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THE EFFECT OF WORK STRESS AND EMOTIONAL INTELLIGENCE ON JOB SATISFACTION AND ITS IMPACT ON THE PERFORMANCE OF NURSES AT PALEMBANG BARI REGIONAL GENERAL HOSPITAL

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ABSTRACT

A hospital is an integral part of a health and social organisation with various functions, particularly in providing services, preventing, and treating diseases in the community. Nurses, as "the caring profession," play a crucial role in providing quality healthcare services in hospitals. Nurses are the most important human resource in hospitals due to their dominant number (55-65%), therefore, attention is needed to ensure nurse performance in carrying out their duties and functions in healthcare services to patients. A nurse's ability to manage emotions will determine the level of stress a nurse feels, which will then affect job satisfaction and ultimately affect their performance. The purpose of this study was to determine the effect of work stress and emotional intelligence on job satisfaction and its impact on nurse performance at Palembang BARI Regional Hospital. This study used a Structural Equation Model (SEM) operated through the Partial Least Square (PLS) programme. The sampling technique in this study employed stratified random sampling with 73 samples. The results of the hypothesis test showed that job stress affects nurse job satisfaction at Palembang BARI Regional Hospital with a statistical  $t$  value of  $3.744 > 1.96$  or  $P$  Value  $0.000 < 0.05$ . Emotional intelligence affects job satisfaction with a statistical  $t$  value of  $5.276 > 1.96$  or  $P$  Value  $0.000 < 0.05$ . Job stress affects nurse performance with a statistical  $t$  value of  $4.443 > 1.96$  or  $P$  Value  $0.000 < 0.05$ . Emotional intelligence influences performance with a  $t$  statistic of  $3.286 > 1.96$  or a  $P$  Value of  $0.001 < 0.05$ . Job satisfaction influences nurse performance with a  $t$  statistic of  $5.409 > 1.96$  or a  $P$  Value of  $0.000 < 0.05$ . The results of this study have implications for managerial policies that can be used as a reference by management in determining the priority scale of what policies should be implemented.

**Keywords:** The Influence of Job Stress; Emotional Intelligence; Job Satisfaction; Nurse Performance

A. INTRODUCTION

Hospitals are an internal part of a health and social organisation and have various functions, particularly in the treatment, prevention and cure of diseases within the community. Nurses are "the caring profession" and play an important role in producing quality health services in hospitals. Nurses are the most important human resources in hospitals because they constitute the majority of the workforce (55-65%), so attention needs to be paid to the performance of nurses in carrying out their duties and functions in providing health services to patients (Elizar, Lubis, & Yuniati, 2020). The implementation of these functions will illustrate the performance of a nurse. According to Naqvi & Siddiqui (2023), performance refers to work activities related to an individual's job, the extent to which a person is able to carry out their job duties efficiently and effectively. An employee is said to have successfully carried out their work or to have good performance if the work results obtained are higher than the performance standards.

The existence of various roles with heavy workloads means that nurses' performance is often still viewed negatively, as evidenced by ongoing complaints from users of health facilities such as hospitals, community health centres and others. The low performance of nurses is one of the problems that must be addressed immediately, because nursing services determine the quality of hospital services. Low performance will result in low service quality and ultimately patients feeling uncomfortable and dissatisfied with hospital services. One of the factors that influence performance is job satisfaction. According to Barasa, et al (2025), job satisfaction

describes a person's feelings of happiness or unhappiness towards their job. This is not as simple as just liking or disliking a job, but encompasses various interrelated aspects. Therefore, it is related to emotional intelligence, where self-control, self-motivation, empathy, and skills are factors that describe a person's emotions.

One factor that influences job satisfaction and performance is a person's ability to respond to a job, which is often reflected in the level of stress experienced at work. According to Fahmi (2016), work stress is a condition that puts pressure on a person's mind beyond their limits, so that if it is left unresolved, it will have an impact on their health. Work stress is a condition in which employees experience feelings of pressure when facing or performing a job. An individual's ability to manage their emotions will determine the level of stress felt by a nurse, which in turn will affect their job satisfaction and ultimately their performance. The better a nurse is at managing their emotions, the lower their work stress and the better their performance. Conversely, the less adept a nurse is at managing their emotions, the higher their stress levels and the lower their performance. *The World Health Organisation* (WHO) reports that more than half of workers in developed countries experience work stress in the workplace. Nearly eleven million people suffer from work-related stress in the United States, and it is said that work-related stress is the most important issue in life. Work-related stress can be linked to mental and physical problems (Rahmayana, et al. 2022).

Heavy workloads also affect the emotional state of nurses. Workloads that involve rotating *shifts*, one of which requires working at night when it should be rest time, and the continued absence of nursing staff in the treatment room can affect emotional state. Emotional condition is greatly influenced by emotional intelligence, which is reflected in a person's ability to monitor and manage emotions when interacting with others (Ilahi, Yeni, & Suroso, 2023).

The performance of nurses at Palembang BARI Regional General Hospital in 2023 and 2024 has exceeded the annual target of 85%, but optimal performance should ideally reach 100%. This is not only a quantitative target in the nursing profession, but also an ethical and professional mandate that is fundamentally related to human safety. Nurses are at the forefront of healthcare services, serving as the link between patients and the healing process. Performance levels below perfection (below 100%) inherently increase the risk of *medical errors*. In the context of nursing, errors include incorrect medication administration, failure to monitor changes in a patient's critical condition, and non-compliance with SPO. 100% performance is also the main defence against lawsuits and complaints from the public. In an era of information transparency and increasing patient awareness of their rights, inadequate service quality can quickly become a legal issue. Achieving maximum performance ensures that nursing documentation is complete, communication with the medical team and patients/patient families is clear and effective, and the implementation of nursing care is based on the latest scientific evidence (*evidence-based practice*). Based on the above description, the author is interested in conducting research on the influence of work stress and emotional intelligence on job satisfaction and its impact on the performance of nurses at the Palembang BARI Regional General Hospital.

## B. Literature Review and Hypotheses

### Nurse Performance

Nurse performance is the activity of implementing authority, duties, and responsibilities in order to achieve the main objectives of the profession and the objectives of the organisational unit (Elizar, Lubis, & Yuniati, 2020). Nurse performance is very important in order to see quality patient care outcomes. Improving patient safety can be achieved by enhancing nursing performance (Gunawan et al., 2019). According to Ariga (2021), nursing service standards are

descriptive statements regarding the desired quality of service to evaluate the nursing care provided to patients. Since 2010, the Indonesian National Nurses Association (PPNI) has formulated nursing practice standards into five standards, namely: nursing assessment, nursing diagnosis, nursing intervention, nursing implementation, and nursing evaluation.

### **Job Satisfaction**

Job satisfaction is what people feel about their work or the emotions they experience at work, their comfort at work or the feelings they experience towards their work (Kalinowska & Marcinowicz, 2020). Individuals compare the ratio of input (effort, time, skills) they give to their work with the output (salary, recognition, promotion) they receive, and compare this ratio with that of their colleagues. If there is a perception of injustice (an unbalanced ratio), dissatisfaction and motivation to restore balance will arise (Contemporary, 2022). According to Nailissaadah & Suharnomo (2022), the assessment of job satisfaction using *the Minnesota Satisfaction Questionnaire* (MSQ) covers two main factors, namely intrinsic satisfaction and extrinsic satisfaction. Intrinsic satisfaction relates to aspects that originate from within the individual and are directly related to the performance of the job itself. Meanwhile, extrinsic satisfaction focuses on external factors that originate from the work environment. Overall, these dimensions provide a comprehensive picture of the level of job satisfaction of employees in an organisation.

### **Work Stress**

According to Asih, et al (2018), work stress is a feeling of pressure experienced by employees in facing their work. Work stress is defined as a dangerous physical and emotional condition that occurs when the work performed is not in line with the abilities, resources and needs of the worker (NIOSH, 2020). According to the theory of Robbins & Judge (2017), work stress arises due to various demands in the work environment. The work stress instrument covers five main dimensions, namely task demands, role demands, interpersonal demands, organisational structure, and leadership.

### **Emotional Intelligence**

According to Suryaningsih, et al (2024), emotional intelligence is the ability to understand one's own emotions and those of others, manage emotions effectively, and use this emotional knowledge to improve quality of life. Emotional intelligence is a person's ability to recognise, understand and manage their own emotions and those of others, including the ability to recognise emotions, understand the causes and effects of emotions, express emotions in a healthy way, and manage emotions in a constructive manner (Yulita, 2018). According to Goleman (2015), high emotional intelligence has significant positive impacts, particularly in professional and social contexts. According to Suryaningsih, et al (2024), measuring emotional intelligence is a process of assessing and measuring a person's ability to recognise, understand, manage, and use emotions effectively in various situations. Emotional intelligence is considered an important factor in determining a person's personal and professional success.

## **B. METHOD**

Research design is a plan or outline that explains the components and activities to be carried out in the research process. Research design is an important initial stage in research and is reflected in the research method. According to Sugiyono (2022), a research method is an approach to obtaining data with specific objectives and uses. Four aspects that need to be considered are scientific methods, data, objectives, and uses. To examine the issues raised in the title, the author will apply a quantitative survey method with a descriptive approach. A survey is a research technique in which data is collected using questionnaires (Haryono, 2017). This research design uses *a causal research design*, which is a design that aims to determine the cause-

and-effect relationship between latent variables (Ghozali, 2021) . The relationships between these variables will be analysed using the *Structural Equation Model (SEM)* , which is operated through the *Partial Least Square (PLS)* programme.

C. RESULTS AND DISCUSSION

Research Findings

Hypothesis Testing

This hypothesis is based on the results of *Partial Least Square (PLS)* analysis by conducting a *Bootstrapping* test using a confidence level of 90% (alpha 10%) and *T-statistic* with *T-table* (1.96). The hypothesis in this study is that if the *T-statistic* value > *T-table*, then the hypothesis is accepted; conversely, if the *T-statistic* value < *T-table*, then the hypothesis is rejected. If the *p-value* < confidence level (alpha = 0.05), then the hypothesis is accepted; if the *p-value* > confidence level (alpha = 0.05), then the hypothesis is rejected. Based on the hypothesis test conducted, the results are shown in the figure below.

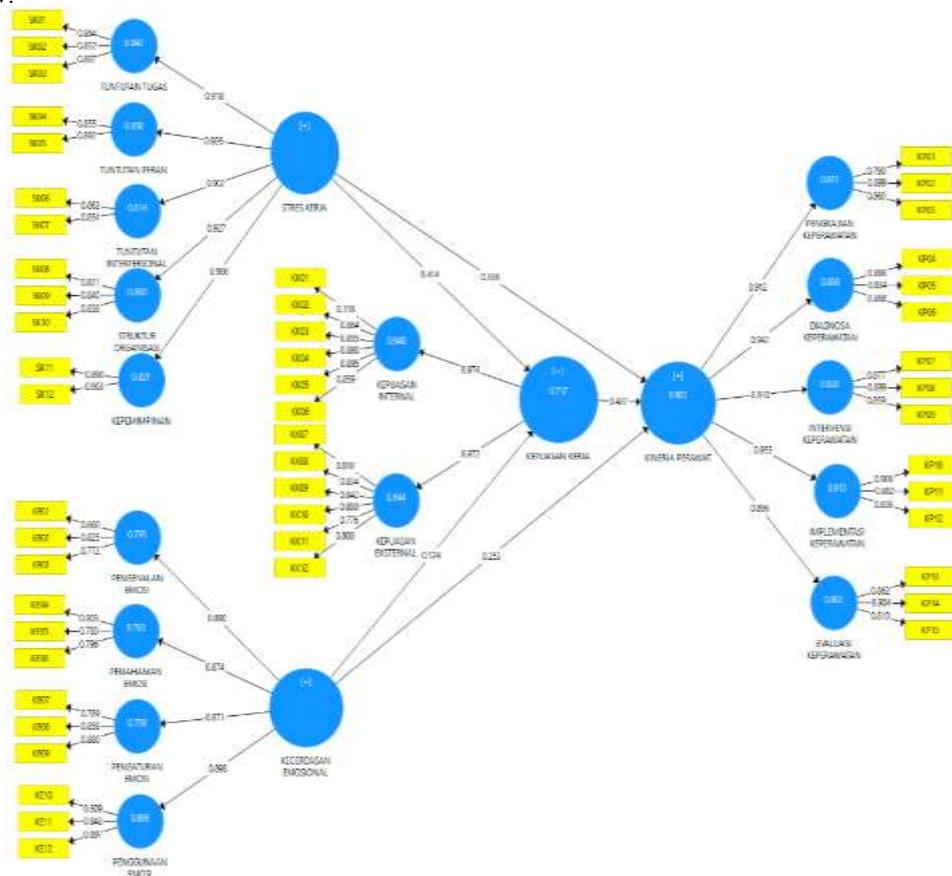
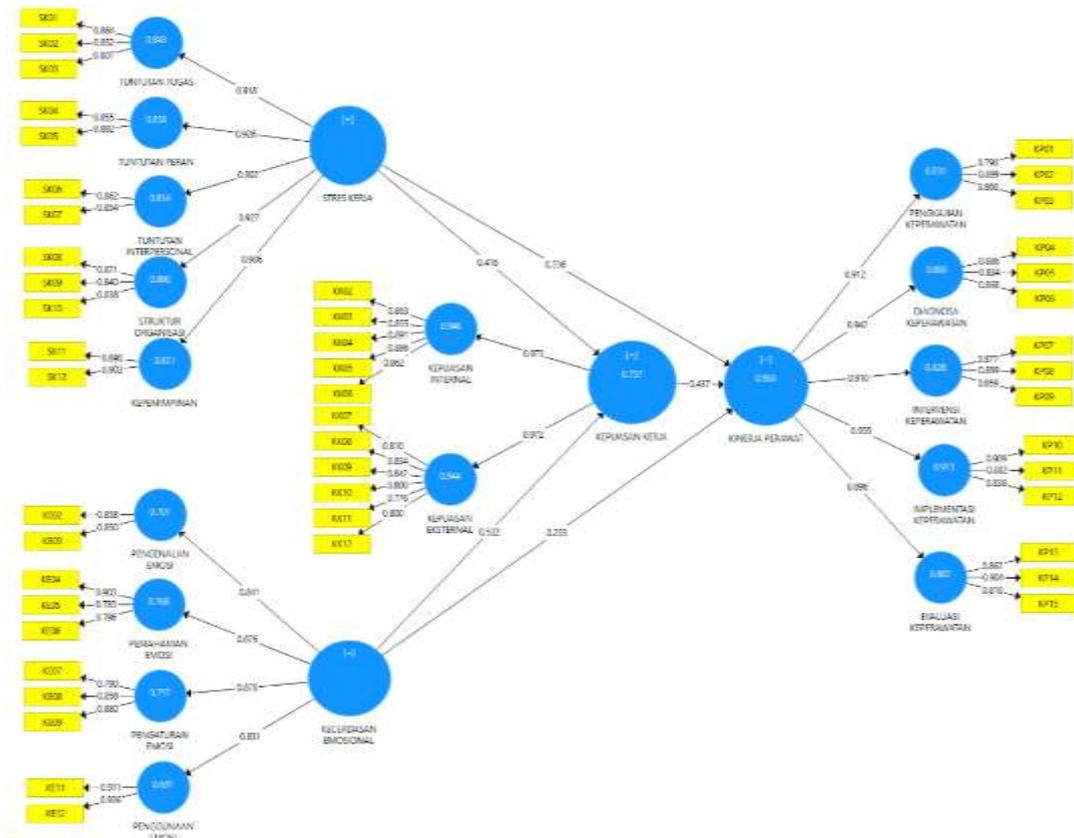


Figure 1. Full Model Loading Factor



**Figure 2. Full Model after Recalculation**

Based on Figures 1 and 2, it can be seen that work stress has an effect on job satisfaction with a path coefficient value (*Original Sample*) of 0.414. This relationship is significant because it has a *T-Statistics* value of 3.744 ( $> 1.96$ ) and a *P-Value* of 0.000 ( $< 0.05$ ). The effect of work stress on nurse performance shows that work stress affects nurse performance with a coefficient value of 0.336. Emotional intelligence has been proven to have a strong influence on job satisfaction with a coefficient value of 0.524. This relationship is very significant with a *T-Statistics* value of 5.276 and a *P-Value* of 0.000. This indicates that the better a nurse's emotional intelligence, the more their job satisfaction will increase significantly. The influence of emotional intelligence on nurse performance, the emotional intelligence variable also has an influence on nurse performance with a path coefficient of 0.253 with a *T-Statistics* value of 3.286 and a *P-Value* of 0.001, which means that the hypothesis of the influence of emotional intelligence on performance is accepted at a high level of significance.

Job satisfaction has an effect on nurse performance with a coefficient value of 0.437. This relationship is supported by a *T-Statistics* value of 5.409 and a *P-Value* of 0.005. These results indicate that job satisfaction is an important factor that directly drives improvements in nurse performance. All variables in this model have a positive and significant influence because all *P-Values* are below 0.05 and *T-Statistics* are above 1.96. Overall, the results of the structural model analysis show that work stress and emotional intelligence not only have a direct effect on employee performance but also affect job satisfaction. Thus, job satisfaction plays an important role as an intervening variable in the relationship between work stress, emotional intelligence, and nurse performance at Palembang BARI Regional General Hospital. Based on the results of the hypothesis testing described above, the results are presented in the table below.

**Table 1. Path Coefficient**

			Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Value
Work stress	→	Work satisfaction	0.414	0.405	0.111	3.744	0.000
Emotional intelligence	→	Job satisfaction	0.524	0.536	0.099	5.276	0.000
Work stress	→	Nurse performance	0.336	0.333	0.076	4.443	0.000
Emotional intelligence	→	Nurse performance	0.253	0.253	0.077	3.286	0.001
Job satisfaction	→	Nurse performance	0.437	0.437	0.081	5.409	0.000

Source: Data processed using SmartPLS 3 (2026)

Based on the data in Table 1, it can be seen that work stress has an effect on job satisfaction with a path coefficient value (*Original Sample*) of 0.414. This relationship is significant because it has a *T-Statistics* value of 3.744 ( $> 1.96$ ) and a *P-Value* of 0.000 ( $< 0.05$ ). The Effect of Work Stress on Nurse Performance: work stress affects nurse performance with a coefficient value of 0.336.

Emotional intelligence has been proven to have a strong influence on job satisfaction with a coefficient value of 0.524. This relationship is highly significant with a *T-Statistics* value of 5.276 and a *P-Value* of 0.000. This indicates that the better a nurse's emotional intelligence, the more their job satisfaction will increase significantly.

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**Table 2. Specific Indirect Effects**

			Original Sample (O)	Sample Mean (M)	Standard Deviation	T- Statistics	P Value
Work stress	→	Work satisfaction					
Work stress	→	Nurse performance	0.181	0.176	0.056	3.243	0.001
Emotional intelligence	→	Job satisfaction					
Emotional intelligence	→	Nurse performance	0.229	0.236	0.065	3.538	0.000

Source: Data analysis using SmartPLS 3 (2026)

Based on the data in Table 2, it can be seen that *the indirect effects* between the work stress variable and nurse performance mediated by the job satisfaction variable have a positive and

significant indirect effect with an indirect coefficient value of 0.181, *T-Statistics* 3.243 and *P Value* 0.001.

The variable of emotional intelligence and nurse performance, mediated by the variable of job satisfaction, also has a positive and significant indirect effect, with an indirect coefficient value of 0.229, *T-Statistics* of 3.538, and a *P-value* of 0.000.

Table 3. *R Square*

	R Square	Adjusted R Square
Job Satisfaction	0.757	0.750
Nurse Performance	0.903	0.899

Source: Data processed using SmartPLS 3 (2026)

The table above shows that the *R Square* value of the job satisfaction variable is 0.757. This means that the job satisfaction variable (Y) can be explained by nurse performance (Z) in relation to work stress (X1) and emotional intelligence (X2) by 75%. For the *R Square* value of nurse performance of 0.903, this means that the nurse performance variable (Z) can be explained by the job satisfaction variable (Y) in relation to work stress (X1) and emotional intelligence (X2) by 90%.

### Discussion

The results of the study show that work stress affects job satisfaction and nurse performance. This indicates that when a nurse has good stress management, it can increase their job satisfaction in that professional environment. The *Person Environment Fit* theory proposed by French et al states that job satisfaction arises when there is harmony between an individual's abilities and the demands of their work environment. In this context, work stress is not always destructive (distress), but can be *eustress* (positive stress) if a person has the right coping mechanisms. In addition, the Yerkes-Dodson law states that performance will increase along with an increase in mental or physiological stress up to an optimal point, namely *eustress* (positive stress).

In addition, emotional intelligence affects nurses' job satisfaction and performance. This shows that emotional intelligence is a crucial factor in determining nurses' satisfaction. The ability of nurses to recognise, understand, and manage their own emotions and the emotions of others in the hospital environment, as well as a sense of positivity and satisfaction with their professional responsibilities. Goleman's theory of emotional intelligence states that an individual's ability to recognise, understand, and manage their own emotions and the emotions of others is the key to professional success. Goleman's performance theory also states that emotional intelligence contributes significantly to determining performance success, especially in professions that involve intense human interaction such as nursing. Nurses who have emotional independence, self-motivation, and good social skills tend to be more capable of working together in medical teams and providing consistent patient-centred care.

Furthermore, the results of the study show that job satisfaction has a direct influence on nurse performance. Nurses who are satisfied with aspects of their work tend to show greater dedication, thoroughness, and service, which ultimately improves the overall quality of healthcare services. This relationship can be explained through social exchange theory, whereby when organisations provide factors that increase nurses' job satisfaction, such as a supportive work environment and fair compensation, nurses will reciprocate by demonstrating greater dedication and higher performance.

#### D. CONCLUSION

Based on the results of data analysis conducted at Palembang BARI Regional General Hospital with nurses at Palembang BARI Regional General Hospital as the research subjects, the aim was to examine the effect of work stress and emotional intelligence on nurse performance with job satisfaction as a mediator. From these objectives and the results of the hypothesis testing in this study, it can be concluded that work stress and emotional intelligence affect the performance of nurses at Palembang BARI Regional General Hospital. The results of the study further show that job satisfaction affects the performance of nurses. Nurses who are satisfied with their work tend to perform better in carrying out their duties and responsibilities. In addition, job satisfaction acts as an intervening variable in the relationship between work stress and emotional intelligence on nurse performance. This shows that work stress and emotional intelligence not only affect nurse performance in a manner indirectly through job satisfaction, but also have a direct effect on nurse performance. In general, this study confirms that improving the performance of nurses in hospitals requires a comprehensive and integrated managerial approach so that management does not only focus on eliminating stress completely, but also on creating challenging working conditions that are supported by sufficient resources so that stress is transformed into work motivation. The practical implication is that it is important for health institutions, especially hospitals, to improve nurse performance by prioritising concrete steps to manage work stress and regularly developing *soft skills* to enhance emotional intelligence.

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