Employee Performance Based on Discipline, Workload, and Emotional Intelligence at the Dinas Sosial Kota Kupang

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A R T I C L E I N F O	ABSTRACT
Keywords: Discipline, Workloads, Emotional Intelligence, Employee Performance	The research objective was to determine the effect of discipline, workloads and emotional intelligence toward employee performance at Dinas Sosial Kota Kupang simultaneously and partially (quantitative). The sample in this research were all employees at Dinas Sosial Kota Kupang as many as 93 people. The data analysis technique used in this research is multiple linear regression testing, determination coefficient test, F test and t test. The research results obtained are: 1). Partial test (t test) which is performed prove that discipline has an effect to employee performance at Dinas Sosial Kota Kupang is t-value 5.536 > t-table 1.98638 and also a sig as many as 0,000 < 0,05; 2). Workloads affects to employee performance at Dinas Sosial Kota Kupang, where is t-value 33.683 > t-table 1,98638 an also a sig as many as 0,000 < 0,05; 3). Emotional intelligence affects toward employees performance at Dinas Sosial Kota Kupang, where is t-value 20.817 > t-table 1,98638 and also a sig as many as 0,000 < 0,05; 4). Discipline, workloads and emotional intelligence significant effect simultaneously to employee performance at Dinas Sosial Kota Kupang, where is F-value 459.956 > F-table 2,70 and also a sig as many as 0,000 < 0,05.
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1. Introduction

Performance is a measure of the work achieved by a person or group of people in an organization based on their respective responsibilities to achieve organizational goals legally, not violating the law, and by morals and ethics. Good performance is the result of work produced according to organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the ability of human resources as the main key to improving the performance of its employees.

Employee performance is currently the main goal in achieving organizational goals. For that, organizations need to improve employee performance, and this is a serious challenge, especially by government organizations. The performance of employees in government organizations has become a serious phenomenon because data from surveys and research conducted by several institutions and researchers show that the performance of government employees is decreasing from year to year.

The performance of government employees or known as the State Civil Apparatus (ASN) in Indonesia is still a major problem in improving government services to the community. Based on several survey data and research released by several institutions and research reports, the performance of government employees is still in the poor category. Habaora et al. (2021) stated that only 20% of ASN in Indonesia performed well or 80% of ASN still showed poor performance according to the release of the Badan Kepegawaian Nasional Republik Indonesia in 2019. This situation is not much different from Riwukore et al. (2021) who state that Indonesia is one of the worst countries

according to the Political and Economic Risk Consultancy (PERC) in the field of bureaucracy in the world with a score of 8.0 out of the range of scores for the best, and 10 for the worst.

Meanwhile, Fauza & Wismantoro (2014) and Riwukore et al. (2021) explained that the performance of government employees and bureaucracy in Indonesia is still in the poor category because it is in the position of 128 countries out of a total of 129 countries surveyed based on the IFC: Doing Business Report. This poor employee performance is no different from that previously reported by Riwukore et al. (2022) that the performance of government employees in Indonesia has always been in the last (worst) ranking of the total countries surveyed, such as the Swiss Institute for Management of Development survey in the World Competitiveness Book placing Indonesia at 59th out of 60 countries surveyed. 60th out of 60 countries in terms of economic performance, 59th out of 60 countries for business efficiency, and 55th out of 60 countries for government efficiency.

Although the performance of employees has been strictly regulated through several regulations, they still show low performance. Several regulations governing the function and role of ASN performance are (1) Law Number 5 of 2014 concerning State Civil Apparatus; (2) Law Number 23 of 2014 concerning Regional Government; and (3) Government Regulation Number 42 of 2004 concerning the Guidance of Corps Spirit and Code of Ethics for Civil Servants. In its implementation, these regulations have not maximally affected employee performance to be better or maximal. Several research results report that low ASN performance is related to low ASN work discipline (Rompas et al., 2018; Alwi & Suhendra, 2019), high ASN workloads (Paramitadewi, 2017; Yuliantini & Suryatiningsih, 2021), and the weak emotional intelligence of ASN (Zulaikha & Parmin, 2019).

Alwi & Suhendra (2019) stated that work discipline is one of the factors that can affect performance in organizations through self-discipline because self-discipline has a very large role in achieving organizational goals. Through self-discipline, an employee in addition to respecting himself also respects other people. The discipline that is formed in an employee is a reflection of the magnitude of a person's sense of responsibility for the tasks assigned to him, and this encourages work enthusiasm, work enthusiasm, and the realization of organizational goals, employees, and society in general.

Paramitadewi (2017) explains that there is an attachment relationship between workload and employee performance, where if the workload is high it will cause performance to decline. If the workload continues to increase without an appropriate division of the workload, the employee's performance will decrease.

Muhammad et al. (2019) reports emotional intelligence as the ability needed to perform various mental activities or think, reason, and solve problems. Rauf et al. (2019) state that a person's good emotional intelligence will provide a good impetus to respond to the work he faces and will provide good productivity for the company. Based on this, it can be explained that emotional intelligence is related to the ability of individuals to arouse emotions in themselves and others and use these emotions to think and act by requiring time, attention, and concentration. Thus the success and success or performance of a person is also influenced by emotional intelligence.

The existence of a relationship between discipline, workload, and emotional intelligence by the description above shows that it is very important to conduct a more in-depth study to obtain how much influence discipline, workload, and emotional intelligence have on performance. This can be observed from the performance of ASN working in government organizations.

One of the government organizations that carry out the role of government services is the Kupang City Social Service, tasked with assisting regional heads in dealing with various social problems that occur in Kupang City. To initiate the phenomena of discipline, workload, and emotional intelligence in the organization of Dinas Sosial Kota Kupang, the researchers made observations.

Based on the results of the initial observations, several phenomena were found, including (1) several employees were still seen arriving late to the office, some were even absent from work, and left work before the appointed time; (2) seen several employees sitting and telling stories even though office hours were in progress; (3) it is seen that several employees don't follow the uniform rules of the office; (4) it was found that several employees were eating at an angkringan during office hours; and (5) some employees are at work, but others are playing games on the computer.

To obtain additional information, the researcher conducted an interview with one of the Kepala Bidang Urusan Kesejahteraan at Dinas Sosial Kota Kupang, which showed the following results: (1) employees who did not dress according to work uniforms had been reprimanded, but many of them were still absent for various reasons; (2) office hours have been set at 8.00 WITA, Ishoma at 11.30-12.30, and leaving the office at 16.00 WITA but many employees are still not disciplined with the rules of working hours; (3) several times there have been conflicts between subordinates and superiors due to excessive working hours but not followed by compensation; (4) in carrying out work, certain fields work relying on physical strength, and some of them are oriented towards administrative work, which in turn triggers pressure in the work; and (5) some consider the work being carried out as a high workload.

Meanwhile, the results of interviews obtained from several employees stated that (1) employee morale was low due to high workloads; (2) decreasing work motivation is influenced by low attention from leaders and organizations; (3) the initiative of employees to become pioneers at work is still low due to an unsupportive work environment; and (4) undisciplined employees tend to be influenced by firmness from leaders and organizations that are still weak; and (5) most of the employees feel that the work given is not by the assigned field of work, and this affects the partnership and cooperation that is built among ASN.

Based on the results of observations and initial interviews, it can be concluded that the phenomena in the Dinas Sosial Kota Kupang tend to be oriented to the phenomena of employee discipline, workload, and emotional intelligence in carrying out daily work. If this is not immediately noticed by the organization, it will affect the performance of employees working in the organization. To find out how big the influence of discipline, workload, and emotional intelligence is, it is necessary to conduct further studies with the title "The Effect of Discipline, Workload, and Emotional Intelligence on ASN Performance at Dinas Sosial Kota Kupang".

2. Methods

2.1 Research Limits
As a research that is limited by time and resource support, so that the research objectives can be achieved, the limitations in this study are as follows:
1. The scientific discipline used in the research is management science, especially human resource management;
2. The research focus is only on the Dinas Sosial Kota Kupang;
3. This study uses quantitative analysis methods with the help of SPSS version 25 analysis instruments or tools;
4. This research was conducted over 4 months, namely from January 2022 to May 2022;
5. Many variables that affect performance as endogenous variables and in this study the exogenous variables are limited by variables: discipline, workload, and emotional intelligence.

2.2 Research Methods
The research method used is classified as a survey, confirmative, and verification method because this study aims to test hypotheses and describe variables (verificative), examine the effect between variables (confirmatory explanatory), and use samples from the population. This research is quantitative.

2.3 Research Design
The design of this study consists of a framework of thinking that discipline, workload, and emotional intelligence affect employee performance. In the following, the research framework is presented as shown in Figure 1.
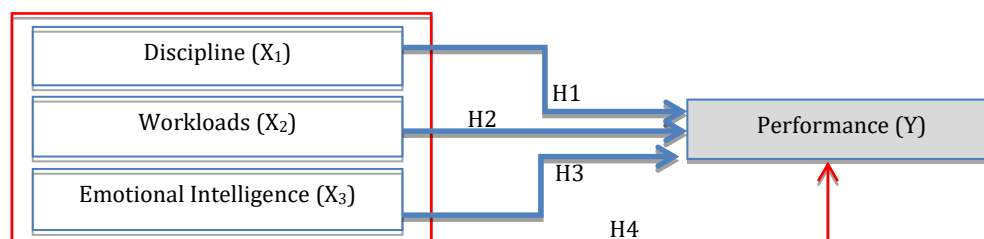
Figure 1. Flowchart of the framework

Moving on from the formulation of the research problem and the research framework as well as the flow of thought, the research hypotheses to be tested can be formulated as follows:

H_1 : It is suspected that there is an influence of discipline on the performance of ASN in the Dinas Sosial Kota Kupang.

H_2 : It is suspected that there is an influence of workload on the performance of ASN in the Dinas Sosial Kota Kupang.

H_3 : It is suspected that there is an influence of emotional intelligence on the performance of ASN in the Dinas Sosial Kota Kupang.

H_4 : It is suspected that there is a joint influence of discipline, workload, and emotional intelligence on the performance of ASN at the Dinas Sosial Kota Kupang.

2.4 Population and Research Sample

In this study, the population is employees who work in the Social Service of Kupang City, totaling 93 employees. Arikunto (2002:109) explains that if the population is less than 100, it is better to take all and if it is greater than 100, between 10%-15% or greater than 100 can be taken from the total population. Based on a population of fewer than 100 people, the determination of the number of samples used by the author in this study is the census method or saturated sample. Thus the sample used is all employees who work in the Social Service of Kupang City, totaling 93 people.

2.5 Types and Sources of Data

The type of data used in this study consisted of primary data and secondary data. The primary data in this study is quantitative, namely, statistical data in the form of numbers, either directly from the research results or the results of processing qualitative data into quantitative ones. The primary data of this research was obtained from the survey results through questionnaires to the respondents. The questionnaire used in this study is a closed questionnaire using a Likert scale with the type of interval measurement scale, namely: 1 (strongly disagree); 2 (disagree); 3 (did not agree); 4 (agree); and 5 (strongly agree).

While secondary data is data obtained from other parties or sources that already exist, such as previous research that is relevant to the substance of the research, employee data at the Dinas Sosial Kota Kupang, and other data that has been previously processed.

2.6 Data Collection Techniques

Data collection techniques in this study use field research, namely by directing to the object of research to obtain data through questionnaire techniques, interview techniques, and documentation techniques.

2.7 Conceptual and Operational Definitions of Variables

a. Conceptual and Operational Variable Discipline

Employee discipline is the behavior of a person by regulations, and existing work procedures or discipline is an attitude, behavior, and action that is by the regulations of the organization, both written and unwritten. Discipline measurement indicators used in this study are by the instructions of Sutrisno

(2017) op. cit. (Riwukore, Susanto, et al., 2022), which consists of attendance, obedience, a high level of vigilance, and ethical work.

Table 1. Operational discipline variables

Indicators	Staetment	Code
attendance	Come and go home on time	X1.1
	Understanding working time	X1.2
obedience	Work according to work regulations	X1.3
	Responsible for the implementation of work guidelines	X1.4
High level of vigilance	Thorough and careful at work	X1.5
	Work with risk	X1.6
Ethical work	Work according to the organization's code of ethics	X1.7
	Always be ethical at work	X1.8

b.   Conceptual and Operational Variable Workload

The workload is the extent to which an individual worker's capacity is needed in completing the tasks assigned to him, which can be indicated by the amount of work that must be done by the employee, and the time/time limit owned by the worker in completing his/her task, as well as the individual's subjective view regarding the workload. the job assigned to him. The workload indicator used in this study is by the instructions of Putra (2012:22) op. cit. Rolos et al. (2018) which includes, among others: targets to be achieved, working conditions, and work standards

Table 2. Operational workload variables

Indicators	Staetment	Code
Targets	Completing work according to the specified target	X2.1
	The results of the work carried out have been by the expected target	X2.2
Working	Dare to take risks at work	X2.3
Condition	Successfully completing complex and complex jobs made easy	X2.4
	Completing out-of-field work for organizational success	X2.5
Works Standards	Feel happy to complete the work given by the organization	X2.6
	Work according to the specified standard	X2.7
	Dare to take the first initiative in work	X2.8

c.   Conceptual and Operational Variables of Emotional Intelligence

Emotional intelligence refers to the ability to recognize our feelings and those of others, the ability to motivate ourselves and in relationships with others. The ability to monitor and control one's own and others' feelings, and to use those feelings to guide thought and action, is an essential part of emotional intelligence itself. The indicators used for measuring emotional intelligence in this study use the reference to Goleman (2018:513) which consists of self-awareness, self-regulation, motivation, empathy, and skills in building relationships.

Tabel 3. Operasional variabel kecerdasan emosional

Indicators	Staetment	Code
Consists of self-awareness	Able to recognize own emotions	X3.1
	Knowing your strengths and limitations	X3.2
	Confidence in one's abilities	X3.3
Self-regulation	Able to withstand negative emotions and impulses	X3.4
	Maintain the norms of honesty and integrity	X3.5
	Responsible for personal performance	X3.6
	Flexible to change	X3.7
	Open to new ideas and information	X3.8
Motivation	The drive to be better	X3.9
	Adapting to the target group or organization	X3.10
	Readiness to take advantage of opportunities	X3.11
	Persistence in fighting for failures and obstacles	X3.12
Empathy	Feeling caring with coworkers	X3.13
	Creating opportunities for socializing	X3.14
	Reading emotional states and strengths in groups	X3.15

	Ability to approach (persuasion)	X3.16
Skills in building relationships	Listening openly talking to people	X3.17
	Give a clear message	X3.18
	Able to provide solutions and opinions	X3.19
	Able to be a leader, collaborate, and cooperative and team building	X3.20

d. Conceptual and Operational Performance Variables

Employee performance and organizational performance have a very close relationship, the achievement of organizational goals cannot be separated from the resources owned by the organization that is driven or run by employees who play an active role as actors to achieve organizational goals. The performance indicators are used to refer to Schuller & Siusan (1992:18) op. cit. Riwukore, Yustini, et al. (2022), namely quantity, quality, timeliness, cooperation, and attitude.

Table 4. Operational performance variables

Indicators	Staetment	Code
Quantity	Responsible for completing his work by the number of tasks assigned to him	Y1
	Complete the job based on the job description that has been set	Y2
Quality	Completing work by established work procedures	Y3
	Able to pay great attention to evaluating the running system	Y4
Timeliness	Completing work according to priorities	Y5
	Complete the task by the standard time set	Y6
Cooperation	Being able to empower members, improve team performance and make each member an important part of the team's success	Y7
	Able to develop a cooperative attitude with team members and try to contribute	Y8
Attitude	Able to give special attention to individual development by considering their potential	Y9
	Have the initiative to carry out their duties without being ordered	Y10

2.8 Data Analysis

This study uses a questionnaire as a research instrument. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to conduct a test to test the reliability and validation of the instrument measurements that have been compiled. Then, the classical assumption test was carried out which consisted of a normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. Furthermore, the regression analysis test was carried out both partially (t test) and simultaneously test (F test) and at the same time looked for the coefficient of determination of the research variables.

3. Results and Discussion

3.1 Result

a. Validity Test

The instrument validity test was conducted on 97 sample member respondents, namely all employees at Dinas Sosial Kota Kupang. The results of the correlation value (r_{count}) are then compared with the Pearson product moment table (r_{table}). Testing using a two-sided test at a significance level of 0.05 and the amount of data (n) = 93 or df = 91, then the rtable is 0.2039. The results of the validity test of each statement item on the variables of discipline, workload, and emotional intelligence, and performance are presented in Table 5.

Table 5. Result of validity test

Index r_{tabel}	Variables								Results
	Discipline		Workload		Emotional Intelligence		Performance		
	Item	r_{count}	Item	r_{count}	X3.1	0,404**	Item	r_{count}	
0.2039	X1.1	0,375**	X2.1	0,842**	X3.2	0,354**	Y1	0,331**	Valid
0.2039	X1.2	0,426**	X2.2	0,518**	X3.3	0,472**	Y2	0,507**	Valid
0.2039	X1.3	0,815**	X2.3	0,501**	X3.4	0,339**	Y3	0,453**	Valid
0.2039	X1.4	0,772**	X2.4	0,753**	X3.5	0,566**	Y4	0,847**	Valid

0.2039	X1.5	0,756**	X2.5	0,869**	X3.6	0,542**	Y5	0,858**	Valid
0.2039	X1.6	0,739**	X2.6	0,834**	X3.7	0,230*	Y6	0,790**	Valid
0.2039	X1.7	0,357**	X2.7	0,866**	X3.8	0,558**	Y7	0,880**	Valid
0.2039	X1.8	0,296**	X2.8	0,492**	X3.9	0,337**	Y8	0,526**	Valid
0.2039					X3.10	0,299**	Y9	0,880**	Valid
0.2039					X3.11	0,223*	Y10	0,313**	Valid
0.2039					X3.12	0,524**			Valid
0.2039					X3.13	0,343**			Valid
0.2039					X3.14	0,721**			Valid
0.2039					X3.15	0,669**			Valid
0.2039					X3.16	0,662**			Valid
0.2039					X3.17	0,745**			Valid
0.2039					X3.18	0,514**			Valid
0.2039					X3.19	0,776**			Valid
0.2039					X3.20	0,399**			Valid
0.2039					X3.1	0,404**			Valid

Source: SPSS output processed by researchers, 2022

The results of the validity test on this research variable are known to be the correlation used by product moment correlation. Furthermore, the value of r_{count} is consulted with the critical price of r_{table} with a significance level of 5% with the test criteria, namely: if the value of r_{count} > r_{table} then it is declared valid and vice versa if the value of r_{count} < r_{table} is declared invalid. Based on the results of the validity test that all statement items in each research variable showed valid results.

b. Reliability Test

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0. 60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-0.10). The results of the questionnaire reliability test of the variables of discipline, workload, and emotional intelligence, and performance are presented in Table 6.

Table 6. Result of reliability test

Variables	Cronbach's Alpha	Criteria	Results
Discipline	0.675	0.60	Moderate Reliability
Workload	0.839	0.60	Very Strong Reliability
Emotional Intelligence	0.840	0.60	Very Strong Reliability
Performance	0.823	0.60	Very Strong Reliability

Source: SPSS output processed by researchers, 2022

Based on the results of the reliability test, it is known that the value of Cronbach's Alpha discipline variable (X_1) is 0.675, workload variable (X_2) is 0.839, emotional intelligence variable is 0.840, and performance variable (Y) is 0.823. This means the results of the calculations of the four variables all obtained the Cronbach's Alpha value > 0.60. Thus it can be concluded that the questionnaire in this study is reliable.

c. Autocorrelation Test

One way to detect the presence or absence of autocorrelation in this study is the Durbin Watson (DW) test by looking at the DW test. According to Algifari op. cit. Riwukore, Susanto, Walyusman, et al. (2021) to determine the occurrence of autocorrelation, can use the range of values in Table 8.

Table 7. Measurement of autocorrelation

No.	Range	Results
1.	< 1,10	There is autocorrelation
2.	1,10 - 1,54	Without conclusion
3.	1,55 - 2,46	No autocorrelation
4.	2,47 - 2,90	Without conclusion
5.	> 2,90	There is autocorrelation

Source: Algifari (2000)

Table 8. Result of autocorrelation test
Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.969ᵃ	.939	.937	1.570	1.866

a. Predictors: (Constant), Emotional Intelligence (X3), Discipline (X1), Workload (X2)

b. Dependent Variable: Kinerja

Based on the results of the autocorrelation test, it can be seen that the Durbin Watson (DW) value is 1.866. The DW value lies between 1.55 to 2.46 with the conclusion that there is no autocorrelation between each independent variable so that the regression model formed between each dependent variable, namely performance is only explained by the independent variables, namely discipline (X_1), workload (X_2), and emotional intelligence (X_3).

d.   Multicollinearity Test

Multicollinearity can be identified in several ways, one of which is by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is > 0.10 and VIF < 10, it can be interpreted that there is no multicollinearity in the study. On the other hand, if tolerance is < 0.10 and VIF > 10, there is a multicollinearity disorder in this study.

Table 9. Results of multicollinearity test

Variables	Tolerance	VIF	Results
Discipline	0.492	2.034	Multicollinearity does not occur
Workload	0.176	5.678	Multicollinearity does not occur
Emotional Intelligence	0.127	7.883	Multicollinearity does not occur

Source: SPSS output processed by researchers, 2022

From the results of the multicollinearity test, it is known that none of the independent variables has a tolerance value less than 0.10. Likewise, the VIF value of each variable is not greater than 10. Thus, it can be concluded that there is no perfect correlation between the independent variables so this regression model does not have multicollinearity problems.

e.   Heteroscedasticity Test

Sekaran & Bougie (2020) explained that heteroscedasticity testing aims to test whether in the regression model there is a constant inequality of variables from one observation residual to another. If the residual variable from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity.

The statistical method that can be used to test heteroscedasticity is the Glejser test. The decision-making criteria are if the value of Sig. (significance) of all explanatory variables are not statistically significant ($p > 0.05$), so it can be said that the regression equation does not experience heteroscedasticity.

Tabel 10. Uji heteroskedastisitas

Variables	Sig.	Criteria	Results
Discipline	0.899	> 0.050	Tidak Terjadi Heteroskedastisitas
Workload	0.051	> 0.050	Tidak Terjadi Heteroskedastisitas
Emotional Intelligence	0.277	> 0.050	Tidak Terjadi Heteroskedastisitas

Source: SPSS output processed by researchers, 2022

Based on the results of the heteroscedasticity test in the table above, it is known that the value of Sig. of each variable is 0.899 for the discipline variable, 0.051 for the workload variable, and 0.277 for the emotional intelligence variable. Based on these results, it can be concluded that the regression equation model does not experience heteroscedasticity. This is because the value of each variable is not significant or the value of Sig. greater than 0.050. Thus, it can be ascertained that the research data does not occur heteroscedasticity in other words the distribution of the data is the same (homoscedasticity).

f.   Hypothesis Test
1)   Regression Test of Discipline to Performance

Table 11. Regression Test of Discipline to Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.609	4.001		3.901	.000
Discipline (X_1)	.722	.130	.502	5.536	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Discipline regression test on performance shows that partially discipline has a positive and significant effect on performance with a t_{count} value of 5.536 > t_{table} 1.98638 and a significance value of 0.000 <0.05. The regression equation model is Y = 15,609 + 0,722X_1

Table 12. Summary Discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502a	.252	.244	5.454

a. Predictors: (Constant), Discipline (X1)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 12 shows an R value of 0.502 which can be categorized that the two variables having a moderate attachment. This is because the contribution of the discipline variable to the performance variable is only 25.2%, while 74.8% is influenced by other factors outside the discipline variable.

2)   Workload Regression Test on Performance

Tabel 13. Regresi beban kerja terhadap kinerja

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.107	1.008		4.073	.000
Workload (X_2)	1.103	.033	.962	33.683	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The workload regression test on performance shows that partially the workload has a positive and significant effect on performance with a t_{count} value of 33.683 > t_{table} 1.98638 and a significance value of 0.000 < 0.05. The regression equation model is Y = 4.107 + 1.103X_2

Tabel 14. *Summary* workload

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962a	.926	.925	1.718

a. Predictors: (Constant), Workload (X_2)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The workload regression test on performance shows that partially the workload has a positive and significant effect on performance with a t_{count} value of 33,683 > t_{table} 1.98638 and a significance value of 0.000 < 0.05. The regression equation model is Y = 4.107 + 1.103X_2

3)   Emotional Intelligence Regression Test to Performance

Table 15. Emotional intelligence regression on performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.819	1.910		-.952	.343
Emotional Intelligence (X_3)	.886	.043	.909	20.817	.000

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

The emotional intelligence regression test on performance shows that partially emotional intelligence has a positive and significant effect on performance with a t_{count} value of 20,817 > t_{table} 1,98638 and a significance value of 0.000 <0.05. The regression equation model is Y = -1.819 + 0.886X_3

Table 16. Summary of emotional intelligence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909ᵃ	.826	.825	2.627

a. Predictors: (Constant), Emotional Intelligence (X_3)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 16 shows an R value of 0.909 which can be categorized that the two variables having a very strong relationship. This is due to the contribution of the emotional intelligence variable to the performance variable by 82.6%, while 17.4% is influenced by other factors outside the emotional intelligence variable.

4) Multiple Linear Regression Test

Table 17. The effect of discipline, workload, and emotional intelligence on performance

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3399.833	3	1133.278	459.956	.000ᵇ
	Residual	219.286	89	2.464		
	Total	3619.118	92			

a. Dependent Variable: Performance (Y)
b. Predictors: (Constant), Emotional Intelligence (X3), Discipline (X1), Workload (X2)
Source: SPSS output processed by researchers, 2022

The results of the multiple linear regression test showed that the variables of discipline, workload, and emotional intelligence simultaneously had a positive and significant effect on performance. This is because the results of the F test show F_{count} 459,956 > F_{table} 2.70 with a significance level of 0.000 <0.05. The regression equation from this simultaneous test corresponds to the data in Table 18, namely Y = 0.643 + 0.036X_1 + 0.863X_2 + 0.217X_3

Table 18. Coeffiecients

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.643	1.261	
	Discipline (X1)	.036	.054	.025
	Workload (X2)	.863	.071	.753
	Emotional Intelligence (X3)	.217	.071	.223

a. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 19. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969ᵃ	.939	.937	1.570

a. Predictors: (Constant), Emotional Intelligence (X3), Discipline (X1), Workload (X2)
b. Dependent Variable: Performance (Y)
Source: SPSS output processed by researchers, 2022

Table 19 shows an R value of 0.969 which can be categorized that between the variables of discipline, workload and emotional intelligence on performance has a very strong attachment. This is due to the contribution of the three independent variables consisting of discipline, workload, and emotional intelligence to the performance variable by 93.9%, while 6.1% is influenced by other factors outside the independent variables.

3.2 Analysis and Discussion

a. Analysis of the Effect of Discipline to Performance

Based on the results of testing the influence of discipline on performance, it is known that the discipline variable has a regression coefficient value of 0.502 and a t_{count} value of 5.536 and a t_{table} value with N = 93 (df = N-2) is 1.98638. Thus the value of t_{count} > t_{table} or 5.536 > 1.98638. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that discipline has a partial and significant effect on performance. This means that hypothesis 1 is accepted that there is a significant influence between discipline partially on employee performance at the Dinas Sosial Kota Kupang.

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work enthusiasm, and the realization of organizational, employee, and community goals. Therefore, every leader or manager always tries so that his subordinates have good discipline. A manager or leader is said to be effective in his leadership if the employees are well disciplined. Maintaining and improving good discipline is a difficult thing because many factors influence it.

Suwanto (2019) reports that discipline has a significant influence on the performance of South Tangerang General Hospital employees with a t-count value of 7.524 > t-table 1.673. The results of this study support the theory proposed by Shofwani & Hariyadi (2019) and Burhannudin et al. (2019) that employee work discipline is part of the performance factor. Work discipline must be owned by every employee and must be cultivated among employees to support the achievement of organizational goals because it is a manifestation of compliance with work rules and also a responsibility to the organization. Implementation of discipline according to Riwukore, Susanto, Pilkandis, et al. (2021), if it is based on awareness and conviction, will create a harmonious condition between desire and reality. To create such a harmonious condition, it must first be realized the harmony between the obligations and rights of employees. Thus discipline is related to the attitude of loyalty and obedience of a person or group of people to the rules, both written and unwritten, which is reflected in the form of behavior and actions. Based on the description of the research results above, it can be concluded that discipline influences employee performance.

b.   Analysis of the Effect of Workload on Performance

Based on the results of testing the effect of workload on performance, it is known that the workload variable has a regression coefficient value of 0.962 and a t_{count} value of 33.683 and a t_{table} value with N = 93 (df = N-2) is 1.98638. Thus the value of t_{count} > t_{table} or 33,683 > 1,98638. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that the workload has a partial and significant effect on performance. This means that hypothesis 2 is accepted that there is a significant effect of partial workload on employee performance at the Dinas Sosial Kota Kupang.

Lisnayeti & Hasanbasri (2006) state that there is a relationship between workload and employee performance, where if the workload is high it will cause performance to decline, or it can be explained that the higher the workload received by an employee will affect the performance of the employee and vice versa. Other studies also state that workload has been shown to have a negative effect on performance (Paramitadewi, 2017; Zulaikha & Parmin, 2019).

Setyawan & Kuswati (2006) stated that if the workload continues to increase without an appropriate division of the workload, the employee's performance will decrease. Work overload occurs when employees are expected to perform more work tasks than the time available. Muhammad et al. (2019) revealed that workload has a positive effect on employee performance where workload pressure can be positive, and this leads to increased performance. Suparman (2020) states that workload has a positive effect on performance whereas a high workload makes performance appraisals carried out by supervisors very important because it is related to performance and the

number of bonuses that employees will receive. Based on the description and results of existing research, it can be concluded that workload influences employee performance.

c.   Analysis of the Effect of Emotional Intelligence on Performance

Based on the results of testing the effect of emotional intelligence on performance, it is known that the emotional intelligence variable has a regression coefficient value of 0.909 and a t_{count} value of 20.817 and a t_{table} value with N = 93 (df = N-2) is 1.98638. Thus the value of $t_{count} > t_{table}$ or 20.817 > 1.98638. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that emotional intelligence has a partial and significant effect on performance. This means that hypothesis 3 is accepted that there is a significant influence between emotional intelligence partially on employee performance at the Dinas Sosial Kota Kupang.

The current plethora of research related to emotional intelligence fulfills an important role in achieving superior employee performance in the workplace. This is in line with research conducted by Dhani & Sharma (2017) which states that emotional intelligence has a positive relationship with employee performance. When someone is emotionally intelligent, they can control their emotions which will affect the way they relate to others, the quality of relationships, and success at work. This is also supported by the results of research conducted by Mohamad & Jais (2016) which states that emotional intelligence has a positive and significant effect on employee performance. Then according to Muhammad et al. (2019) also stated that emotional intelligence has a significant positive correlation with employee performance. This is because emotional intelligence will certainly affect someone in making decisions. Research by Yoke & Panatik (2015) also states that emotional intelligence has a positive effect on employee performance.

However, various studies state that emotional intelligence can affect employee performance if it is bridged by other variables. As the results of research conducted by Rauf et al. (2019) state that emotional intelligence affects employee performance if it is mediated by employee job satisfaction. Thus, emotional intelligence in addition to having a direct effect on performance also has an indirect effect on performance through job satisfaction. Based on the description and results of existing research, it can be concluded that emotional intelligence influences employee performance.

d.   Analysis of the Effect of Discipline, Workload, and Emotional Intelligence on Performance

Based on the results of testing the influence of discipline, workload, and emotional intelligence on performance, the regression coefficient value is 0.969 and the F_{count} value is 459.956 and the F_{table} value with N=93 is 2.70. Thus the value of $F_{count} > F_{table}$ or 459,956 > 2.70. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05. This shows that the variables of discipline, workload, and emotional intelligence have a joint and significant effect on performance.

Employee performance is the result of individual or group work in a certain activity in the form of quality and quantity caused by the abilities obtained from the learning process, practicing, and the desire to achievement (Riwukore, Susanto, Pilkandis, et al., 2021). Performance is more directed at the level of success when carrying out tasks and its ability to achieve the goals set by the company. Employee performance is said to be good and successful if the desired goals can be achieved properly. For this reason, to improve employee performance, it is necessary to consider predictors of employee performance, including discipline, workload, and emotional intelligence.

Several researchers report that there is a positive and significant relationship between discipline simultaneously on employee performance (Suwanto, 2019; Shofwani & Hariyadi, 2019; Riwukore, et al., 2021), and simultaneous workload on employee performance (Paramitadewi, 2017). Meanwhile, several research results report the simultaneous influence of emotional intelligence variables on employee performance (Paramitadewi, 2017; Susanto & Abadi, 2021).

4.   Conclusion

The results showed that the variables of discipline, workload and emotional intelligence had a positive and significant influence on employee performance at the Dinas Sosial Kota Kupang. The contribution of discipline variable to performance is 25.2% (moderate), workload variable to performance is 92.6% (strong), and emotional intelligence variable to performance is 82.6% (strong). Based on the results of this study, the discipline variable is a variable that needs to be considered optimally by the leadership of the organization. If the employee discipline is high, it reflects that the employee will be able to complete the work according to his responsibilities to the fullest. This will be even better if every employee is given education and training related to emotional intelligence, or given space for reflection on improving their psychological abilities. Even though the workload is high, if it is managed with good employee discipline and emotional intelligence, employee performance will certainly be good too.

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