
Employee Performance at PT Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Solo Area

Nanang Qosim^{1*}, Sarsono², Bambang Mursito³

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Abstract

The Employee Performance reviewed emotional intelligence, style of leadership, organizational commitment and job satisfaction (Study at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment in Solo. Thesis for Master of Science Postgraduate Program (M.Si) at Universitas Islam Batik Surakarta 2023. This study aims to determine the effect simultaneously (concurrently) or partial variables of emotional intelligence, leadership style, organizational commitment and job satisfaction on employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment in Solo. This research method used a quantitative research design. The population of all employees working at PT. Bank Mandiri (Persero) Tbk. the Small Medium Enterprise Segment in Solo, with a total of 51 people. The sampling technique used the census technique with a sample of 51 respondents. Data collection was conducted by a questionnaire. The data analysis techniques used statistical analysis, namely multiple linear regression test, F test, t-test, and coefficient of determination. The results showed that emotional intelligence, leadership style, organizational commitment and job satisfaction simultaneously and partially have a positive and significant effect on employee performance at PT. Bank Mandiri (Persero) Tbk., the small-medium enterprise segment in Solo. Suggestions from this study for PT. Bank Mandiri (Persero) Tbk. the Small Medium Enterprise Segment in Solo, continues to improve existing emotional intelligence, leadership style, organizational commitment and job satisfaction thus that it will make employee performance increase and become better than previous.

Keywords: *employee performances, emotional intelligence, style of leadership, organizational commitment, job satisfaction*

1. Introduction

Basically, all need Resources in life, these Resources include Natural Resources, Financial Resources, Science and Technology Resources and Human Resources. Human Resources are the most important resources to carry out an activity. Human Resource Management according to Hasibuan (2019: 10) is the science and art of managing the relationship and role of the workforce to be effective and efficient, helping to realize the goals of the company, employees and society. In this day and age Human Resources play a role in everyday life, so the quality of a Human Resource will affect an activity. Without exception, a company also needs Human Resources to carry out a job. In doing a job, the company can choose the Human Resources needed, so that the company has an organization to manage a policy.

In essence, the company cannot be separated from organizational life, because humans as resources are social creatures that interact with each other, both with superiors, subordinates or colleagues in a company, so that it will become part of the company's organization. The development of a company is influenced by the Human Resources in the organization. Both the bad Human Resources and policies used in the company play a role in the continuity of the organization to achieve goals in the company.

^{1,2,3} Universitas Islam Batik Surakarta

* Corresponding author, e-mail: nanangqosim888@gmail.com

In a corporate organization there are various policies that will affect the Performance of Employees of a company. Performance is the result obtained in the organization from a work process as it is done. Performance according to Dewianawati, Efendi and Oksaputri, (2022: 223) is the result of a person in quality and quantity that has been achieved by employees in carrying out duties in accordance with the responsibilities that have been given. So that performance will affect the sustainability and success of the organization in a company which causes the company to make policies to improve employee performance.

A company will try to improve the performance of its employees with various policies. The policy can be a cause for performance to increase rapidly or even a decrease. This can happen due to various factors in the company. Many factors affect employee performance to increase the productivity of a company. Several factors affect performance such as emotional intelligence, leadership style, organizational commitment and job satisfaction.

Research that has examined emotional intelligence, leadership style, organizational commitment and job satisfaction on employee performance has been numerous. Research on emotional intelligence factors (Suwandewi and Trianasari, 2022: 16-23), (Amilia and Purnama, 2016: 24-30), (Dewianawati, Efendi and Oksaputri, 2022: 223-230), (Sari and Finthariasari, 2022: 49-55) and (Edward and Purba, 2020: 1552-1563). Research on leadership style factors (Kamal and Abdillah, 2018: 103-122), (Nugroho, 2018: 139-150), (Siagian and Khair, 2018: 59-70), (Coal, 2020: 40-58), (Sari, Sudiarditha and Susita, 2021: 98-113) and (Razak, Sarpan and Ramlan, 2018: 67-71). Research on organizational commitment factors (Marsoid, Sendow and Rumokoy, 2017: 4285-4294), (Wiratama, Widyani and Saraswati, 2022: 190-199), (Budiantara, Mitariyani and Imbayani, 2022: 139-151), (Sukmaningsih, Sujana and Novarini, 2022: 117-125), (Abdirahman, Najeemdeen, Abidemi and Ahmad, 2018: 12-17) and (Hidayah and Tobing, 2018: 122-127).

The first factor in influencing employee performance is Emotional Intelligence. Emotional Intelligence according to Yusuf and Nurihsan (2016: 25) is a person's ability to manage his emotions both to himself and to others and use them to motivate himself. Good or bad mood to experience can affect human emotional intelligence in a corporate organization. When from this experience there is something that inspires someone and there is encouragement from the organization in carrying out activities, the person can increase his emotional intelligence to manage, manage, and control the mood of both himself and others, with his intelligence as a guide for his actions so that he can do a better job and get good performance. However, if you have poor emotional intelligence about a job and do not get enthusiasm and encouragement, it will make his performance less optimal because he no longer has motivation in the company's organization. Many previous studies have proven that emotional intelligence affects performance (Suwandewi and Trianasari, 2022: 16-23), (Amilia and Purnama, 2016: 24-30), (Dewianawati, Efendi and Oksaputri, 2022: 223-230), (Sari and Finthariasari, 2022: 49-55) and (Edward and Purba, 2020: 1552-1563).

The next factor that affects employee performance is leadership style. Leadership Style according to Siagian and Khair, (2018: 62) is the way leaders influence, direct, motivate, and control subordinates in a certain way, so that subordinates can complete tasks effectively and efficiently. Leaders can be said to be successful and recognized as a leader if the person can influence and direct his members to achieve the goals of the company's organization. Leadership style in a company can make work more productive if the style makes subordinates comfortable and sincere in carrying out their work according to the regulations that have been made by the company. But on the contrary, if the leadership style makes the person feel depressed and the absence of comfort will make work productivity decrease. Many

previous studies have proven that leadership style affects performance (Kamal and Abdillah, 2018: 103-122), (Nugroho, 2018: 139-150), (Siagian and Khair, 2018: 59-70), (Coal, 2020: 40-58) and (Sari, Sudiarditha and Susita, 2021: 98-113).

In addition to leadership style, there is another factor in influencing employee performance: organizational commitment. Organizational commitment is a person's decision in doing work in the company organization. Organizational commitment according to Budiantara, Mitariyani and Imbayani, (2022: 143) states a mutually agreed provision from all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future. From the explanation above, it explains that organizational commitment plays an important role in work operations in the company organization, because it is directly related to the employees themselves. Because of organizational commitment, it can be concluded the availability of employees to prioritize the organization rather than personal interests and make a large contribution to achieving the realization of organizational goals. Many previous studies have proven that organizational commitment affects performance (Marsoid, Sendow and Rumokoy, 2017: 4285-4294), (Wiratama, Widayani and Saraswati, 2022: 190-199), (Budiantara, Mitariyani and Imbayani, 2022: 139-151), (Sukmaningsih, Sujana and Novarini, 2022: 117-125), (Abdirahman, Najeemdeen, Abidemi and Ahmad, 2018: 12-17) and (Hidayah and Tobing, 2018: 122-127).

Another factor that is no less important that affects employee performance is job satisfaction. Job satisfaction is a good attitude shown by someone in organizing in a company, both in written rules and unwritten regulations in a company organization and being able to carry out applicable regulations in a company organization. Job satisfaction (Nabawi, 2019: 174) is a pleasant psychological state felt by workers in a work environment because of adequate needs. If an employee who feels satisfied in his job, has a tendency to be absent less often, has a positive influence and stays in the company. Conversely, employees who are not satisfied may be absent more often, may experience stress that annoys coworkers, and may constantly look for other jobs. Many previous studies have proven that job satisfaction affects performance (Paparang, Areros and Tatimu, 2021: 119: 123), (Nabawi, 2019: 170-183), (Susanto, 2019), (Adiyasa and Windayanti, 2019: 23-30), (Sari, Sudiarditha and Susita, 2021: 98-113), (Abdirahman, Najeemdeen, Abidemi and Ahmad, 2018: 12-17) and (Hidayah and Tobing, 2018: 122-127).

Many companies want to improve employee performance, as well as PT. Bank Mandiri (Persero) Tbk. also wants to improve the performance of its employees to achieve company goals. The Bank established based on the deed of its Articles of Association has been announced in the State Gazette of the Republic of Indonesia Number 97 dated December 4, 1998 Supplement Number 6859 and has been adjusted to Law Number 40 of 2007 concerning Limited Liability Companies, pursuant to Deed Number 48 dated June 25, 2008 made before Dr. A. Partomuan Pohan, SH, LLM at that time notary in Jakarta, which has received approval from the Minister of Law and Human Rights of the Republic of Indonesia as evident from Decree Number: AHU-39432. AH.01.02 Year 2008 dated July 8, 2008 originating from four Banks (PT. Bank Bumi Daya (Persero), PT. Bank Dagang Negara (Persero), PT. Indonesian Export Import Bank (Persero) and PT. Bank Pembangunan Indonesia (Persero) which merger into one applies many regulations to achieve good employee performance, from motivating, training to become leaders, creating a pleasant and conducive work environment atmosphere and implementing high discipline in the company. The bank, which is one of the State-Owned Enterprises, also has units that make employees focus on their work. From these units, there are several units that overcome the Small Medium Enterprise Segment which can be called, consisting of Small Medium Enterprise, Credit Operations and Risk. The unit is also available

in the Solo Area. This middle segment oversees loans ranging from a Credit Limit of Rp.200,000,000.00 to Rp.25,000,000,000.00 except for special cases and credit products. The performance of employees from the three pillars of medium credit is very important because it increases the profit of PT. Bank Mandiri (Persero) Tbk.

Researchers who conduct research on factors that affect performance have been widely conducted, but there has been no simultaneous model research into factors of emotional intelligence, leadership style, organizational commitment and job satisfaction. From the background above, researchers want to know and answer the research gap of emotional intelligence factors, leadership style, organizational commitment and job satisfaction with performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Area Solo.

2. Methods

2.1. Model Development

The influence of emotional intelligence on employee performance

The influence of emotional intelligence that affects employee performance has been identified by several previous studies. Research (Suwandewi and Trianasari, 2022: 16-23) has conducted research to determine the effect of emotional intelligence on employee performance at the Cultural Office of Buleleng Regency. The research was conducted to determine the specificity of non-financial factors on employee performance in the company. This study found that emotional intelligence has a positive and significant effect on employee performance.

Likewise, research on the Effect of Emotional Intelligence on the Performance of PT. Indonesia Comnets Plus in Bandung conducted by (Amilia and Purnama, 2016: 24-30). From this research it is found that emotional intelligence has a positive influence on employee performance. From research (Dewianawati, Efendi and Oksaputri, 2022: 223-230) which examines the Effect of Emotional Intelligence on Employee. From the study, the same results were obtained, namely emotional intelligence has a significant partial and simultaneous effect on employee performance,

So that the emotional intelligence factor on employee performance in a company is interesting to re-examine. Therefore, researchers hypothesize that emotional intelligence affects employee performance significantly.

H1. Emotional intelligence has a significant effect on employee performance.

The Influence of Leadership Style on Employee Performance

The leadership style of a company will be one of the measures of employees in performance improvement. As stated by researchers (Kamal and Abdillah, 2018: 103-122) who examined the Influence of Leadership Style on Employee Performance (Case Study: PT Pandu Siwi Sentosa Jakarta). From this research, the results of Leadership Style have a very positive influence on employee performance.

Likewise, research from (Coal, 2020: 40-58) which examines the Influence of Leadership Style on Employee Performance in the Procurement Department of PT INALUM (PERSERO). From this research, the results of Leadership Style have a significant effect on Employee Performance. Likewise, research from (Siagian and Khair, 2018: 59-70) which examines the Influence of Leadership Style on Employee Performance. Similar to the previous result,

namely Leadership Style has a positive but not significant effect on Employee Performance. So the leadership style is very interesting to re-examine.

H2. Leadership style has a significant effect on employee performance

The Effect of Organizational Commitment on Employee Performance

The company's commitment in overcoming employees greatly affects employees in the company, so in determining organizational commitment, the company will take into account the performance of its employees. According to research from (Sukmaningsih, Sujana and Novarini, 2022: 117-125) which examines the Effect of Organizational Commitment on Employee Performance at PT. Delta Satria Dewata. From this research, organizational commitment can be produced to have a positive and significant effect on employee performance.

Likewise, research from (Budiantara, Mitariani, and Imbayani, 2022: 139-151) namely the Effect of Organizational Commitment on the Performance of Outsourcing Employees at Outsourcing Service Provider Companies PT. Madani Superpower Denpasar. From this research, the results of organizational commitment have a positive and significant effect on employee performance. Not much different from the research (Wiratama, Widayani and Saraswati, 2022: 190-199), namely the Effect of Organizational Commitment on Employee Performance at the Lumbung Sari Sedana Buduk Cooperative, Badung Regency. From the results of the study, organizational commitment also has a positive and significant influence on employee performance. So it is very interesting if the commitment of the organization is re-examined.

H3. Organizational commitment has a significant effect on employee performance

The Effect of Job Satisfaction on Employee Performance

Employee job satisfaction is one indicator that affects employee performance. The research from (Paparang, Areros and Tatimu, 2021: 119:123) which examines the Effect of Job Satisfaction on the Performance of PT. Post Indonesia in Manado. From this research, job satisfaction has a significant influence on employee performance.

Slightly different research from (Nabawi, 2019: 170-183) namely the Influence of Work Environment, Job Satisfaction and Workload on Employee Performance. From this study, the results of job satisfaction have an effect but not significant on employee performance. And from research (Susanto, 2019), namely the Effect of Work Motivation, Job Satisfaction, and Work Discipline on Employee Performance in the Sales Division of PT Rembaka. From the results of the study also stated that job satisfaction affects employee performance. So it is very interesting if job satisfaction is examined again.

H4. Job satisfaction has a significant effect on employee performance.

2.2. Analysis Methods

2.2.1. Types of research

The type used in this study is quantitative research. This study has a purpose as a test of employee performance in terms of emotional intelligence, leadership style, organizational commitment and job satisfaction. This research begins by reviewing existing theories and knowledge so that the cause of the problem arises. The problem is tested to determine its acceptance or rejection based on data obtained from the field.

2.2.2. Research Scope

The scope of this research is a survey of employees at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Solo Area with consideration of existing employees with integrity in their work.

The population in this study was all employees at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment consisting of 28 employees of Small Medium Enterprise Area Solo unit, 13 Credit Operations Area Solo employees and 10 Risk Area Solo employees, so that the population in this study is 51 employees. The sample used in this study was all employees at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment has 51 employees.

Because the population is less than 100 respondents, the Non Probability Sampling technique is used and uses the saturated sampel method. Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2019: 133)

The variables used in this study consist of 2 variables, namely the independent variable (X) and the dependent variable (Y). The independent variable consists of emotional intelligence (X1), leadership style (X2), organizational commitment (X3), job satisfaction (X4) and the dependent variable is employee performance (Y).

2.2.3. Data Analysis Techniques

The data analysis method used in this study was carried out by Multiple Linear Regression with the help of SPSS22 software. Multiple regression analysis in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Information:

Y : dependent variable / predicted value (Employee Performance)

α : constant

β_1 : Emotional Intelligence Regression Coefficient

β_2 : Leadership Style Regression Coefficient

β_3 : Regression coefficient of organizational commitment

β_4 : Regression coefficient of job satisfaction

X1 : emotional intelligence

X2 : leadership style

X3: organizational commitment

X4 : job satisfaction

e : error

3. Result

3.1. Goodness of Fit and Coefficient of Determination

Goodness of fit the model can be seen in Table 1, while coefficient determination can be seen in Table 2. The determinant coefficient is used to determine how much motivation, competence, discipline and work environment in explaining employee performance.

Tabel 1. Goodness of Fit Test

Model	F	Sig.	Description
Regression	175,245	0,000	Fit Model

Table 2. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.829	0.688	0.661	1.31463

Table 3. Multiple Linear Regression Results

No	Variabel	Unstandardized B	Impact
1	(Constant)	- 1.728	Negative
2	Emotional Intelligence	0.261	Positive
3	Leadership Style	0.129	Positive
4	Organizational Commitment	0.225	Positive
5	Job Satisfaction	0.294	Positive

Table 4. Hypothesis Test Result

Hypothesis	t	Sig.	Description
H1	2.542	0.014	Supported
H2	2.231	0.031	Supported
H3	2.391	0.021	Supported
H4	2.748	0.009	Supported

3.2. Multiple Linear Regression Test

Based on multiple regression estimates, results are obtained as shown in Table 3. Based on Table 3, it can be seen that the regression equation is:

$$Y = - 1.728 + 0.261 X1 + 0.129 X2 + 0.225 X3 + 0.294 X4$$

From the equation it can be explained that:

- Constant (a)
The constant value obtained is -1.728 then if emotional intelligence, leadership style, organizational commitment and job satisfaction are 0 (constant), then employee performance is worth -1.728.
- Emotional Intelligence Regression Coefficient (β_1)
A value of (+) of 0.261 means that if emotional intelligence increases, then employee performance will increase by 0.261.
- Leadership Style Regression Coefficient (β_2)
A value of (+) of 0.129 means that if the leadership style increases, then employee performance will increase by 0.129.

- Regression Coefficient of Organizational Commitment (β_3)
A value of (+) of 0.225 means that if the organization's commitment increases, then employee performance will increase by 0.225.
- Regression Coefficient of Job Satisfaction (β_4)
A value of (+) of 0.294 means that if emotional intelligence increases, then employee performance will increase by 0.294.

The results of the t test can be seen in the Table 4.

4. Discussion

The effect of emotional intelligence on employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Area Solo

Based on the tests presented in Table 18 shows that motivation has a positive and significant effect on employee performance. These results prove that the higher the emotional intelligence, the employee performance will experience a noticeable increase.

This research is in line with previous research conducted by (Suwandewi and Trianasari, 2022: 16-23), (Dewianawati, Efendi and Oksaputri, 2022: 223-230), (Sari and Finthariasari, 2022: 49-55), (Amilia and Purnama, 2016: 24-30) and (Edward and Purba, 2020: 1552-1563) emotional intelligence has a positive and significant effect on employee performance.

Emotional intelligence is a very important aspect to control good emotions, it can be seen from the way he is able to have thoughts to understand his coworkers and control his ego at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment which ultimately creates a harmonious situation in the company and is able to complete its workers well. Employees who have high emotional intelligence abilities will be able to know themselves, be able to think rationally, behave positively and be able to establish good social relationships because it is based on understanding the emotions of others.

The influence of leadership style on employee performance at PT. Bank Mandiri (Persero) Tbk

Based on the tests presented in Table 19, it shows that leadership style has a positive and significant effect on employee performance. These results prove that the higher the leadership style, the employee performance will experience a real improvement.

This research is in line with previous research conducted by (Kamal and Abdillah, 2018: 103-122), (Coal, 2020: 40-58) and (Sari, Sudiarditha and Susita, 2021: 98-113), leadership style has a positive and significant effect on employee performance.

Leadership style has a role in improving employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment because it influences the behavior of subordinates who aim to encourage work passion, job

satisfaction and high employee productivity, in order to achieve maximum organizational goals.

The influence of organizational commitment on employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Area Solo

Based on the tests presented in Table 18 shows that organizational commitment has a positive and significant effect on employee performance. These results prove that the higher the organization's commitment, the employee performance will increase markedly.

This research is in line with previous research conducted by (Wiratama, Widayani and Saraswati, 2022: 190-199); (Budiantara, Mitariani and Imbayani, 2022: 139-151), (Sukmaningsih, Sujana and Novarini, 2022: 117-125), (Abdirahman, Najeemdeen, Abidemi and Ahmad, 2018: 12-17), (Hidayah and Tobing, 2018: 122-127) and (Edward and Purba, 2020: 1552-1563), organizational commitment has a positive and significant effect on employee performance.

Organizational commitment is a condition where an employee at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment has the drive or desire to remain in an organization and believe in organizational values and individual psychological perspectives on organizations that contain a quantity of individual attachment to support organizational goals with loyalty.

The effect of job satisfaction on employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Area Solo

Based on the tests presented in Table 18, it shows that job satisfaction has a positive and significant effect on the performance of employees. These results prove that the higher job satisfaction, the employee performance will increase markedly.

This research is in line with previous research conducted by (Paparang, Areros and Tatimu, 2021: 119: 123), (Susanto, 2019) and (Abdirahman, Najeemdeen, Abidemi and Ahmad, 2018: 12-17), job satisfaction has a positive and significant effect on employee performance.

Job satisfaction is the level of employee assessment at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Area Solo segment that supports or does not support a job for employees from the results of mental entities and employee perspectives on their work.

5. Conclusion

Research was conducted to determine the influence of emotional intelligence, leadership style, organizational commitment and job satisfaction on employee performance at PT. Bank Mandiri (Persero) Tbk. Small Medium Enterprise Segment Area Solo. With the census method, a sample of 51 respondents was obtained and the data analysis used was a multiple linear regression test. Based on the results of

hypothesis testing and discussions that have been carried out, it can be concluded that Emotional Intelligence, Leadership Style, Organizational Commitment Job satisfaction has a positive and significant effect on employee performance.

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