Workload effect on Adversity Quotient through Emotional Quotient as Intervening Variable in Palu City Supermarket

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This study examines the workload of employees that affect the adversity quotient directly or indirectly through the emotional quotient as an intervening variable. The research participants were 108 supermarket employees in Palu City who were taken randomly from 26 supermarket outlets according to their proportions. The results indicate that workload's effect on the adversity quotient can be weakened if there is an emotional quotient that affects the workload and adversity quotient. In conclusion, this study provides a different perspective on the adversity quotient in the work environment. Another scientific addition is that the emotional quotient can be an adversity quotient reinforcement for individuals to survive the workload. It is possible that other quotients can strengthen the role of the adversity quotient in the world of work.

Keywords: Workload, Adversity quotient, Emotional quotient, Supermarket
INTRODUCTION

The emergence of online shopping does not necessarily make supermarkets close. Many people are still interested in shopping at supermarkets or other offline shopping places. The reasons also vary. Most of them like it because they can choose the desired item at will and are not afraid of fraud. However, such a human lifestyle is more independent and practical, so people want an independent, fast, and practical process even for shopping. Human lifestyle will change from year to year, according to the times. Human lifestyle is more independent and practical, so for shopping, humans want an independent, fast and practical process. Kottler and Keller (2019) explain that supermarkets are modern shopping places where consumers choose the desired product themselves without the help of a salesperson (self-service).

According to Rambat and Hamdani (2016), supermarkets are shops that sell various kinds of fresh and processed food and drinks and various other household items. In general, supermarkets occupy a large space, and the variety of goods available varies. Self-service is a term for service companies selling various products in one place of sale (Aryani & Rosinta, 2010). In the city of Palu, many supermarkets have sprung up, but not a few are closed. The attractiveness of supermarkets is that the products or goods offered are quite diverse and complete, always innovating in room layout and parking systems. This will impact the number of visitors to the supermarket, which always increases from year to year. So that the workload felt by employees also increases.

This increased workload is reflected in most employees at the front of the supermarket in Palu City (which means salespeople, cashiers, security, and information), giving an unpleasant impression. Less friendly employees show this, do not smile at consumers, urge consumers to choose products quickly, do not respond well when consumers ask questions, answer consumer questions in an unpleasant tone. Many consumers are left waiting a long time to be served. Based on this phenomenon, it can be said that supermarket employees in Palu City are less able to manage their emotions related to service to consumers. Management of these emotions is usually referred to as emotional quotient (EQ) (Behling, 2018). Self-emotion management is affected by a person's resilience in facing challenges. A person's toughness or resilience in facing challenges and obstacles in his life is referred to as the adversity quotient (AQ) (Stoltz, 2015). Another one is that resilience can mitigate the negative effects of occupational and workplace adversity on employees (Douglas, 2020). Singh & Sharma's research (2017) found that unfavorable conditions in the workplace cause work stress. This condition may be related to organizational policies such as downsizing or redesign, which causes fear of losing a job, politics among coworkers, overly demanding bosses, overwork leading to burnout or lack of coordination among teams leading to bottlenecks and unnecessary delays.

Based on observational data, conducting spontaneous interviews with employees shows that supermarket employees in serving large numbers of consumers often feel tired. The employee also explained that fatigue was due to workloads that had to be completed at almost the same time, such as rearranging the storefront of the goods that had been purchased, giving the goods to the cashier, consumers with various questions, and consumers who only saw not buying. Keeping things from being lost, lack of coworkers, and cleaning and tidying the storefronts and goods storage shelves before starting operating hours. Employees do all the work for 8 hours a day without a break. Many consumers and relatively few employees make more and more employees work. Therefore, in situations where employees have a workload, of course this requires an immediate response. This poses a threat of urgency and uncertainty becomes a cognitive cover, preventing organizations from pursuing new opportunities, exposing companies to the risk of being too slow, eroding their competitive advantage and, ultimately, going out of business (Osiyevskyy et al., 2021).

These things then become a burden for employees because of the large number of tasks and the amount of work that employees must bear. Mutia (2014) also wrote that a workload that has more capacity than the employee's ability limit can cause fatigue as well as physical fatigue, namely injury, while a workload that is too light can cause the effect of boredom or saturation of workers on their work. The workload felt by employees is a challenge that must be resolved. Considering that the company where they work has increased income. Research conducted by Sabrini et al. (2013) revealed that the workload arises because of the influence of company income, so employees are more required to perform optimally. Demands like this are a natural action taken by companies when consumers already believe in the company.

Based on the presentation of these findings, this study seeks to reveal the truth so that the formulation of the problem in this study is whether EQ can be the intervening variable for Workload to AQ in supermarkets in Palu City.

This study is expected to increase knowledge about theories related to AQ, workload, and the EQ intelligence of employees in supermarkets in Palu City. Practical benefits for the company are expected to provide an overview of being able to place and employ employees according to their abilities and capacities in dealing with problems and obstacles in the work that will later bring benefits and prosperity to the company. In addition, so that companies know that with the EQ possessed by employees, it is hoped that their AQ will also increase to resolve the demands and workloads of the company. For further research, it is hoped that this research can be a reference in the development of research carried out so that it can develop under the current developments. The hope is also that it can provide a real picture to researchers about AQ in human life and phenomena in the industrial world.
Adversity Quotient

Adversity means unpleasant conditions and misfortune from the basic word that is adverse. In contrast, quotient means quality specifications/characteristics or, in other words, measuring a person's ability (Stoltz, 2016). So the adversity quotient is defined as the ability to face adversity or difficulty. AQ consists of dimensions, according to Stoltz (2015), which are abbreviated as CO2RE, namely control, origin, ownership, reach, and endurance. The five dimensions of AQ are stated in the statement items in the research scale. On the other hand, a study by Song and Woo (2015) said that AQ could be shaped by various factors: competitiveness, motivational productivity, risk-taking, improvement, persistence, and learning.

A study about endurance found in the study extends work concerning career resilience (CR) by examining the role of CR as a mediator between various psychological career factors and career satisfaction (CS) (i.e., subjective career success) (Lyons et al., 2015). Although some general trends in resilience and protection may extend beyond national borders, resilience is also strongly influenced by culture and context (Noltemeyer & Bush, 2013). In addition, other studies reveal that the adversity quotient on students has a different impact. On career adaptability, scores were higher among associate-level student nurses and those who had served as student leaders. These findings may provide evidence for improving the adaptability of student nurses (Tian & Fan, 2014). Significant differences in Ownership, Reach, Endurance dimensions and Adversity Quotient were observed among the respondents of different income groups. A significant correlation between Adversity Quotient and Job satisfaction was observed. Approximately seventeen percent of the variance of job satisfaction was explained by Adversity Quotient (Sherrod, 2012).

Emotional Quotient

According to Goleman (2005), emotion refers to a feeling, a biological and psychological state, and a series of tendencies to act. Agustian (2017) views EQ as emotional intelligence in human relationships with other humans. Tarwaka & Sudijeng (2004) mention five domains: intrapersonal, interpersonal, stress control, adjustment, and general mood. Notoprasetio (2012) states that EQ is related to a person's personal and social abilities in controlling their emotions to become a determinant of behavior. Thus it can be said that EQ is a person's ability to recognize his feelings.

The factors that influence the development of EQ, according to Supriyanto and Troena (2012), are divided into two, namely physical factors determined by the relationship between the cortex (thinking) and the limbic system (emotional control); and psychological factors determined by temperament, namely the personality traits possessed by a person. Ardana, Aritonang, and Dermawan (2013) say that four skills together form emotional intelligence: self-awareness, self-management, social awareness, and management of social relationships.

According to Goleman (2005), there are five aspects of EQ: recognizing one's emotions, managing emotions, motivating oneself, recognizing other people's emotions, and building relationships.

Workload

The definition of workload according to the Regulation of the Minister of Home Affairs Number 12 of 2008 is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm (Regulation of the Minister of Home Affairs, n.d.). According to (Tarwaka & Sudijeng, 2004), workload is a difference between a person's capacity or ability and the work demands that must be faced. This is based on the fact that humans require physical and mental abilities to carry out their work tasks. Not all humans can adjust their capacity to their workload (Hart & Staveland, 2018). If a person's workload is not proportional to the capacity he has, it will cause stress on him.

Workload measurement is a technique for obtaining information about work efficiency and effectiveness, which is carried out systematically using job analysis techniques, workload analysis techniques, or other management techniques (Tarwaka & Sudijeng, 2004). According to Hart and Staveland (2018), that workload arises from the interaction between the demands of tasks, the work environment used as a workplace, skills, behavior, and perceptions of work.

Hart and Staveland (2018) divide the workload into six dimensions: mental demand, physical demand, temporal demand, performance, effort, and frustration level.

Hypothesis

The phenomenon of employees at supermarkets in Palu City, the profession as a salesperson in carrying out tasks is not easy, takes a lot of time, is not light, and requires own skills in dealing with other consumers (Wallis, 2012). When viewed from the volume of work and work time sacrificed as well as the type of work, there is an imbalance in completing tasks as a salesperson. This is what makes the workload of a salesperson heavy (Jackson, 2013). In the type of work related to human behavior, a salesperson's workload demands resistance to work challenges and emotional control. According to the theoretical study presented earlier, the profession of a salesperson is not as easy as imagined. For this reason, it is deemed necessary to examine the effect of workload on the resilience of the challenges faced by an employee on the emotional intelligence that occurs (Paramanandam & Shwetha, 2013).

H1: The workload will affect the Adversity Quotient (AQ) depending on a person's emotional intelligence (EQ) as an intervening.

METHOD (FOR RESEARCH ARTICLE)
According to Sugiyono (2010), research with a quantitative approach focuses on analysis in the form of numbers (numerical) and then processed using statistical methods. According to Azwar (2014), inferential research (in the context of testing hypotheses) relies on conclusions that result in a null probability of rejecting the hypothesis. Using quantitative approach research methods will obtain the significance of the relationship and the differences between the variables studied. Sugiyono (2010) suggests that quantity research starts with explaining the research concept used because it is the researcher’s frame of reference in designing research instruments. This study is expected to find a relationship or influence of the variables studied, namely workload on AQ through employee EQ.

The variables in this study consisted of the independent variable, namely workload, the intervening variable, namely EQ, and the dependent variable, AQ. This study was conducted in 26 supermarkets in Palu City. Sampling is proportionally random sampling Sudradjat (2002). A total of 108 self-service employees as the unit of analysis. The data taken is primary data for data analysis using the path analysis method, which is an extension of multiple linear regression analysis with SPSS (Ghozali, 2019).

Participants in this study are employees who have worked for less than one year until 2 years. This relates to employee resilience at work and managing stress. In addition, age also aims to determine the level of resilience or employee AQ in terms of age. Another thing is the gender that participants get is female. This study uses three measurement scales. Adversity quotient by Stoltz, emotional quotient by Golemen, and workload by Tarwaka and Sudiajen all have been reused. All of these measuring tools have been adapted and adapted to the characteristics of research participants.

RESULTS AND DISCUSSION

Based on Table 1, it was found that supermarket employees in Palu City, mostly aged between 22-26 years, in this age range are workers who are looking for experience to be able to work, not age to determine their next career Effendi and Khairani (2016). In the gender category, it indicates that there are more female employees who have direct contact with consumers. This is because women have flexibility in serving consumers, while men are mostly used for jobs that use muscles (Aryani & Rosinta, 2010). Judging from the working period of employees, most have a working period of fewer than 1.5 years because employees who have worked for more than 2 years, most them submit to resign so that companies often recruit new workers so that employee turnover is very high (Chin & Hung, 2013).

Table 2 explains the magnitude of the direct effect of workload on AQ of -0.436 with a significance value of 0.000. These results indicate that there is a negative and significant effect. It means that the higher the workload level of supermarket employees in Palu City will affect the lower AQ of employees. This can also mean that a high workload can affect AQ to low.

The daily performance of supermarket employees in Palu City shows that work tends to seem less enthusiastic. This happens based on low AQ, due to excessive workload with short rest periods. Efni et al. (2017) mention that this situation makes the work done by employees feel less comfortable for consumers. On the other hand, providing good service to consumers is one of the challenges and difficulties in work that must be faced (Rambat & Hamdani, 2016).

Stoltz’s (2000) view of AQ illustrates that a person in reaching the point of success requires an ability to survive in the face of existing problems and difficulties. The existence of AQ becomes a strength for employees to be able to cope with the existing workload. According to research conducted by Wu (2011), the presence of work stress sources such as demands and workloads will motivate a person to work better. With a high workload and high motivation in AQ, a person will be able to succeed.

Table 3 explains the magnitude of the effect of workload with EQ on research subjects, it is known that the effect between the variables above is 0.547 with a significance of 0.000. Based on these results, it can be explained that there is a positive and significant influence between workload and emotional intelligence.

Table 4 shows a positive influence between emotional intelligence on AQ with a value of 0.481, and a significance of 0.000. This indicates that there is a true effect between EQ and AQ. Figure 1 shows the estimation model of the relationship and influence between variables.

Figure 1 explains that the workload variable can,
directly and indirectly, affect AQ. This can be seen in the formulation of the calculation of the influence between variables as follows (Ghozali, 2019):

The indirect effect of workload on AQ through EQ is $p_{1xp2}=0.547x0.481=0.263$. The direct effect of workload on AQ is $p_{3}=0.436$. The total effect (workload regression value to AQ through EQ) is $p_{1+}(p_{1xp2}) = 0.547x0.263=0.81$ (Ghozali, 2019).

The calculations using the above formulation show that the total effect of 0.81 is greater than the value of the direct influence of 0.481. While the direct effect is 0.436 more than the indirect effect is 0.263. This indicates that workload can directly or indirectly affect AQ, but it is found to have a stronger direct effect. So it would be better if you increase your AQ, it is necessary to pay attention to reducing the workload of employees. In contrast, EQ does not require intense attention.

The results obtained based on the calculation of the proposed hypothesis, it is known that the indirect effect of workload on AQ through EQ can be proven significantly. The existence of EQ in the influence of workload on AQ can be an intervening that can weaken the influence. A person's ability to recognize the feelings he has, in the form of intelligence related to personal abilities and social abilities of a person who controls his emotions so that it becomes a determination in emotional expenditure (Supriyanto & Troena, 2012). When viewed from the influence relationship between variables, it can be said that the higher the employee's workload, the more intelligent employees will be in managing their emotions, increasing their ability to deal with difficulties/challenges.

However, the analysis results of the influence between workload and AQ are negative, so there is an inverse relationship, so the higher the workload of the employee, the lower the ability of the employee to face difficulties/challenges. Thus, the influence of workload on AQ can be weakened if there is emotional intelligence that also affects workload and AQ. The value of the influence given by emotional intelligence on AQ indirectly is 0.481 with a significance of 0.002.

In research conducted by Sanjaya (2012) it can be seen that the presence of EQ can weaken the effect of work stress on employee performance. Research conducted by Kasmarani (2012) that mental workload can affect nurses' work stress. Kasmarani's research illustrates that the mental workload influences work stress and affects the level of EQ and AQ. While research conducted by Wisesa and Indrawati (2016), said that the AQ of students who start entrepreneurship is a challenge that must be faced in achieving predetermined targets, and students must complete other tasks during the lecture period. This illustrates that good fighting power, good emotional intelligence is also needed. Another study found that workplace thriving highlighted how supervisors might support people to do their best work while preventing burnout (Holttum, 2019). So this could be another value to improve an employee's resilience or adversity quotient.

**Limitation**

The study's limitations are related to the limited number of self-service companies as participants in this study. In addition, based on theory, it is only limited to the emotional quotient. It is hoped that similar research can use other quotations supporting research.

**CONCLUSION**

This research is based on the performance of employees or self-service salespeople in Palu, which does not match the customer's wishes. Then through this research, it was revealed that the power of excessive workloads and the weak AQ of employees made turnover intentions visible.

Based on the research results described and discussed, it can be concluded that the workload felt by supermarket employees in Palu City can affect AQ or fighting power directly or indirectly through EQ or their own emotional intelligence. It was also found that the higher the level of the employee's workload, the lower the AQ possessed by the employee. However, if EQ can be controlled in the sense that it is weakened, AQ can increase, which in the end employee turnover can be suppressed. This will trigger the desire of employees to resign from their jobs and lead to turnover. Another finding is that employee emotional intelligence is proven as an intervening variable of the effect of workload on fighting power, but it is not as effective as the direct effect of workload on AQ because the effect is stronger than the indirect effect. However, the effect of workload on AQ can be weakened if EQ is involved.

The suggestion that can be used as a reference to improve employee AQ is that the company is expected to motivate its employees more effectively, for example, providing rewards and punishments according to employee needs, as well as providing training to improve the ability of workers. To prevent employee resignation and turnover, the company provides directions on practical ways and tips in dealing with consumers to reduce fatigue at work. To increase AQ, companies should provide training to improve the ability to recognize stable self-feelings, for example, employees are introduced to pleasant and unpleasant situations with the hope that employees can think to give meaning to behavior.

In conclusion, this study provides a different perspective on the adversity quotient in the work environment. Another scientific addition is that the presence of an emotional quotient can strengthen the adversity quotient for individuals to survive in the face of workloads. It is possible that other quotations can strengthen the role of the adversity quotient in the world of work.

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**Conflict of Interest Statement:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.
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### TABLE 1 | Descriptive Results of Research Participants

<table>
<thead>
<tr>
<th>Age Category</th>
<th>F</th>
<th>%</th>
<th>Gender Category</th>
<th>F</th>
<th>%</th>
<th>Years of service Category</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 30</td>
<td>12</td>
<td>11.2</td>
<td>Male</td>
<td>8</td>
<td>7.5</td>
<td>&gt; 2 years</td>
<td>11</td>
<td>10.18</td>
</tr>
<tr>
<td>30 – 26</td>
<td>35</td>
<td>32.5</td>
<td>Female</td>
<td>10</td>
<td>92.5</td>
<td>2-1.5 years</td>
<td>13</td>
<td>12.04</td>
</tr>
<tr>
<td>26 – 22</td>
<td>44</td>
<td>40.5</td>
<td></td>
<td></td>
<td></td>
<td>&lt; 1.5 years</td>
<td>84</td>
<td>77.78</td>
</tr>
<tr>
<td>&lt; 22</td>
<td>17</td>
<td>15.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>100</td>
<td></td>
<td>108</td>
<td>100</td>
<td></td>
<td>108</td>
<td>100</td>
</tr>
</tbody>
</table>
### TABLE 2 | Direct Relationship between Workload and Adversity Quotient

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constanta</td>
<td>8.347</td>
<td>2.304</td>
<td>4.734</td>
<td>.000</td>
</tr>
<tr>
<td>Workload</td>
<td>-.436</td>
<td>.079</td>
<td>9.128</td>
<td>.000</td>
</tr>
</tbody>
</table>

R = 0.534  \quad \text{F-Statistik} = 47.248
R.Square = 0.244  \quad \text{Sig} = 0.000
Adjusted R. Square = 0.535
TABLE 3 | Direct relationship between Workload and Emotional Quotient

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constanta</td>
<td>14.347</td>
<td>3.217</td>
<td>5.414</td>
<td>.000</td>
</tr>
<tr>
<td>Workload</td>
<td>.547</td>
<td>.056</td>
<td>7.812</td>
<td>.002</td>
</tr>
</tbody>
</table>

R = 0.647  
F-Statistik = 68.268  
R.Square = 0.418  
Sig = 0.000  
Adjusted R. Square = 0.413
TABLE 4 | Direct Relationship between Emotional Quotient and Adversity Quotient

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constanta</td>
<td>9.037</td>
<td>3.573</td>
<td>6.453</td>
<td>0.000</td>
</tr>
<tr>
<td>Emotional Quotient</td>
<td>0.481</td>
<td>0.088</td>
<td>8.120</td>
<td>0.000</td>
</tr>
</tbody>
</table>

R = 0.576
R.Square = 0.382
Adjusted R. Square = 0.431

F-Statistic = 56.658
Sig = 0.000
LIST OF FIGURE

1 Influence Relationship Model between Variables and Parameter Estimation Path Analysis Model .......................... 147
Figure 1 | Influence Relationship Model between Variables and Parameter Estimation Path Analysis Model

Source: (Data Processing, 2018)