

## THE EFFECT OF EMOTIONAL INTELLIGENCE, WORK STRESS, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT KPKNL DENPASAR



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### Abstract

Employee performance is a key factor in improving the quality of public services, particularly in government institutions that face high workloads and performance targets. KPKNL Denpasar has shown an upward trend in its Organizational Performance Score over the past five years. However, it still ranks lowest compared to similar work units within the DJKN Regional Office of Bali and Nusa Tenggara environment. This condition indicates the presence of internal factors affecting employee performance. This study aims to analyze the influence of emotional intelligence, work stress, and job satisfaction on employee performance at KPKNL Denpasar. The research employs a quantitative approach using a survey method administered to all employees of KPKNL Denpasar. Data were collected through questionnaires and analyzed using multiple linear regression analysis. The results indicate that emotional intelligence and job satisfaction have a positive and significant effect on employee performance, while work stress has a negative and significant effect on employee performance. Simultaneously, emotional intelligence, work stress, and job satisfaction significantly influence employee performance. These findings affirm the importance of managing emotional aspects, work stress, and job satisfaction in efforts to enhance employee performance within government institutions.

**Keywords:** Emotional Intelligence, Work Stress, Job Satisfaction, Employee Performance, Public Sector

## INTRODUCTION

Employee performance is one of the main indicators of success for public sector organizations in delivering effective, efficient, and accountable services to the public. In the governmental context, employee performance is not only oriented toward achieving administrative targets but also toward the quality of public services that directly impact public trust. Therefore, improving employee performance is a strategic issue that requires serious attention.

KPKNL Denpasar, as a vertical unit of the Directorate General of State Assets, plays an important role in managing state assets, state receivables, valuation, and auction services. Although KPKNL Denpasar generally shows an upward trend in its Organizational Performance Score during the 2020–2024 period, this unit still records the lowest average performance score compared to other units within the Directorate General of State Assets. This condition indicates a gap between actual performance achievements and expected performance.

Various internal factors are suspected to influence employee performance at KPKNL Denpasar. One of these is emotional intelligence, which plays an important role in helping employees manage emotions, adapt to work pressure, and build effective working relationships with colleagues and stakeholders. In a complex and dynamic public service environment, emotional intelligence has become a critical competency for maintaining performance quality.

In addition, work stress is also an inseparable phenomenon in the daily activities of KPKNL Denpasar employees, given the high workload, pressure to achieve targets, and service complexity. Poorly managed work stress has the potential to reduce employee performance, both physically and psychologically. On the other hand, job satisfaction also plays a role in encouraging employees to work optimally. Factors such as working conditions, interpersonal relationships, and the availability of work facilities can influence employees' level of job satisfaction.

Previous research has shown inconsistent findings regarding the influence of emotional intelligence, work stress, and job satisfaction on employee performance. Some studies have found significant effects, while others have reported insignificant or even contradictory results. This inconsistency indicates the presence of a research gap that requires further investigation, particularly in the context of public sector organizations with high workloads, such as KPKNL Denpasar.

Based on these conditions, this study aims to analyze the influence of emotional intelligence, work stress, and job satisfaction on employee performance at KPKNL Denpasar. The research findings are expected to provide empirical contributions to human resource management development in the public sector and serve as a basis for leadership consideration in formulating strategies for sustainable employee performance improvement.

## REVIEW OF LITERATURE

Emotional intelligence is an individual's ability to recognize, understand, and manage one's own emotions as well as the emotions of others effectively in various work situations. According to Goleman (2016), emotional intelligence is the ability to motivate oneself, manage emotions, demonstrate empathy, and build good social relationships. In this study,

emotional intelligence is defined as the ability of employees of KPKNL Denpasar to control their emotions, show empathy, and establish harmonious working relationships to support task execution. The indicators of emotional intelligence used include self-awareness, self-regulation, self-motivation, empathy, and social skills, which reflect employees' emotional maturity in the work environment.

Work stress is a condition of tension experienced by individuals due to an imbalance between job demands and their capabilities. According to Afandi (2018), work stress is a condition that affects a person's emotions, thought processes, and physical condition as a result of work pressure. Telagawathi et al. (2020) define work stress as a condition in which an individual feels pressured due to the inability to complete tasks assigned by the company. In this study, work stress is defined as the level of psychological pressure perceived by employees of KPKNL Denpasar in carrying out their duties and responsibilities. The indicators of work stress used include task demands, role demands, interpersonal demands, organizational structure, and leadership, which describe the sources of work pressure within the organization. Suarmanayasa et al. (2024) states that work which excessively drains time, energy, and mental capacity can lead to stress and become one of the factors that prevent employees from performing their tasks optimally.

Job satisfaction is a positive feeling employees have toward their work as a result of evaluating various aspects of the job. According to Mangkunegara (2021), job satisfaction is a feeling of pleasure or displeasure experienced by employees toward their work. In this study, job satisfaction is defined as the level of comfort and happiness of employees of KPKNL Denpasar with their work and work environment. Heryanda et al. (2021) state that the factors influencing job satisfaction include job characteristics, individual characteristics, social factors, and work-family conflict. Rahmawati et al. (2021) explains that employees experience enjoyment at work when they find a good fit with their job; when they feel satisfied, they tend to perform at their maximum level.

Employee performance is the work outcome achieved by an individual in carrying out tasks in accordance with the responsibilities assigned. According to Mangkunegara (2021), performance is the result of work in terms of quality and quantity achieved by an employee in performing their duties. Irwansyah et al. (2025) state that employee performance encompasses several aspects that require attention, including work quality, quantity, timeliness, effectiveness, and independence in carrying out primary duties and responsibilities. In this study, employee performance is defined as the level of work achievement of employees of KPKNL Denpasar in supporting organizational objectives. The indicators of employee performance include work quality, work quantity, responsibility, cooperation, and initiative, which indicate employees' effectiveness in delivering public services.

Emotional intelligence plays an important role in improving employee performance, especially in public sector organizations that require strong interaction and emotional control. Suwandewi & Trianasari (2022) state that emotional intelligence is the ability to recognize one's own feelings and those of others, motivate oneself, and manage emotions effectively within oneself. Employees with high emotional intelligence are able to manage work pressure, adapt to change, and maintain positive working relationships. These abilities help employees work more focused, carefully, and responsibly, thereby contributing to overall performance improvement.

Work stress has the potential to affect employee performance, either positively or negatively, depending on the level of stress experienced. Stress at a certain level can encourage employees to perform more optimally; however, excessive stress can reduce concentration and work productivity. Therefore, proper management of work stress is important so that job pressure does not develop into distress that can hinder employee performance. Suarmanayasa et al. (2024) state that work which excessively drains time, energy, and mental capacity can cause stress and may prevent employees from performing their tasks optimally.

Job satisfaction is a psychological factor that has a direct influence on employee performance. Heryanda et al. (2021) defines job satisfaction as a set of employees' feelings, whether pleasant or unpleasant, toward the work they encounter. Heryanda & Sumerdana (2021) states that employees who derive greater enjoyment and satisfaction from their work tend to prioritize their job over compensation, even though compensation remains an important factor. Rahmawati et al. (2021) states that employees experience a sense of enjoyment at work when they find compatibility with their job; when employees feel satisfied, they tend to perform their work optimally.

## RESEARCH METHOD

This study employs a quantitative approach with a survey method aimed at analyzing the effect of emotional intelligence, work stress, and job satisfaction on employee performance at KPKNL Denpasar. The quantitative approach was selected because it enables objective and measurable testing of relationships among variables through statistical analysis. The research population consists of all employees of KPKNL Denpasar, and given the relatively limited population size, a census sampling technique was used. All population members served as research respondents.

Research data were collected through a structured questionnaire developed based on indicators of each research variable: emotional intelligence, work stress, job satisfaction, and employee performance. Each indicator was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to obtain a quantitative representation of respondents' perceptions. Prior to analysis, the research instrument was tested for validity and reliability to ensure that each statement effectively measured the intended variable and produced consistent data.

The collected data were then analyzed using multiple linear regression analysis with the assistance of SPSS software to determine the influence of independent variables on the dependent variable, both partially and simultaneously. Prior to hypothesis testing, the regression model was first tested through classical assumption tests, including normality test, multicollinearity test, and heteroscedasticity test, to ensure that the data met the requirements for regression analysis. Hypothesis testing was conducted using a t-test to examine the effect of each independent variable on employee performance and an F-test to determine the simultaneous effect of emotional intelligence, work stress, and job satisfaction on employee performance.

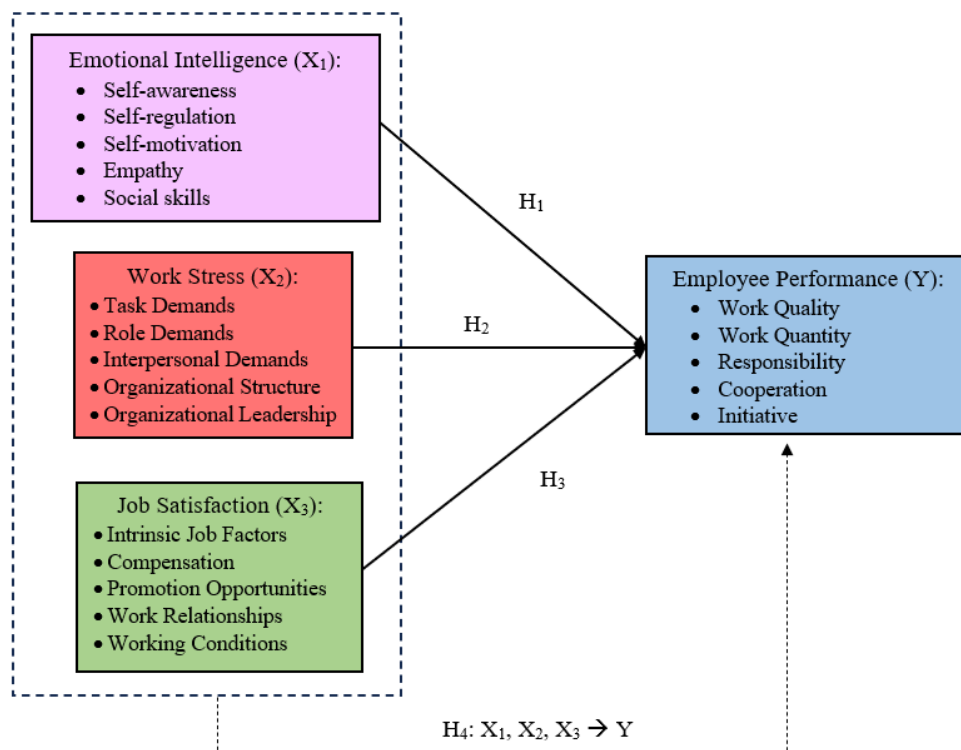
### Research Hypotheses

This study aims to analyze the influence of emotional intelligence, work stress, and job satisfaction on employee performance at KPKNL Denpasar. Based on literature review and previous research, the hypotheses proposed in this study are as follows:

- Hypothesis 1 (H<sub>1</sub>): Emotional intelligence has a positive effect on employee performance at KPKNL Denpasar.
- Hypothesis 2 (H<sub>2</sub>): Work stress has a negative effect on employee performance at KPKNL Denpasar.
- Hypothesis 3 (H<sub>3</sub>): Job satisfaction has a positive effect on employee performance at KPKNL Denpasar.
- Hypothesis 4 (H<sub>4</sub>): Emotional intelligence, work stress, and job satisfaction simultaneously influence employee performance at KPKNL Denpasar.

### Research Model

This research model illustrates the relationship between the independent variables (emotional intelligence, work stress, and job satisfaction) and the dependent variable (employee performance). The model can be described as follows:



This research framework is based on the assumption that three independent variables, namely emotional intelligence (X<sub>1</sub>), work stress (X<sub>2</sub>), and job satisfaction (X<sub>3</sub>), influence the dependent variable, namely employee performance (Y), at KPKNL Denpasar. In this study, employee performance refers to Mangkunegara's (2021) definition, which states that performance is the work results achieved by an individual, both in terms of quality and quantity, in carrying out tasks in accordance with assigned responsibilities. Employee

performance is measured through indicators including work quality, work quantity, responsibility, cooperation, and initiative, which reflect the extent to which employees are able to perform their duties to support the achievement of organizational objectives.

Emotional intelligence as the first independent variable refers to an individual's ability to recognize, understand, and manage their own emotions and those of others, motivate themselves, and build positive social relationships (Goleman, 2016). Employees with good emotional intelligence tend to be capable of managing work pressure and maintaining harmonious working relationships; therefore, it is expected to have a positive effect on performance. Work stress as the second independent variable is defined as a state of tension that affects a person's emotions, thoughts, and physical condition (Afandi, 2018), with indicators including task demands, role demands, interpersonal demands, and organizational structure. A high level of work stress is predicted to have a negative effect on employee performance because it can reduce effectiveness and work enthusiasm. Furthermore, job satisfaction as the third independent variable relates to an individual's level of comfort and happiness with their work (Mangkunegara, 2021), measured through indicators including the work itself, compensation, promotion opportunities, working relationships, and working conditions. Employees with high levels of job satisfaction tend to demonstrate better commitment and loyalty; thus, job satisfaction is expected to have a positive effect on employee performance. Based on this explanation, the following hypotheses are formulated: emotional intelligence has a positive effect on employee performance (H1), work stress has a negative effect on employee performance (H2), job satisfaction has a positive effect on employee performance (H3), and these three variables simultaneously influence employee performance (H4).

## RESULTS AND DISCUSSION

The following are the research results obtained from SPSS analysis:

**Table 1.**  
**Regression Analysis**  
**ANOVA<sup>a</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	0,695	3	0,232	10,622	<0,001B
	Residuals	0,786	36	0,022		
	Total	1,481	39			

a. Dependent Variable: Total\_Y

b. Predictors: (Constant), Total\_X3, Total\_X1, Total\_X2

Source: Data processed (2025)

**Table 2.**  
**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2,905	0,375		7,756	<0,001
	Total_X1	0,273	0,078	0,488	3,504	0,001
	Total_X2	-0,021	0,031	-0,082	-0,673	0,506
	Total_X3	0,160	0,76	0,294	2,112	0,042

a. Dependent Variable: Total\_Y

Source: Data processed (2025)

**Table 3.**  
**Correlation Coefficient and Determination Coefficient Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,685 <sup>a</sup>	0,470	0,425	0,14772

a. Predictors: (Constant), Total\_X3, Total\_X1, Total\_X2

b. Dependent Variable: Total\_Y

Source: Data processed (2025)

### T Test

The t-test results indicate that the emotional intelligence variable has a t-value of 3.504 with a significance level of 0.001, which is smaller than 0.05. As a result, the first hypothesis is accepted. These findings demonstrate that emotional intelligence has a positive and significant effect on employee performance at KPKNL Denpasar. This means that the better employees' abilities to recognize and manage their own emotions, motivate themselves, demonstrate empathy, and build positive social relationships, the more optimal their performance in carrying out tasks. Emotional intelligence enables employees to remain emotionally stable when facing work pressure, maintain the quality of interactions with colleagues and service users, and enhance overall work effectiveness.

In contrast to emotional intelligence, the t-test results for the work stress variable show a t-value of -0.673 with a significance level of 0.506, which is greater than 0.05; therefore, the second hypothesis is rejected. This indicates that work stress has a negative but insignificant effect on employee performance at KPKNL Denpasar. Directionally, an increase in work stress does tend to reduce performance. However, the effect is not sufficiently strong to produce a tangible impact. This condition suggests that the level of stress experienced by employees remains within manageable limits, supported by employees' adaptive capabilities, a relatively conducive work environment, and support from colleagues and superiors. As a result, work pressure does not directly reduce work effectiveness and productivity.

Meanwhile, the job satisfaction variable shows a t-value of 2.112 with a significance level of 0.042, which is smaller than 0.05, therefore, the third hypothesis is accepted. These findings prove that job satisfaction has a positive and significant effect on employee performance at KPKNL Denpasar. Employees who feel satisfied with aspects of their work,

compensation, development opportunities, working relationships, and supportive working conditions tend to have higher motivation and commitment in completing their tasks. Job satisfaction creates a positive work attitude and encourages employees to deliver their best performance, thereby contributing directly to the improvement of public service quality and the achievement of organizational goals.

### **F Test**

Based on the data analysis results, an F-value of 10.622 was obtained with a significance level of 0.001, which is smaller than 0.05. As a result, the fourth hypothesis is accepted. These findings indicate that emotional intelligence, work stress, and job satisfaction simultaneously have a significant effect on employee performance at KPKNL Denpasar. This means that employee performance is not determined by a single isolated factor, but rather results from the interaction of an individual's ability to manage emotions, the level of work pressure experienced, and the level of satisfaction with work and the work environment. These three variables together shape employees' psychological conditions that support work effectiveness, task completion accuracy, and public service quality. Therefore, improving employee performance at KPKNL Denpasar requires a comprehensive and sustainable human resource management approach that integrally addresses emotional intelligence development, work stress management, and job satisfaction enhancement.

### **The Effect of Emotional Intelligence on Employee Performance at KPKNL Denpasar**

The research results indicate that emotional intelligence has a positive and significant effect on employee performance at KPKNL Denpasar. These findings suggest that employees' ability to recognize, regulate, and appropriately utilize emotions plays an important role in enhancing work effectiveness. Indicators of emotional intelligence, such as self-awareness, self-regulation, self-motivation, empathy, and social skills, fall within the high category, indicating that employees are capable of maintaining emotional stability when facing job demands, service interactions, and responsibilities related to data accuracy and precision.

Strong self-awareness and self-regulation abilities help employees manage tasks with discipline and control negative emotions so they do not interfere with work productivity. Strong self-motivation drives sustained work enthusiasm in achieving organizational targets, while empathy and social skills contribute to creating harmonious working relationships with both colleagues and external stakeholders. These conditions support the development of effective collaboration and more humanistic service delivery, particularly in completing tasks that require coordination and teamwork.

These research findings align with Goleman's (2016) view that emotional intelligence is one of the important factors in individual success in the workplace. These results also support research by Prasetyo (2022) and Trianasari et al. (2022), which found that emotional intelligence has a positive effect on employee performance in both the service and public sectors. Employees with high emotional intelligence tend to be more capable of managing stress and enhancing job satisfaction, thereby contributing to the achievement of more optimal performance.

On the other hand, these research findings differ from those of Akbar and Yudianto (2020), who stated that emotional intelligence does not significantly affect employee performance. This discrepancy is suspected to be influenced by differences in organizational context and job demand levels. At KPKNL Denpasar, which requires emotional sensitivity

in public service and the completion of strategic tasks, emotional intelligence has proven to be an important foundation for enhancing work quality, communication, and harmonious working relationships. Organizations need to maintain and develop employees' emotional intelligence through soft skills training, emotion management programs, and service excellence initiatives in order to sustainably increase productivity and the quality of public services.

### **The Effect of Work Stress on Employee Performance at KPKNL Denpasar**

The research results indicate that work stress has a negative but insignificant effect on employee performance at KPKNL Denpasar. These findings suggest that although work stress tends to reduce performance directionally, the effect is not sufficiently strong to produce a tangible impact on overall employee performance. Work stress indicators, including task demands, role demands, interpersonal demands, organizational structure, and leadership, fall within the moderate category, indicating the presence of work pressure but still within tolerable limits.

This insignificant effect of work stress is suspected to be caused by KPKNL Denpasar employees' relatively good ability to adapt to work pressure. The characteristics of work that demand meticulousness and accuracy have become part of daily work routines, so employees are accustomed to facing such demands. In addition, a conducive work environment, harmonious working relationships, and a mutually supportive work culture also play a role in mitigating the potential negative impact of work stress on performance.

These findings align with Robbins and Judge's (2022) theory, which states that work stress will only significantly reduce performance when it reaches the level of distress or excessive pressure that cannot be controlled. Because the work stress level of KPKNL Denpasar employees remains within manageable conditions, its impact on performance does not appear significantly. These research results also support the findings of Parasian and Adiputra (2021), which state that work stress does not always significantly affect performance when supported by a supportive work environment and effective stress management mechanisms.

On the other hand, these research findings differ from those of Wirya et al. (2020) and Telagawathi et al. (2020), who stated that work stress has a negative and significant effect on employee performance, particularly when stress levels fall into the high category. These differing results indicate that organizational context and the level of work pressure serve as important distinguishing factors. Therefore, it can be concluded that work stress has a negative directional relationship with performance but is not significant because employees are able to adapt, receive social support, and work within a stable and structured environment. Nevertheless, stress management still requires attention to ensure that work pressure does not develop into distress that could potentially reduce performance quality in the future.

### **The Effect of Job Satisfaction on Employee Performance at KPKNL Denpasar**

The research results indicate that job satisfaction has a positive and significant effect on employee performance at KPKNL Denpasar. Job satisfaction is formed from employees' positive evaluation of their work, compensation system, development opportunities, working relationships, and working conditions. Descriptive results show that all job satisfaction indicators fall within the high category, particularly in the aspects of working relationships and working conditions, which directly support task execution and public service delivery.

Employees with high levels of job satisfaction tend to demonstrate strong motivation, a positive work attitude, and commitment in achieving organizational performance targets. Harmonious working relationships foster effective collaboration among employees, enabling more efficient coordination in managing state asset documentation and conducting auctions. Furthermore, safe and comfortable working conditions help minimize physical and psychological obstacles, allowing employees to work optimally.

These research findings align with the views of Suryawan and Salsabilla (2022) as well as Suarmanayasa et al. (2021), who state that job satisfaction has a positive influence on employee performance. These results also reinforce the research of Nurrohmat and Lestari (2021), which shows that employees who feel satisfied with their work environment tend to produce better performance in completing tasks. Job satisfaction plays a role in shaping a positive emotional state that encourages employees to work more productively and responsibly.

On the other hand, these research findings differ from those of Yuliana and Fadhli (2023), who showed that job satisfaction can negatively affect performance due to mismatches between expectations and work facilities. However, in the context of KPKNL Denpasar, employees' job satisfaction level is sufficiently strong to drive performance improvement without requiring mediating variables. For that reason, enhancing job satisfaction through fair compensation policies, clear career opportunities, and the creation of a conducive work environment becomes an important strategy for maintaining superior performance and sustainably improving the quality of public services.

#### **The Effect of Emotional Intelligence, Work Stress, and Job Satisfaction on Employee Performance at KPKNL Denpasar**

Simultaneously, this research proves that emotional intelligence, work stress, and job satisfaction collectively have a significant effect on employee performance at KPKNL Denpasar. These findings indicate that achieving optimal performance is not determined by a single factor alone, but rather results from the interaction between employees' ability to manage emotions, well-regulated psychological conditions, and the level of job satisfaction. These three variables collectively shape employees' psychological state, which supports the effective and high-quality execution of public service duties.

These research findings align with Nurdin et al.'s (2023) perspective that performance appraisal in the public sector presents unique challenges, particularly concerning objectivity and the potential for evaluation bias. Furthermore, Islamiyah et al.'s (2021) findings indicate that employee performance has a significant influence on public service quality, where performance improvement correlates directly with enhanced service quality delivered to the public. Therefore, strengthening employees' internal factors becomes key to maintaining and improving the quality of public services.

This study also contributes theoretically by clarifying the inconsistencies in previous studies regarding the influence of emotional intelligence, work stress, and job satisfaction on employee performance. The empirical model produced shows that these three variables have a real and complementary contribution in shaping optimal performance in the public sector work environment. For this reason, KPKNL Denpasar needs to implement employee development strategies that pay attention to psychological aspects as a whole through soft skills training, stress management, supportive communication, and improving employee

welfare to ensure the sustainability of organizational performance improvement and quality of public services.

## CONCLUSION

Based on the data analysis and discussion, it can be concluded that emotional intelligence and job satisfaction have a positive and significant effect on employee performance at KPKNL Denpasar. Employees who are able to manage emotions effectively, maintain motivation, demonstrate empathy, and build positive social relationships tend to exhibit more optimal performance in carrying out public service duties. Furthermore, high levels of job satisfaction regarding work aspects, compensation, promotion opportunities, working relationships, and working conditions encourage employees to work more responsibly, committedly, and productively in supporting the achievement of organizational goals.

On the other hand, work stress shows a negative but insignificant effect on employee performance, indicating that the work pressure experienced by KPKNL Denpasar employees is still at a manageable level and has not had a real impact on work effectiveness. Simultaneously, emotional intelligence, work stress, and job satisfaction were found to have a significant effect on employee performance, confirming that performance is the result of a balance of employees' psychological conditions. Consequently, improving performance requires a comprehensive and sustainable human resource management strategy that takes into account aspects of emotion management, stress control, and increased job satisfaction.

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