

# THE EFFECT OF WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH EMOTIONAL INTELLIGENCE

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**Abstract.** This study aimed to find out and analyze the effect of work environment, work discipline, and emotional intelligence on the employees' performance at the University of Nusa Nipa Indonesia. Besides, it aimed also to find out and analyze the effect of emotional intelligence in mediating the effect of work environment and work discipline on the employees' performance at the University of Nusa Nipa Indonesia. Furthermore, the study was quantitative. The population was all employees at the University of Nusa Nipa Indonesia, consisting of 66 people. Moreover, the data were collected through questionnaires and analyzed descriptively with SPSS and T-Sobel. Additionally, the result of the descriptive analysis showed that the work environment, work discipline, emotional intelligence, and the employees' performance were good criteria. In addition, the result of the path analysis concluded that 1) work environment affected employees' performance, 2) work discipline affected employees' performance, 3) emotional intelligence affected employees' performance, 4) emotional intelligence was able to mediate the relationship of work environment on employees' performance, and 5) emotional intelligence was able to mediate the relationship of work discipline on employees' performance.

**Keywords:** work environment; work discipline; emotional intelligence; employees performance

## I. INTRODUCTION

Educational institutions have an important role in producing quality, competent and competitive human resources. The tighter competition in the world of education requires universities to maintain quality in increasing their excellence in order to be able to compete with other universities. The work environment is the condition around the workplace both physically and non-physically that can give the impression of fun, secure and calm. Good working environment conditions will make employees feel comfortable at work [1]. This comfort will certainly have an impact on improving performance official. Conversely, the discomfort of the work environment experienced by employees can be fatal, namely the decline in the performance of the employees themselves (Susilaningsih [2]). The work environment is one of the causes of success in carrying out a job but can also cause a failure in the implementation of a job (Sedarmayanti [3]). Logahan [4] defines the work environment as everything around employees that can affect them in carrying out the tasks that have been assigned to them. Sedarmayanti [3] defines the work environment as the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and groups. The previous description can be concluded that the understanding of the work environment is everything that is around employees both physical and non-physical that can affect in carrying out all the tasks that have been assigned to him.

Work discipline is an orderly condition where a person or group of people who are members of the organization want

to obey and carry out company regulations both written and unwritten based on awareness and awareness of the achievement of a condition between desire, reality and expected that employees have a high discipline attitude at work so that productivity increases. The application of discipline for employees is expected to improve employee performance. Work discipline in employees is needed, because what is the goal of the organization will be difficult to achieve if there is no work discipline. Discipline is the most important operative function of human resource management because the better the discipline of employees, the higher the work performance they can achieve. Without good employee discipline, it is difficult for organizations to achieve optimal results (Sedarmayanti [5]). Amran [6] explained that discipline is an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply around him. Zesbendri [7] is the main capital that determines the level of employee performance. Employees with a high level of discipline, then performance will be good, while employees with a low level of discipline, then performance will be low as well. The previous description can be concluded that the definition of work discipline is the attitude of a person's willingness to comply with applicable norms and become the main capital that greatly affects the level of performance.

The performance of each worker must have added value for an organization for the use of resources that have been spent (Husnawati [8]). Mangkunegara [9] suggests that performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance

with the responsibilities given to him. The previous description can be concluded that the notion of performance is the work output of employees achieved in carrying out their duties and responsibilities in order to achieve the main goals of the organization.

According to Ciptoningrum [10], human resources have a major role in every company activity. Employee performance is an important thing that must be considered in order to achieve the success of a company. Mangkunegara and Puspitasari [11] conveyed that "Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Universitas Nusa Nipa Indonesia is a university, under the auspices of the Nusa Nipa Higher Education Foundation which develops the mission of service to the community in the fields of education, research and community service. Universitas Nusa Nipa Indonesia as one of the private universities that manages many educational concentrations and guides many students from various Study Programs, is required to be effective and efficient in working and is supported by regulations that have been determined to be obeyed for all employees, so that it can affect employee performance. The phenomenon that occurred at Nusa Nipa University became a concern for university leaders, faculties and study programs because of low employee performance. This can be seen from many employees who are not disciplined in terms of time, including by arriving late but leaving work earlier than the leader, employees come to work at will, causing many completion jobs to be delayed, employees just complete routine work and are less creative at work and even work when seen by the leader, still not optimal in completing tasks and responsibilities in their field of work.

The purpose of this study is to determine and analyze the influence of the work environment, work discipline, emotional intelligence, on employee performance at Nusa Nipa University. To know and analyze the influence of the work environment on employee performance through emotional intelligence at Nusa Nipa University. To find out and analyze the influence of work discipline on employee performance through emotional intelligence at Nusa Nipa University.

## II. RESEARCH METHODS

The research to be carried out is a field research, which is carried out by conducting a survey to employees at the University of Nusa Nipa Indonesia. This study only includes the Influence of Work Environment and Work Discipline on Employee Performance through Emotional Intelligence at Nusa Nipa University. The type of research used is quantitative research [12]. The population in this study is all employees at the University of Nusa Nipa Indonesia which amounts to 66 people. In this study, the authors used two data sources, namely primary data. Data collection techniques using questionnaires. This study uses three types of variables, namely: Exogenous variables, namely Work Environment and Work Discipline. The endogenous variable, or independent variable, is employee performance. The

mediating variable in this study was emotional intelligence. Data analysis techniques in this study use descriptive statistics with the help of SPSS software and path analysis (parth Analisis) with the help of t sobel software. The data analysis process is preceded by a validity test and reliability test of research data.

## III. RESULTS AND DISCUSSION

Hypothesis testing using the t test is by looking at the partial path coefficient value of each independent variable. Pathway coefficient testing describes the partial effect of independent (exogenous) variables on dependent (endogenous) variables.

*Test Hypothesis 1: Work environment affects employee performance*

The results of the structural equation model analysis test as seen in table 4.14 above show that the significant value of the work environment on employee performance is 0.012, where the significant value is  $< \alpha$  (5%). This means that the work environment affects employee performance. With a positive regression coefficient value of 0.263, this shows that work environment variables have a relationship with employee performance. The hypothesis that states that the work environment affects employee performance is proven. The results of this study are in line with behavioral theory which explains that behavior in organizations is a function of interactions between individuals with the environment that can affect work effectiveness and some empirical evidence from previous research related to the influence of the Work Environment on Employee Performance including research conducted by: Ferawati [13]; Widhiastana et al [14] and Hasibuan [15]. With the results of the study, it can be concluded that the harmony of work relations in a company will increase employee performance

*Test Hypothesis 2: Job discipline affects employee performance*

The results of the analysis test show that the significant value of work discipline on employee performance is 0.019, meaning that work discipline affects employee performance. With a positive regression coefficient value of 0.229, this shows that the variable of work discipline has a relationship with employee performance. The hypothesis that work discipline affects employee performance is proven. Previous research related to the influence of work discipline on employee performance includes research conducted by: Wairooy [16] These studies are able to prove that Work Discipline has a significant effect on employee performance. In contrast to the research conducted by Sugiyono [12] With the results of research that work discipline has no effect on work performance. Behavior does not appear randomly, but rather predictable. Therefore, each individual must cultivate or organize himself so that he is more disciplined to improve his work performance.

*Test Hypothesis 3: Emotional intelligence Influence on employee performance*

The results of the analysis test showed that the significant value of emotional intelligence on employee performance was 0.006, of which the significant value was  $< \alpha$  (5%). This means that emotional intelligence variables positively affect employee performance. With a positive regression coefficient value of 0.366, this shows that emotional intelligence variables have a relationship with employee performance. The hypothesis that emotional intelligence affects employee performance is proven. The results of this study are in line with some empirical evidence from previous research related to the effect of Emotional Intelligence on Employee Performance. Among other research conducted by: 1) Sulistio [17]; 2) Melisa and Pangemanan [18] 3) Rauf et al [19]; and 4) Lubis [20]. These studies are able to prove that Emotional Intelligence has a significant effect on employee performance. Based on the results of research and theory, a person can process emotions and can control emotions and can regulate a good mood, it will improve employee performance at Nusa Nipa University Indonesia.

*Test Hypothesis 4: The work environment affects employee performance through emotional intelligence*

To determine emotional intelligence is able to mediate the influence of the work environment on employee performance, the t sobel formula is used using the Calculation for the Sobel test software. The mediation variable is able to mediate if the sobel t value  $> 1.96$ . Here are the results of the calculation of Calculation for the Sobel test:

Input:	Test statistic:	Std. Error:	p-value:
a 0.263	Sobel test: 2.03266275	0.04735562	0.04208661
b 0.366	Aroian test: 1.97383055	0.0487671	0.04840101
sa 0.091	Goodman test: 2.09709003	0.04590075	0.03598561
sb 0.128	Reset all	Calculate	

Source: T sobel software processing results

Figure 1 LK Variable Path >KP>KE

Based on the results of calculating t sobel using the Calculation for the Sobel test software shows that the calculated value of t sobel is 2.033, when compared to the value of 1.96, then the value of t sobel (2.033) is greater than 1.96. This means that emotional intelligence variables are able to mediate the influence of the work environment on employee performance. The hypothesis that emotional intelligence is able to mediate the influence of the work environment on employee performance is proven.

In line with Amalia's research [21] which proves that the work environment will affect employee performance through emotional intelligence which is an intermediary variable. Muda [22] stated that different work environments are not significant for employee performance with emotional intelligence as an intermediary variable.

*Test Hypothesis 5: Work discipline affects employee performance through emotional intelligence*

To determine emotional intelligence mediates the influence of work discipline on employee performance, the t sobel formula is used using the Calculation for the Sobel test software. The mediation variable is able to mediate when the sobel t value  $> 1.96$ . Here are the results of the calculation of Calculation for the Sobel test:

Input:	Test statistic:	Std. Error:	p-value:
a 0.229	Sobel test: 2.12639524	0.039416	0.03347036
b 0.366	Aroian test: 2.07055102	0.04047908	0.03840077
sa 0.072	Goodman test: 2.18701621	0.03832345	0.02874134
sb 0.128	Reset all	Calculate	

Source: T sobel software processing results

Figure 2 DK > KP Variable Path >KE

Based on the results of calculating t sobel using the Calculation for the Sobel test software shows that the calculated value of t sobel is 2.126, when compared to the value of 1.96, then the value of t sobel (2.126) is greater than 1.96. This means that emotional intelligence variables are able to mediate the influence of work discipline on employee performance. The hypothesis that emotional intelligence is able to mediate the influence of work discipline on employee performance is proven. Research conducted by Ayunawati [23], on the other hand, states that work discipline has no significant effect.

After a good analysis of the characteristics of respondents, data quality tests, descriptive statistical tests, classical assumption tests, and hypothesis tests, then a discussion related to the hypotheses that have been stated in the previous chapter is carried out. The following is a discussion of each hypothesis developed:

*The influence of the work environment on employee performance*

The results of the study show that the work environment at Nusa Nipa University Indonesia has a positive and significant contribution to employee performance. This shows that the role of the work environment both physically and non-physically for employees can improve employee work which includes morale, dedication and full concentration in providing work results in accordance with the goals of Nusa Nipa University Indonesia, so that employees will always speak positively about the organization and will give more time, energy and initiative in order to contribute to the progress of the organization. This is also supported by the results of the measurement scale through questionnaires distributed, that a good work environment can create an atmosphere between superiors and subordinates to always respect each other. The results of this study are in accordance with the opinion of Mardiana [24], stating that the work environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The

work environment can affect employee emotions, meaning that if employees like the work environment where they work, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistic that employee work performance is also high. Furthermore, the opinion of Supardi [25], states that the work environment is the condition around the workplace both physically and non-physically that can give the impression of pleasant, secure, calming, and the impression of being at home working and so on. This means that the work environment is the surrounding environment where someone works, there are work methods, and work arrangements both as individuals and as a group, meaning that the organization must be able to provide an adequate work environment for its employees, ranging from office tools or furniture to there is a room used by employees to work.

The results of the study support the research conducted by Ferawati [13]; Widhiastana [14] and Hasibuan [15] who showed the results that the work environment has a positive and significant effect on employee performance. Based on the results of the path analysis and previous research that became a reference in this study, it can be assumed that the work environment is a condition where employees feel comfortable in doing work so that it can affect in providing good service to others, which will have an impact on improving the work performance of these employees. When referring to the scale of measuring work environment variables through questionnaires with question items that get the highest response is the realization of a working atmosphere between superiors and subordinates respecting each other. This means that with a conducive work environment, there is an atmosphere of mutual respect between leaders and staff.

#### *The influence of work discipline on employee performance*

The findings of this study show that the work discipline found at Nusa Nipa University Indonesia has a positive and significant contribution to employee performance. This shows that work discipline which is a form of self-control of an employee related to time discipline, regulatory discipline and dressing neatly and politely, work responsibility discipline, and discipline in work ethics, is implemented regularly so as to improve the performance of Nusa Nipa University employees. This means that there is an employee attitude in respecting organizational policies and norms, the ability to face the work that is his responsibility as an employee, if carried out with an attitude of work discipline by employees which can later improve the performance of these employees. Furthermore, according to Nitisemito [26], which states that work discipline as an attitude, behavior and action in accordance with the regulations of the company that are written or not. This means that work discipline is the attitude, behavior, and actions of employees in accordance with organizational regulations both written and unwritten and it can be said that actions are taken to correct employee behavior.

The results of this study support research conducted by Wairooy [16]; which states that work discipline has a positive and significant effect on employee work performance.

Meanwhile, the results of the study do not support the research conducted by Sugiyono [12], which states that work discipline has an insignificant effect on employee performance. This shows that work discipline is a form of self-control of an employee and is carried out regularly as an indicator of the level of sincerity of employee work so as to improve employee work performance.

Based on the results of previous tests and research that became a reference in this study. So it can be assumed that work discipline as a form of obedience or compliance with applicable regulations both written and unwritten that must be carried out by every employee with dedication, enthusiasm, and not quickly satisfied will be compressed on the performance of organizational employees. This means that discipline regarding employee awareness and willingness to obey all company regulations and applicable social norms is part of employee work discipline which can later improve employee performance.

#### *The effect of emotional intelligence on employee performance*

The findings of this study show that the emotional intelligence of employees of Nusa Nipa University Indonesia has a positive and significant contribution to employee performance. This shows that emotional intelligence which is a form of a person's ability to recognize self-emotions, manage emotions, motivate themselves, recognize the emotions of others (empathy) and the ability to foster cooperative relationships with others can improve the performance of Nusa Nipa University employees. This means that the more abilities that employees have in motivating themselves, resilience in the face of failure, controlling emotions and delaying satisfaction and regulating mental states with emotional intelligence, employees can put their emotions in the right portion, sort out satisfaction and regulate mood which can later improve the performance of these employees. This is in accordance with the opinion of Goleman [27], which states that a person's ability to monitor his feelings and emotions both in himself and others, then be able to distinguish the two things and then use the information to guide his thoughts and actions further is a form of one's emotional intelligence. This means that employees with emotional intelligence who have good development are more likely to succeed in life because they are able to master thinking habits that encourage productivity. The results of this study support the research conducted by Lubis [20]; Rauf et al [19]; and Ratnasari [28] showed the results that emotional intelligence has a positive and significant effect on employee work performance. While this study does not support the research conducted by Yani and Istiqomah [29] shows the results that emotional intelligence has an insignificant effect on employee performance. This means that emotional intelligence is a person's ability to recognize self-emotions, manage emotions, motivate themselves, recognize the emotions of others (empathy) and the ability to foster cooperative relationships with others.

Based on the results of previous tests and research that became a reference in this study, it can be assumed that the

emotional intelligence possessed by employees related to self-awareness, self-regulation, self-motivation, empathy, and social skills can improve employee performance. This means that employees who have the ability to master and manage themselves and the ability to build relationships with others can improve employee performance in an organization.

#### *The influence of the work environment on employee performance through emotional intelligence*

Research findings show that emotional intelligence is able to mediate the influence of the work environment on the performance of employees of Nusa Nipa University Indonesia, this is in accordance with the calculation of the Calculation for the Sobel test where the value of  $t$  sobel lecil from the threshold limit (1.96). This means that the work environment at Nusa Nipa University Indonesia in the form of a good workplace building, adequate work equipment, relationships with colleagues are well established, and leadership relationships with employees respect each other, there is enthusiasm, dedication and a sense of belonging from employees, and is supported by emotional intelligence possessed by employees related to attitudes Self-awareness, self-regulation, self-motivation, empathy, and social skills will improve employee performance. Furthermore, according to Boyatzis et al. [30], states that the work environment greatly affects the extent to which employees are engaged in their work and committed to the organization. This shows that success and success at work are not only supported by intellectual abilities, but also supported by the ability to manage emotions. The results support research conducted by Andarini [31], which states that the work environment has a positive and significant effect on performance through emotional intelligence. This means that the ability of employees to use emotional intelligence positively regarding the use of the work environment will have an impact on improving employee performance.

Based on the results of previous analysis and research that became a reference in this study, it can be assumed that the ability of employees to use their emotional intelligence appropriately and positively regarding the use of both physical and non-physical work environments can indirectly improve employee performance at Nusa Nipa University Indonesia. This means that emotional intelligence possessed by employees if used properly and appropriately in using all facilities in the university work environment, it will be able to improve employee work performance well.

#### *The influence of work discipline on employee performance through emotional intelligence*

Research findings show that emotional intelligence is able to mediate the influence of work discipline on the performance of employees of Nusa Nipa University Indonesia, based on the calculation of the Calculation for the Sobel test software where the sobel  $t$  value is less than the threshold limit (1.96). This means that employee work discipline at the University of Nusa Nipa Indonesia related to employee awareness and willingness to obey all organizational regulations and carry out all applicable social norms, and is

supported by emotional intelligence possessed by employees related to easy empathy and establishing good relationships with other employees can improve employee performance at the University of Nusa Nipa Indonesia. This is in accordance with the opinion of Rivai [32] which states that the most important human resource management operative function is that the better the work discipline of an employee in a company, the higher the work performance that can be achieved. In line with the theory presented by Afandi [33] that discipline is a means for organizations to maintain their existence. This means that employees who have high discipline, will be able to make the employees concerned obey the regulations so that the implementation of work is in accordance with the plan determined by the organization, in this case the University of Nusa Nipa Indonesia. Based on the results of the analysis that has been done, it can be assumed that employees who have good work discipline and are able to exercise self-control, obey all organizational rules, and regularly engage employees in work by using their emotional intelligence in recognizing their emotions, managing emotions, motivating themselves, recognizing the emotions of others and having the ability to build cooperative relationships with other employees, With this ability, an employee will work better so that his work performance will increase directly will have an impact on performance at Nusa Nipa University Indonesia.

## IV. CONCLUSION

Based on the results of the analysis that has been discussed, the conclusions from the results of this study are as follows. Based on the results of the first hypothesis testing, it shows that the work environment variable affects employee performance. These results indicate that if the Work Environment variable is increased, the Employee Performance will increase. Based on the results of testing the second hypothesis, it shows that the Work Discipline variable affects Employee Performance. This result shows that if the Work Discipline variable is increased, the Employee Performance will increase. Based on the results of the third hypothesis testing, it shows that the Emotional Intelligence variable has a positive effect on Employee Performance. These results indicate that if the Emotional Intelligence variable is increased, the Employee Performance will increase. Based on the results of path analysis testing (Path Analysis) using the Calculation for the Sobel test on the fourth hypothesis shows that the Emotional Intelligence variable has a role as a mediating variable in the influence between the Work Environment variable on Employee Performance variables, so the fourth hypothesis is accepted. These results show that the effect of the Work Environment variable on Employee Performance will be better if it is mediated by the Emotional Intelligence variable. Based on the results of path analysis testing (Path Analysis) using Calculation for the Sobel test software on the fifth hypothesis shows that the Emotional Intelligence variable has a role as a mediating variable in the influence between work discipline variables on

employee performance variables, so that the fifth hypothesis is accepted. These results show that the effect of the Work Discipline variable on Employee Performance will be better if it is mediated by the Emotional Intelligence variable.

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