

Work Discipline and Emotional Intelligence: Impact on Employee Performance

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This study aims to empirically test the effect of work discipline and emotional intelligence on employee performance at J&T Kebun Cengkeh Ambon. The independent variables in this study are work discipline and emotional intelligence, and the dependent variable is employee performance. The sampling technique used a simple saturated sampling technique, with a sample size of 36 people. Data analysis used is multiple linear regression test, descriptive statistical analysis, validity and reliability test, classical assumption test including normality test, multicollinearity test, and heteroscedasticity test with the help of SPSS 27. The results of this study indicate a significant effect of emotional intelligence on employee performance and there is no significant effect of work discipline on employee performance. The results of the F test found that work discipline and emotional intelligence jointly influence employee performance.

Keywords: Work Discipline, Emotional Intelligence, Employee Performance.

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1. Introduction

The business world is evolving rapidly in the era of globalization. These changes require companies to formulate appropriate visions, missions, and strategies to achieve their goals. Human resources are a crucial factor in any company or organization. For management activities to run smoothly, a company must have knowledgeable and talented employees who are committed to managing the company in the most effective manner, improving both employee and company performance.

Mangkunegara (2020) states that performance is the work results, both in quality and quantity, achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Employee performance is a crucial aspect and must be given maximum attention by organizations due to its significant benefits. Given the importance of employee performance, company management must be able to manage employee performance and other factors that influence it, such as employee discipline and emotional intelligence.

Work discipline is an action carried out by employees in accordance with written and unwritten regulations within an organization (Alhusaini et al., 2020). According to Faustyna and Jumaini (2018), discipline in an organization or company can take the form of work regulations that must be followed by all employees, such as arriving on time, completing attendance lists, ensuring that employees complete tasks assigned by their leaders, and creating a calm and pleasant work environment. Regulations are made by companies to control employee behavior so that processes can be carried out in accordance with company values and strategies. Work discipline affects employee performance because without good discipline, organizations will find it difficult to achieve optimal goals and results.

According to Agustian (2021), emotional intelligence is the ability to feel honesty in one's heart, which is the central principle for providing a sense of security, guidance, strength, and wisdom. According to Goleman (2021), the characteristics of emotional intelligence include the ability to motivate oneself and persevere when faced with a frustrating problem, control impulses and not exaggerate feelings when happy, regulate moods and prevent mental burdens from crippling the ability to think, empathize, and pray. As stated by Goleman (2004), every member of an organization who has positive emotions tends to have a desire to improve and enhance their performance. The ability to understand and motivate oneself, manage emotions, and build relationships with others is known as emotional intelligence.

In other situations, there are issues with the cash on delivery (COD) payment method. With this method, the courier must not only deliver the goods but also collect the funds from the customer. If the customer is not at the location or address listed on the package, the courier must retrieve the goods until the customer can be contacted. This impacts courier performance and target achievement by delaying delivery and payment, which can be detrimental to the company, as its primary goal is to maximize revenue.

.This study aims to examine the influence of work discipline and emotional intelligence on employee performance at PT J&T Express Ambon. This research is expected to provide an overview and recommendations for PT J&T Express Kebun Cengkeh Ambon to improve appropriate strategies to improve employee performance.

2. Theoretical Framework

Employee performance

"Performance management achieves better results for organizations, groups, and individuals by understanding and managing performance in accordance with planned objectives, standards, and established capacity requirements," said Dharma (MPA, 2005). Qualitative and quantitative work results, also known as work output, are achieved by human resources in a unit of time during the execution of tasks, depending on the responsibilities assigned. Performance, according to Rivai (Saraswati, Dwi Widayani, & Rani, 2021), "is the actual behavior demonstrated by each person as work achievements carried out by employees according to their roles in the organization." Employee performance is crucial to achieving company goals.

According to Mahmudi (2020), "performance is a multidimensional structure with many factors influencing it." There are several factors that influence performance, namely:

1. Individual factors, including knowledge, skills, self-confidence, ability, discipline, motivation and individual commitment.
2. Leadership factors, including the quality of providing encouragement, enthusiasm, direction and support provided by managers and team leaders.
3. Team factors, including the quality and enthusiasm of teammate support, trust in other members, cohesion, and a tight team budget.
4. System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization.
5. Contextual (situational) factors, including external and internal environmental pressures and changes

There are several indicators of employee performance according to Setiawan and Kartika (2020), including: (1) accuracy in completing a task; (2) adequacy of working hours; (3) the number of employees absent during the specified period.

Work Discipline

Managers can use work discipline as a tool to communicate with their employees so that they are willing to change their behavior and to increase their awareness and willingness to comply with company regulations and applicable social norms, according to Rivai (2011). Discipline, according to Sinambela (Saraswati, Dwi Widyani, & Rani, 2021), "is the willingness of those who act with their own awareness and obey the rules." Good work discipline increases job satisfaction, work morale, and the achievement of company goals. It also reflects the level of employee responsibility towards assigned tasks.

According to Mangkunegara (2001), there are two types of work discipline: preventive discipline and corrective discipline. Preventive discipline is an effort to enforce minor consequences. Meanwhile, corrective discipline is an effort to encourage employees to comply with various regulations based on their behavior, as well as imposing sanctions if employees do not comply with company regulations.

There are several indicators of work discipline according to Sudarmanto in Agung (2020), including; (1) Punctuality; (2) Correct use of office equipment; (3) High responsibility; (4) Compliance with office rules.

Emotional Intelligence

Emotional intelligence is a person's ability to perceive, evaluate, manage, and regulate their own emotions and those of others around them. According to Agustian (Wahyuni Adda, 2021), people with low emotional intelligence tend to be ostracized, even if they possess skills in the workplace.

According to Goleman in Agung (2020), there are 5 characteristics of emotional intelligence, namely, controlling one's emotions, managing one's emotions, motivating, knowing other people's emotions, and maintaining good relationships with others.

According to Goleman (Nuridin, 2006), emotional intelligence (EQ) has five dimensions or components that are reduced to 25 abilities. If we master enough or more competencies spread across these five dimensions (EQ), it will make someone a reliable professional. The five dimensions or components in question include; (1) Self-awareness; (2) Self-control; (3) Motivation; (4) Empathy; (5) Social skills.

3. Method

This research uses a quantitative method with a descriptive approach. The aim of this study is to analyze the influence of work discipline and emotional intelligence on employee performance. Data collection methods include questionnaires and observation.

The population in the study was all employees at PT J&T Express Kebun Cengkeh Ambon, which became the research sample, by taking all respondents at PT J&T Express Kebun Cengkeh Ambon, namely 36 employees.

4. Results And Discussion

This study used a questionnaire with a sample of 36 respondents. Data testing was conducted using validity tests, reliability tests, classical assumption tests, and hypothesis tests. The following are the results of the data testing using SPSS:

Table 1. Results of Multiple Linear Regression Analysis

		Coefficients ^a		Standardized Coefficients Beta	T	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	2,146	2,253		.953	.348
	WORK DISCIPLINE (X1)	.214	.131	.243	1,630	.113
	EMOTIONAL INTELLIGENCE (X2)	.648	.161	.601	4,023	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on the partial hypothesis test results with a significance of 0.113, it is concluded that work discipline does not affect employee performance (H1 is rejected). Meanwhile, the significance value for the emotional intelligence variable is 0.000, indicating that emotional intelligence has a significant effect on employee performance (H2 is accepted). Based on the results of the F test, with a significance value of 0.000, it shows that work discipline and emotional intelligence jointly influence employee performance (H3 is accepted).

Table 2. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.790a	.624	.602	2,058

a. Predictors: (Constant), EMOTIONAL INTELLIGENCE (X2), WORK DISCIPLINE (X1)

b. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on the table above, the R-Square value of 0.624 shows that the influence of work discipline and emotional intelligence is 62.4% on employee performance, and the rest is influenced by other variables in the research model.

Discussion

a. The influence of work discipline on employee performance

Work discipline has no significant partial effect on employee performance. Work discipline is a condition that demonstrates employees' respect for company regulations and provisions (Palilingan et al., 2022). Therefore, if existing regulations or provisions within a company are ignored or frequently violated, employees have poor work discipline. By assessing employee work discipline within a company, it can be seen how much work discipline is implemented to discipline employees. The results of this study also align with research conducted by Afifah and Lestari (2020) and Insowai and Muna (2022), which found that work discipline has no partial effect on employee performance.

b. The influence of emotional intelligence on employee performance

Emotional intelligence has a significant partial effect on employee performance. This means that the better the emotional intelligence of employees at J&T Kebun Cengkeh Ambon, the better their performance in communication and how to deal with every problem and pressure at work. Emotional intelligence is a skill to encourage individuals to face failure, control desires and not exaggerate feelings of joy, control moods and manage stress so that thinking abilities do not decline (Ula, 2020). Employees with high emotional intelligence have emotional personal intelligence that shows good emotional control abilities and how to deal with other individuals effectively. The results of this study are in line with research conducted by Ula (2020) and Purnamasari and Cupiadi (2020) which found that emotional intelligence has a significant effect on employee performance.

c. The influence of work discipline and emotional intelligence on employee performance

Work discipline and emotional intelligence simultaneously influence employee performance. Furthermore, work discipline and emotional intelligence are significant factors influencing employee performance. This is evidenced by the results of the coefficient of determination test, where the R Square value is 0.624, indicating that work discipline and emotional intelligence together influence employee performance by 62.4%. The remaining 37.6% is influenced by other factors not included in this study.

5. Conclusion

Based on the description above of the results of research and hypothesis testing regarding the influence of work discipline and emotional intelligence on employee performance at PT J&T Express Kebun Cengkeh Ambon, the following conclusions can be drawn:

1. Work discipline does not significantly impact employee performance at J&T Kebun Cengkeh Ambon. This means that improving employee discipline does not contribute to improved employee performance.
2. Emotional intelligence has a significant influence on employee performance, meaning that the higher emotional intelligence, the higher employee performance.
3. Work discipline and emotional intelligence simultaneously have a significant impact on employee performance. This means that the greater the simultaneous improvement in work discipline and emotional intelligence, the higher the employee's performance.

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