  

<table>
<thead>
<tr>
<th>Construct</th>
<th>Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Management</td>
<td>0.83</td>
</tr>
<tr>
<td>Social Awareness</td>
<td>0.90</td>
</tr>
<tr>
<td>Relationship Management</td>
<td>0.88</td>
</tr>
</tbody>
</table>

Table 2 shows **Goodness of Fit** test. The table shows that the model fit well the sample as it meets two requirements of model fit (Sanusi, 2011).

### Table 2. Goodness of Fit Indices Evaluation

<table>
<thead>
<tr>
<th>Goodness of fit index</th>
<th>Cut-off Value</th>
<th>Result Model</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$– Chi-square</td>
<td>lower than</td>
<td>Model</td>
<td>Goodness</td>
</tr>
<tr>
<td>Sign.Probability</td>
<td>&lt; 0.05</td>
<td>0.016</td>
<td>Goodness</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>$\leq$ 2.00</td>
<td>1.552</td>
<td>Goodness</td>
</tr>
<tr>
<td>GFI</td>
<td>$\geq$ 0.90</td>
<td>0.948</td>
<td>Goodness</td>
</tr>
<tr>
<td>AGFI</td>
<td>$\geq$ 0.90</td>
<td>0.909</td>
<td>Goodness</td>
</tr>
<tr>
<td>TLI</td>
<td>$\geq$ 0.95</td>
<td>0.983</td>
<td>Goodness</td>
</tr>
<tr>
<td>CFI</td>
<td>$\geq$ 0.95</td>
<td>0.988</td>
<td>Goodness</td>
</tr>
<tr>
<td>RMSEA</td>
<td>$\leq$ 0.08</td>
<td>0.054</td>
<td>Goodness</td>
</tr>
</tbody>
</table>

Source: Author 2018 (data processed)

As the model fits well the sample, hypothesis test can be performed by inspecting C.R. (critical ratio) of the AMOS output (Table 3).
Hypothesis 4 whether occupational stress mediates the relationship between workload, emotional intelligence and teachers’ performance. The analysis is displayed on Table 4.

**Table 4 The Direct and Indirect Effect of Workload, Job Stress, and Emotional Intelligence on Teachers’ Performance**

<table>
<thead>
<tr>
<th>Effect</th>
<th>To The</th>
<th>Directly</th>
<th>Intervening</th>
<th>Indirectly</th>
<th>Σ</th>
</tr>
</thead>
<tbody>
<tr>
<td>workload</td>
<td>Occupational stress</td>
<td>0.058</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Occupational stress</td>
<td>-0.370</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>workload</td>
<td>Performance</td>
<td>-0.098</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Performance</td>
<td>0.507</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Occupational stress</td>
<td>Performance</td>
<td>-0.155</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>workload</td>
<td>Performance</td>
<td>-0.098</td>
<td>Occupationa l stress</td>
<td>-0.008</td>
<td>-0.107</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Performance</td>
<td>0.507</td>
<td>Occupationa l stress</td>
<td>0.057</td>
<td>0.564</td>
</tr>
</tbody>
</table>

Source: Author 2018 (processed)

The indirect effect of workload on teachers’ performance equals -0.009=(0.058 x -0.155), while total effect of workload on performance is -0.107={(-0.098)+(-0.009)}. This results show that the total effect is bigger than direct effect. This also shows that occupational stress mediates workload on teacher’s performance.

The indirect effect of emotional intelligence on teachers’ performance stands at 0.057 = (-0.370x-0.155), while total effect equals - 0.564 ={(0.507)+(0.057)}. This results show that total effect is bigger that direct effect. Therefore, occupational stress is able to mediate the relationship between emotional intelligence and teacher’s performance.

---

**Table 3 Regression Weights**

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational stress</td>
<td></td>
<td>0.058</td>
<td></td>
<td>0.043</td>
</tr>
<tr>
<td>← workload</td>
<td></td>
<td>0.080</td>
<td></td>
<td>0.702</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td>-0.370</td>
<td></td>
<td>0.101</td>
</tr>
<tr>
<td>← Emotional intelligence</td>
<td></td>
<td>-3.681</td>
<td>***</td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td>-0.098</td>
<td></td>
<td>0.049</td>
</tr>
<tr>
<td>← workload</td>
<td></td>
<td>-2.008</td>
<td></td>
<td>0.045</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td>0.507</td>
<td></td>
<td>7.249</td>
</tr>
<tr>
<td>← Emotional intelligence</td>
<td></td>
<td>***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td>-0.155</td>
<td></td>
<td>0.049</td>
</tr>
<tr>
<td>← Occupational stress</td>
<td></td>
<td>-3.199</td>
<td></td>
<td>0.001</td>
</tr>
</tbody>
</table>

Source: Author 2018 (data processed)

---

**a. Hypothesis 1**

Table 3 shows that workload has positive significant impact on occupational stress with p = 0.043(<0.05) and regression weights 0.058. Thus, hypothesis 1 is accepted. Emotional intelligence has negative significant impact on occupational stress with p= 0.000 (<0.05) and regression weights equal -0.370. Thus, H₁ is accepted.

**b. Hypotheses 2**

Table 3 shows that workload has negative significant effect on teacher performance with p = 0.045(<0.05) and regression weights -0.098. Thus, hypothesis is accepted. Emotional intelligence has positive significant impact on teacher performance with p= 0.000 (<0.05) and regression weights equal 0.507. This finding revealed that H₂ is supported.

**c. Hypotheses 3**

Table 3 indicates that occupational stress has positive impact on teacher performance. Occupational stress has negative significant impact on teacher performance with p= 0.001 (<0.05) and regression weights equal -0.155. This finding revealed that H₃ is supported.

**d. Hypotheses 4**
Discussion

Workload has a positive influence on occupational stress. Hence, high levels of workload will cause stress among teachers, which finally affects performance. However, emotional intelligence has a negative influence on occupational stress, the higher the level of emotional intelligence the lower the level of stress among teachers.

The main contributor factor to occupational stress is workload, with quantitative workload as the most appreciated by teachers. The pressures of workload on teachers can cause imbalances that lead to occupational stress among teachers. This result is in line with other research conducted by Triana, Rahmi, and Putra (2015), Fahamsyah (2017), Rizky and Afrianty (2018), Hatmawan (2015), Elyani and Ernawati (2016) where they concluded that workload has negative effect on occupational stress.

This result also supports Heizer and Render (1996). Emotional intelligence will determine how one manages and controls as well as understands oneself. With such self-control, a teacher will match his/her ability with demanding job. This result also support previous research by Triana et al (2015), Steven and Sahrah (2019), An Dewi et al (2016) Abdillah and Rahmat (2017). They reached a conclusion that emotional intelligence has negative effect on occupational stress.


Workload has negative influence on teachers’ performance in Probolinggo regency. The appreciated stress among teachers is behavioural stress. The manifested behavioural stress includes lethargic, less motivated to teach and sleeping disorder. Teaching is the main task of teacher. With teachers less motivated and unenergetic during the teaching, they tend to finish the class sooner than scheduled. This reflects teachers do not achieve the intended performance. This results accord with Puspitasiari and Mangkunegara (2015), Hidayati et al. (2014), Amelia. (2015), Astianto and Suprihadi (2014), Bachmid et al (2017), Ahmad et al (2019). They contended that occupational stress influenced performance.

Occupational stress caused by workload and emotional intelligence can mediate the relationship between workload, emotional intelligence and performance. To what extent the effect of workload and
emotional intelligence on performance depends on the dynamic of one teacher in dealing with job demands, reacting to opportunities or constraints related to wants and the level of emotional intelligence a teacher has. In summary, occupational stress is mediator the relationship between workload, emotional intelligence and performance.

V. CONCLUSION AND RECOMMENDATIONS

Workload and emotional intelligence influence both occupational stress and teachers’ performance. Occupational stress also negatively influence performance. Occupational stress is able to mediate the influences of workload and emotional intelligence on teachers’ performance in Probolinggo regency. The causal relationships between performances, the influence of emotional intelligence on occupational stress and the influence of workload on performance are negative. By judging carefully the big impact of quantitative workload on occupational stress that decreases performance, it is advisable that the corresponding institutions to evaluate the workload of teachers. This deems necessary to optimize teachers’ performance. If workload matches with abilities, teachers could assist in achieving school goals and targets.

References


Azwar, S., 2000, Reliabilitas dan Validitas, Yogyakarta: Pustaka Pelajar


Goleman, Andiel, 2016, *Emotional Intelligence*, PT. Gramedia Pustaka Utama, Jakarta


Madris, 2009, Analisa Pengaruh bebankerja PNS dan Reward PNS terhadap Kinerja Dosen Perguruan Tinggi
Negeri, Jurnal Ilmu-ilmu Sosial Seri Ekonomi Pembangunan, Vol6, No,1
Mas'ud, Fuad, 2002, 40 Mitos Manajemen Sumber Daya Manusia: Penerbit Universitas Diponegoro, Semarang
Rizky, Denizia dan Afrianty, Tri Wulida, 2018, Pengaruh Beban Kerja Terhadap Stres Kerja Dengan Work Life Balance Sebagai Variabel Intervening, Jurnal Administrasi Bisnis (Jab) Vol. 61 No. 4
Said, Moh. Nur, 2015, Pengaruh Beban Kerja dan Kompetensi Terhadap Kinerja Pegawai Dengan Komitmen Organisasional Sebagai Moderasi (Studi Pada Sekretariat Daerah Kabupaten Rembang), Jurnal Mahasiswa Pasca Sarjana, Periode dua,
Triana, Kely.,Rahmi,Tuti dan Putra,Yanladila Yeltas ,, 2015, Kontribusi Persepsi Pada Beban Kerja dan Kecerdasan Emosi Terhadap Stres Kerja Guru SMP Yang Tersertifikasi, Jurnal Ilmiah Psikologi Terapan, Vol. 03, No.01