


# The Influence Of Work Discipline And Emotional Intelligence On The Employees Performance Of J&T Express Kebun Cengkeh Ambon

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Article Info	ABSTRACT
<p><b>Keywords:</b> Management, Work Discipline, Emotional Intelligence, Employee Performance.</p>	<p>This research aims to reveal the influence and how big an impact work discipline and emotional intelligence have on the level of performance produced by employees of J&amp;T Express Kebun Cengkeh Ambon, a company that provides goods delivery services. A descriptive approach was used to test hypotheses or answer questions about the research subject, with the research focus on J&amp;T Express Kebun Cengkeh employees, totaling 36 people. Using a saturated sampling method, this approach involves the entire population of J&amp;T Express Kebun Cengkeh employees as the main sample. The likert scale is the main measuring tool used by distributing questionnaires to respondents. In processing the collected data, multiple regression analysis was driven by SPSS statistical software as the main tool. Interesting research results show that work discipline has a positive and significant influence on performance, while emotional intelligence makes a positive but not significant contribution to employee performance. This research not only presents findings but also brings an in-depth understanding of the interaction between work discipline, emotional intelligence, and performance in the context of human resource management.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Felix Chandra Management, University of Pattimura, Maluku, Indonesia Jl. Ir. M. Putuhena, Poka, Kec. Tlk. Ambon, Kota Ambon, Maluku felixchandra80@gmail.com</p>

## INTRODUCTION

In the era of globalization, the business world has become an environment that is developing rapidly and giving rise to transformations that encourage companies to formulate careful visions, missions, and strategies in order to achieve the goals on which they were founded. The most striking developments are related to rapid progress in the fields of technology and information. Facing future challenges, companies are required to design strategies that require investment in training and development in all aspects.

In the midst of increasingly fierce competition, company management is faced with demands to continuously improve its performance. This improvement is a must for the company to survive over time. The concept of performance, as defined by Mangkunegara in Meinitasari & Chaerudin (2023), is not just the result of work in terms of quality and quantity but also the achievement of an employee in carrying out his duties in accordance with the responsibilities entrusted to him. Afandi, as stated in research by Melati et al. (2022), defines performance as work results that can be achieved by individuals or groups in a company in line with the authority and responsibilities that have been given, which of course must be achieved in a legal manner, according to ethics, and do not violate the law.

High performance from employees plays an important role in producing quality products and providing satisfactory services. In achieving the set standards, both in terms of quality and quantity, companies not only gain public trust but also create the foundation for success. Optimal performance is a reflection of well-maintained work effectiveness and efficiency. Efficiency involves the ability to complete tasks precisely, while effectiveness demands the ability to determine goals and select

appropriate equipment to achieve them. Thus, high performance is not just an achievement but also a manifestation of harmony between input and output, which brings the company to its peak of success.

Good and high employee performance is a goal that all companies want, but talking about employees who are humans, there are things that can trigger an increase or decrease in the resulting performance, and this is what happened at the J&T Express Kebun Cengkeh Ambon office. At the J&T Express Kebun Cengkeh Ambon office, there are problems with its performance, one of the main ones being that there are many delays in delivering packages to customers.

From the results of observations, this reduced performance was caused by the employee's work discipline factor. It was found that there were employees who did not come to work without explanation and employees who came to work late. These absences and delays result in misunderstandings in conveying information, which results in suboptimal task completion. According to Siswanto, as explained in research by Meinitasari and Chaerudin (2023), work discipline is not just about obeying the rules but also includes an attitude of respect and a willingness to carry out the rules, both written and unwritten. The willingness to accept sanctions as a consequence of violations of duties and authority is an integral part of work discipline. Meanwhile, Hasibuan, in a study conducted by Silitonga and Faddila (2023), described work discipline as a combination of employee awareness and willingness to comply with organizational regulations and applicable social norms. Hasibuan emphasized that discipline is the main key to achieving goals, because without discipline, the results achieved will not be optimal. Hasibuan emphasized that high work discipline reflects a person's high level of responsibility for the tasks at hand, which in turn stimulates enthusiasm, efficiency, and effectiveness at work. Thus, solid work discipline is not only the foundation for good performance for employees and the company but also creates a work environment full of enthusiasm and productivity.

Apart from work discipline, the resulting employee performance is also influenced by the emotional intelligence of J&T Express Kebun Cengkeh Ambon employees. The COD system makes employees, especially couriers, experience emotional exhaustion. Because the COD payment method requires the courier to deliver the goods and also has to collect funds directly from the customer, When the customer is not at the location or address on the package, the courier must pick up the delivered goods again until the customer can be contacted or the goods are directly received by the customer and the COD money is paid. Emotional intelligence enables employees to think about things rationally, analyze situations well, face challenges, and make wise decisions. According to Goleman, as expressed in research by Rahmawati (2022), emotional intelligence is understood as the capacity to identify the feelings of oneself and others, stimulate internal motivation, and manage emotions effectively in personal contexts and social interactions. Cooper and Sawaf, as presented in research by Khairunnisa and Alfaruqy (2022), state that emotional intelligence is a person's skill in understanding, feeling, and applying emotional strength and sensitivity effectively. These skills are considered invaluable sources of connection, information, influence, and human energy. So, emotional intelligence is not only related to understanding and managing personal emotions but also includes the ability to understand and apply emotional strength as an important element in interacting, influencing, and providing valuable human resources.

In the world of work, having strong emotional intelligence can help form profitable and supportive relationships with fellow colleagues and superiors, as well as enable individuals to collaborate effectively in teams. The ability to be aware of and control one's own or other people's

emotions is the basis for an individual's good emotional intelligence. Someone who has expertise in emotional intelligence is generally better able to face challenges and pressure and is more responsive to changes and difficulties in life. Emotional intelligence makes individuals have the skills to maintain emotional balance and be able to make wise decisions in complex situations. Ability in emotional intelligence is a valuable asset for employees in managing their feelings because it allows them to express emotions appropriately according to the situation at hand. Under certain circumstances, emotional intelligence can manifest emotions into productivity.

## METHODS

This research is a type of descriptive research, a research effort carried out by collecting data to test hypotheses or answer questions about the research subject's current condition. The research focus is directed at work discipline and emotional intelligence as independent variables, while performance is the dependent variable. The data in this research was obtained through the use of a questionnaire filled out by employees of J&T Express Kebun Cengkeh Ambon, which was the object of research with a population of 36 people.

To overcome the limited population size, this research applied a saturated sampling technique, involving 36 people as research samples. Responses from respondents will be assessed using a Likert scale, including ratings from strongly disagree to strongly agree. In order to guarantee the superiority of the data and the relationship between research variables, validity, reliability, and classical assumption tests regarding data linearity were carried out. The work discipline variable in this research was measured using indicators proposed by Rivai in Alfiah (2019), namely: attendance, compliance with work regulations, compliance with work standards, level of vigilance and work ethics. The emotional intelligence variable is measured using indicators proposed by Goleman in (Faturrahman & Fatmayati, 2023), namely: self-awareness, self-regulation, self-motivation, empathy and social skills. Performance variables are measured using indicators proposed by Mangkunegara in (Rahayuningsih 2022), namely: quality of work, quantity of work, responsibility, cooperation and initiative.

In order to determine the impact and significance of each factor that influences the dependent variable, a multiple linear analysis approach is adopted as the main method, and the data will be processed with the support of the SPSS application. The formulation of multiple linear regression in this research can be summarized as follows :

$$Y = a + b_1x_1 + b_2x_2 + e$$

Through this approach, research provides an opportunity to dive deeply into the dynamics of work discipline, emotional intelligence and employee performance in the J&T Express Kebun Cengkeh Ambon environment.

## RESULTS AND DISCUSSION

### Validity Test

Validity test is a test carried out to measure the effectiveness of an instrument used in exploring a variable being studied. In the validation process, a comparison between the calculated r value and the r table value is carried out to determine the validity of an instrument. In the context of this research,

the relevant r-table value is 0.32, which is the r-table value for the sample size  $(n-2) = 36 - 2 = 34$  and  $\alpha = 0.05$ . The reliability of an instrument is recognized if the calculated r-value of the variable being tested exceeds the r-table value used as a reference, meaning that the instrument is considered valid for measuring the variable being studied.

**Table 1.** Validity Test

Variable	Statement Items	R count	R table	Significance	Information
Work Discipline (X1)	X1.1	0,511	0,32	0,001	Valid
	X1.2	0,746		0,000	Valid
	X1.3	0,759		0,000	Valid
	X1.4	0,764		0,000	Valid
	X1.5	0,737		0,000	Valid
	X1.6	0,593		0,000	Valid
	X1.7	0,688		0,000	Valid
	X1.8	0,618		0,000	Valid
	X1.9	0,692		0,000	Valid
	X1.10	0,531		0,001	Valid
	X1.11	0,694		0,000	Valid
Emotional Intelligence (X2)	X2.1	0,745	0,32	0,000	Valid
	X2.2	0,730		0,000	Valid
	X2.3	0,631		0,000	Valid
	X2.4	0,728		0,000	Valid
	X2.5	0,832		0,000	Valid
	X2.6	0,801		0,000	Valid
	X2.7	0,747		0,000	Valid
	X2.8	0,798		0,000	Valid
	X2.9	0,658		0,000	Valid
	X2.10	0,687		0,000	Valid
	X2.11	0,624		0,000	Valid
	X2.12	0,652		0,000	Valid
Performance (Y)	Y.1	0,843	0,32	0,000	Valid
	Y.2	0,790		0,000	Valid
	Y.3	0,703		0,000	Valid
	Y.4	0,703		0,000	Valid
	Y.5	0,541		0,001	Valid
	Y.6	0,496		0,002	Valid
	Y.7	0,778		0,000	Valid
	Y.8	0,772		0,000	Valid
	Y.9	0,830		0,000	Valid
	Y.10	0,657		0,000	Valid
	Y.11	0,672		0,000	Valid
	Y.12	0,673		0,000	Valid
	Y.13	0,783		0,000	Valid
	Y.14	0,531		0,001	Valid

Source: data (processed) 2024

Based on the results of the validity test in Table 1, it is shown that each statement chosen as a measuring tool for assessing work discipline variable, emotional Intelligence variable and performance variable has a calculated r-value that exceeds the standard r-table value, namely 0.32. With this achieved value, it can be concluded that all statement items chosen to describe the work discipline variable, emotional Intelligence variable and performance variable are declared valid in measuring this concept.

### Reliability Test

Reliability testing is a test carried out to test the extent to which an instrument is reliable and consistent in measuring a variable. If the Cronbach's Alpha of an instrument exceeds 0.60, this reflects that the instrument is reliable and has been proven to be consistent. On the other hand, if the Cronbach's Alpha value is below 0.60, this indicates that there are several statements that show inconsistency in the answer.

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Information
Work Discipline (X1)	0,874	Reliable
Emotional Intelligence (X2)	0,914	Reliable
Performance (Y)	0,915	Reliable

Source: data (processed) 2024

Based on the reliability test results from table 2, it can be concluded that the statements chosen to evaluate work discipline, emotional intelligence and performance are reliable, because the Cronbach's Alpha values exceed the threshold of 0.60. This reliability test shows the robustness of the instrument, with the Cronbach's Alpha value for work discipline reaching 0.874, emotional intelligence getting a value of 0.914, and performance showing reliability with a value of 0.915.

### Classic Assumption Test

#### Normality Test

Normality testing is carried out with the aim of assessing whether the distribution of the independent variables in the regression structure shows regularity or vice versa. In looking at normality in this research, we will use Asymp. Kolmogorov-Smirnov test as a tool to test the significance of two sides. If the Asymp Sig (2-tailed) value exceeds 0.05, it can be stated that the independent variable data in this study is considered to have a relatively normal distribution.

**Table 3.** Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		36
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.81034553
Most Extreme Differences	Absolute	.076
	Positive	.076

	Negative	-.056
Test Statistic		.076
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: data (processed) 2024

Through analysis of table 3 of the normality test using the Kolmogorov-Smirnov test, a significance value (2-tailed) was found to be 0.200. This figure exceeds the standard of 0.05, which indicates that the distribution of the variable can be considered normal. Based on these results, it can be concluded that the variables being tested show a normal distribution pattern.

### Multicollinearity Test

The multicollinearity test is a test included in the research to explore whether the independent variables in the regression model are related to each other or not. The state of freedom from multicollinearity is considered fulfilled if the Variance Inflation Factor (VIF) value remains below 10 and the tolerance value exceeds 0.1. Thus, this test provides a detailed understanding through evaluating the VIF (Variance Inflation Factor) value and tolerance.

**Table 4.** Multicollinearity Test

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	8.011	6.714			
Work Discipline	.704	.176	.538	.621	1.611
Emotional Intelligence	.337	.133	.340	.621	1.611

a. Dependent Variable: Performance

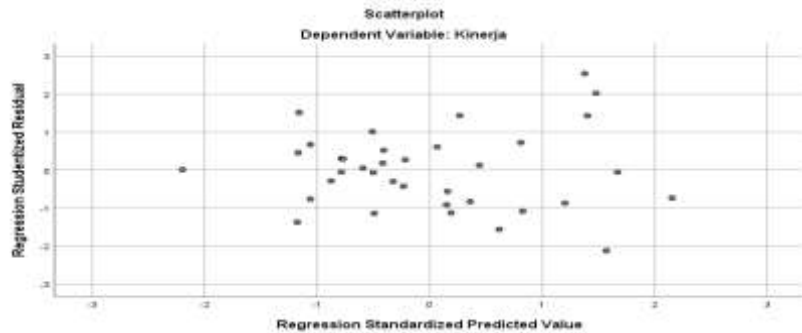
Source: data (processed) 2024

Based on table 4 regarding the multicollinearity test above, the work discipline and emotional intelligence variables studied have a VIF value of  $1.611 < 10$  and a tolerance value of  $0.621 > 0.10$ . The tolerance and VIF values of the work discipline and emotional intelligence variables show that these variables do not have multicollinearity.

### Heteroscedasticity Test

The heteroscedasticity test is carried out with the aim of identifying whether the regression model shows differences in variance between various data. The absence of a clear pattern in the data and random distribution indicate the absence of heteroscedasticity. Information on heteroscedasticity test results is presented through a graphical representation in the form of a scatterplot.

**Table 5. Heteroscedasticity Test**



Source: data (processed) 2024

Based on observations of the graph above, it can be concluded that heteroscedasticity does not occur because the distribution of data occurs randomly without forming a certain pattern in the graph.

### Hypothesis test

#### F Test (Simultaneous Test)

The F statistical test is used to verify whether all the independent variables tested have a simultaneous impact on the dependent variable. When the f-count value exceeds the f-table value and the significance value is less or equal to 0.05, it is an indicator that the independent variables collectively have an influence on the dependent variable.

**Table 6. F Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	470.541	2	235.270	28.086	.000 <sup>b</sup>
	Residual	276.431	33	8.377		
	Total	746.972	35			

a. Dependent Variable: Performance

b. Predictors: (Constant), Emotional Intelligence, Work Discipline

Source: data (processed) 2024

The results of the F test indicate that the calculated f-value for the independent variable for the dependent variable is 28.086, with a significance value of 0.000. The significance of the f-count far exceeds the recommended f-table value, namely 3.28, and a significance of less than 0.05 indicates that work discipline and emotional intelligence have a significant joint influence on performance.

#### T Test (Partial Test)

The t test aims to reveal the contribution of each independent variable to the dependent variable studied. The t test is carried out by comparing the calculated t-value with the t-table value and considering the significance value. When the calculated t-value of the independent variable is greater than the t-table value which is the measurement standard, the independent variable is considered to



have an influence on the dependent variable. If the significance value of the independent variable is below 0.05 then the independent variable has a significant influence on the dependent variable.

**Table 7. T Test**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8.011	6.714		1.193	.241
Work Discipline	.704	.176	.538	4.000	.000
Emotional Intelligence	.337	.133	.340	2.531	.016

a. Dependent Variable: Performance

Source: data (processed) 2024

Through the T Test, the work discipline variable shows a t-count of 4.000 with a significance level of 0.000. This figure confirms that work discipline has a positive and significant impact on performance, as evidenced by the t-count which exceeds the t-table value (2.034) and a significance level of less than 0.05. Therefore, the first hypothesis is accepted. Meanwhile, the emotional intelligence variable obtained a t-value of 2.531 with a significance level of 0.016. These results indicate that the second hypothesis was rejected because the significance of the emotional intelligence variable was greater than 0.05, even though the t-count value exceeded the t-table value (2.034). This confirms that the emotional intelligence variable has a positive but not significant impact on performance.

### Multiple Linear Regression Test

Based on the results of multiple linear regression tests, the multiple regression equation used in this research is:

$$Y = 8,011 + 0,704X_1 + 0,337X_2$$

The constant value of the performance variable was found to have a value of 8.011, which means that the performance variable will have an effect of 8.011 if work discipline and emotional intelligence do not increase or decrease. The value of the work discipline variable (X1) is 0.704, where performance will increase by 0.704 for every one unit increase in the work discipline variable (X1). The value of the emotional intelligence variable (X2) is 0.337, where for every one unit increase in the emotional intelligence variable (X2), performance will increase by 0.337.

### The Effect of Work Discipline on Performance

Through the T Test findings in this research, it can be concluded that the work discipline variable contributes to the level of employee performance. This research presents evidence that the higher the level of employee work discipline, the better the resulting performance. These findings support the initial research hypothesis, which states that work discipline has a positive and significant impact on performance.

In a more in-depth analysis, statistics show that the significance value of the work discipline variable is 0.000, which is automatically smaller than the significance limit of 0.05. With a t-count value



reaching 4,000, which far exceeds the t-table value of 2,034, it can be concluded that work discipline has a significant impact on employee performance levels. These findings illustrate that the role of work discipline cannot be ignored and consistently contributes to employee performance levels.

Work discipline includes regularity, punctuality and commitment in carrying out work tasks. Employees who show a high level of discipline tend to be more focused and responsible for their work. They have the ability to manage time efficiently, avoid delays, and meet deadlines. Strong work discipline creates a stable foundation for achieving optimal performance.

The findings in this research are in line with previous research conducted by Nasution & Rezky (2023) and research conducted by Wau, Waoma & Fau (2021), which found that work discipline has a positive and significant effect on performance.

### **The Influence of Emotional Intelligence on Performance**

Based on the findings from the T Test analysis, it was found that the emotional intelligence variable had an impact on employee performance. This research confirms that the higher the level of emotional intelligence possessed by employees, the higher the level of performance produced. However, the effect of emotional intelligence on performance was not significant. This finding contradicts the initial research hypothesis which states that emotional intelligence has a positive and significant impact on performance.

Statistical analysis of this research shows that the significant value of the emotional intelligence variable is 0.016, above the significance limit of 0.05. With a t-calculated value of 2.531 which exceeds the t-table value of 2.034, it can be concluded that emotional intelligence has an impact on employee performance levels but is not significant.

Emotional intelligence is recognized as having a positive impact on a number of aspects of life, including the work environment, however there are situations where the influence of emotional intelligence on employee performance may not reach a level of significance. In this case, technical expertise or specific skills are deemed more necessary so that the resulting performance does not depend entirely on emotional intelligence.

The results of this research are not in line with the findings of Adawiah & Asmini (2023) and the findings of Nurfitriani & Rukiah (2022), who found that emotional intelligence has a positive and significant influence on performance. However, the results of this study found the same results as research conducted by Januarti, Imelda & Soimah (2023) where emotional intelligence had an insignificant positive effect on performance.

### **CONCLUSION**

Employee performance cannot be separated from the influence of work discipline. Work discipline is proven to have a positive and significant impact on employee performance. Every increase in work discipline carried out by employees will directly stimulate performance growth, and conversely, if work discipline decreases, the resulting performance will also decrease. In the world of work, emotional intelligence has been proven to have a positive but not significant impact on employee performance levels. Increasing emotional intelligence possessed by employees automatically increases the resulting performance, and vice versa, even though the increase is not large.

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