



The Influence of Esteem Needs and Emotional Intelligence on Employee Performance in Teluknaga District, Tangerang Regency

Pebi Eryanti^{1*}, Nopi Oktavianti²

Management Study Program, Faculty of Economics and Business, Universitas Pamulang, Indonesia

Corresponding Author: Pebi Eryanti : pebieryanti02@gmail.com

ARTICLE INFO

Keywords: Recognition Needs, Emotional Intelligence, Employee Performance, Human Resource Management, Public Service

Received : 27 June

Revised : 20 July

Accepted: 18 August

©2026 Eryanti, Oktavianti :
This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License.



ABSTRACT

This study examines the effects of recognition needs and emotional intelligence on employee performance at Teluknaga Sub-District, Tangerang Regency. A quantitative descriptive-verificative design was applied to 46 employees, all of whom were selected through saturated sampling. Data were collected using a five-point Likert questionnaire and analyzed with validity and reliability tests, classical assumption tests, simple and multiple linear regression, correlation, coefficient of determination, and t- and F-tests. Recognition needs had a positive and significant effect on employee performance ($t = 2.154$; $p = .037$; $R^2 = .713$). Emotional intelligence also had a positive and significant effect ($t = 8.956$; $p < .001$; $R^2 = .889$). Simultaneously, both variables significantly explained 90% of performance variation ($F = 193.503$; $p = .010$).

INTRODUCTION

Public administration in Indonesia is organized across central, provincial, regency/city, and sub-district levels. Among these levels, the sub-district office has direct contact with citizens through administrative and public services. The quality of these services depends not only on organizational procedures but also on the performance of employees who implement them. Employee performance therefore becomes a strategic concern because delays, errors, and inconsistent service completion can directly affect public satisfaction and confidence in government institutions.

Teluknaga Sub-District is an administrative area of Tangerang Regency, Banten Province. The thesis reports that Teluknaga had 171,028 residents in 2025, with a population density of approximately 3,263.27 people per square kilometer. The community depends substantially on public administrative services, particularly population-document services. This context places pressure on employees to provide services that are timely, accurate, accessible, and responsive.

The study identifies a practical gap between organizational performance indicators and day-to-day service completion. KTP services during January–September 2025 averaged 89.69% completion, while Family Card and Birth Certificate services in 2025 averaged 86.34% and 86.33%, respectively. The thesis also reports that several applications remained unfinished in particular months. Although the aggregate Key Performance Indicators of the sub-district were reported as achieved, with an average achievement of 101.49%, individual service completion was not consistently at the 100% target. This gap indicates that organizational-level indicators may not fully capture employee-level performance in routine public service delivery.

Employee performance is influenced by organizational and individual factors. Human resource management emphasizes the importance of managing employees as organizational assets so that their competencies, motivation, and work behavior support organizational objectives. In the public sector, performance management is also embedded in the regulatory framework governing civil servants. The thesis refers to Law No. 20 of 2023 on the State Civil Apparatus, Government Regulation No. 30 of 2019, and Ministerial Regulation of Administrative and Bureaucratic Reform No. 6 of 2022. These regulations emphasize performance management, recognition and rewards, continuous feedback, work behavior, and employee development.

One factor considered relevant to performance is recognition needs. Recognition may be provided through financial and non-financial forms such as salary, incentives, praise, leave, and allowances. Kadarisman (2021) conceptualizes recognition-related compensation as benefits arising from carrying out duties, services, and responsibilities. Appropriate recognition can communicate that employee contributions are valued and can strengthen motivation to achieve organizational goals. Previous evidence cited in the thesis, including Kurniasih et al. (2025) and Lusiana et al. (2023), supports the relevance of rewards or recognition to employee-related outcomes.

A second factor is emotional intelligence. Goleman (2021) describes emotional intelligence through capabilities related to self-awareness, self-regulation, motivation or optimism, empathy, and social skills. In public service settings, employees frequently interact with citizens, supervisors, and colleagues under varying levels of workload and emotional pressure. The ability to recognize and regulate emotions, understand others, and maintain constructive relationships may therefore help employees remain effective when dealing with service demands.

The thesis also identifies a practical basis for examining these two factors at Teluknaga Sub-District. The descriptive questionnaire results show that recognition needs obtained an overall mean of 3.08, emotional intelligence 3.27, and employee performance 3.26. These results indicate room for improvement even though several individual indicators were categorized as good. The study consequently focuses on whether recognition needs and emotional intelligence statistically influence employee performance, both individually and simultaneously.

Based on this context, the present article adapts the thesis into a journal article by concentrating on the empirical relationship among recognition needs, emotional intelligence, and employee performance. The study aims to determine whether recognition needs significantly affect employee performance, whether emotional intelligence significantly affects employee performance, and whether the two independent variables jointly affect employee performance at Teluknaga Sub-District, Tangerang Regency.

LITERATURE REVIEW

Human Resource Management and Employee Performance

Human resource management concerns the systematic management of people who perform organizational activities. In the thesis, human resources are positioned as a central organizational asset because employees contribute knowledge, skills, experience, and creativity to the implementation of organizational programs. Effective human resource management therefore seeks to align employee capabilities and behavior with organizational objectives (Asnora, 2024; Edison et al., 2022; Hasibuan, 2023).

Employee performance refers to the level of achievement demonstrated by employees in completing assigned responsibilities. In this study, performance is operationalized through four indicators: targets, quality, completion time, and adherence to principles or procedures. These indicators are particularly relevant to public service because successful performance requires not only completing the required volume of work but also maintaining quality, timeliness, and compliance with applicable procedures.

Recognition Needs

Recognition needs represent the benefits associated with performing duties, providing services, and assuming responsibilities. Following Kadarisman (2021), this study measures recognition needs through salary, incentives, praise, leave, and allowances. Recognition is expected to communicate organizational appreciation and strengthen employees' willingness to contribute. When employees perceive that their contributions are appropriately recognized, they

may have stronger motivation to achieve work targets and maintain performance.

The empirical literature cited in the thesis provides support for this relationship. Kurniasih et al. (2025) found that recognition/reward-related factors were associated with employee outcomes at the Bubulan Sub-District Office, while Lusiana et al. (2023) reported an effect of rewards and sanctions on employee performance. These findings support the expectation that recognition needs are relevant to employee performance in organizational settings.

Emotional Intelligence

Emotional intelligence is the capacity to understand and manage one's emotions and to respond appropriately to the emotions of others. Based on Goleman's framework, this study uses five dimensions: self-awareness, self-regulation, optimism, empathy, and social skills. These capabilities are important in public service because employees must manage their own reactions while communicating with citizens and coworkers.

Prior studies cited in the thesis also indicate a positive relationship between emotional intelligence and performance. Setyaningsih (2019) examined emotional intelligence in relation to employee performance in a sub-district office, while Fernanda et al. (2023), Sari and Frinaldi (2022), and Subandrio et al. (2024) provide additional evidence concerning emotional intelligence and employee performance. Accordingly, employees who can regulate emotions, maintain optimism, understand others, and build effective relationships are expected to demonstrate better performance.

Hypothesis Development

Recognition needs are expected to improve performance because appropriate salary, incentives, praise, leave, and allowances can strengthen employees' sense that their contribution is valued. Based on the theoretical rationale and prior evidence, the first hypothesis is:

H1: Recognition needs have a positive and significant effect on employee performance at Teluknaga Sub-District, Tangerang Regency.

Emotional intelligence is expected to support performance because self-awareness and self-regulation help employees maintain appropriate behavior, while optimism, empathy, and social skills facilitate constructive interactions. Therefore:

H2: Emotional intelligence has a positive and significant effect on employee performance at Teluknaga Sub-District, Tangerang Regency.

Because recognition and emotional capabilities may operate simultaneously, the combined effect is also expected to be significant:

H3: Recognition needs and emotional intelligence jointly have a positive and significant effect on employee performance at Teluknaga Sub-District, Tangerang Regency.

The conceptual framework positions recognition needs (X1) and emotional intelligence (X2) as independent variables that predict employee performance (Y).

Figure 1. Conceptual Framework

Independent Variables	Relationship	Dependent Variable
Recognition Needs (X1)	→	Employee Performance (Y)
Emotional Intelligence (X2)	→	Employee Performance (Y)
X1 + X2	→	Employee Performance (Y), simultaneous effect

METHODOLOGY

This study uses a quantitative approach with descriptive and verificative characteristics. The research was conducted at Teluknaga Sub-District, Tangerang Regency, Banten, from October 2025 to August 2026. The study examines recognition needs and emotional intelligence as independent variables and employee performance as the dependent variable.

The population consisted of 46 employees of Teluknaga Sub-District. Because the population was relatively small, all 46 employees were included in the study using saturated sampling. Data were collected through direct observation and a questionnaire. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Recognition needs were measured using ten items covering salary, incentives, praise, leave, and allowances. Emotional intelligence was measured using ten items covering self-awareness, self-regulation, optimism, empathy, and social skills. Employee performance was measured using ten items covering targets, quality, completion time, and adherence to rules and procedures. Thus, the instrument contained 30 substantive questionnaire items.

Data analysis was performed using SPSS version 27. The analytical sequence included validity testing, reliability testing, classical assumption tests, descriptive analysis, simple linear regression, multiple linear regression, correlation analysis, coefficient of determination, and hypothesis testing using t and F statistics. The t-test was used to evaluate the partial effects of X1 and X2 on Y, while the F-test evaluated their simultaneous effect. The significance criterion was 0.05.

The validity test used the correlation between each item score and the total score. The thesis reports that all 30 items were valid because the calculated correlations exceeded the reference value of 0.290. Reliability was evaluated using Cronbach's alpha. The alpha coefficients were 0.907 for recognition needs, 0.939 for emotional intelligence, and 0.951 for employee performance, all above the 0.600 criterion reported in the thesis.

RESEARCH RESULT

Respondent Characteristics

Table 1. Respondent Characteristics (N = 46)

Characteristic	Category	n	%
Gender	Male	34	73.9
Gender	Female	12	26.1
Age	< 20 years	2	4.35
Age	21–30 years	33	71.74

Age	31–40 years	9	19.56
Age	> 41 years	2	4.35
Tenure	< 1 year	1	2.2
Tenure	1–3 years	21	45.7
Tenure	4–6 years	17	37.0
Tenure	> 6 years	7	15.1
Education	Senior high school/equivalent	26	56.5
Education	Diploma 3	2	4.3
Education	Bachelor's degree	18	39.2

Descriptive Results

Table 2. Descriptive Summary of Study Variables

Variable	Overall Mean	Category
Recognition Needs (X1)	3.08	Less Good
Emotional Intelligence (X2)	3.27	Moderate
Employee Performance (Y)	3.26	Moderate

The recognition-needs variable obtained an overall mean of 3.08. The highest item mean was associated with leave availability (3.33), while the lowest was the transparency of the incentive determination system (2.87). The overall result suggests that recognition practices were perceived as needing improvement, particularly in salary and incentive aspects.

Emotional intelligence obtained an overall mean of 3.27. The strongest item was the ability to control emotions so that they do not affect work quality (3.48), while the lowest was the ability to remain calm when facing criticism or mistakes (3.15). Overall, the variable was in the moderate category, indicating that employees possessed emotional capabilities but still had room to strengthen self-regulation and interpersonal responses.

Employee performance obtained an overall mean of 3.26. The strongest item was the ability to reach monthly work targets (3.41), while the lowest was the contribution of individual work to the overall unit target (3.09). The overall performance level was moderate, consistent with the service data showing that completion was not uniformly at the 100% target.

Validity and Reliability

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Decision
Recognition Needs (X1)	0.907	0.600	Reliable
Emotional Intelligence (X2)	0.939	0.600	Reliable
Employee Performance (Y)	0.951	0.600	Reliable

All questionnaire items were reported as valid, with item-total correlations greater than the reference value of 0.290. The reliability coefficients also exceeded the stated criterion. These findings indicate that the instrument provided internally consistent measures of recognition needs, emotional intelligence, and employee performance.

Regression and Hypothesis Testing

Table 4. Regression Equations

Test	Regression / Statistic	Result
$X1 \rightarrow Y$	$Y = 2.017 + 0.995X1$	Positive effect
$X2 \rightarrow Y$	$Y = -0.927 + 1.026X2$	Positive effect
$X1 + X2 \rightarrow Y$	$Y = -2.159 + 0.223X1 + 0.855X2$	Positive simultaneous effect

The simple regression equation for recognition needs was $Y = 2.017 + 0.995X1$. The positive coefficient indicates that an increase in recognition needs is associated with an increase in employee performance. The correlation coefficient was 0.845, categorized as very strong, and the coefficient of determination (R^2) was 0.713. Thus, recognition needs explained 71.3% of the variance in employee performance in the model.

The simple regression equation for emotional intelligence was $Y = -0.927 + 1.026X2$. The correlation coefficient was 0.943, also categorized as very strong, while R^2 was 0.889. Therefore, emotional intelligence explained 88.9% of the variance in employee performance in the simple regression model.

The multiple regression equation was $Y = -2.159 + 0.223X1 + 0.855X2$. The multiple correlation coefficient was 0.949, indicating a very strong relationship between the two predictors jointly and employee performance. The R^2 value of 0.900 indicates that recognition needs and emotional intelligence together explained 90.0% of the variation in employee performance, with the remaining 10.0% attributable to other factors outside the model.

Table 5. Hypothesis Testing Results

Hypothesis	Statistic	p-value	Decision
H1: Recognition needs $\rightarrow$ performance	$t = 2.154$; $t\text{-table} = 1.681$	0.037	Accepted
H2: Emotional intelligence $\rightarrow$ performance	$t = 8.956$; $t\text{-table} = 1.681$	< 0.001	Accepted
H3: $X1$ and $X2 \rightarrow$ performance	$F = 193.503$; $F\text{-table} = 3.21$	0.010	Accepted

The t-test showed that recognition needs significantly affected employee performance because the calculated t-value of 2.154 exceeded the t-table value of 1.681 and $p = 0.037$ was below 0.05. Emotional intelligence also significantly affected performance, with $t = 8.956$ and $p < 0.001$. The F-test demonstrated a significant simultaneous effect because $F = 193.503$ exceeded 3.21 and $p = 0.010$ was below 0.05.

DISCUSSION

Effect of Recognition Needs on Employee Performance

The findings support H1 and demonstrate that recognition needs have a positive and significant effect on employee performance. The result is consistent with the theoretical argument that employees respond to organizational recognition because it communicates the value of their contribution. In the Teluknaga context, the recognition construct includes salary, incentives, praise, leave, and allowances. The positive regression coefficient indicates that better fulfillment of these needs is associated with higher performance.

The result is also consistent with the previous studies cited in the thesis. Kurniasih et al. (2025) reported a positive relationship between reward-related factors and employee outcomes at a sub-district office, while Lusiana et al. (2023) found an effect of rewards and sanctions on employee performance. The present finding extends that pattern to Teluknaga Sub-District, where public-service employees operate under service standards and direct interaction with citizens.

The descriptive results provide additional managerial meaning. The overall recognition mean of 3.08 suggests that recognition practices are not yet optimal. The relatively low score for incentive transparency indicates that employees may need clearer information concerning how incentives are determined. Therefore, recognition should not be limited to financial compensation. Timely praise, transparent incentive procedures, adequate leave, and appropriate allowances can also strengthen employees' perception that their contribution is acknowledged.

Effect of Emotional Intelligence on Employee Performance

The findings support H2 and show that emotional intelligence has a positive and highly significant effect on employee performance. The coefficient of 1.026 in the simple regression model and the very strong correlation of 0.943 indicate a substantial empirical relationship in this sample. The R^2 value of 0.889 also indicates that emotional intelligence accounted for a large proportion of performance variance in the simple model.

This result is consistent with the literature cited in the thesis. Setyaningsih (2019) found a relationship involving emotional intelligence and employee performance in a sub-district setting. Fernanda et al. (2023), Sari and Frinaldi (2022), and Subandrio et al. (2024) likewise support the relevance of emotional intelligence to employee performance. In public services, emotional capabilities can be particularly important because employees must manage complaints, communicate with diverse citizens, cooperate with coworkers, and maintain service quality under pressure.

The descriptive findings suggest that self-regulation is an important area for development. Although the item concerning controlling emotions so that they do not affect work quality achieved a mean of 3.48, the item concerning remaining calm when facing criticism or mistakes was lower at 3.15. This indicates that emotional intelligence should be strengthened through practical development activities, feedback, communication training, and leadership practices that encourage constructive responses to mistakes and criticism.

Simultaneous Effect of Recognition Needs and Emotional Intelligence

The findings support H3: recognition needs and emotional intelligence jointly have a positive and significant effect on employee performance. The multiple correlation coefficient of 0.949 and R^2 of 0.900 show that the two predictors together explain a substantial proportion of performance variation in the sample. The multiple regression coefficients also indicate that emotional intelligence has the larger coefficient (0.855) than recognition needs (0.223) when both variables are considered simultaneously.

The simultaneous finding is theoretically meaningful because employee performance is unlikely to depend on only one mechanism. Organizational

recognition addresses an external or organizational source of motivation, whereas emotional intelligence represents an individual capability that shapes how employees manage themselves and interact with others. The combination of appropriate recognition and strong emotional capabilities can therefore create complementary support for performance.

For Teluknaga Sub-District, the result suggests that performance improvement should be managed through an integrated human resource strategy. Management can improve recognition systems while simultaneously strengthening emotional competence. Recognition policies should be transparent and linked to contribution, while development programs can focus on self-awareness, emotional regulation, empathy, communication, and teamwork. Such an approach is consistent with the public-sector emphasis on performance management and work behavior described in the regulatory framework used in the thesis.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that recognition needs have a positive and significant effect on employee performance at Teluknaga Sub-District. The simple regression coefficient was positive, the correlation was very strong (0.845), and recognition needs explained 71.3% of performance variance in the simple model. The t-test confirmed the significance of the effect ($t = 2.154$; $p = 0.037$).

Emotional intelligence also has a positive and significant effect on employee performance. The simple regression model produced a positive coefficient, the correlation was very strong (0.943), and emotional intelligence explained 88.9% of performance variance in the simple model. The effect was statistically significant ($t = 8.956$; $p < 0.001$).

Recognition needs and emotional intelligence jointly have a positive and significant effect on employee performance. The multiple correlation coefficient was 0.949 and R^2 was 0.900, indicating that the two variables jointly explained 90.0% of performance variation in the sample. The F-test confirmed the simultaneous effect ($F = 193.503$; $p = 0.010$).

For implementation, Teluknaga Sub-District should improve the transparency and consistency of recognition practices, especially incentive determination, while maintaining adequate salary-related, leave, praise, and allowance mechanisms. The institution should also provide practical development activities related to emotional regulation, communication, empathy, and teamwork. These actions can be integrated with routine performance management and feedback.

The findings should be interpreted within the study's limitations. The research involved only 46 employees from one sub-district, which limits broad generalization. The use of self-reported questionnaires also means that responses may reflect individual perceptions. Future studies should expand the sample to several sub-districts, include additional predictors such as discipline, competence, organizational culture, or leadership, and consider objective performance records or supervisor assessments rather than relying entirely on self-assessment.

ADVANCED RESEARCH

Future research can extend the present model by examining other determinants of employee performance that may account for the remaining 10% of unexplained variance in the simultaneous model. Potential variables include work discipline, competence, organizational culture, leadership style, workload, training, and job satisfaction. Comparative studies across several sub-district offices in Tangerang Regency may also clarify whether the relationships observed in Teluknaga are context-specific or broadly applicable.

ACKNOWLEDGMENT

The author gratefully acknowledges Universitas Pamulang and the Faculty of Economics and Business for the academic support provided during the research process, as well as the management and employees of Teluknaga Sub-District for their participation and cooperation in data collection.

REFERENCES

- Afandi, P. (2021). *Manajemen sumber daya manusia: Teori, konsep, dan indikator*. Zanafa Publishing.
- Arikunto, S. (2021). *Prosedur penelitian: Suatu pendekatan praktik*. Rineka Cipta.
- Ashari, M. R., & Syadizili, A. (2025). Evaluasi dampak kebijakan penghargaan guru berprestasi terhadap kinerja dan motivasi guru Sekolah Menengah Atas. *Idarah Tarbawiyah: Journal of Management in Islamic Education*, 6(2), 132–140.
- Asnora, F. H. (2024). Penerapan fungsi manajemen sumber daya manusia dalam pengelolaan perusahaan. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, 4(3), 66–75.
- Astuti, I. Y. (2021). *Kecerdasan emosional dan komitmen kerja dalam mempengaruhi kinerja karyawan*. Penerbit NEM.
- Edison, E., Anwar, Y., & Komariyah, I. (2022). *Manajemen sumber daya manusia: Strategi dan perubahan dalam rangka meningkatkan kinerja pegawai dan organisasi*. CV Alfabeta.
- Fernanda, K., Rengga, A., & Transilvanus, V. E. (2023). Pengaruh kecerdasan emosional dan kecerdasan intelektual terhadap kinerja pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sikka. *Nian Tana Sikka: Jurnal Ilmiah Mahasiswa*, 1(4).
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26 (10th ed.)*. Badan Penerbit Universitas Diponegoro.

- Goleman, D. (2021). *Emotional intelligence: Why it can matter more than IQ*. Bantam.
- Hasibuan, M. S. P. (2023). *Manajemen sumber daya manusia*. Bumi Aksara.
- Kadarisman. (2021). *Manajemen kompensasi*. Raja Grafindo Persada.
- Kurniasih, R., Prasetyo, I., & Wibowo, N. M. (2025). Pengaruh pengembangan karir dan penghargaan terhadap loyalitas pegawai melalui kepuasan kerja pada Kantor Kecamatan Bubulan Kabupaten Bojonegoro. *Jurnal Rumpun Manajemen Dan Ekonomi*, 2(6), 11–21.
- Lusiana, S., Sufri, M., Modding, B., Basalamah, M. S. A., & Kadir, D. (2023). Pengaruh penghargaan dan sanksi terhadap kinerja karyawan. *Center of Economic Students Journal*, 6(2), 185–198.
- Mangkunegara, A. A. A. P. (2021). *Manajemen sumber daya perusahaan*. Remaja Rosdakarya.
- Peraturan Pemerintah. (2019). *Peraturan Pemerintah tentang penilaian kinerja Pegawai Negeri Sipil*. Pemerintah Pusat.
- Permen PANRB. (2022). *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 6 Tahun 2022 tentang pengelolaan kinerja pegawai Aparatur Sipil Negara*. Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi.
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior*. Pearson Education.
- Sari, I. P., & Frinaldi, A. (2022). Systematic literature review: Pengaruh kecerdasan emosional terhadap kinerja karyawan. *Jurnal Manajemen Dan Ilmu Administrasi Publik*, 4(4), 271–277.
- Sedarmayanti. (2021). *Sumber daya manusia dan produktivitas kerja*. Mandar Maju.
- Setyaningsih, R. (2019). *Pengaruh gaya kepemimpinan, efektivitas kepemimpinan dan kecerdasan emosional pemimpin terhadap kinerja pegawai di lingkungan kantor Kecamatan Salaman* [Undergraduate thesis, Universitas Muhammadiyah Magelang].
- Subandrio, S., AP, M. G. N., & Bahrin, K. (2024). Kinerja pegawai: Kecerdasan emosional dan sikap kerja. *Solusi*, 22(4), 499–515.
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Penerbit Alfabeta.

- Sutrisno, E. (2021). Sumber daya manusia. Prenada Media Group.
- Trihudyatmanto, M., & Sukardi, S. (2023). Sistem penghargaan (rewards) terhadap peningkatan kinerja karyawan perusahaan swasta. *Serat Acitya*, 12(1), 45-54.
- Wibowo, A. E. (2021). Metodologi penelitian: Pegangan untuk menulis karya ilmiah. Penerbit Insania.
- Widiati, W. (2021). Analisis kinerja pegawai kantor desa Indrasari Kecamatan Martapura Kabupaten Banjar. *As-Siyasah: Jurnal Ilmu Sosial Dan Ilmu Politik*, 6(2), 50-59.
- Yuliawati, E., & Oktavianti, N. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan pada PT. Rewash Jakarta Selatan. *Cakrawala: Jurnal Ekonomi, Manajemen Dan Bisnis*, 1(1), 52-60.
- Zaputra, C., Idris, M., & Hamzah, M. (2022). Analisis kepuasan kerja, komitmen organisasi dan kecerdasan emosional terhadap kinerja pegawai pada Kantor Kecamatan Bacukiki Barat Kota Parepare. *Jurnal Bisnis Dan Kewirausahaan*, 11(2), 106-113.