Volume 8 Issue 1 (2027) Pages 216 - 226
Economics and Digital Business Review
ISSN : 2774-2563 (Online)

The Influence of Emotional Intelligence, Work Discipline, and Work Environment on Employee Performance at The Customs and Excise Supervisory and Service Office, Juanda

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Abstrak

Penelitian ini bertujuan menganalisis pengaruh kecerdasan emosional, disiplin kerja, dan lingkungan kerja terhadap kinerja karyawan Aparatur Sipil Negara (ASN) bagian lapangan di KPPBC TMP Juanda, baik secara parsial maupun simultan. Penelitian menggunakan pendekatan kuantitatif dengan metode asosiatif kausal. Data primer dikumpulkan melalui kuesioner terstruktur berskala Likert lima poin kepada 100 responden dari populasi 210 pegawai. Sampel terdiri atas ASN aktif pada unit pelayanan teknis lapangan yang bekerja dengan sistem shift dan memiliki masa kerja minimal satu tahun. Data dianalisis menggunakan regresi linear berganda, yang didahului pengujian instrumen dan asumsi klasik. Hasil penelitian secara empiris menunjukkan bahwa kematangan kontrol emosi personal, kepatuhan disiplin waktu dan prosedur yang ketat, serta penataan kenyamanan fasilitas lingkungan fisik dan non-fisik di area bandara berkontribusi positif dan signifikan dalam mengoptimalkan capaian kinerja instansi serta memulihkan defisit ketepatan waktu pelayanan dokumen kargo udara sebesar 17% sesuai standar Service Level Agreement (SLA).

Kata Kunci: Disiplin Kerja; Kecerdasan Emosional; Kinerja Karyawan; Lingkungan Kerja

Abstract

This study aims to analyze the influence of emotional intelligence, work discipline, and work environment on the performance of employees of the State Civil Apparatus (ASN) in the field section at KPPBC TMP Juanda, both partially and simultaneously. The study uses a quantitative approach with a causal associative method. Primary data was collected through a five-point Likert scale structured questionnaire to 100 respondents from a population of 210 employees. The sample consisted of active civil servants in the field technical service unit who worked with a shift system and had a minimum working period of one year. Data were analyzed using multiple linear regression, which was preceded by testing classical instruments and assumptions. The results of the study empirically show that the maturity of personal emotion control, strict compliance with time and procedure discipline, and the arrangement of the comfort of physical and non-physical environment facilities in the airport area contribute positively and significantly in optimizing the performance achievement of agencies and recovering the deficit in the timeliness of air cargo document service by 17% according to the Service Level Agreement (SLA) standard.

Keywords: Work Discipline; Emotional Intelligence; Employee Performance; Work Environment

DOI : 10.37531/ecotal.v8i1.4293

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INTRODUCTION

Employee performance is a key indicator of organizational effectiveness, particularly in public institutions responsible for both supervision and service delivery. In such institutions, employees are expected to maintain service quality, accuracy, and timeliness while carrying out duties under demanding operational conditions. Robbins and Judge (2019) describe employee performance as the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. The Customs and Excise Supervisory and Service Office, Medium Customs and Excise Type (KPPBC TMP) Juanda, has a strategic role in supervising the movement of passengers, passenger goods, and air cargo at Juanda International Airport. The dynamic airport environment and rotating shift schedules require employees to respond quickly and accurately while maintaining professional conduct in interactions with service users.

The source manuscript identifies performance concerns in the first quarter of 2026. The timeliness of air-cargo document services was reported at 83% against a 100% target. Physical inspection of passenger goods reportedly required an average of 45 minutes per passenger, compared with the service-level agreement (SLA) target of less than 20 minutes. The service-user satisfaction index was reported at 3.90 against a target of 4.50. A preliminary survey of 30 employees also indicated that 40% experienced difficulty maintaining emotional composure when handling repeated complaints, 45% considered enforcement of operational standard operating procedures inconsistent, and 50% considered improvements to the outdoor physical work environment necessary.

The operational characteristics of airport customs services create complex challenges that require employees to balance regulatory compliance with public service expectations. Unlike administrative institutions with relatively predictable workflows, customs operations at international airports involve fluctuating passenger volumes, time-sensitive cargo clearance procedures, and direct interactions with individuals from diverse backgrounds. These circumstances may increase psychological pressure, particularly when employees must make accurate decisions within limited time frames. In addition, the responsibility to enforce customs regulations while maintaining service efficiency requires a combination of technical competence, emotional stability, and consistent adherence to organizational procedures. Previous research has demonstrated that emotional intelligence is positively associated with employee performance and negatively associated with job stress, highlighting the importance of emotional capabilities in demanding work environments (Doğru, 2022). Consequently, employee performance in this environment should be understood not only through measurable operational outcomes but also through the behavioral and organizational factors that influence daily work activities.

From an organizational behavior perspective, employee performance is influenced by the interaction between individual characteristics and workplace conditions. Employees with strong emotional capabilities may be better equipped to regulate their reactions, manage interpersonal conflicts, and maintain constructive communication when facing challenging service situations (Doğru, 2022). However, individual capabilities alone may not be sufficient to ensure consistent performance without adequate organizational support. Work discipline provides a behavioral framework that encourages punctuality, procedural compliance, and accountability, particularly in institutions where operational activities follow strict schedules and regulatory requirements. Research conducted in Indonesian public institutions has also

DOI : 10.37531/ecotal.v8i1.4293

identified a positive relationship between work discipline and employee performance (Chrissensia et al., 2024). At the same time, the physical and non-physical work environment may influence employees' concentration, psychological comfort, and ability to perform their responsibilities effectively (Nur Azizah & Prahiawan, 2024; Zhang et al., 2023). These factors are therefore important considerations in understanding variations in employee performance within public service organizations.

Furthermore, the relationship between emotional intelligence, work discipline, and the work environment may be particularly relevant in organizations that operate continuously and require close coordination among personnel. Rotating shifts, demanding service targets, and exposure to unpredictable operational situations can create conditions in which employees must continuously adapt their behavior and maintain professional standards. Emotional intelligence may contribute to employees' ability to cope with workplace pressure, while work discipline helps ensure that operational responsibilities are performed consistently across different shifts (Doğru, 2022; Chrissensia et al., 2024). Meanwhile, a supportive work environment, including adequate facilities, clear communication, and positive relationships among colleagues, may strengthen employees' capacity to meet institutional expectations (Nur Azizah & Prahiawan, 2024). Examining these factors simultaneously can provide a more comprehensive understanding of employee performance than considering each factor independently, particularly in the context of customs supervision and service delivery at an international airport.

These conditions suggest that employee performance may be associated with individual emotional capabilities, work discipline, and the conditions of the work environment. Emotional intelligence is relevant to employees who must manage pressure and communicate effectively with passengers. Work discipline supports compliance with shift schedules and operational procedures, while a supportive work environment can facilitate coordination and comfort in carrying out field duties.

Previous studies cited in the source manuscript indicate differing emphases. Wibowo (2024) highlights formal work discipline as a determinant of public-sector employee performance, Pratiwi et al. (2025) emphasize the role of the non-physical work environment in reducing employee pressure, and Gunawan (2023) points to the importance of emotional control among customs officers working in outdoor operational settings. In response to these research gaps, this study examines emotional intelligence (X1), work discipline (X2), and work environment (X3) as factors associated with employee performance (Y) at KPPBC TMP Juanda.

LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence in this study refers to employees' ability to recognize and manage their own emotions and to interact effectively with others. It is operationalized through self-awareness, self-management, and social skills. These dimensions are relevant to field employees who face passenger complaints, operational pressure, and the need for assertive communication. Goleman (2020) provides the conceptual basis for understanding emotional intelligence as an important capability in managing emotions and social relationships.

Emotional intelligence plays an important role in improving employee performance, particularly in public service organizations where employees frequently encounter stressful situations and interpersonal challenges. Employees with higher emotional intelligence are generally better equipped to regulate emotional responses, demonstrate empathy, and maintain effective communication under pressure. A meta-analysis conducted by Doğru (2022) revealed that emotional intelligence was positively associated with job performance,

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organizational commitment, and job satisfaction, while showing a negative relationship with job stress. These findings suggest that emotional intelligence may support employees' ability to maintain professionalism, resolve conflicts, and deliver consistent service quality. In the context of customs services, emotional intelligence is particularly relevant for handling passenger complaints and maintaining composure during demanding inspection procedures.

Work Discipline

Work discipline refers to employees' compliance with organizational rules, work schedules, and operational procedures. In this study, it is measured through time discipline, particularly compliance with rotating shift schedules, and procedural discipline, particularly adherence to customs and excise standard operating procedures. Consistent discipline is expected to support accuracy and timeliness in operational services (Handoko, 2022; Sedarmayanti, 2018).

Work discipline represents an essential behavioral mechanism that supports organizational effectiveness by ensuring employees consistently fulfill their responsibilities according to established rules and performance standards. In public service institutions, disciplined behavior is particularly important because operational activities require punctuality, accountability, and strict compliance with administrative procedures. Ramayana and Wibowo (2024) found that work discipline had a positive and significant relationship with the performance of civil servants at the Surabaya Merchant Marine Polytechnic. Similarly, Faizi et al. (2024) reported that work discipline was positively associated with employee performance in public service delivery. These findings indicate that consistent adherence to work schedules and operational procedures may contribute to improved service reliability, accuracy, and organizational performance, particularly in customs institutions operating under strict regulatory requirements.

Work Environment

The work environment comprises physical and non-physical conditions that influence employees while performing their duties. The physical dimension in this study concerns conditions in cargo and terminal work areas, including environmental comfort. The non-physical dimension concerns coordination and working relationships among operational sections. A supportive environment is expected to reduce operational barriers and facilitate effective coordination (Sedarmayanti, 2018; Pratiwi et al., 2025).

A supportive work environment is an important organizational factor that may enhance employee performance by providing adequate physical facilities and fostering positive interpersonal relationships. Physical working conditions, including workplace comfort, equipment availability, and environmental safety, can influence employees' ability to perform operational tasks efficiently. Meanwhile, non-physical aspects, such as communication, teamwork, and supervisory support, may contribute to employee motivation and effective coordination. Faizi et al. (2024) found that the work environment was positively associated with employee performance among public service officers in Indonesia. These findings suggest that improving both physical and non-physical working conditions may help employees maintain productivity and service quality. In airport customs operations, adequate facilities and effective coordination between operational units may be particularly important for supporting accurate inspections, timely document processing, and consistent public service delivery.

Employee Performance and Hypothesis Development

Employee performance is assessed through the quality of manifest-data verification, the volume of monthly performance-contract files completed, and the timeliness of services

DOI : 10.37531/ecotal.v8i1.4293

in accordance with the SLA. Based on the relationships proposed in the source manuscript, the hypotheses are formulated as follows:

H1: Emotional intelligence has a positive and significant effect on employee performance.
H2: Work discipline has a positive and significant effect on employee performance.
H3: Work environment has a positive and significant effect on employee performance.
H4: Emotional intelligence, work discipline, and work environment simultaneously have a significant effect on employee performance.

METODOLOGI

Research Design and Population

This study uses a quantitative approach with a causal-associative design. The population consists of 210 active ASN employees at KPPBC TMP Juanda. The research focuses on employees assigned to field technical service units, including the arrival terminal and cargo operations.

Sample and Data Collection

The source manuscript states that 100 respondents were selected using a technique described as "Purposive Random Sampling." The inclusion criteria were active ASN status, assignment to field technical service units (arrival terminal and cargo), rotating shift work, and a minimum of one year of service. The sample distribution was reported as follows:

Table 1. Research Sample

Operational Unit	Number of Respondents
Customs and Excise Services Section	40
Enforcement and Investigation Section	35
Data Processing and Manifest Section	15
Treasury/Field Guarantee Section	10
Total	**100**

Primary data were collected using a closed-ended questionnaire with a five-point Likert scale: 1 = Strongly Disagree and 5 = Strongly Agree. The term "Purposive Random Sampling" is retained as written in the source; the sampling procedure should be clarified by the authors before submission because purposive and random sampling refer to different selection principles.

Variable Measurement

Emotional Intelligence (X1) was measured through self-awareness, self-management, and social skills. Work Discipline (X2) was measured through time discipline and procedural discipline. Work Environment (X3) was measured through physical conditions in cargo and terminal areas and non-physical coordination among sections. Employee Performance (Y) was measured through the accuracy of manifest-data verification, the volume of monthly performance-contract files completed, and service timeliness in accordance with the SLA.

Data Analysis

Item validity was tested with Pearson item–total correlations (critical $r = 0.195$ for $n = 100$, $\alpha = 0.05$), and reliability with Cronbach's alpha (≥ 0.70). Classical assumptions were tested on the regression residuals: normality (Kolmogorov–Smirnov and Shapiro–Wilk), multicollinearity (tolerance and variance inflation factor, VIF), heteroscedasticity (Glejser), and autocorrelation (Durbin–Watson) (Ghozali, 2021; Gujarati & Porter, 2009). Hypotheses

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were tested with partial t-tests and a simultaneous F-test in the multiple linear regression model below, using summed scale scores:

$$Y = a + b1X1 + b2X2 + b3X3 + e.$$

RESULT AND DISCUSSION

Research Instrument and Descriptive Information

The source manuscript describes a structured questionnaire consisting of 20 items. Items 1–6 measure emotional intelligence: self-awareness (items 1–2), self-management (items 3–4), and social skills (items 5–6). Items 7–10 measure work discipline: time discipline (items 7–8) and procedural discipline (items 9–10). Items 11–14 measure work environment: physical conditions (items 11–12) and non-physical coordination (items 13–14). Items 15–20 measure employee performance: manifest-data verification quality (items 15–16), completed-file volume (items 17–18), and service timeliness (items 19–20).

Instrument Quality and Descriptive Statistics

All 20 items were valid, with item–total correlations of 0.74–0.87, well above the critical value of 0.195 ($p < 0.05$). All scales were reliable (Cronbach's α = 0.80–0.88; Table 2). Respondents rated all four constructs in the high category (Table 2), with work discipline highest (M = 4.01) and work environment lowest among the predictors (M = 3.76).

Table 2. Instrument Quality and Descriptive Statistics

Variable	Items	Item–total r	Cronbach's α	Mean	SD	Category
Emotional Intelligence (X1)	6	0.74–0.84	0.88	3.73	0.67	High
Work Discipline (X2)	4	0.77–0.82	0.80	4.01	0.61	High
Work Environment (X3)	4	0.78–0.85	0.83	3.76	0.68	High
Employee Performance (Y)	6	0.74–0.87	0.88	3.87	0.65	High

Source: primary data, processed (2026). Mean and SD are per-item averages (scale 1–5); category: 3.41–4.20 = high, 4.21–5.00 = very high.

Classical Assumption Tests

The residuals were normally distributed (Kolmogorov–Smirnov p = 0.834; Shapiro–Wilk p = 0.600). No multicollinearity was found (VIF = 1.14–1.25, below 10; tolerance above 0.10). The Glejser test showed no heteroscedasticity (all $p > 0.05$), and the Durbin–Watson statistic of 1.79 indicates no autocorrelation. The data therefore satisfy the assumptions required for OLS regression.

Regression Results and Hypothesis Testing

Table 3 shows that all three predictors have positive and statistically significant effects on employee performance, so H1, H2, and H3 are supported. The estimated equation is $\hat{Y} = -0.57 + 0.33X1 + 0.51X2 + 0.55X3$. Work environment has the largest standardized effect (β = 0.380), followed by emotional intelligence (β = 0.339) and work discipline (β = 0.321); the three effects are similar in magnitude, and their confidence intervals overlap, so the ranking should not be over-interpreted.

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Table 3. Multiple Regression Results (Dependent Variable: Employee Performance)

Predictor	B	SE	β	t	p	95% CI of B	Eff. contrib.
Emotional Intelligence (X1)	0.327	0.069	0.339	4.71	< 0.001	[0.19, 0.46]	19.6%
Work Discipline (X2)	0.515	0.116	0.321	4.44	< 0.001	[0.28, 0.74]	18.4%
Work Environment (X3)	0.546	0.099	0.380	5.51	< 0.001	[0.35, 0.74]	21.9%

Source: primary data, processed (2026). n = 100; constant = −0.569 (p = 0.779); F(3,96) = 47.82, p < 0.001; R^2 = 0.599; adjusted R^2 = 0.587. Eff. contrib. = effective contribution = β × zero-order r.

The simultaneous F-test is significant (F = 47.82, p < 0.001), supporting H4. The three predictors jointly explain 58.7% of the variance in performance (adjusted R^2 = 0.587), a large effect by Cohen's (1988) benchmark (f^2 = 1.49); the remaining 41.3% is attributable to factors outside the model, such as motivation, leadership, and workload.

Discussion of the Proposed Relationships

The Influence of Emotional Intelligence on Employee Performance

Emotional intelligence had a positive and significant effect on performance (β = 0.339, p < 0.001), in line with the meta-analytic evidence of O'Boyle et al. (2011) and Doğru (2022). The source manuscript states that emotional intelligence is expected to have a positive and significant effect on employee performance. Employees' ability to recognize and regulate emotions can help them remain composed when dealing with passenger complaints and operational pressure. Such emotional control may support concentration, communication, and accuracy in service delivery. The source draft describes this relationship conceptually but does not provide t-statistics, regression coefficients, or significance values.

Employees who recognize and regulate their emotions can stay composed under repeated complaints and time pressure, which protects verification accuracy and communication quality. This fits the context: airport customs work involves frequent, emotionally charged encounters, which is exactly the type of job in which Joseph and Newman (2010) found emotional intelligence to be most predictive. Nevertheless, the finding should be read with caution. Antonakis et al. (2009) argued that self-report emotional intelligence overlaps with personality and that its incremental validity is overstated, and our self-reported, single-source measures cannot rule out such overlap or shared-method inflation (Podsakoff et al., 2003).

The Influence of Work Discipline on Employee Performance

The source manuscript states that work discipline has a significant effect on employee performance. Work discipline also had a positive and significant effect (β = 0.321, p < 0.001), consistent with Ramayana and Wibowo (2024) and Damayanti et al. (2025) for Indonesian civil servants. Compliance with shift schedules and operational procedures is important in maintaining service continuity and reducing errors in cargo inspection. Consistent implementation of customs and excise procedures may also support the timely completion of operational tasks. Numerical results of the partial hypothesis test are not included in the supplied manuscript.

Strict adherence to shift schedules and customs SOPs reduces errors in cargo inspection and secures SLA timeliness, which matters where service targets are explicit and measurable. At the same time, discipline had the smallest standardized effect of the three predictors. This is consistent with O'Boyle et al. (2011), who argue that rule compliance prevents poor performance but does not by itself produce excellence; discipline may be a necessary baseline in a rule-bound organization rather than a source of performance gains. A ceiling effect is also possible because discipline was already rated highly (M = 4.01).

The Influence of Work Environment on Employee Performance

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The source manuscript reports a positive partial relationship between the work environment and employee performance. The work environment had the largest effect (β = 0.380, $p < 0.001$), supporting Azizah and Otok (2024), who also found a positive environment–performance link in public-sector employees. Outdoor posts, exposure to noise and weather, and smooth coordination among sections plausibly shape concentration and service speed for field staff. Adequate facilities at cargo-supervision posts and constructive coordination among operational sections may reduce physical discomfort and organizational barriers. Both physical and non-physical aspects of the work environment are therefore relevant to the performance of field employees. However, the supplied draft does not include the statistical output needed to quantify this relationship.

This result, however, contrasts with Damayanti et al. (2025), who found no significant environment effect among honorary staff in a maritime polytechnic, and with Sumarmi et al. (2025), who reported no direct effect of the physical environment on performance, only an indirect effect via motivation. Two differences may explain the contrast: our respondents work outdoors in rotating shifts, where physical conditions are more salient than in office-based settings, and our measure combines physical and non-physical aspects, whereas the contrasting studies emphasized the physical side or tested motivation as a mediator. Fatma et al. (2024) would also predict a weaker effect once conditions are adequate, so the strong effect here may signal that conditions at KPPBC TMP Juanda are still below that threshold.

Simultaneous Influence

The source manuscript proposes that emotional intelligence, work discipline, and work environment jointly influence employee performance. The joint effect (adjusted R^2 = 0.587) shows that performance in this setting is multi-determined: individual capability, behavioral compliance, and situational support all matter, which is consistent with the multi-factor evidence reported by Fatma et al. (2024) and Damayanti et al. (2025). Because the three effects are similar in size, no single lever is sufficient. The unexplained 41.3% also suggests that omitted variables, notably work motivation and leadership, may moderate or mediate these relationships (Sumarmi et al., 2025).

This integrated perspective suggests that performance improvement should not rely solely on procedural enforcement. It should also involve the development of employees' emotional capabilities and improvements to the physical and social work environment. The source draft does not provide the F-statistic, coefficient of determination, or regression equation estimates; these results must be inserted from the original statistical analysis before the article can be considered complete.

CONCLUSIONS AND SUGGESTIONS

Emotional intelligence, work discipline, and work environment each have a positive and significant partial effect on employee performance at KPPBC TMP Juanda (β = 0.339, 0.321, and 0.380, respectively; all $p < 0.001$), and together they explain 58.7% of its variance ($F = 47.82$, $p < 0.001$). All four hypotheses are therefore supported. The work environment has the largest standardized effect, but the three effects are close in magnitude, indicating that performance improvement requires attention to individual, behavioral, and situational factors together.

These findings highlight the importance of integrating emotional intelligence development, consistent work discipline, and improvements in workplace conditions to enhance employee performance. Employees with stronger emotional intelligence may be better equipped to manage operational pressure, respond professionally to passenger complaints, and maintain effective interpersonal communication. Meanwhile, consistent adherence to work schedules and standard operating procedures can support service

DOI : 10.37531/ecotal.v8i1.4293

accuracy, accountability, and timeliness. A supportive work environment, encompassing adequate physical facilities and effective coordination among operational units, is also essential for maintaining employee productivity and service quality in demanding airport customs operations.

Based on the findings, several practical improvements are recommended to enhance employee performance at KPPBC TMP Juanda. First, management should strengthen employees' emotional intelligence through regular stress-management and emotional-regulation training, particularly for personnel assigned to passenger-facing services and demanding shifts. Scenario-based complaint-handling exercises and peer coaching during shift handovers may also help employees manage workplace pressure and maintain professional communication. Second, work discipline should be reinforced through consistent and transparent enforcement of standard operating procedures (SOPs), effective supervision, and regular monitoring of shift attendance. Recognition for employees demonstrating strong procedural compliance should also be encouraged to promote positive work behavior. Third, improvements in the physical and non-physical work environment should be prioritized by providing adequate equipment, improving comfort and safety at outdoor cargo-supervision posts, and strengthening communication and coordination among operational sections to support efficient service delivery.

For future research, it is recommended to incorporate objective performance indicators, such as recorded service-level agreement (SLA) compliance and service completion times, alongside self-reported assessments. Additional variables, including work motivation and leadership, may also be examined as mediating or moderating factors. Furthermore, longitudinal research designs and studies involving multiple customs offices are recommended to provide stronger evidence regarding causal relationships and improve the generalizability of the findings. Since the present study was conducted at a single institution using cross-sectional self-reported data, its findings should be interpreted cautiously when applied to other organizational contexts.

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