

# A Study on Mediating Effect of Resilience and Emotional Intelligence between Occupational Stress and Job Performance

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**Abstract:** Stress is a normal part of life for working professionals and is something they have to deal with every day. In the past ten years, a great number of research studies have been carried out in order to investigate occupational stress, its connection to the level of performance an employee exhibits in the workplace, and the measures that ought to be taken in order to lower the levels of stress experienced by employees. This conceptual paper's goal is to conduct a literature study with the intention of determining the impact that resiliency and emotional intelligence play in bridging the gap between occupational stress and work success. Both emotional intelligence and the ability to bounce back quickly from setbacks are crucial in the life of an employee. According to the many different Literature Reviews, there is a basic connection between work performance and occupational stress. If the worker is under a lot of pressure, it will show in his performance. This is not a good thing. Through the review of a large number of research publications, it has been investigated how resilience and emotional intelligence are related to occupational stress as well as performance on the work. Following the completion of the literature studies, a conceptual model was developed. It focuses on the link between occupational stress and work performance, as well as the influence that resilience and emotional intelligence have on both of these variables as a mediating force. In addition to this, it places an emphasis on the need of providing training to workers in the areas of resiliency and emotional intelligence.

**Key Words:** Stress, Resilience, Job performance, Emotional Intelligence

## I. INTRODUCTION

In older times, the only things that could be found in the factory were humans and machines. This was the working environment. The order that was given by superiors or managers was regarded as the definitive one. The employees had a habit of following them without question. The culture at this workplace has undergone a full transformation. The office setting has seen significant changes over the course of time, including the introduction of advanced levels of technological involvement. The rising stress levels in the workplace are directly linked to the development of various technologies. The workers are constantly experimenting with new technology and are undergoing a personal revolution as a result. The deadlines, the regulations of the business, the workers' relationships with their peers and superiors, and other factors all contribute to the employees' high levels of stress. Additionally, stress has various negative effects on one's health. Traumas may leave their victims with short-term, long-term, or even permanent effects, and in certain

extreme circumstances, they can even be fatal. It is not possible for the management to continue treating the workers in the same manner as they did in the past. They have to make use of the emotional intelligence they possess in order to make certain that the workers do not have the purpose of leaving the company. They need to make sure that workers are provided the organisational support they need to cope with stress, and that workers are driven to perform to the best of their abilities so that they may reach their full potential. The personnel should have a level of resilience that allows them to deal with the stress that they experience while working for the firm. This guarantees that they are able to confidently confront challenging circumstances, take them in stride, and continue to perform to the best of their abilities.

The purpose of this article is to provide an overview of the recent systematic literature reviews that have been conducted in the fields of occupational stress, emotional intelligence, resiliency, and work performance during the last 10 years. The goal of this study is to gain an

understanding of how the effects of stress on the job performance of employees manifest, as well as the strategies that can be utilised to lessen the negative effects of stress and achieve optimal job performance through the application of emotional maturity and resiliency.

## II. OBJECTIVES

1. To review the literature related to employee resilience at workplace and its relation with performance, stress and emotional intelligence.
2. To formulate a conceptual model based on the literature reviews available.

## III. RESEARCH METHODOLOGY

For the purpose of conducting an in-depth study, the material was gathered by reading a variety of research publications published in journals that are connected to psychology, blogs, and online newspaper stories. In response to the findings of the investigation, a conceptual model was developed.

## IV. LITERATURE REVIEW

### Occupational stress

According to his definition, is "the harmful physical and emotional responses that develop inside a person when the needs of the work exceed the talents, necessities, or resources of the employee."

they Have defined stress as the negative responses given out by the body and mind when it cannot handle the conflict between demands raised by the job he is performing and the amount of control an employee has over meeting these demands. Workplace stress is the negative responses given out by the body and mind.

They claim that stress may have both positive and negative effects. The term "eustress" refers to a positive kind of stress. We are able to improve our performance when we are exposed to eustress. When an individual's level of eustress is elevated to a point beyond which it is healthy, it may lead to discomfort and impair their performance.

Significant sources of stress in the life of police officers have been identified. These include the inconclusive nature of police work, the responsibility of being in possession of a handgun, and, most crucially, the obligation of protecting the lives of civilians [33] Because of the high level of cultural and political demands placed on those who work in human care professions, these day-to-day tasks are under constant inspection [34]

As a sort of 'emotional labour,' displaying and/or managing specific feelings is sometimes required of police officers as part of their job duties. This is because human-service positions involve a significant amount of interaction with members of the general public [35] [36]

### Job Performance

Performance on the job refers to how correctly and accurately a person has carried out the responsibilities of their position in order to accomplish a certain objective. Define the employee's performance at his place of employment in terms of the activities that he does and the activities that he does not perform.

The success of a company is directly proportional to the performance shown by its workforce. When evaluating the performance of an employee, various factors are taken into consideration, including the output's quality, quantity, correctness, and timeliness [13].

### Employee Resilience

Has described resilience as the trait that allows one to make use of the positive aspects present inside a person and continue working toward a goal in spite of the disruptions brought on by the internal or external environment in which the person finds themselves. He is of the opinion that it is now acknowledged that resiliency in the workplace is an essential component of the modern workplace [29]. Employees that are readily able to handle the strains and pressures that they are subjected to in their jobs are seen as having an essential quality because of this ability. The capacity of a person to respond effectively under stressful circumstances and to the worries that are a normal part of everyday life is what is meant by the term "resilience." To be more specific, resilience refers to the ability of an individual to quickly return to a normal state of mind after experiencing an unpleasant state of mind.

The American Psychological Association (2014) defines resilience as the process of getting accustomed well even in difficult situations where an individual can face a lot of stress, anxiety, tension, and pressures. In other words, resilience is the ability to remain calm and collected in the face of adversity. The sooner a somebody is able to go back to his or her regular life after experiencing adversity, the more resilient that individual is [28].

### Emotional Intelligence

It should be stated that emotional intelligence can be used as a mechanism to safeguard the individual against the outcomes of unpleasant events through emotional self-awareness, expression, and management [5, 6, 7]. This can be accomplished by expressing that emotional intelligence can be used as a mechanism to safeguard the individual.

Defines The ability to observe one's own and other people's emotions, to differentiate between several emotions and identify them appropriately, and to utilise this information gained by analysing the emotions to drive the process of thinking and behaviour is one definition of emotional intelligence [17]. Emotional intelligence can be described as the ability to observe one's own and other people's emotions.

Emotional intelligence (EI) is the power of a person to precisely perceive, comprehend, reason about, and manage emotions, as well as the ability to utilise that knowledge to simplify the mental process and achieve his or her goals [27].

### **Relationship between stress and job performance**

Have conducted research at the University of Tehran about the impacts of stress and its connection to organisational effectiveness. The results of the survey suggested that a significant number of workers were experiencing increased levels of stress as a direct result of the nature of their employment. Role conflict and role ambiguity, lack of advancement and feedback, absence of engagement in decision making, lack of authority, excessive workload, bad working environment, and interpersonal interactions were some of the factors that led to stress among the workers. These characteristics had a detrimental impact on the overall physical health of workers, as well as their degrees of satisfaction linked to their occupations, performance, and dedication [19].

have provided a literature study that focuses on the stress that is experienced by faculty members working in universities in India and presents its findings. They have the impression that the members of the faculty are under a significant amount of stress as a result of the fact that their duty encompasses more than just teaching alone. They are required to take on a variety of responsibilities. They are engaged in a wide variety of administrative tasks, such as the organisation of conferences, seminars, and admissions counselling, among other things. According to the authors, the most significant contributors to the stress experienced by faculty members include factors such as insufficient recognition, unsuitable salary, and a lack of desire on the part of their superiors. The authors have recommended various techniques that might assist the faculty members deal with stress and give their best performance. These include keeping good morale by encouraging and inspiring oneself and his or her colleagues, task sharing, and attending conferences relevant to stress management.

Mention the fact that interpersonal disagreements at work are a major contributor to the amount of stress they experience in their day-to-day activities.

It has not been connected with problems that are caused by the presence of physical danger. They have inquired about the circumstances behind the occurrences of disagreements with their superiors and colleagues. They have also noted the connection between the disagreements they have with their superiors and colleagues and the challenges that arise as a result of the physical safety concerns that accompany stress. In addition, the factors that may have contributed to disputes, such as extended working hours, adaptability, and flexibility, were evaluated. This study included participation from over 800 individuals working at

approximately 100 different construction sites throughout the province of Ontario in Canada. They came to the conclusion that just 6.3% of respondents had indicated that they had disagreements with their superiors or peers on a somewhat regular or very regular basis. These confrontations, which were taking place in the workplace, had a substantial impact, not only on the results of physical safety, such as physical injuries and dangerous occurrences, but also on job stress. Individual resilience (IR) was shown to have a substantial inverse relationship with the number of disputes experienced with peers and supervisors. If the worker is able to maintain his composure under pressure, he will be able to avoid arguments with both his superiors and his peers. This has the potential to lower the number of accidents that are brought on by tension and conflict. They have requested that the firms conduct trainings for the personnel in order to raise their degree of resilience, which may help prevent the occurrence of unfavourable situations at construction sites.

### **Relationship of Resilience between stress and job performance**

Explain to the individual that building their resilience may help them attract more positive into their life. They have spoken about the connection between feeling happy emotions and having a high degree of life satisfaction, with the impact of altering resilience serving as a mediator in this connection.

At the beginning and end of the study period, the authors assessed life satisfaction and trait resilience in addition to measuring the participants' day-to-day emotional states for 86 students over the course of one month.

They believed that optimistic individuals cultivate resources that allow them to continue to be joyful [11].

has performed research with 162 undergraduate students majoring in psychology. According to the findings, a negative association exists between perceived stress and academic accomplishment, as well as a perceived negative relationship between resilience and perceived stress. On the other hand, a favourable correlation exists between resiliency and academic success. [30] Research has shown that having a perception of low stress and high levels of high resilience may contribute to improved academic achievement.

The purpose of this study was to investigate the links between workers in the banking industry of Sri Lanka and Psychological Capital (PsyCap), work attitudes, and job performance.

The management group consisted of 176 of the respondents, whereas the blue collar category included 357 of the respondents. They demonstrated that there is a considerably favourable association between PsyCap and job performance, PsyCap and work attitudes, and job

performance and work attitudes. The role of work attitudes as a mediator in the interaction between PsyCap and the workers' job performance was highlighted in [23].

have conducted research and analysis on the pupils' psychological capital.

They have taken into consideration the following four characteristics that contribute to the psychological capital: They are self-efficacy, hope, optimism, and resilience, respectively. The findings of the research showed that those who have higher levels of psychological capital are more resilient, ambitious, passionate, and competent than those who have lower amounts. It is reasonable to anticipate that the degree of vulnerability to unfavourable thoughts such as anxiety, pressure, exhaustion, and despair will be reduced [22].

Have conducted research, between the years 2003 and 2014, on the various workplace training interventions relating to resilience.

In the course of their study, they came across around 14 studies that investigated the impact that resilience training had on an individual's level of resilience. They also investigated the influence that resilience training had on psychological health, as well as their behaviour in the community and concerns connected to physical health and performance [15]. According to the findings, the trainings that concentrate on resilience have the potential to increase a person's degree of resilience, and they also have the potential to be favourable for enhancing the psychological health and welfare of workers. It was also discovered that training that has an emphasis on resilience has various advantages, some of which include an improvement in the psychological behaviour of a person in society as well as performance connected to work.

Vivienne Cheng and Jonathan have done a research to investigate the factors that may be used to predict students' levels of academic success at the University of Birmingham who are majoring in psychology. They have proposed that the institution may assist the students by determining the students who have the lowest scores based on the scores they received in the previous year. They are able to provide these kids help in their academic endeavours. In addition to this, they are able to provide seminars for the kids on how to effectively manage their stress. They will grow more robust as a result of this, which will ultimately lead to an increase in their academic performance [26].

Have investigated the role that resilience plays in buffering the relationship between work demands and job stress experienced by university professors. This poll was taken part in by around 240 educators. If the requirements of the work were high, then the instructors would suffer a high amount of stress, which would, in turn, reflect on how well they did their jobs. The instructors need to have a level of resiliency that allows them to cope with the high-pressure

scenarios in which they find themselves brought before their superiors, colleagues, and pupils. The management is responsible for providing them with training and assistance in this endeavour [2].

Have a conversation on the two most important and important positive aspects of work-related comfort and wellbeing, which are job satisfaction and work engagement. The respondents were comprised of 360 Czech employees who were employed in the capacity of assistance. Their replies were gathered via the use of an online survey format. According to the findings of the research [18], a strong correlation exists between one's degree of resilience and their perception of how well they do on the job.

Have spoken about the connection between students' ability to bounce back from adversity and their overall mental health at the University of Niswaa. The sample included a total of 1,000 students, 403 of whom were male and 597 of whom were female. [24] The Conner and Davidson Resilience Scale in addition to the Arabic Scale of Mental Health were the instruments that were used. Both of these measures' psychometric characteristics were put to the test. They came to the conclusion that women are better able to bounce back than males. They verified that there is not a significant difference in the ages of the pupils in terms of their degrees of resiliency and mental health.

### **Relationship between Emotional Intelligence and Job Performance**

A statement that enhancing one's emotional intelligence as well as one's emotional resilience is the base that has to be built upon and developed. For a person to respond appropriately, they need to be aware of their own emotions as well as the emotions of others around them. Maintaining an interest in the well-being of one's workers is one of the most effective ways to foster an emotionally resilient workforce. It is impossible to determine a person's level of resilience in the workplace since everyone reacts differently depending on their ideas, personalities, and sentiments. However, if every member of the company makes it a point to remain resilient in the tasks that he does on a daily basis, the organisation as a whole will be able to achieve greater success.

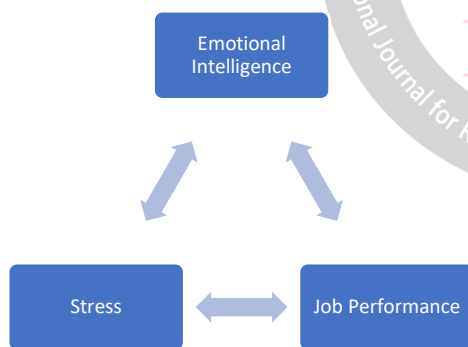
Have investigated the impact of resilience in high school students' psychological well-being as a mediator between emotional intelligence and other aspects of their mental health [1].

They came to the conclusion that those with high emotional intelligence have a highly upbeat attitude about the events that are taking place in their lives. They are certain that they will be able to triumph over any challenges and roadblocks that they may face in the course of their day-to-day operations. People that have high levels of Emotional Intelligence have a superior mental state, which shows in the attitudes that they display while coping with

challenging circumstances. They have suggested that these ideas—resilience, emotional intelligence, and psychological well-being—should be included into the educational system, and that students should get training in accordance with these ideas.

has conducted research on the relationship between emotional intelligence, resilience, and perceived levels of stress in the context of several countries. This investigation took into account the responses of around 696 undergraduate students attending two colleges located in the United States and the Basque Country. The use of structural equation modelling allowed for an investigation into the potential effects of emotional intelligence and resilience on the levels of perceived stress experienced by students [3]. The results of the research showed that emotional intelligence has an inverse connection with perceived stress, with resilience serving as a mediating variable. These findings were seen for students in both the United States and Basque Country. According to the results, the level of felt stress experienced by university students who have developed emotional intelligence and resilience is lower when compared to the level of perceived stress experienced by students who are not resilient. Therefore, placing an emphasis on developing students' emotional intelligence and resilience may assist those students in combating the unfavourable impacts that are a direct result of the stress that is experienced by those enrolled in higher education. The authors have recommended that students get training in these areas so that they can better cope with the effects of stress.

**V. PROPOSED CONCEPTUAL MODEL**



**VI. DISCUSSION**

Performance might suffer when workers are subjected to stress in the workplace.

This is consistent with the findings of the research conducted by on four distinct types of bank executives [21].

They came to the conclusion that stress in one's personal life has a substantial link with one's performance in the banking industry, and that stress in one's professional life has also been observed to have a significant association with one's performance in the banking industry. The bank officers who work in environments with less stress seem to

have a greater degree of performance. Because of their increased compensation and benefits, increased job stability, and increased degree of autonomy, middle-level officers working for public sector banks experience far less stress than their lower-level counterparts. It has been determined that they have the highest level of performance.

Both resilience and emotional intelligence play important roles in the defence mechanism that exists between stress and performance on the workplace.

The results that Paola 20] found are consistent with this conclusion. They have also explored the role that resiliency and emotional intelligence play in the process of accomplishment motivation. They were able to demonstrate that emotional intelligence plays a function similar to that of a mediator in the link between resiliency and achieving motivation. There were a total of 488 Italian employees in a variety of age groups participating in the survey. The judgements provide further evidence that emotional intelligence plays a crucial influence in both resiliency and the drive to attain one's goals. Additionally, the results of the research carried out by Andrea [4] support this theory. They investigated whether or if resiliency, in conjunction with other personal resources, may serve as a method for emotional defence, either via a mediation or moderation process that can ease the sensations of tiredness. The respondents were workers employed by three different Italian businesses. The findings led the researchers to the conclusion that "resilience resources" (also known as resilience, self-efficacy, and self-regulation) served as a mediator in the link that exists between work demands, weariness, and performance. Based on these findings, it seems that individuals are more likely to acquire resilience resources if the environment that predominates in the firm is one that is fraught with a great deal of difficulty and is subject to ongoing innovation. Because of this, they will have a better chance of surviving the detrimental consequences that are induced by stress, weariness, and despair.

**VII. CONCLUSION**

The value of resiliency and emotional intelligence in the workplace is the topic of discussion in this article. In order for the personnel to offer their best performance, they are need to go through training that focuses on these criteria. Because of the detrimental effects, such as stress and weariness, they are unable to afford to cease working. They have to triumph over it with the assistance of resiliency and emotional intelligence, and then strive toward accomplishing the objectives set out by the company.

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