

Original Article

The Effect of Emotional Intelligence and Work Discipline on Employee Performance at PT XYZ

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Abstract: Human resources play a very important role in the food and beverage sector; the task is to ensure that the company has staff who have the necessary qualifications, training, and motivation to provide the best service to customers. One of the companies in this sector is PT XYZ, which has been operating since 2019. This research aims to explore the relationship between emotional intelligence and work discipline levels on employee performance at PT XYZ. This research method uses path analysis as a quantitative approach. A sample of 100 employees of PT XYZ was taken using a non-probability sampling technique, namely Purposive Sampling. The results showed that the level of emotional intelligence, work discipline, and employee performance was generally classified as "good enough." The research findings show that emotional intelligence and work discipline level have a positive and significant influence on employee performance, with an influence value of 7.078 and 7.886, respectively. There is also a simultaneous influence between emotional intelligence and work discipline level on employee performance, with an influence value of 397.65. The coefficient of determination of 0.891 indicates that emotional intelligence and work discipline level jointly influence variations in employee performance, while other factors not examined provide an influence of 10.9%. This research is expected to assist companies in evaluating the emotional intelligence and work discipline levels of employees to improve their performance in the future.

Keywords: Emotional Intelligence, Employee Performance, and Work Discipline.

I. INTRODUCTION

The role of human resources has significant importance in the food and beverage industry. One sign of effective human resource management is a mutually beneficial relationship between employees and the company and a balance in the exchange. This can be achieved by paying attention to aspects such as organizational structure, job analysis, provision of duties and responsibilities, job requirements, and needs in recruitment. According to Sitinjak *et al.* (2021), employee performance can be defined as the ability to fulfill job requirements well. This involves the ability to complete tasks on time or within the set time limit, as well as relating to company ethics and morals. Employee performance is influenced by various factors, including individual abilities, skills possessed, motivation, and work environment. In a business context, it is important for companies to create a comfortable and supportive work environment so that employees can work optimally and feel comfortable. In addition, according to Fadilla and Wulansari (2023), improving employee performance can be achieved through improving competence, work discipline, and communication processes.

In 2021, there were 5 employees who received a poor performance judgement, but this number increased to 39 employees in 2023. In fact, in 2022, there were 3 employees who received poor performance judgements, and this number increased to 5 employees in 2023. In addition, in 2023, there was also 1 employee who received a very poor performance appraisal. The company has set a goal for all employees to achieve good and excellent performance appraisals. This decision was taken because the company currently needs employees who are able to provide optimal performance in order to achieve company goals. Other signs that show that PT XYZ's performance is not optimal are seen from the company's target and realization in 2023, which does not match the target set by the company.

When doing work, the presence of emotional intelligence is also a must for an employee. The ability to manage feelings, including motivating oneself and others, fortitude in the face of failure, the ability to control oneself, delay instant gratification, manage emotions, empathize, and is important to provide better service than others. According to Goleman (2015), Emotional intelligence can be explained as personal awareness, the level of self-confidence, the ability to control oneself, dedication, and individual integrity, as well as the individual's ability to communicate, influence, take the initiative in change, and accept change.

In 2023, the company received reviews from consumers regarding service quality, which experienced an increase and decrease, especially in the quality of unfriendly service, which amounted to 13.6%. In addition, according to the results of interviews conducted by the author on October 19, 2023, with the HR Manager of PT XYZ to obtain information about working conditions in the company, it was found that there were problems in the relationship between employees in the company. The problem that occurs at PT XYZ is that each employee has difficulty in building relationships with co-workers because they tend to see that each employee has duties and responsibilities related to the work given to them. There is a high sense of ego between employees when working together. This is supported by Oleh Suwandewi &



Trianasari (2022), where the lack of emotional intelligence in controlling the emotions of each employee when working with groups is influenced by differences of opinion and a sense of wanting to maintain the ego of employees with each other.

Employee work discipline is not only seen in attendance but also related to their behaviour in carrying out their duties. Employees with a high level of discipline tend not to delay work and always strive to complete it thoroughly, even without direct supervision from superiors. According to Sinambela (2019), work discipline refers to an individual's ability to work consistently and regularly and comply with applicable regulations.

In 2023, PT XYZ experienced an increase in absenteeism of 12.3%, which shows that there are still many employees who do not have a disciplined attitude at work. PT XYZ refers to PP Law No. 36 of 2021 in Article 40 Paragraph 3, which is used as a basis in terms of wages and fulfilling the rights of workers in the company if they are unable to attend work. In addition, based on the results of interviews conducted by the author on October 19, 2023, with the HR Manager of PT XYZ, it was found that apart from employee attendance data, the level of discipline at PT XYZ is also low. This happens because there are still employees who do not follow the SOP, and there are also employees who steal time to cook raw materials without the knowledge of their superiors.

II. LITERATURE REVIEW

A. Human Resource Management

Human resource management (HRM) is part of a managerial process that involves the steps of planning, organizing, implementing, and controlling. Experts put forward several definitions of HRM. For example, according to (Sinambela, 2019:9), HRM can be defined as the practice of managing employees as the main asset of the organization by applying management and operational functions to achieve efficiency and effectiveness in achieving the goals set by the organization. In addition, according to Daniel & Setya (2022:13), HRM involves the act of planning, managing, and directing individuals within the organization systematically and comprehensively. HRM can also be seen as a branch of management that specifically emphasizes human interactions and contributions within the organizational structure of the company, as explained by (Supriadi *et al.*, 2022:13).

B. Organizational Behaviour

Organizational behaviour is a field of research that analyses the impact of individuals, groups, and teams on the occurrence of various types of behaviour within an organization, with the aim of increasing its effectiveness. According to the view of Robbins and Judge (2016:3), organizational behavior is a study that studies how individuals in organizations affect the achievement of organizational goals. Fauzan (2023:14) defines organizational behaviour as a discipline that focuses on individual behaviour in an organizational context. Meanwhile, according to Sisca *et al.* (2022:301), organizational behaviour is a research area that studies how individuals or groups interact and adapt in an organizational context.

C. Emotional Intelligence

Emotional intelligence is the ability of individuals to have high self-awareness, manage emotions effectively, motivate themselves, show empathy for others, and interact efficiently in social contexts (Goleman, 2015:7). Moorhead & Griffin (2015:13) explain that emotional intelligence refers to an individual's ability to have high self-awareness, manage emotions effectively, motivate themselves, show empathy for others, and interact efficiently in a social context. Emotional intelligence is not only related to knowledge but also has a significant impact on a person's ability to successfully face challenges in a stressful environment (Triatna, 2015:15). Emotional intelligence involves an individual's ability to manage emotions effectively, both individually and in interactions with others, so as to influence oneself and others in achieving goals.

a) Dimensions of Emotional Intelligence

According to Goleman (2018:55-57), the assessment of emotional intelligence involves predefined frameworks or dimensions. Five emotional intelligence dimensions can serve as references for achieving success, namely:

i) Self-Recognition

A high level of self-recognition facilitates individuals in recognizing their own emotions, both positive and negative, and understanding their impact.

ii) Self-control

High self-control enables an individual to manage their emotions, remain calm in challenging situations, and make appropriate decisions.

iii) Motivation

High motivation leads to clear goals and diligent efforts to achieve them.

iv) Empathy

Individuals with high empathetic abilities can see the world from others' perspectives and feel what they feel.

v) *Social Skills*

Good social skills allow one to communicate effectively, cooperate, and handle conflict constructively.

D. Work Discipline

Work discipline is a manifestation of individual awareness in complying with the rules and social standards that apply within the company (Hasibuan, 2017:193). Sinambela (2019:335) explains that work discipline includes the ability of individuals to carry out their duties routinely, seriously, and consistently in accordance with applicable regulations without violating predetermined provisions. Individuals who have work discipline are able to carry out these rules without rejection and are willing to accept sanctions if they violate the duties and obligations assigned to them (Sastrohadiwiryono *et al.*, 2019:136). Several signs can be measured to assess the level of employee work discipline in a company. Work discipline is a form of consistent self-control applied by employees in accordance with existing guidelines and norms, with the aim of increasing productivity levels.

a) *Dimensions of Work Discipline*

Discipline involves employees' compliance with company rules, norms, and applicable laws. According to Sinambela (2016:335), several dimensions affect the level of employee work discipline, including:

- i) Attendance
- ii) Accuracy
- iii) Punctuality
- iv) Responsibility
- v) Compliance

In addition, there are five indicators of work discipline according to Sinambela (2016:362; in Budiyanto & Wikan, 2020), namely:

- i) Frequency of attendance
- ii) Compliance with work rules
- iii) Adherence to work standards
- iv) High level of alertness
- v) Working ethically

E. Employee Performance

Employee performance is one of the important aspects of organizational activities that refers to the way they carry out their duties and roles in the context of the organization. Sitinjak *et al.* (2021:14) explain that employee performance is the ability to meet the requirements of the job, where tasks can be completed in accordance with the specified time period, thus reflecting conformity with company values and ethics. Performance is the sum of an individual's abilities to complete tasks in a way that aligns with their assigned responsibilities, both in terms of quantity and quality (Silaen *et al.*, 2021:24). Harras *et al.*, (2020:147) state that performance is the success of proud achievement through diligent effort and utilization of available potential. Factors that affect employee performance include expertise or competence, personality, work motivation, organizational culture, job satisfaction, work environment, commitment, and loyalty Wulansari *et al.*, (2022).

a) *Dimensions of Employee Performance*

In evaluating employee performance, several aspects can be analyzed, including the dimensions of employee performance described by Mangkunegara (2017:67-72), namely:

i) *Work Quality*

Work quality is related to an employee's ability to complete tasks in accordance with company standards.

ii) *Work Quantity*

Work quantity appraisal is the process of providing job outputs that meet the company's expectations.

iii) *Cooperation*

Collaboration is an employee's ability to work together with other individuals in completing their tasks.

iv) *Responsibility*

An employee is responsible for carrying out their tasks, working without direct supervision from superiors, and making efforts to deliver job results in line with the company's expectations.

v) *Initiative*

Responsibility and trust are given by superiors in decision-making to achieve the expected work targets.

F. Relationship between Emotional Intelligence and Employee Performance

Previous research by Fernando and Wulansari (2021) indicates that communication skills are crucial for employees to compete globally—additionally, a study conducted by Tamonsang (2021) at PT. Asuransi Jiwasraya Malang found that emotional intelligence has a dominant influence on employee performance. The research results affirm that emotional intelligence is a necessity for employees at PT. Asuransi Jiwasraya Malang, considering its significant role in maintaining

the operational continuity of the company, especially in the service industry sector.

G. Relationship between Work Discipline and Employee Performance

Previous research conducted by Partika *et al.* (2020) at Ekowisata Taman Air Tlatar Boyolali indicates a significant relationship between work discipline and employee performance. Good work discipline, reflected in attendance or absence, is a crucial factor in measuring employee work discipline. Additionally, research by Sarwana and Wahyuningtyas (2023) shows that the level of discipline in the Fire and Disaster Management Department of Bandung City has a strong influence on company performance. Furthermore, according to Putri *et al.* (2020), work discipline has an impact on employee performance, where good work discipline contributes to good performance as well.

H. Relationship between Emotional Intelligence and Work Discipline on Employee Performance

Previous research by J & Adda (2021) at PT. Radar Sulteng Membangun indicates a significant relationship between emotional intelligence and work discipline with employee performance. The findings of the study indicate that work discipline and emotional intelligence taken together have a major effect on employees' performance at PT. Radar Sulteng Membangun.

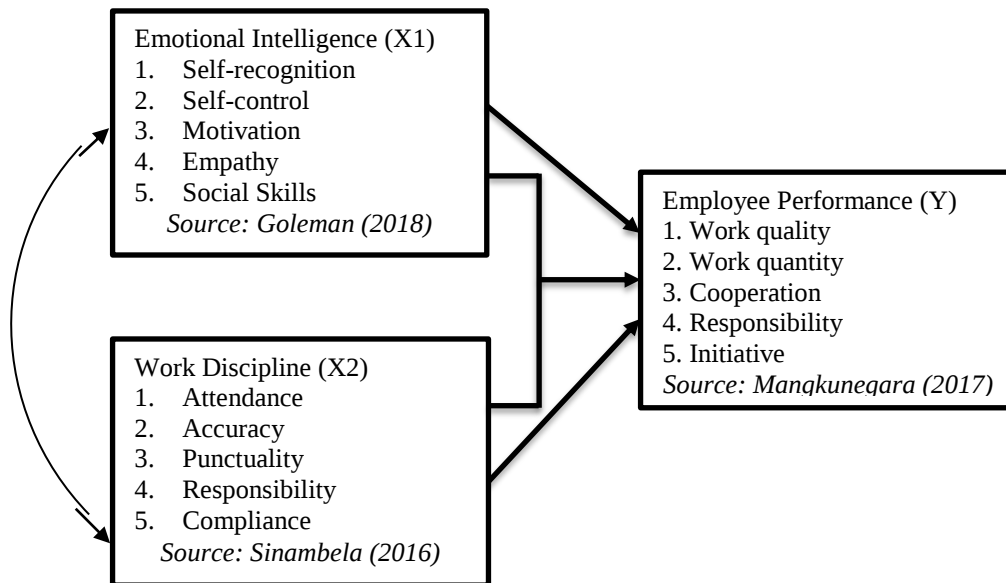


Figure 1: Frame of Mind

Source: Data Processed by the Author (2023)

I. Research Hypothesis

Based on the problem formulation and framework previously described, the author will describe the hypothesis of this research, namely:

- a) Emotional intelligence has a positive and significant influence on employee performance.
- b) Work discipline positively and significantly affects employee performance.
- c) Emotional intelligence and work discipline have a simultaneous influence on employee performance.

III. RESEARCH METHODOLOGY

This study uses quantitative research methods with path analysis. Sugiyono (2022:8) explains that quantitative research is a research approach based on the philosophy of positivity and aims to understand populations or samples through data collection and analysis. The goal of this study is to learn more about the relationship between work ethic, emotional intelligence, and employee performance at PT XYZ. The causal methodology used in this study concentrates on the cause-and-effect link between the independent and dependent variables. The research population consists of approximately 130 employees working at PT XYZ. The sample of this study was selected using a non-probability sampling technique using Purposive Sampling, thus involving 100 respondents as samples. The data in this research were collected through an online questionnaire distributed to employees of PT XYZ, using a Likert scale that has been adjusted to relevant indicators related to the research topic.

Data analysis was carried out using validity, reliability, descriptive analysis, classical assumption test, path analysis, and hypothesis testing techniques. The data analysis includes comprehensive classical assumption testing, such as normality test, multicollinearity test, and heteroscedasticity test, as well as path and hypothesis testing. Previously, the data collection instrument has gone through validity and reliability testing, where the validity of the instrument can be confirmed if the value of r count $>$ r table.

Table 1: Validity Testing

No.	Variable	Item	R Count	R Table	Description
1	Emotional Intelligence (X1)	X1.1	0.818	0.3610	Valid
		X1.2	0.781		Valid
		X1.3	0.762		Valid
		X1.4	0.864		Valid
		X1.5	0.842		Valid
		X1.6	0.656		Valid
		X1.7	0.813		Valid
		X1.8	0.798		Valid
		X1.9	0.790		Valid
		X1.10	0.758		Valid
		X1.11	0.867		Valid
		X1.12	0.862		Valid
		X1.13	0.819		Valid
		X1.14	0.847		Valid
2	Work Discipline (X2)	X2.1	0.925	0.3610	Valid
		X2.2	0.895		Valid
		X2.3	0.844		Valid
		X2.4	0.904		Valid
		X2.5	0.913		Valid
3	Employee Performance (Y)	Y1.1	0.884	0.3610	Valid
		Y1.2	0.726		Valid
		Y1.3	0.768		Valid
		Y1.4	0.886		Valid
		Y1.5	0.887		Valid
		Y1.6	0.885		Valid
		Y1.7	0.892		Valid
		Y1.8	0.931		Valid
		Y1.9	0.829		Valid
		Y1.10	0.862		Valid

Source: Data Processed by the Author (2023)

Based on the results of the reliability table below, the questionnaire is considered adequate if the Cronbach-alpha value > 0.70 . The results of both tests on the research questionnaire show that all statements for the Emotional Intelligence (X1), Work Discipline (X2), and Employee Performance (Y) variables are valid with a value $> r$ table value. The reliability test results show values of 0.957, 0.938, and 0.958 for the three variables, which indicates that the instrument is reliable.

Table 2: Reliability Testing

No.	Variable	Cronbach's Alpha	Description
1.	Emotional Intelligence (X1)	0.957	Reliable
2.	Work Discipline (X2)	0.938	Reliable
3.	Employee Performance (Y)	0.958	Reliable

Source: Data Processed by the Author (2023)

III. RESULTS AND DISCUSSION

The results of the classical assumption test analysis on the normality test carried out by analyzing the Kolmogorov-Smirnov test found that the significance value was $0.234 > 0.05$, so it can be concluded that the data used in this research had a normal distribution. Then, the results of the multicollinearity test have a tolerance value > 0.10 and a VIF value < 10 , so it can be concluded that there is no indication of multicollinearity between the two variables. Meanwhile, the results of the heteroscedasticity test show that the data is spread both above and below the number 0 on the Y-axis, indicating that there is no indication of heteroscedasticity in the regression model. The path test analysis results show that emotional intelligence contributes directly to employee performance by $0.464^2 = 0.215$ or 21.5%, while work discipline contributes directly to employee performance by $0.515^2 = 0.265$ or 26.5%. In addition, it is known that emotional intelligence and work discipline contribute simultaneously and directly to employee performance, with a value of 0.891 or 89.1%. In comparison, the remaining 10.9% comes from other factors not examined in this study.

Table 3: Results of Direct and Indirect Effects

Variable	Path Coefficient	Contribution		Total
		Direct	Indirect	
X1	0.464	21.5 %	23.8%	45.3%
X2	0.515	26.5%	23.8%	50.3%

Source: Data Processed by the Author (2024)

Based on Table 3.1, it can be stated that emotional intelligence affects the importance of employee performance by 46.4%. In addition, work discipline also has an impact of 51.5% on the level of employee performance. Therefore, it may be said that work discipline has a bigger impact on employee performance than emotional intelligence. The results of the hypothesis test analysis on the partial test (T-test) provide results for the emotional intelligence variable; the t value is 7.078, while for the work discipline variable, the t value is 7.886. Furthermore, the degree of freedom (df) of 96, namely 1.66088, can be used to find the t table value. The comparison results show that H0 is rejected and H1 and H2 are accepted because of the value of t count > t table.

Table 4: T Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.395	1.027		.384	.701
Kecerdasan Emosional	.336	.048	.464	7.078	.000
Disiplin Kerja	.986	.125	.515	7.866	.000

Source: Data Processed by the Author (2024)

Based on the table below about the F test, it can be concluded that the emotional simultaneous test (F test) obtained results in the f table value of 397.654, while the calculated f value with a degree of freedom (df) of 97 is 3.09. from the comparison, the calculated f value of 397.654 > f table of 3.09, so H0 is rejected, and H3 is accepted. The conclusion is that emotional intelligence and work discipline affect employee performance simultaneously. In other words, the independent variable affects the dependent variable simultaneously.

Table 5: F Testing

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8103.672	2	4051.836	397.654	.000 ^a
Residual	988.368	97	10.189		
Total	9092.040	99			

Source: Data Processed by the Author (2024)

Meanwhile, based on the results of the table below regarding the coefficient of determination test, the coefficient of determination R^2 is 0.891, which is equivalent to 89.1%. This shows that the employee performance variable is influenced by 89.1% by the emotional intelligence and work discipline studied in this research. In comparison, the remaining 10.9% is influenced by other factors not explained in this research.

Table 6: Coefficient of Determination Testing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.891	.889	3.19208

a. Predictors: (Constant), Disiplin Kerja (X2), Kecerdasan Emosional (X1)

Source: Data Processed by the Author (2024)

IV. CONCLUSION

A. Conclusion

In this research, the authors successfully collected and analyzed data, tested hypotheses, and conducted data analysis based on the results of questionnaires distributed to 100 employees at PT XYZ. Thus, based on the summary, the author can conclude the following:

1. The emotional intelligence of employees at PT XYZ shows a fairly good level, reaching a percentage of 56%. This evaluation is based on respondents' responses to aspects of emotional intelligence that can affect employee performance.
2. The level of work discipline at PT XYZ is considered quite good, with a percentage value of 61%. These results come from respondents' responses regarding work discipline and its impact on employee performance.
3. Employee performance at PT XYZ is placed in the good enough category, reaching a percentage of 56%. This assessment is based on respondents' responses to various aspects of employee performance measured in this study.
4. Emotional intelligence has a positive and significant effect on employee performance at PT XYZ.
5. Work discipline has a positive and significant effect on employee performance at PT XYZ.
6. Simultaneously, emotional intelligence and work discipline have a simultaneous influence on employee performance at PT XYZ. The total direct and indirect effect of emotional intelligence on employee performance is 0.453, or equivalent to 45.3%. The total direct and indirect effect of work discipline on employee performance is 0.503, or equivalent to 50.3%. There is a residual value of 10.9%, indicating that there are other factors not examined that influence the employee performance variable as much as 10.9%.

B. Recommendations

a) Theoretical Recommendations

The theoretical recommendations for further research that the author hopes to contribute are as follows:

1. For future research, it is suggested to explore variables other than employee performance that are influenced by emotional intelligence and work discipline. In upcoming studies, it is recommended to consider the use of different factors or levels of indicators in measuring the level of employee performance. This will introduce variations in research related to emotional intelligence, work discipline, and employee performance.
2. Subsequent research could consider the use of different companies, or research objects other than PT XYZ and involve a broader research sample.
3. In future studies, it is advised to broaden the analysis by applying different methods and expanding the scope by considering the addition of other variables that potentially influence the relationships between the studied variables.

5.2.2 Practitioner Recommendations

The recommendations provided to PT XYZ are as follows:

1. Based on the research on emotional intelligence, the company demonstrates a generally good level of emotional intelligence. Nevertheless, there is a weakness in the "Empathy" dimension, with a score of 48% for the statement, "I can sense the emotions felt by my colleagues." To enhance the ability to empathize with colleagues, it is suggested that the company build an inclusive work culture that encourages collaboration, empathy, and mutual respect among employees. Steps that can be taken include training programs, internal communication, employee development, and social activities outside the workplace. Additionally, the company can provide conflict resolution mechanisms such as mediation or conflict management training.
2. While the company's work discipline is categorized as fairly good, there is a weakness in the "Compliance" dimension, with a score of 58% for the statement "I adhere to the values within the company." To improve adherence to the company's values, it is recommended that PT XYZ implements training and communication programs to raise employee awareness of the importance of adhering to these values. Rewards, coaching programs, and development supporting the application of value can also be solutions. These programs may include behavioural training, mentorship, or leadership development.
3. In terms of employee performance, the company has achieved a reasonably good level overall. However, there is a weakness in the "Initiative" dimension, with a score of 48% for the statement "I am trusted to take the initiative in achieving the company's targets." To build trust from leaders to employees, PT XYZ can grant employees the freedom to make decisions within established limits as a form of trust in their abilities. Additionally, the company can provide training and development to enhance the skills, knowledge, and confidence of employees in taking initiative. Praising good initiatives can also help build trust and provide positive reinforcement to employees.

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