



ANALYSIS FACTORS AFFECTING EMPLOYEE PERFORMANCE OF BKD EAST JAVA WHEN WORK FROM HOME

Ayu Meirani Kusumawati

Universitas Airlangga, Jalan Airlangga No. 4-6, Surabaya - 60286

Email: meirani.ayu@gmail.com

ABSTRACT

Covid-19 pandemic has had a tremendous impact on all aspects of people's lives around the world, including Indonesia. Therefore, the government issued a policy towards the civil servant work system to become Work from Home (WFH). Human resources in government agencies, especially in the Regional Civil Service Agency (BKD) of the East Java, are required to carry out their duties and obligations maximally so that performance increases, even though they do not work from the office. The sample of this research is 56 employees of BKD in East Java. The technique of collecting data through distributing questionnaires. The analysis tool used is Partial Least Square (PLS) analysis. This study concludes that the use of information technology has a significant effect on emotional intelligence, job stress, and employee performance. Emotional intelligence has a significant effect on employee performance. Meanwhile, job stress has no significant effect on employee performance.

Keywords: Emotional Intelligence, Employee Performance, Information Technology Using, Job Stress.

ABSTRAK

Pandemi Covid-19 memberikan dampak yang luar biasa terhadap seluruh aspek kehidupan masyarakat di seluruh dunia, termasuk Indonesia. Oleh karena itu, pemerintah mengeluarkan kebijakan terhadap sistem kerja PNS menjadi *Work from Home* (WFH). Sumber daya manusia pada instansi pemerintahan, khususnya pada Badan Kepegawaian Daerah (BKD) Jawa Timur dituntut untuk melaksanakan tugas dan kewajiban secara maksimal agar kinerja meningkat, meskipun tidak bekerja dari kantor. Sampel penelitian ini adalah pegawai BKD Jawa Timur berjumlah 56 orang. Teknik pengumpulan data melalui penyebaran kuesioner. Alat analisis yang digunakan ialah analisis *Partial Least Square* (PLS). Penelitian ini menyimpulkan bahwa penggunaan teknologi informasi berpengaruh signifikan terhadap kecerdasan emosional, stres kerja, dan kinerja pegawai. Kecerdasan emosional berpengaruh signifikan terhadap kinerja pegawai. Sedangkan stres kerja berpengaruh tidak signifikan terhadap kinerja pegawai.

Kata kunci: Kecerdasan Emosional, Kinerja Pegawai, Penggunaan Teknologi Informasi, Stres Kerja.

INTRODUCTION

The Covid-19 pandemic has had an extraordinary impact on all aspects of people's lives around the world, including Indonesia. To overcome this, world governments, including Indonesia, have responded with various policies. As human resources in government, Civil Servants (PNS) also face major challenges that have an impact on the PNS work system. This work system change occurred due to social distancing and PSBB (Large-Scale Social Restrictions). In response to these conditions, the government issued a policy on the civil servant work system to become *Work from Home* (WFH). This is indicated by Circular Letter of the Minister of PANRB No.19 of 2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent Covid-19 in Government Agencies. With this regulation, it is hoped that it can minimize the chain of transmission of Covid-19, because the number of civil servants who have been confirmed with Covid-19 has reached 959 people throughout Indonesia as of August 2 2020 (Kompas.com, 2020).

Work from home era new normal has changed the daily routine of humans in general. We all have to adapt to extraordinary public transformations, namely limited face-to-face

interactions and not being able to interact on a personal level due to *social distancing*. Many of us work from home, when we are used to going to the office. Switching face-to-face meetings into video conferencing. Trying to complete tasks by phone and email. In order to survive the situation, we need empathy. Empathy is being able to put yourself in other people's shoes to understand their circumstances, experiences, challenges, thoughts, and emotions. Empathy becomes very important for creating human connection and mutual understanding as we adjust to social distancing. There are several attitudes of empathy that can be applied, namely: 1) Listen actively and concentrate fully on what the speaker is saying so that they can understand, respond appropriately, and remember what they said; 2) Curiosity, namely a sincere desire to gain knowledge and information by asking the right questions; 3) Emotional connection, namely creating a genuine bond by communicating our understanding. This empathy is a critical point in emotional intelligence.

As human resources in the field of government, civil servants are required to be able to manage human resources effectively and efficiently during this pandemic. The development of human resources in government agencies, especially in the East Java Provincial Personnel Agency also has its own challenges during WFH, because it is required to carry out its duties and obligations to the fullest so that performance increases, even though they are not working from an office.

Preliminary studies conducted by researchers found that the performance of BKD employees in East Java Province decreased after the implementation of WFH, because the quality of work was worse and the quantity of work became less, and the time to complete work was longer. This is in line with the issuance of Circular Letter (SE) of the Minister of PAN-RB Number 58 of 2020 concerning the Work System for ASN Employees in the New Normal Order which states that the work system for the State Civil Apparatus (ASN) within the East Java Provincial Government will soon enter a transition period towards a new normal order. (New normal). In this circular, the Minister of Administrative and Bureaucratic Reform regulated flexible work system adjustments in setting work locations in the form of work from the office and work from home. In addition, official travel must be carried out selectively according to the level of priority and urgency while still paying attention to health protocols. Face-to-face meetings are encouraged to continue to use information technology through electronic media. However, if it is urgent to hold face-to-face meetings, it can be done by paying attention to physical distancing (Supriyanto, 2020). Responding to the extension of the application of WFH, it is important to improve the performance of BKD employees in the Province of East Java. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Employee performance is influenced by many factors, namely internal employee factors, namely factors from within the employee which are innate factors from birth and factors that are obtained during the development period. Inherited factors, for example, talent, personal traits, and physical and psychological conditions. While the factors obtained include knowledge, skills, work ethic, work experience, and work motivation. The higher the internal factors, the higher the employee performance and vice versa. Organizational internal environmental factors. The support obtained from the organization in the form of a compensation system and a good organizational climate can improve employee performance. Meanwhile, organizational external environmental factors are circumstances, events, or

situations that occur in the organization's external environment that affect employees, for example economic and financial crises and community culture (Wirawan, 2015). Ajayi (2018) and Widarta (2019) state that work stress affects employee performance. Then in another study by Yudiastra and Darma (2015) and Antasari and Yaniartha (2015) stated that the use of information technology is a factor that influences employee performance. In Abdillah and Rahmat's research (2017) states that emotional intelligence has a significant positive effect on performance.

Of the variables above, not all of them are studied, here the researcher focuses more on the variables of information technology use, work stress, and emotional intelligence only. This is because until now there is still controversy from one researcher to another (*research gap*) about the influence of the variables using information technology, work stress, and emotional intelligence on performance. The results of previous research on the effect of using information technology state that the use of information technology has a significant and positive influence on employee performance (Abbas *et al.*, 2014; Antasari & Yaniartha, 2015; Fitriani, 2018; Handayani *et al.*, 2018; Hariyani, 2014 ; Jabbouri *et al.*, 2016; Jahanian *et al.*, 2012; Rajakumaran, 2014; Rakhmansyah, 2014; Yudiastra & Darma, 2015; Muzakki *et al.*, 2016). Meanwhile, another study by Lindawati and Salamah (2012) found that the use of information technology consisting of complexity and facilitating conditions did not have a significant effect on individual employee performance.

Then previous research regarding the effect of work stress on employee performance stated that work stress had a significant and negative effect on employee performance (Murali *et al.*, 2017; Pandey, 2020; Sanjaya, 2012; Shahid *et al.*, 2011; Abdillah & Rahmat, 2017; Hidayati *et al.*, 2011). Meanwhile, other studies have found that work stress has no significant effect on employee performance (Azizah, 2019; Kristanti & Pangastuti, 2019; Rafiee, 2013; Yanrizal, 2020; Zalukhu, 2013).

The path of influence between emotional intelligence on employee performance states that emotional intelligence has a significant and positive effect on employee performance (Azizah, 2019; Zalukhu, 2013; Bhuvanewari & Natarajan, 2018; Gunu & Oladepo, 2014; Rahmasari, 2012; Hidayati *et al.*, 2011 ; Pambudi, 2014). Meanwhile, other studies state that emotional intelligence has no significant effect on employee performance (Rafiee, 2013; Yanrizal, 2020). There are also other studies which state that emotional intelligence has a significant and negative effect on performance (Graham, 2010).

The description of the research gap above shows that there are still inconsistencies in the results between the influence of the use of information technology, work stress, and emotional intelligence on performance. Therefore, this study will look again at how clear the influence of these variables is on employee performance.

Factors that affect performance are work stress. According to Robbins (2006), job stress is a condition that arises from the interaction between humans and work and is characterized by human changes that force them to deviate from their normal functions. The stress experienced during WFH is caused by several factors, namely: 1) Daily activities become less structured. Feeling that there are less boundaries needed to start work and end work, and work time feels longer because you have to try to reduce distractions to get all the work done; 2) Too many distractions. Distractions that occur are usually obtained from telephone calls from people who do not realize we are working, family members (especially children), and social media; 3) Difficulty setting boundaries. creating structure in work relationships and schedules, not blurring the lines between productivity and leisure, between socializing and working time; 4) Social isolation. While working at home, you often feel lonely, even though

you can interact through social media, this interaction can feel less personal than face-to-face meetings and conversations; 5) lack of focus. This happens because there are too many distractions that waste energy, and you are not able to motivate yourself towards the goals to be achieved (Verywellmind.com, 2020). If employees experience high stress, performance will decrease, and vice versa, if work stress decreases, performance will increase. Massie *et al.* (2018) stated that the variables of employee work stress and employee performance have a low and inverse correlation, meaning that if the value of work stress is high, employee performance decreases, and if the value of work stress is low, performance increases. Ajayi's research (2018) found that work stress affects employee performance.

In addition to work stress factors, emotional intelligence can also affect employee performance. This is because *social distancing* makes us maintain physical distance, which in turn creates psychological distance, making it more difficult to connect on an emotional level. In overcoming the limitations at the emotional level, emotional intelligence is needed. Emotional intelligence is the ability to recognize feelings, reach and generate feelings to help thoughts, understand feelings and their meanings, and control feelings in depth so as to help emotional and intellectual development (Salovey & Mayer, 1990). In several studies, emotional intelligence has an influence on performance. Abdillah and Rahmat's research (2017) shows that emotional intelligence has a positive influence on employee performance.

Variables that are thought to have an influence on work stress, emotional intelligence, and performance are the use of information technology. The use of information technology is one of the factors that can affect employee performance, given the existence of a *Work from Home* that requires employees to be able to use information technology. The purpose of implementing information technology for the company or organization concerned is to get a value chain from information technology that has benefits for all aspects of the business with an orientation towards improving employee performance and company productivity in order to get maximum benefits but minimize risks and costs (Wiseliner, 2013). Research by Yudiastra and Darma (2015) which shows that there is a significant influence between information technology on employee performance. Likewise with other research by Antasari and Yaniartha (2015) which shows that there is a positive effect between information analysis on individual performance.

The use of information technology can also affect work stress as shown by Andiaswati *et al.* (2018), Charrier (2018), Walz (2012), and Fiati and Zahro (2012) which state that the use of technology has a significant and positive effect on work stress. In addition, the use of information technology can also affect emotional intelligence. Research by Saputra *et al.* (2017) stated that the use of information technology has a good impact on emotional intelligence. So is the case with research by Marzuki *et al.* (2015) which states that there is a positive significant relationship between emotional intelligence and communication skills and information technology. Then Hendon *et al.'s research.* (2017) also found a significant positive relationship between emotional intelligence and adaptation to information technology professional communication.

Referring to previous research reviews, the novelty of this research lies in the development of a new research model of the determinants of employee performance, namely the placement of work stress and emotional intelligence variables as mediating (*intervening*) variables. That's because there are not many previous studies that make the variables of job

stress and emotional intelligence as mediating variables on the effect of the use of information technology on performance. There is only one study with the same variable, namely Ratna's research (2019) which examines the effect of the use of information technology on employee performance with work stress as a moderating variable which states that the use of information technology with moderation of work stress can improve employee performance. While the placement of emotional intelligence as a mediating (*intervening*) variable is still very rare. The lack of previous research makes the researcher's justification less strong. Some researchers say that the use of information technology affects work stress and emotional intelligence, as well as work stress, and emotional intelligence also has a significant effect on employee performance. In the gap research it was found that the use of information technology, work stress, and emotional intelligence did not have a significant effect on employee performance. Based on this, the researcher suggests whether the placement of work stress and emotional intelligence as mediating variables can make the use of information technology have a significant effect on performance or not.

In addition, this study will specifically evaluate the position of work stress and emotional intelligence variables as mediating (*intervening*) variables on the influence between the use of information technology on employee performance. This is done because based on the research model compiled, the position of the variables of work stress and emotional intelligence is between the influence of exogenous variables (use of information technology) and endogenous (employee performance). The origins of the position of work stress and emotional intelligence in the research model are in the middle, the researchers conducted an assessment of the influence between variables from previous studies, including: 1) the use of information technology on work stress, 2) the use of information technology on emotional intelligence, 3) use of information technology on performance, 4) work stress on performance, and 5) emotional intelligence on performance. Based on the direct relationship between variables in the research model, it seems as if the position of the variables of work stress and emotional intelligence are mediating variables even though they are still uncertain, so it is necessary to test the indirect variables after testing the research hypothesis.

Based on the background review above, this study aims to analyze and determine the effect of the use of information technology on work stress, emotional intelligence, and employee performance as well as the effect of work stress and emotional intelligence on the performance of employees of the Regional Personnel Board of East Java Province. For this reason, the hypothesis based on this is:

H₁: There is a significant effect of the use of information technology on work stress.

H₂: There is a significant effect of the use of information technology on emotional intelligence.

H₃: There is a significant influence of the use of information technology on employee performance.

H₄: There is a significant effect of work stress on employee performance.

H₅: There is a significant influence of emotional intelligence on employee performance.

METHOD

Location and time of research

This research is located in the city of Surabaya, East Java, with a time of 1 month.

Method

This research uses a quantitative method that is correlational because it is to determine the relationship between variables. The population in this study were 127 civil servants at the Regional Civil Service Agency of East Java Province. The sampling technique used in this study was *purposive sampling* or *convenience sampling*, namely a sampling technique using certain considerations (Arikunto, 2015), including: 1) Registered as an active civil servant; 2) Age 27-58 years. The sample size in this study was calculated using the *Slovin* as follows:

$$n = N / (1 + N \times e^2) = 127 / (1 + 127 \times (0.10)^2) = 55.95 \approx 56 \text{ respondents}$$

. In this study, there were 56 Civil Servants in the Regional Civil Service Agency of East Java Province. The data collection technique is through distributing questionnaires which will then be processed using the *Partial Least Square* (PLS) analysis method.

RESULTS AND DISCUSSION

Respondent profile description Respondent

profiles are described based on gender, age, last education, and years of service. Respondent profiles were described based on gender, most of the respondents were male as many as 29 people (51.8%), while the remaining 27 people (48.2%) were female respondents. According to the age of the respondents, most of the respondents were 31 to 44 years as many as 24 people (42.9%), the remaining 16 people (28.6%) aged 20 to 30 years, 13 people (23.3%) aged 45 to 57 years, and 3 people (5.4%) are over 57 years old. From the respondent's last education, it was found that the majority of respondents had a Diploma education as many as 31 people (55.4%), while the remaining 17 people (30.4%) had a Bachelor's degree, and 8 people (14.3%) had Postgraduate education. Judging from their work experience, most of the respondents had worked at BKD East Java in the period from 6 to 10 years as many as 17 people (30.3%) and 11 to 20 years as many as 13 people (23.2%), while the remaining 18 people (32.1%) had a working period of less than 5 years, and finally 8 people (14.2%) with a working period of more than 20 years.

Result

The results of the PLS Model Evaluation analysis are carried out by evaluating *the outer model* and *inner model*. The measurement model itself is used to test the construct validity and instrument reliability. The construct validity test was reviewed through *convergent validity* and *discriminant validity*, while the reliability test was reviewed from *composite reliability*.

1. Convergent validity

Table 1 shows that the *loading factor* of all indicators that measure the use of information technology, work stress, emotional intelligence, and employee performance variables has been more than the determination of 0.5, so it can be said that the measurement for the variable use of information technology, work stress, emotional intelligence, and employee performance have met *convergent validity* good.

2. Discriminant validity

Table 2 shows that the *cross loading* of indicators with the variables they measure is greater than the *cross loading* of other indicators. This shows that the indicators of the use of information technology, work stress, emotional intelligence, and employee performance variables have good *discriminant validity* .

3. *Composite reliability*

Table 3 shows that the *composite reliability* for each variable of information technology use, work stress, emotional intelligence, and employee performance is more than 0.7. This shows that the internal consistency of the indicators forming the construct of the use of information technology, work stress, emotional intelligence, and employee performance have met *composite reliability* .

Then evaluation of *the inner model* is carried out by looking at the percentage of the variance explained by looking at *the R-square* and looking at the magnitude of the coefficient of the structural path parameters. This evaluation also carried out hypothesis testing and *indirect effect*.

1. *The R-Square*

the relationship between the use of information technology and work stress obtained an *R-Square* of 0.096306. This means that the diversity of perceptions of East Java BKD employees regarding the work stress variable which can be explained by the use of information technology is 9.6306%, while the remaining 90.3649% is explained by other variables not examined.

The relationship between the use of information technology and emotional intelligence obtained an *R-Square* of 0.431513. This means that the diversity of perceptions of East Java BKD employees regarding the emotional intelligence variable which can be explained by the information technology use variable is 43.1513%, while the remaining 56.8487% is explained by other variables not examined.

The path of the relationship between the use of information technology, work stress, and emotional intelligence with employee performance obtained an *R-Square* of 0.861511. This means that the diversity of perceptions of East Java BKD employees regarding employee performance variables which can be explained by the variables of information technology use, work stress, and emotional intelligence is 86.1511%, while the remaining 13.8489% is explained by other variables not examined. .

2. Results of hypothesis testing

The results of testing the research hypothesis shown in table 4 are described as follows:
a. The first hypothesis (H_1)

The results of estimating the influence of the use of information technology on work stress obtained a path coefficient of -0.310333 with a *t statistics* of 2.545265 and a *p-value* of $0.014 < 0.05$. Based on these results, it can be said that the use of information technology has a significant effect on the work stress of BKD employees in East Java Province, so that $H_{1\text{ which}}$ states that there is an effect of the use of information technology on work stress is significantly accepted and proven true.

b. The second hypothesis (H_2)

The results of estimating the influence of the use of information technology on emotional intelligence obtained a path coefficient of 0.656897 with a *t statistics* of 3.647235 and a *p-value* of $0.001 < 0.05$. Based on these results, it can be said that the use of information technology has a significant effect on the emotional intelligence of BKD employees in East Java Province, so that H₂^{which} states that there is an effect of the use of information technology on emotional intelligence is significantly accepted and proven true.

c. The third hypothesis (H₃)

The results of estimating the effect of the use of information technology on employee performance obtained a path coefficient of 0.414404 with a *t statistics* of 4.693393 and a *p-value* of $0.000 < 0.05$. Based on these results, it can be said that the use of information technology has a significant effect on the performance of BKD employees in East Java Province, so that H₃^{which} states that there is an effect of the use of information technology on employee performance is significantly accepted and proven true.

d. The fourth hypothesis (H₄)

The results of estimating the effect of work stress on employee performance obtained a path coefficient of -0.043184 with a *t statistics* of 0.690539 and a *p-value* of $0.493 > 0.05$. Based on these results, it can be said that work stress has no significant effect on the performance of BKD employees in East Java Province, so that H₄ which states that there is a significant effect of work stress on employee performance is rejected and has not been proven true.

e. Fifth hypothesis (H₅)

The estimation results of the influence of emotional intelligence on employee performance obtained a path coefficient of 0.583239 with a *t statistics* of 6.136001 and a *p-value* of $0.000 < 0.05$. Based on these results, it can be said that emotional intelligence has a significant effect on the performance of BKD employees in East Java Province, so that H₅ which states that there is an influence of emotional intelligence on employee performance is significantly accepted and proven true.

3. Indirect effect test results

Table 5 presents the results of the indirect effect test which in the path of the influence of the use of information technology on employee performance through work stress produces a coefficient of 0.013 with a *t statistic* of $0.576 < 1.96$ and a *p-value* of $0.565 > 0.05$. This shows that the use of information technology has no significant effect on employee performance through work stress. Then on the path of the influence of the use of information technology on employee performance through emotional intelligence produces a coefficient of 0.383 with a *t-statistic* of $3.143 > 1.96$ and a *p-value* of $0.002 < 0.05$ which means that the use of information technology has a significant effect on employee performance through intelligence emotional.

Discussion

1. The effect of the use of information technology on work stress

The use of information technology has a significant effect on the work stress of BKD employees in East Java Province, so that H₁^{which} states that there is an effect of the use of

information technology on work stress in Civil Servants at BKD East Java Province is significantly accepted and proven true . This shows that if BKD employees in East Java Province are able to use technology well, it can reduce the work stress of these employees.

This result is in line with the results of research by Fiati and Zahro (2012) which showed that the relationship between information technology and stress levels in career women is positive, which has a significance value of 0.028 greater than 0.05. This means that the first hypothesis is accepted, the information technology variable has a significant effect on stress in career women. Another study by Andiaswati (2018) resulted in the *implementation of computer technology* and *computer anxiety* a positive effect on *Technostress*. Then Walz (2012) which shows that *technoinsecurity* (individuals who feel insecure in their level of understanding of information communication technology) is not supported, instead of this condition it is found, 73% agree or strongly agree that they have adequate skills to understand the technology they use. Thirty-eight percent of respondents almost always feel anxious when they don't have their phone with them, and 58% always check their phone as soon as they get an alert for an incoming text or email.

The results of this study are not in line with the results of Charrier's (2018) study which showed that overall, the independent variables were found not to be significantly related to the size of the dependent variable feeling of extreme stress or anxiety related to technology. To measure the dependent variable “feeling compelled to answer emails/texts after hours”, age was the only significant predictor. It is now even more important for nursing faculty to engage in lifelong learning in informatics.

2. The effect of using information technology on emotional intelligence

The use of information technology has a significant effect on the emotional intelligence of BKD employees in East Java Province, so that $H2_{\text{which}}$ states that there is an effect of using information technology on emotional intelligence in Civil Servants at BKD East Java Province is significantly accepted and proven to be true . This shows that if BKD employees in East Java Province are able to use technology well, it can increase the emotional intelligence of these employees.

The results of this study are in line with the results of Businsky's research (2018), which demonstrated that information technology professionals with higher levels of emotional intelligence are more likely to have transformational leadership behaviors than those with lower levels of emotional intelligence. Information technology professionals who have transactional leadership and laissez-faire leadership behaviors were found to have lower levels of emotional intelligence. Of the five main components of emotional intelligence, Self Expression and Self Perception have the most significant relationship with the use of transformational leadership. The main area that can be improved to improve the emotional intelligence of information technology professionals is Interpersonal skills which include building relationships.

Another study by Saputra *et al.* (2017) found that the influence of IT on emotional intelligence has a fairly good impact. Then Marzuki *et al.* (2015) which shows that there is a significant positive relationship between emotional intelligence and communication skills and information technology. This research implies that students with high emotional intelligence will have better mastery in communication skills and information technology skills.

Furthermore, Hendon *et al.'s research*. (2017) who found a significant positive relationship between emotional intelligence and adaptation to information technology professional communication. The positive results of this study indicate that information technology professions that have a strong relationship between emotional intelligence and communication skills can have positive implications for organizations for organizational teamwork/building relationships.

The results of this study are not in line with the results of Hamissi *et al.* (2013) which states that there is an inverse relationship between the severity of internet addiction and emotional intelligence. Because prevention is better than cure, we can replace the use of computers, the Internet and its facilities with the wrong way of using the Internet, which can affect the social dimension of personality, through family education and training centers.

3. The effect of the use of information technology on employee performance

The use of information technology has a significant effect on the performance of BKD employees in East Java Province, so that H₃^{which} states that there is an effect of the use of information technology on performance in Civil Servants at BKD East Java Province is significantly accepted and proven to be true. This shows that if BKD employees in East Java Province are able to use technology well, then the performance of these employees can improve.

The results of this study are in line with the research of Abbas *et al.* (2014) that demonstrated that technology greatly increases employee productivity along with time savings. This greatly affects the workload of employees and ensures control over errors and fraud. Quick access to information and ease of use enable bank employees to provide quality services. However, organizations implementing new technologies must provide proper training to their employees; it will improve their performance. Likewise, all prerequisites must be met before starting the implementation process; failures that can result in poor performance as well as poor customer service. Then Rajakumaran's research (2014) found that employee performance increased after the introduction of Information Technology compared to employee performance under a manual system. So, the researcher concludes, that Information Technology affects employee performance, and the use of Information Technology helps improve employee performance and keeps employees working with satisfaction. Satisfied employees can achieve maximum job levels.

Then Hariyani's research (2014) showed that there was a partial influence of the use of information technology variable on the dependent variable of employee performance. Another study by Fitriani (2018) showed that wireless information technology variables had an effect of 0.672% and 27.67% of employee performance increased because they were influenced by wireline information technology. Then Jahanian *et al.* (2012) who showed that there is a significant relationship between information technology and communication technology training in human resources and increasing their skills, efficiency, success, speed, and development of interest in educational organizations. Research Handayani *et al.* (2018) found that the independent variable (information technology mastery) has a significant effect on employee performance. Then Rakhmansyah *et al.* (2014) showed that, first, the simultaneous use of wireless information technology and wireline information technology has a significant effect on performance. second, the use of wireless information technology partially has a significant effect on performance. Finally, the use of wireline information

technology partially has a significant effect on performance. Furthermore, Jabbouri *et al.* (2016) showed a positive and statistically significant relationship between IT Infrastructure and innovation performance. Likewise with Yudiastra and Darma's research (2015) which shows that there is a significant influence between information technology on employee performance. Another study by Antasari and Yaniartha (2015) showed that there is a positive effect between information analysis on individual performance.

The research results are not in line with the results of Lindawati and Salamah's research (2012) which shows that the use of information systems and information technology consists of task-technology suitability, perceived usefulness, complexity, facilitating conditions. The technology-task suitability variable has a negative relationship and has a significant effect on individual performance, the perceived usefulness and anxiety of using computers has a positive relationship and has a significant effect on individual employee performance. Meanwhile, complexity variables and facilitating conditions do not have a significant effect on individual employee performance. The results also show that expertise as a moderating variable significantly influences the relationship between computer anxiety and individual employee performance.

4. The Effect of Work Stress on the Performance of BKD Employees in East Java Province

Work stress has no significant effect on the performance of BKD employees in East Java Province, so H_4 which states that there is an effect of work stress on performance in Civil Servants at BKD East Java Province is significantly rejected and not proven the truth. This shows that whether or not there is work stress experienced by BKD employees in East Java Province cannot affect the performance of these employees.

The results of this study are in line with the results of Azizah's research (2019) which shows that work stress affects employee performance although it is positive, but not significant. Yanrizal (2020) found that the variable work stress has a positive and significant effect on performance. Likewise, the research by Kristanti and Pangastuti (2019) also shows that work stress has no significant effect on employee performance.

The results of this study are not in line with Adriati and Agustin's research (2017) concluded that there is a significant negative effect of the work stress variable on employee performance. Pandey (2020) shows that stress factors increase the possibility of decreased employee performance. All stress factors are significantly but negatively related to employee performance. Overall stress levels decrease employee performance. Shahid *et al.* (2011) showed that all stress components cause great stress on bankers and then reduce their performance. Abdillah and Rahmat (2017) show that work stress has a negative and significant effect on employee performance.

5. The Effect of Emotional Intelligence on the Performance of BKD Employees in East Java Province

Emotional intelligence has a significant effect on the performance of BKD employees in East Java Province, so that H_5 which states that there is an influence of emotional intelligence on performance in Civil Servants in BKD East Java Province is significantly accepted and proven to be true. This shows that if BKD employees in East Java Province have good emotional intelligence, then the performance of these employees can improve.

The results of this study are in line with the results of Gunu and Oladepo's (2014) study showing that there is a significant relationship between employees' emotional intelligence, organizational commitment, and their performance. Rahmasari (2012) concluded that emotional intelligence has a positive and significant effect on employee performance. The results of this study are not in line with the results of other studies which state that emotional intelligence has no significant effect on employee performance (Rafiee, 2013; Yanrizal, 2020). There are also other studies which state that emotional intelligence has a significant and negative effect on performance (Graham, 2010).

6. The Effect of Using Information Technology on the Performance of BKD Employees in East Java Province through Work Stress The

use of information technology has no significant effect on employee performance through work stress. This shows that the use of information technology cannot affect employee performance even though it is supported by work stress. In this case, employees who have the ability to manage work stress and employees who lack the ability to manage work stress cannot influence the use of information technology in order to improve their performance.

According to Robbins (2006), job stress is a condition that arises from the interaction between humans and work and is characterized by human changes that force them to deviate from their normal functions. Based on this theory, the existence of work stress arises because of the interaction of employees with work which makes them unable to do a good job. However, with the implementation of this WFH work system, their work stress can be reduced, because they work at home which makes them more comfortable and relaxed. Unlike the case when working in a work environment that might trigger stress. Conditions that make employees comfortable at work cannot affect the relationship between the use of information technology and performance.

7. The Effect of Using Information Technology on the Performance of BKD Employees in East Java Province Through Emotional Intelligence

The use of information technology has a significant effect on employee performance through emotional intelligence. This shows that if an employee is able to use information technology properly, supported by good emotional intelligence, then the employee's performance can certainly improve. BKD employees in East Java Province who do *Work from Home* certainly have emotional limitations, but if employees have good emotional intelligence, this is not a problem. The existence of remote coordination during WFH, the use of information technology plays an important role. If employees are able to use technology well and have good emotional intelligence, it is also possible that their performance will also increase.

The theory of Goleman *et al.*, (2004) says that emotional intelligence is a person's more ability to motivate himself, resilience in the face of failure, controlling emotions, and delaying gratification, as well as managing the state of the soul. Cooper and Ayman (1998) say that emotional intelligence is the ability to feel, understand and effectively apply the power and sensitivity of emotions as a human source of energy, emotion, connection and influence. Based on this theory, an employee who is currently undergoing the WFH work system certainly uses information technology to have an important role, for example when coordinating between colleagues or giving assignments from superiors. There are no obstacles in the use of information technology and the ability to use the technology properly

can encourage an increase in their performance. The existence of good employee emotional intelligence can optimize the use of technology which in turn can improve their performance.

CONCLUSION

This study concludes that: 1) The use of information technology has a significant effect on the work stress of BKD employees in East Java Province, so that if BKD employees in East Java Province are able to use technology properly, it can reduce the work stress of these employees; 2) The use of information technology has a significant effect on the emotional intelligence of BKD employees in East Java Province, so that if BKD employees in East Java Province are able to use technology well, then the emotional intelligence of these employees can be increased; 3) The use of information technology has a significant effect on the performance of BKD employees in East Java Province, so that if BKD employees in East Java Province are able to use technology well, then the performance of these employees can improve; 4) Work stress has no significant effect on the performance of BKD employees in East Java Province, so whether or not work stress is experienced by BKD employees in East Java Province cannot affect the performance of these employees; 5) Emotional intelligence has a significant effect on the performance of BKD employees in East Java Province, so that if BKD employees in East Java Province have good emotional intelligence, then the performance of these employees can be improved; 6) Emotional intelligence can mediate the relationship between the use of information technology and employee performance, so that if employees who are able to use information technology properly are supported by good emotional intelligence, of course they can improve the employee's performance; 7) Job stress cannot mediate the relationship between the use of information technology and employee performance, so that the use of information technology cannot affect employee performance even though it is supported by work stress.

In general, this study concluded that the use of information technology has a significant effect on work stress, emotional intelligence, and employee performance. Emotional intelligence has a significant effect on employee performance, while work stress has no significant effect on employee performance. Emotional intelligence can mediate the relationship between the use of information technology and employee performance. Meanwhile, work stress cannot mediate the relationship between the use of information technology and employee performance.

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Tabel 1. Nilai Outer Loading

Variabel	Indikator	Outer Loading
Penggunaan Teknologi Informasi (X)	Faktor sosial (X ₁)	0,755797
	Perasaan (X ₂)	0,704299
	Kesesuaian tugas (X ₃)	0,843357
	Konsekuensi jangka panjang (X ₄)	0,837052
	Kondisi yang memfasilitasi (X ₅)	0,684714
Stres Kerja (Z ₁)	Beban kerja (Z _{1,1})	0,944635
	Konflik peran (Z _{1,2})	0,938479
	Ambiguitas peran (Z _{1,3})	0,948530
Kecerdasan Emosional (Z ₂)	Self-awareness (Z _{2,1})	0,842158
	Self-regulation (Z _{2,2})	0,749023
	Self-motivation (Z _{2,3})	0,770310
	Empathy (Z _{2,4})	0,894523
	Interpersonal skill (Z _{2,5})	0,685175
Kinerja Pegawai (Y)	Kuantitas kerja (Y ₁)	0,814736
	Kualitas dari hasil (Y ₂)	0,874836
	Kerjasama (Y ₃)	0,885426
	Tanggung jawab (Y ₄)	0,893704
	Inisiatif (Y ₅)	0,919481

Keterangan: Hasil cek *convergent validity*

Tabel 2. Nilai Cross Loading

	X	Y	Z ₁	Z ₂
X1	0,755797	0,648720	-0,254466	0,456205
X2	0,704299	0,607398	-0,327093	0,451467
X3	0,843357	0,639605	-0,234817	0,505951
X4	0,837052	0,573117	-0,227523	0,437275
X5	0,684714	0,620465	-0,147142	0,639123
Y1	0,607288	0,814736	-0,344785	0,677309

	X	Y	Z₁	Z₂
Y2	0,744005	0,874836	-0,379177	0,826884
Y3	0,706043	0,885426	-0,351101	0,674415
Y4	0,760076	0,893704	-0,343368	0,796949
Y5	0,730784	0,919481	-0,309172	0,833964
Z1.1	-0,343237	-0,415683	0,944635	-0,436301
Z1.2	-0,252685	-0,330432	0,938479	-0,278610
Z1.3	-0,269764	-0,354636	0,948530	-0,337217
Z2.1	0,615528	0,782687	-0,459034	0,842158
Z2.2	0,617455	0,613233	-0,199609	0,749023
Z2.3	0,471761	0,739183	-0,162518	0,770310
Z2.4	0,525866	0,769760	-0,317079	0,894523
Z2.5	0,305687	0,486115	-0,377622	0,685175

Keterangan: Hasil cek *discriminant validity*

Tabel 3. Composite Reliability

Variabel	Composite Reliability
Penggunaan Teknologi Informasi (X)	0,877010
Stres Kerja (Z ₁)	0,960791
Kecerdasan Emosional (Z ₂)	0,892715
Kinerja Pegawai (Y)	0,877010

Keterangan: Hasil cek *composite validity*

Tabel 4. Pengaruh Langsung

Jalur	Koefisien Jalur	t-Statistics	p-value	Keterangan
Penggunaan Teknologi Informasi (X) -> Stres Kerja (Z ₁)	-0,310333	2,545265	0,014	Signifikan
Penggunaan Teknologi Informasi (X) -> Kecerdasan Emosional (Z ₂)	0,656897	3,647235	0,001	Signifikan
Penggunaan Teknologi Informasi (X) -> Kinerja Pegawai (Y)	0,414404	4,693393	0,000	Signifikan
Stres Kerja (Z ₁) -> Kinerja Pegawai (Y)	-0,043184	0,690539	0,493	Tidak Signifikan
Kecerdasan Emosional (Z ₂) -> Kinerja Pegawai (Y)	0,583239	6,136001	0,000	Signifikan

Keterangan: Hasil pengujian hipotesis

Tabel 5. Pengaruh Tidak Langsung (Indirect Effect)

Jalur	Koefisien Jalur	t-statistics	p-value	Keterangan
Penggunaan Teknologi Informasi (X) -> Stres Kerja (Z ₁) -> Kinerja Pegawai (Y)	0,013	0,576	0,565	Tidak Signifikan
Penggunaan Teknologi Informasi (X) -> Kecerdasan Emosional (Z ₂) -> Kinerja Pegawai (Y)	0,383	3,143	0,002	Signifikan

Keterangan: Hasil pengujian pengaruh tidak langsung