

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

Vinita Kumari, S. Vasantha

**Abstract:** *Stress is encountered by working professionals in their day to day life. Many research studies have been conducted in the last decade to assess occupational stress and its relationship to the performance of the employee in the workplace and the steps that needs to be taken to reduce the stress levels of the employee. The aim of this conceptual paper is to review the literatures regarding the mediating role of resilience and emotional intelligence between occupational stress and job performance. Emotional Intelligence and Resilience plays an important role in the life of an employee. Based on the various Literature Reviews, job performance is fundamentally linked with occupational stress. If the employee is stressed, it has a negative effect on his performance. The influence of resilience and emotional intelligence on occupational stress and job performance has been examined by exploring many research papers. A conceptual model has been framed based on the literature reviews. It focuses the relationship between occupational stress and job performance and mediating effect of resilience and emotional intelligence on these two variables. It also emphasizes the importance of training for the employees with respect to resilience and emotional intelligence.*

**Index terms:** *Stress, Resilience, Jobperformance, Emotional Intelligence*

## I. INTRODUCTION

In earlier years, the work environment was characterized only by people and machines in the factory. The order issued bosses or managers was considered ultimate. The workers used to follow them blindly. This work culture has now completely changed. The work environment has evolved over the years and it has seen technology intervention to the maximum level. With the evolution of technologies, the stress levels at workplace has also increased. The Employees are dealing in and out with technologies and revolutionizing themselves. The employees are stressed out due to deadlines, organizational policies, their relationship with their peers and superiors etc. Stress also has many health implications. People can suffer from traumas which range from short term to long term and in some cases, can even lead to death. The managers cannot treat the employees the same way as they used to in the earlier days. They have to employ their emotional

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intelligence to make sure that the employees do not get the intention of quitting. They should make sure that the employees are given the organizational support to deal with stress and the employees are motivated to perform to their maximum potential. The employees should be resilient enough to cope up with the stress they face in the organization. This ensures that they face the tough situations comfortably and take in their stride and continue delivering their best.

The aim of this paper is to present the systematic literature reviews in the areas of occupational stress, emotional intelligence, resilience and job performance of the last ten years. The purpose behind this study is to understand how does stress affect the job performance of the employees, the ways to mitigate stress and exhibit the best performance by utilizing resilience and emotional intelligence.

## II. OBJECTIVES

- a. 1. To review the literature related to the importance of resilience at workplace and its relation with performance, stress and emotional intelligence
- b. 2. To formulate a conceptual model centred on the literature reviews

## III. RESEARCH METHODOLOGY

The information has been collated by going through various research articles in the journal related to psychology, blogs, online newspaper reports for in depth analysis. A conceptual model has been designed based on the exploration.

## IV. LITERATURE REVIEW

### A. Occupational Stress

Defines Occupational stress as the detrimental physical and emotional reactions that emerge within an individual when the requirements of the job surpass the abilities, necessities or resources of the employee [12].

Have defined stress as Workplace stress is 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 [16].

State that stress can be either good or bad. Good stress is regarded as “eustress”. Eustress motivates us to perform better. When this eustress goes beyond a limit, it causes distress and hampers the performance of the individual [25].

### **B. Job Performance**

Define job performance is the degree of correctness and accuracy that has been applied by the employee to complete a particular task.

Define the performance of the employee at his workplace as the activities that are performed and not performed by him. The performance exhibited by the employees determines the organizational success. The performance of an employee involves many aspects like the quality, quantity, accuracy and timeliness of the output [13].

### **C. Resilience**

Has defined Resilience as a quality to use the positivity within a person and remain undeterred from the goal in spite of the disturbances caused by the internal or external environment around the person. He feels that resilience at work is presently conceded to be a part of the contemporary workplace [29]. It is considered as a crucial attribute of employees who are able to manage easily the stresses and pressures confronted by them of the. Resilience is defined a person's ability to react to pressurizing situations and the anxieties of daily life. To be precise, resiliency relates to the capacity of the person to come back soon to normalcy from an uncomfortable 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. The sooner the individual is able to bounce back to his/her normal life, the more resilient he/she is [28].

### **D. Emotional Intelligence**

State 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].

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

Defines Emotional intelligence (EI) is defined as an capability of an individual to exactly recognize, understand, reason about, and control emotions, and to apply that information to simplify the thought process and accomplish his/her objectives [27].

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

Have studied about the effects of stress and its association with the organizational performance at the University of Tehran. The consequences of the study implied that many employees were subjected to elevated levels of stress arising due to their jobs. Factors that lead to stress among the employees were role conflict and role ambiguity, lack of promotion and feedback, absence of involvement in decision making, lack of authority, excessive workload, unsatisfactory working conditions and interpersonal relationships. These factors negatively affected the general

physical health of employees, their satisfaction levels related to their jobs, performance and their commitment [19].

Have presented a literature review dealing with the stress encountered by the faculty members belonging to the universities in India. They have felt that the faculty members are facing huge amounts of stress due to the fact that their role is not limited to only teaching. They are expected to perform many roles. They are involved in many administration activities like conducting conferences, workshops, admissions counselling etc. The authors mention that the reasons like inadequate recognition, inappropriate compensation, lack of motivation by the superiors are the major reasons for causing stress in the faculty members. The authors have suggested some measures like maintaining high morale by encouraging and motivating oneself and his/her peers, workload sharing, attending conferences related to stress management can help the faculty members to cope up with stress and deliver their best performance.

State that Interpersonal conflicts at work create a lot of stress in their day to day activities. It has not been related with issues that arise due to physical safety. They have explored about the incidences of the conflicts with their superiors and peers. They have also observed the relationship between the conflicts with their superiors and peers and the issues arising due to the physical safety accompanied with stress. The possible reasons for conflicts like long working hours, flexibility and resilience were also assessed. Around 800 respondents from around 100 construction sites in Ontario, Canada participated in this survey. They concluded that the conflicts with the supervisors or peers was testified quite often or very often by only 6.3% of respondents. These conflicts occurring at workplace had significant effect on both physical safety outcomes, including physical injuries and unsafe events, and job stress. Individual resilience (IR) had a significant negative correlation with the conflicts with supervisors and peers. If the worker is resilient enough, he can avoid conflicts with his supervisors and peers. This can reduce the accidents which can lead due to stress and conflicts. They have insisted the companies to provide trainings to the workers to improve their level of resilience which can avoid the happenings of the unfavourable incidents at the construction sites.

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

State that improving resilience can help the person develop positivity around him. They have discussed about the relationship between positive emotions and the level of life satisfaction with the mediating effect of changing resilience. The authors measured emotions on a day to day basis for a month in 86 students and evaluated life satisfaction and trait resilience at the commencement and closure of the month. They felt that positive people develop resources to keep themselves happy [11].

Has conducted study among 162 psychology students. The results have shown that there is negative relationship between observed stress and academic achievement and perceived stress and resilience. But resilience and academic

achievement are positively correlated. Perception of low stress and elevated levels of high resilience can lead to better academic performance [30].

Investigated the relationships among Psychological Capital (PsyCap), work attitudes and job performance related to the employees who belong to the banking sector of Sri Lanka. The 176 respondents belonged to managerial category and 357 belonged to the blue collar category. They proved that there was significantly positive relationship between PsyCap and job performance, PsyCap and work attitudes, work attitudes and job performance. Work attitudes acted as a mediator in the relationship between PsyCap and job performance of the employees [23].

Have analysed about the students' psychological capital. They have considered four attributes which contribute towards the psychological capital. They are hope, optimism, resilience and self-efficacy. The outcomes of the study were that those who have increased amounts of psychological capital are more resilient, aspiring, enthusiastic and competent. It can be predicted that the degree of susceptibility to the undesirable thoughts such as apprehension, pressure, fatigue and depression would be lower [22].

Have done a study about the workplace training interventions related to resilience from 2003 to 2014. Their review found around 14 papers which had explored the influence of resilience training on personal resilience. They also examined the effect of resilience training on psychological health, their behaviour in the society, physical and performance related issues [15]. The inferences indicated that the trainings focussing on resilience can enhance the resilience level of a person and it can prove to be advantageous for improving the psychological health and wellbeing of the employees. It was also found out that training which stresses on resilience has many benefits that include improvement in the psychological behavior of the person in the society and performance related to the job.

Vivienne Cheng and Jonathan have conducted a study to analyse the predictors of the academic performance among the psychology students of University of Birmingham. They have suggested that the university can help the students by identifying the low scorers on the basis of their previous year scores. They can provide academic support for these students. In addition to this, they can hold workshops for management of stress among the students. This will help them to become more resilient, thereby increasing their academic performance [26].

Have scrutinized the mediating role of resilience between job demands and job stress of university teachers. Around 240 teachers participated in this survey. If the job demands are high, the teachers experienced high level of stress, which in turn reflected on their performance. The teachers need to be resilient enough to manage the pressure situations which they encounter when they face their superiors, peers and students. The management need to train and support them for the same [2].

Have discussed about two critical positive dimensions of work-related comfort and welfare, namely job satisfaction and work engagement. The respondents were 360 Czech workers, who worked as helpers. Their responses were collected through online mode of survey. The outcomes of the study were that levels of resilience and perceived job performance were certainly positively associated [18].

Have discussed the relationship between resilience and mental health of students studying in University of Niswaa. The sample consisted of 1,000 students, including 403 men and 597 women. They used the Conner and Davidson Resilience Scale and Arabic Scale of Mental Health [24]. The psychometric properties of both scales were tested. They concluded that women are more resilient than men. They confirmed that there is no significant difference in the levels of resilience and mental health of the students with respect to age.

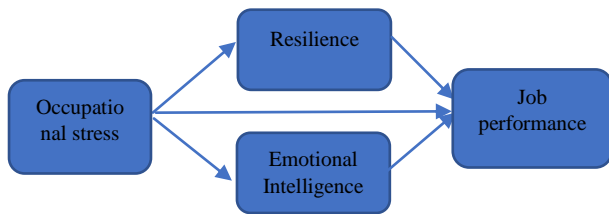
### **G. Relationship between Emotional Intelligence and Job Performance**

Expresses that increasing emotional intelligence and emotional resilience is the foundation that has to be built upon and strengthened. The person needs to be aware of one's own and others' emotion to react according to the situation. Emotional resilience needs to be nurtured persistently by showing interest in the welfare of the employees. Resilience in the workplace cannot be ascertained as people respond differently based on their thoughts, personality and feelings. But if each person of the organization keeps practicing to be resilient in his day-to-day activities, the organization as a whole can reach greater heights.

Have explored the role of resilience as a mediator between the emotional intelligence and psychological well being of the high school students [1]. They have concluded that people with high emotional intelligence are very optimistic about the happenings in their life. They believe that they can overcome any obstacles and hurdles that they might encounter in their day-to-day activities. People with high levels of Emotional Intelligence have a better state of mind which reflects in their attitudes shown towards dealing difficult situations. They have recommended that the education system should include the concepts of resilience, emotional intelligence, psychological well-being and train the students accordingly.

Has analysed about the connection between emotional intelligence, resilience and perceived stress in a cross-country context. Around 696 undergraduate students from two universities in the United States and the Basque Country were considered for this analysis. Structural equation modelling was used to examine the consequences of emotional intelligence and resilience that may influence students' perceived stress [3]. The consequences of the study were that emotional intelligence has a negative relationship with perceived stress through the mediating variable resilience for the American and Basque students. The findings suggest that university students with improved emotional intelligence and resilience experience lesser perceived stress when compared to the students who are not resilient. Thus, concentrating on enhancing the emotional intelligence and resilience can help the students to work against the negative effects caused by stress perceived by the higher education students. The authors have suggested that the students need to be trained in these aspects to deal with stress.

## V. PROPOSED CONCEPTUAL MODEL



## VI. DISCUSSION

Occupational stress has a negative impact on performance. This is in accordance with the consequences of the study done by on four categories of bank officers[21]. They concluded that personal life stress has significant relationship with performance among the bank officers, and work-life stress has also been seen to have a significant relationship with performance among bank officers. Low-stress group of bank officers seems to have a higher level of performance. Middle-level officers of the public-sector bank have less stress because they enjoy better pay and benefits, more job security and greater autonomy. They have been found to have the high level of performance. Resilience and Emotional Intelligence act as defence mechanism factors between stress and job performance. This is in agreement with the findings of Paola [20]. They have also discussed the function of resilience and emotional intelligence in motivation to achievement. They have verified the mediating role of emotional intelligence in the relationship between resilience and achievement motivation. Respondents were 488 Italian workers belonging to different age categories. The verdicts confirm the significant role-played by emotional intelligence on resilience and motivation to achievement. It is also in line with the findings of study performed by Andrea [4]. They have examined whether resilience together with other personal resources can function as an emotional defence mechanism either through a mediation or through moderation process that can alleviate the feelings of exhaustion. The respondents were employees from three Italian companies. The results concluded that “resilience resources” (i.e. resilience, self-efficacy, self-regulation) played the role of a mediator in the relationship between job demands, exhaustion and performance. These results suggest that if the environment that prevails in the organization poses a lot of challenges and undergoes constant innovations, the employees are more likely to develop the resilience resources. This will help them to survive against the harmful effects caused by stress, fatigue and depression.

## VII. CONCLUSION

This paper discusses about the importance of resilience and emotional intelligence at workplace. The employees have to undergo training that focus on these factors to give their best performance. They cannot afford to stop due to the negative factors like stress and fatigue. They need to overcome it with the help of resilience and emotional intelligence and work towards achieving the organizational goals.

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