

The Influence of Work Discipline and Organizational Support on Employee Performance Through Job Satisfaction as an Intervening Variable with Emotional Intelligence as a Moderating Variable at the Regional Government and Development Coordination Agency V Jember

Pengaruh Disiplin Kerja dan Organizational Support terhadap Kinerja Karyawan Melalui Kepuasan Kerja sebagai Variabel Intervening dengan Emotional Intelligent sebagai Variabel Moderasi pada Badan Koordinasi Wilayah Pemerintahan dan Pembangunan V Jember

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Abstract— This study aims to test influence of work discipline and support organization on employee performance through job satisfaction with moderation intelligence emotional . Research conducted at the Regional Government and Development Coordination Agency V Jember using quantitative data Partial Least Square (PLS-SEM) method . Data were collected through questionnaire distributed to 32 respondents . The results of the study expected can give contribution for management strategy development source Power human in the agency government.

Index Terms—Work Discipline, Organizational Support, Employee Performance , Job Satisfaction, Emotional Intelligence

I. INTRODUCTION

Source Power human resources (HR) are element the main driving force success organizations , both in the sector private and government . In context organization government like Bakorwil V Jember , good human resource management is key For reach objective strategic , such as coordination governance and regional development . Quality human resources No only influence productivity organization , but also ensure continuity service public in a way effective and efficient .

Discipline Work is fundamental factors that influence performance employees . Disciplined employees show compliance to regulations , responsibilities answer height , and consistency in settlement assignment . Study Windi and Ocky (2021) show that discipline Work contribute significant to improvement performance , especially in agencies government that prioritizes service maximum to public .

Organizational support includes giving training , provision source power , and the awards given to employees . Support This increase motivation and loyalty employees , who are No direct influence satisfaction work and performance they (Mingxing et al., 2022). Research Rafika Rachmaniah (2022) emphasized that satisfaction Work play role as connector between organizational support and performance , with satisfied employees tend more productive and committed .

Emotional intelligence (EI) enables employee manage emotion they , build connection good , and face pressure Work with more effective . According to Djauharoh et al. (2020), EI functions as variable strengthening moderation connection between satisfaction work and performance employees . In organization like Bakorwil V Jember , EI helps create harmony in place work and support interaction cross complex sector .

As institution government , Bakorwil V Jember apply various strategies for increase performance employees . For example is a Training Program use Increase competence employees to suit with need Employment , Employee of the Month for Give appreciation For Motivate employees and improve loyalty , Supervision Attendance and Discipline with Use recap attendance and indicators performance For monitor level discipline .

With integrate discipline work , organizational support, satisfaction work , and emotional intelligence, Bakorwil V Jember can formulate policies that improve performance employee in a way sustainable . Findings study This relevant For development of human resource management strategies in the sector government other .

II. LITERATURE REVIEW

2.1. Work Discipline

Discipline Work is attitudes and behaviors that reflect compliance to regulation organization, good written and No written, and willingness run it and accept it consequence on violations. Hasibuan (2020) stated that discipline No only about accuracy time present or go home, but covering all over aspect compliance to rules. Sastrohadiwiryono (2019) added, discipline is form appreciation and obedience to rule applicable work. Discipline own benefit for organizations and employees, such as create regularity operational, improve productivity, and create atmosphere conducive work (Moekijat, 2019).

According to Moekijat (2019), there are two types discipline, namely *self-imposed discipline*, which originates from awareness self individual For follow rules, and *command discipline*, which are applied through formal regulations and sanctions. Rivai (2018) explains that indicator discipline covers level attendance, compliance with regulations and standards work, vigilance tall in carry out tasks, and behavior ethical work. Discipline aiming increase efficiency work, reduce waste time and resources power, prevent conflict Because misunderstandings, and make sure regularity operational organization (Simamora, 2019).

With implementation good discipline, organization can increase productivity, creating environment harmonious work, and achieve objective with more effective. The discipline carried out in a way consistency also reflects professionalism and commitment employee to organization.

2.2. Organizational Support

Perceived organizational support (POS) was first introduced by Eisenberger et al. (2017) and defined as to what extent employees feel that organization care to welfare they as well as value contributions given. This organizational support important in environment competitive work, because support positive reciprocal relationship between employees and organizations. Theory exchange social become base understanding connection this, where employees feel obliged help organization reach objective as reward on the attention they give accept.

Organizational Support Indicators according to Kurtosis et al. (2017):

1. Attribution Employee

Organizational support increased when employee feel treatment positive received originate from intention Good organization, not Because pressure external like regulation government or market.

2. Social Exchange

Employee with high organizational support tend own commitment affective more strong to organization. They try fulfil hope organization through improvement performance and contribution, both in role main and extra role.

3. Improvement Self

Organizational support is also provided need socio-emotional like awards and affiliations, which help employee identify self with organization. Identification This create mark together and strengthen connection emotional between employees and organizations.

2.3. Employee Performance

Performance is results from a series actions and policies taken individual or group in a organization For reach objective in period time certain. Robbin (2017) defines performance as results or answer on "what was achieved somebody after do something." Mangkunegara (2020) describes performance employee as quality and quantity results work achieved in accordance not quite enough the answer given. While according to Prawirosentono (2018), performance is results Work individual or group in organization in accordance with authority, responsibility answer, and moral ethics (Tobing et al., 2024). In general general, performance employee is results measured work in term time certain For reach objective organization. Factors external factors, such as organizational support, also influence level performance employee (Mangkunegara, 2020).

Employee Performance Indicators according to Mathis and Jackson (2020):

1. Quantity :

Amount results work achieved employees, usually stated in units or cycle activity certain. Indicators This evaluate how much Lots work completed in time certain.

2. Quality :

Compliance level to procedures, discipline, and dedication that produces results approach perfection. Quality reflect method work done, not only results Finally.

3. Reliability :

Ability For operate task with consistency, accuracy, and minimal supervision. Zeithaml and Berry (in Sudarmanto, 2009) emphasized importance reliability in service.

4. Presence :

Attendance rate employees on site Work according to the specified working hours. Presence physique important For ensure settlement task in a way appropriate time.

5. Ability Working Together (The Ability to Work Together)

Capacity employee For collaborate with colleague Work in finish task to achieve optimal efficiency and effectiveness.

2.4. Job Satisfaction

Satisfaction Work is feeling somebody to his work includes situation work, relationship with colleague work, and perception to environment work. Spector (2021) defines satisfaction Work as How somebody feel his job, good in a way overall and to aspects certain. Handoko (2017) stated that satisfaction Work is condition emotional that reflects view individual to his work, while Kreitner and Kinicki (2020) emphasize the response emotional to various aspect work.

Mathis and Jackson (2020) illustrate satisfaction Work as emotion positive that comes from from evaluation experience work, involving aspect like work That alone, salary, recognition, relationship with supervisors, and opportunities For forward. Factors This contribute to the level satisfaction employee in a way overall.

2.5. Emotional Intelligent

Intelligence emotional (emotional intelligence) is ability For monitor , identify , understand , and manage emotion self Alone and other people, as well utilise emotion the in adaptive way (Mayer, Salovey, & Caruso, 2017). According to Mayer et al. (2017), intelligence emotional covers four growing branch from more capabilities base to the more complex , namely perception , understanding , management , and utilization emotion .

Approach to intelligence emotional divided into two streams main : approach ability , which looks at intelligence emotional as a ability separated from intelligence general (Mayer, Salovey, & Caruso, 2017), and the approach nature , which suggests that intelligence emotional can also viewed as characteristic personal (Vasiou et al., 2024). Second approach This considered each other complete in explain role intelligence emotional in life man .

Emotional intelligence , which was originally viewed as potential separate intelligence from IQ, the more accepted as an integral part of life and taking decision human beings , which are related close with ability For manage feeling in different situations (Salovey & Sluyter , 2019) . Intelligence emotional help individual interact with more effective and make more decisions Good in face challenge life (Miyashiro, 2020).

Intelligence Model Indicators Emotional according to Mayer and Salovey (2017):

1. Perception : Ability For identify and understand emotions in oneself yourself and others, and read emotion with accurate .
2. Assimilation : Use emotion For help reach goal , solve problems , and motivate self .
3. Understanding : Understanding complex emotions as well as changes that occur in emotions the along time .
4. Management Emotion : Ability For manage and organize emotions , both in oneself Alone or other people

Connection influence direct namely the variables of work discipline and *organizational support* towards job satisfaction and performance, as well as work discipline to performance. Whereas For influence mediation namely work discipline and *organizational support* for performance through job satisfaction. Thus framework The conceptual framework in this study is as follows :

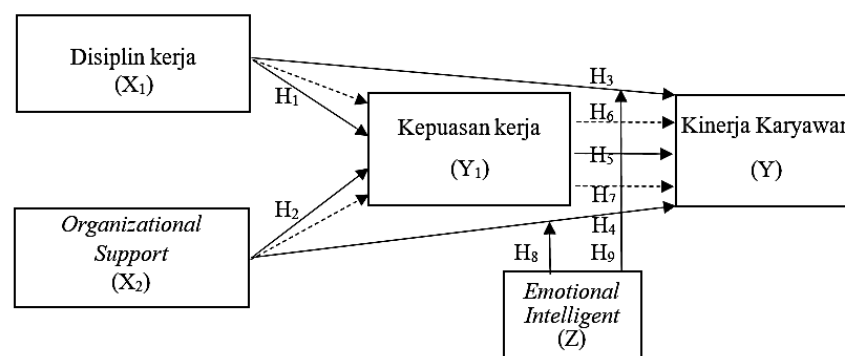


Figure 1 Framework Conceptual

Formulation problems and goals the research above so can made A this hypothesis , namely :

2.3.1 The influence of work discipline on job satisfaction

Based on theory and research previously by Bryan Filliantoni, Sri Hartono and Sudarwati (2019) has the result research on work discipline has an effect significant to job satisfaction so that work discipline has an important role in creating conducive and orderly work environment . Disciplined employees tend to Work more effective, comply rules , as well as maintain their productivity, which ultimately potential increase job satisfaction. Therefore that , can submitted the following hypothesis :

H₁ : Work discipline has a significant effect on job satisfaction.

2.3.2 Influence *Organizational support* for job satisfaction

Organizational support includes various form assistance and attention provided by the company to employees, such as training , adequate facilities , development skills , and awards on work achievement . Research by Mingxing Li et al., (2022) has results *organizational support* give the influence of job satisfaction. When employees feel that the organization supports their needs and well-being , this can increase motivation , commitment , and feeling appreciated . This support is direct related to job satisfaction, where employees feel supported will more satisfied with their work, more motivated , and more enthusiastic in carrying out his duties . Therefore that , in this research it is proposed hypothesis :

H₂ : *Organizational support* has a significant effect on job satisfaction.

2.3.3 The influence of work discipline on employee performance

Work discipline is one of the important factors that influences employee performance in a company. organization . Good discipline reflect compliance with regulations , responsibility in carrying out tasks, as well as consistency in maintaining time and work ethic . This is supported by research by Natalia Susanto (2019) which showed that work discipline has an influence significant to employee performance. Employees who have high discipline tend Work more effective and efficient , and show more commitment great in achieving goals organization . High work discipline also creates an orderly and productive work environment , which ultimately can improve the overall performance of employees. Based on matter the hypothesis proposed in this study is :

H₃ : Work discipline has a significant effect on employee performance.

2.3.4 Influence *Organizational support* for employee performance

Organizational support plays an important role in creating conducive working environment for employees. This support can in the form of provision adequate facilities , training , development skills , up to recognition of employee contributions . Mingxing Li et al., (2022) found that *organizational support* give influence of employee performance . When employees feel supported by the organization , they tend to have more motivation high to work optimally, improve loyalty , and feel valued in the organization . The support provided by the organization can strengthen employee commitment , which ultimately impact on improving their performance. Therefore Therefore , the hypothesis proposed in this study is :

H₄ : *Organizational support* has a significant effect on employee performance.

2.3.5 The Influence of Job Satisfaction on Employee Performance

Job satisfaction is a key factor that influences level motivation , productivity, and employee performance. Research by

Andia et al., Suryawan (2022) found that job satisfaction has an effect significant to employee performance. Employees who feel satisfied with his work , good from aspect compensation , work environment , and interpersonal relationships , tend to show more commitment high level of their duties . High job satisfaction can also be achieved encourage employees to work more efficient and provide more contribution big for organization . Thus , the hypothesis in this study is :

H₅ : Job satisfaction has a significant effect on employee performance.

2.3.6 The influence of work discipline and *organizational support* on employee performance through job satisfaction

Good work discipline as well as adequate *organizational support* play an important role in creating a conducive working environment , which ultimately impact on employee job satisfaction. Research by Mahaputra and Andriyani (2021) found that work discipline was No direct affect employee performance through job satisfaction. Employees who have high discipline and feel supported by the organization tend feel more satisfied with his work , which can increase their motivation and commitment to their work. In this condition , job satisfaction acts as a mediating factor that strengthens influence positive from work discipline and *organizational support* to employee performance. Therefore Therefore , the hypothesis in this study is :

H₆ : Work discipline and *Organizational support* has a significant influence on employee performance through job satisfaction.

2.3.7 The influence of work discipline and *organizational support* on employee performance with moderation *emotional intelligence*

Work discipline and *organizational support* are two important factors that can affect employee performance. However , the influence both of these factors can strengthened or weakened by the employee's ability to manage emotions, known as *emotional intelligence* . This supported by research Djauharoh et al., (2020) stated the results of the role of *emotional intelligence* as a moderator between condition stress with performance has also been shown play a role significant Employees who have intelligence emotional tall tend more capable face challenges in the workplace , so they can more optimal in utilizing *organizational support* and implementing work discipline. Therefore Therefore , the hypothesis in this study states as follows :

H₇ : Work discipline and *organizational support* have an influence significant on employee performance with moderation *emotional intelligence*

III. METHOD ANALYSYS

This research uses approach quantitative with explanatory research design . Population study consists of of 32 employees of Bakorwil V Jember, and engineering taking The sample in this study is Saturated sampling . Saturated sampling technique according to Sugiyono (2018) is technique determination sample when all member used as a sample of collected data through questionnaire that uses Likert scale . This study uses Partial Least Square method (PLS-SEM).

IV. RESULT AND DISCUSSION

Characteristics respondents in this study consisted of from type gender , age , education last , and length of time as an employee of Bakorwil V Jember as follows :

Gender	Amount	
	Frequency	Percentage
Man	22	68.8%
Woman	10	31.2%
Total	32	100%

Table 1 Characteristics of respondents in this study based on gender

Characteristik Respondent This research is based on type sex shown in Table 1 that of the total respondents , the majority is man as many as 22 people or 68.8%, while Respondent Woman totaling 10 people, namely 31.2% of overall respondents.

Education	Amount	
	Frequency	Percentage
High School/Senior High School	3	9.4%
Diploma	3	9.4%
S1	16	50%
S2	10	31.3%
Total	32	100%

Table 2 Characteristics Respondent based on Education Final

Based on characteristics respondents in terms of education final shown in Table 2 the majority respondents have a background behind education Bachelor (S1) with a total of 16 people or 50%. Followed by respondents who completed education Post Bachelor's degree (S2) as many as 10 people or 31.3%. Meanwhile that , the respondents who are High school/vocational school and diploma graduates each numbered 3 people or 9.4%.

Age	Amount	
	Frequency	Percentage

22-30	5	15.6%
31-40	10	31.3%
>40	17	53.1%
Total	32	100%

Table 1 Characteristics Respondent study based on age

Characteristics Respondent study based on age in Table 3 shows that most big Respondent aged more from 40 years , namely as many as 17 people or 53.1%. Meanwhile that , respondents with a range age 31-40 years amounting to 10 people or 31.3%, and respondents youngest in the group age 22-30 years as many as 5 people or 15.6%.

How long has he been an employee of Bakorwil?	Amount	
	Frequency	Percentage
1-3 months	1	3.1%
3-5 months	2	6.3%
> 6 years	29	90.6%
Total	170	100%

Table 2 characteristics Respondent related to work period

Based on characteristics Respondent related to the length of service as an employee at Bakorwil V Jember is shown in Appendix V Table 4.4, the majority respondents have more work experience from 6 months , namely as many as 29 people or 90.6%. Meanwhile that , respondents who work between 3-6 months amounting to 2 people or 6.3%, and new respondents work 1-3 months only amounting to 1 person or 3.1%.

	X.1.	X.2.	Y.1.	Y.2.	Z.1.
X.1.1	0.862				
X.1.2	0.944				
X.1.3	0.902				
X.1.4	0.902				
X.1.5	0.908				
X.2.1		0.816			
X.2.2		0.846			
X.2.3		0.898			
Y.1.1			0.728		
Y.1.2			0.844		
Y.1.3			0.776		
Y.1.4			0.854		
Y.1.5			0.844		
Y.1.6			0.710		
Y.2.1				0.766	
Y.2.2				0.726	
Y.2.3				0.901	
Y.2.4				0.818	
Y.2.5				0.847	
Z.1.1					0.843
Z.1.2					0.881
Z.1.3					0.883
Z.1.4					0.818

Table 3 Factor Loading of Validity Test

Padal Table 5 values *loading factor* every construct indicator more from provision which is 0.7. This means mark every indicators on variables it is said nature validity convergent . Next there is AVE assessment on each construct For test validity convergent . The results AVE calculation on each construct variables in Table 6 get the value of each AVE at each construct variable own mark more from 0.5. This is can it is said that mark construct variable has been validated/ accepted

	Cronbach's alpha	Composite reliability (rho_a)	(BIRD)
X.1.	0.944	0.959	0.817
X.2.	0.824	0.895	0.729
Y.1.	0.886	0.914	0.632
Y.2.	0.871	0.874	0.663
Z.1.	0.879	0.881	0.734

Table 4 Uji Reliabilitas

Based on Table 6 shows that *Cronbach's Alpha* and *Composite Reliability* have exceed *Rule of Thumb* is worth 0.7 which means every variable construct has reliable or fulfilling condition reliability . The conditions for being able to accepted as an indicator construct namely *loading factors* must exceed from 0.6 can said to be valid. Through *SmartPLS software* , as follows picture path diagram construction :

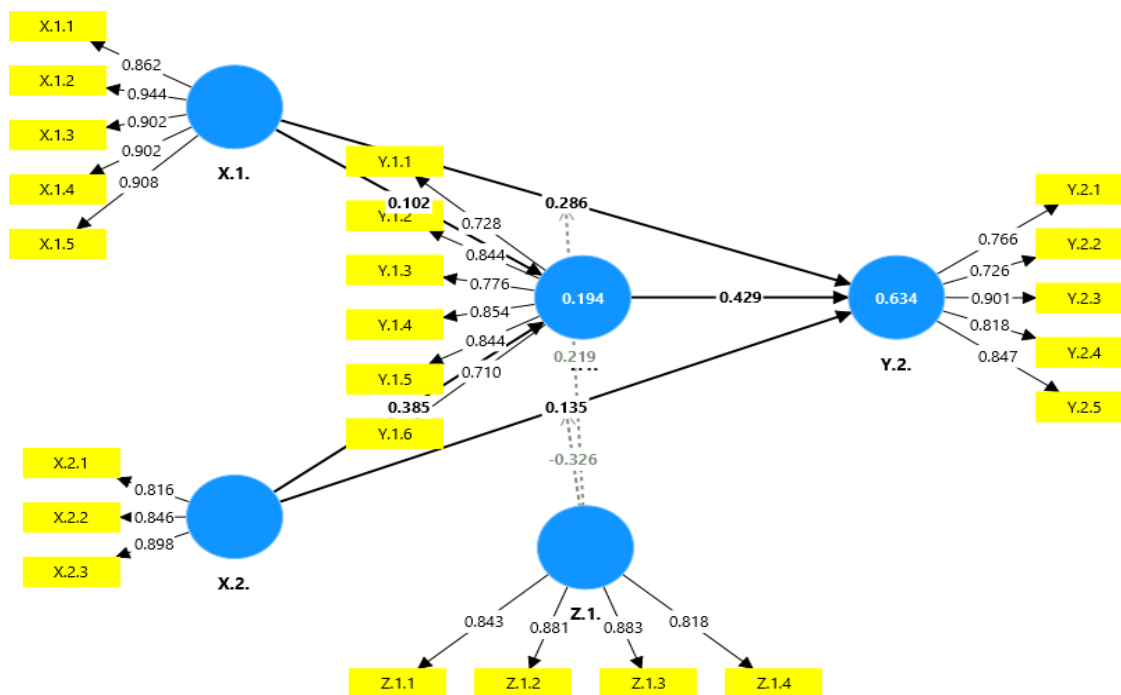


Figure 2 Path Diagram Construction

Variables	Adjusted R-square	Information
Job Satisfaction (Z)	0.194	Moderate
Employee Performance (Y)	0.634	Moderate

Table 5 R-Square

Based on Table 7 on the job satisfaction variable (Y1) produces an *R-square value* of 0.194 and the employee performance variable (Y2) is 0.634. This means that the ability of the job satisfaction variable is classified as weak and employee performance is classified as moderate or medium so that it can be said to be a good study.

Variables	<i>f-square (effect size)</i>	Information
X.1. -> Y.1.	0.034	Intermediate
X.1. -> Y.2.	0.257	Big
X.2. -> Y.1.	0.147	Intermediate
X.2. -> Y.2.	0,026	Kecil
Y.1. -> Y.2.	0,329	Besar
Z.1. -> Y.2.	0,248	Besar
Z.1. x X.2. -> Y.2.	0,171	Menengah
Z.1. x X.1. -> Y.2.	0,115	Kecil

Tabel 6 f-square

Table 8 shows that the work discipline variable has a medium influence on the job satisfaction variable with an *f-square value* of 0.034. Meanwhile, work discipline has a large influence on the employee performance variable. with an *f-square value* of 0.257. The *organizational support variable* has a medium influence on the job satisfaction variable and a small influence on the employee

performance variable. with *f-square values* of 0.147 and 0.026 respectively. The influence of job satisfaction variables on employee performance variables is also classified as large with an *f-square value* of 0.329. The influence of emotional intelligence variables on employee performance is classified as large with an *f-square* of 0.248. The moderating influence of emotional intelligence on work discipline on employee performance is classified as medium with an *f-square* of 0.171 and on organizational support on employee performance is classified as small with an *f-square* of 0.115.

Variabel	<i>T-Statistics</i>	<i>P-Values</i>	<i>Keterangan</i>
X.1. -> Y.1.	1.978	0,000	Signifikan
X.1. -> Y.2.	4.694	0,001	Signifikan
X.2. -> Y.1.	2.101	0,002	Signifikan
X.2. -> Y.2.	5.449	0,000	Signifikan
Y.1. -> Y.2.	2.182	0,029	Signifikan
Z.1. x X.2. -> Y.2.	4.252	0,009	Signifikan
Z.1. x X.1. -> Y.2.	2,720	0.003	They mean
X.1 →Y.1 →Y.2	3,242	0.000	They mean
X.2 →Y.1 →Y.2	2,520	0.009	They mean

Table 7Test of Hypotheses

Results of the analysis Table 9 shows that discipline work and support organization influential positive to satisfaction work and performance employees . Intelligence emotional functioning as variable strengthening moderation connection between variables the .

Influence Discipline Work against Satisfaction Work

Study show that discipline Work own influence positive to satisfaction Work employees . Discipline Work increase efficiency , reduce conflict , and create atmosphere conducive work . Implementation consistent discipline will make employee feel appreciated and more motivated , which in turn increase satisfaction work . The implication is that companies need strengthen rule discipline and giving award for employees who show discipline .

The Influence of Organizational Support on Satisfaction Work

Support organizations , including facility work and training , influential significant to satisfaction work . When employees feel supported , they more satisfied and more motivated . Implications practical is organization must provide relevant training and balance life Work For increase satisfaction work and loyalty employee .

Influence Discipline Work on Employee Performance

Discipline Work influential positive to performance employees . Disciplined employees more productive and quality in his job Because can manage time and responsibility answer with effective . Implications study This is importance create culture discipline in place Work with clear rules , supervision , and rewards .

The Influence of Organizational Support on Employee Performance

Support organization influential significant to performance employees . When employees feel appreciated , they more committed and motivated . Therefore that , organization need give adequate facilities , training , and rewards For increase performance and loyalty employee .

Influence Satisfaction Work on Employee Performance

Satisfaction Work own influence positive to performance employees . Satisfied employees tend Work more effective and exemplary commitment more tall to work them . For increase satisfaction work , organization need create environment supportive work , providing awards , and provide opportunity development self .

Influence Discipline Work and Organizational Support for Employee Performance through Satisfaction

Disciplined Work
work and support organization influential to performance employee through satisfaction Work as intervening variable . Employees who have discipline high and feel support from organization more motivated For Work more good . The implications is important for organization For notice discipline and support provided For increase performance employee .

Influence Discipline Work and Organizational Support for Employee Performance with Emotional Intelligence Moderation

Study show that intelligence emotional (EQ) strengthens influence discipline work and support organization to performance employee . Employee with high EQ more capable manage stress and adaptation with challenge work . Implications study This is organization need develop intelligence emotional employee through training For support improvement performance and create environment more work productive

V. CONCLUSION

Conclusion from study This show that discipline work and support organization own influence significant to satisfaction work , which in turn influence performance employees . Discipline work and organizational support proven influential significant to performance employee through satisfaction work , and both of them own influence significant to performance employee with moderation intelligence emotional .

Based on results This is a suggestion for the Jember V Regional Coordination Agency (Bakorwil) is increase discipline Work through more rules firm and responsibility - focused training answer employees . In addition that 's important For strengthen support organization with provide adequate facilities and opportunities For development skills . Development intelligence emotional through training is also recommended for employees become more adaptive , as well as evaluation and improvement sustainable to existing policies .

For study Next , it is recommended For expand range sample to throughout Indonesia for increase generalization results research. In addition that , it is necessary develop variable study with add other factors that can influence performance employees, such as environment work , motivation , and style leadership . Improvement discipline work and support organization can increase performance employee through satisfaction work . It is recommended that Bakorwil V Jember strengthening training and support programs for employee For increase performance in a way overall.

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