

THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE IN THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE POLICE AND FIREFIGHTING UNITS OF KLUNGKUNG REGENCY

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Abstract:

This study aims to determine the effect of emotional intelligence and work discipline on employee performance, with organizational commitment as a mediating variable, at the Klungkung Regency Satpol PP. The population in this study was all 73 civil servants of the Klungkung Regency Satpol PP. Sampling in this study was conducted through a census of all employees, with an initial sample size of 73. The data collection method was a questionnaire. The analytical technique used to answer the hypotheses was inferential analysis using Partial Least Squares (PLS). The results of the study found that emotional intelligence had a positive but insignificant effect on employee performance. Emotional intelligence had a positive and significant effect on organizational commitment. Work discipline had a negative but significant effect on employee performance. Work discipline had a positive and significant effect on organizational commitment. Organizational commitment had a positive and significant effect on employee performance. Organizational commitment fully mediated the effect of emotional intelligence on employee performance. Organizational commitment partially mediated the effect of work discipline on employee performance. To improve employee performance, leaders need to conduct regular emotional management, communication, and discipline monitoring. Employees are expected to improve their emotional management, discipline, and commitment to their tasks and the organization.

Keywords: E-WOM, Experiential Marketing, Brand Image, Purchase Intention

INTRODUCTION

Regional government is the administration of government at the regional level, which is part of the central government. Regional government plays a crucial role and position, particularly in the provision of public services to improve the welfare, prosperity, security, justice, and peace of the community. The regional apparatus consists of the Regional Secretariat, the Regional People's Representative Council (DPRD) Secretariat, the Inspectorate, Regional Services, Agencies, Sub-districts, and Villages. Regional services include the Civil Service Police Unit and the Fire Department.

Based on Law Number 23 of 2014, Article 255 concerning Regional Government, it explains that the Civil Service Police Unit was formed to enforce Regional Regulations and Regional Head Regulations, maintain Public Order and Security, and provide Community Protection. The Civil Service Police Unit has the authority, among others, to carry out non-judicial enforcement actions against members of the public, apparatus, or legal entities who violate Regional Regulations and/or Regional Head Regulations. Furthermore, it takes action against members of the public, apparatus, or legal entities who disturb public order and security.



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employee performance. Meanwhile, research conducted by Rosyidah et.al (2023), Susanti & Budiharjo (2024) shows that work discipline does not affect employee performance.

Another factor that can influence employee performance is organizational commitment. Organizational commitment is a state in which an employee sides with a particular organization and its goals and desires to maintain membership in that organization (Pardamean, 2022). Organizational commitment also influences employee performance; employees with high organizational commitment will be more motivated to be present in the organization and strive to achieve organizational goals (Salapudin et al., 2021). Various studies have been conducted on the effect of organizational commitment on employee performance. Research conducted by Rosyidah et al. (2023), Salapudin et al. (2021), Jefirstson et al. (2022), and Khaerudin et al. (2022) shows that organizational commitment has a positive and significant effect on employee performance. Meanwhile, Anis et al. (2022) suggest that organizational commitment has a negative effect on employee performance.

In this context, organizational commitment also serves as a mediating variable that bridges the influence of emotional intelligence and work discipline on employee performance. Various studies have shown that organizational commitment can strengthen the influence of emotional intelligence on performance. As stated by Gayatri & Tabita (2024), emotional intelligence has a positive and significant effect on organizational commitment and indirectly impacts employee performance improvement. Similar findings were also reported by Tsamrudin et al. (2024) and Sodikin (2025), who stated that emotional intelligence influences performance through increased organizational commitment. It means that even if employees have high emotional intelligence, if a strong commitment to the organization does not accompany it, its impact on performance may not be optimal.

Similarly, work discipline has also been shown to influence performance through organizational commitment. Research by Iskandar et al. (2021), Yohanes et al. (2023), and Pittaloka & Foeh (2024) shows that work discipline not only directly impacts performance but also has a significant indirect effect through organizational commitment. It means that high work discipline will encourage a growing sense of responsibility and commitment to the organization, ultimately improving overall employee performance.

Based on the phenomena and research gaps in previous research results, it is necessary to examine the role of organizational commitment as a mediating variable in the influence of emotional intelligence and work discipline on employee performance at the Civil Service Police Unit and Fire Department of Klungkung Regency.

Job Performance. According to Mangkunegara (2017: 67), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. This performance is also a function of motivation and ability. Therefore, employee performance is the result of work measured based on quality and quantity, as well as its suitability for the responsibilities assigned. Kasmir (2017: 182) states that employee performance is the work behavior achieved in completing the tasks and responsibilities assigned within a certain period.

The factors that influence performance, according to Robbins (2017:122), are as follows:

1. Diversity refers to differences in values, personality, and work aspirations that become progressively more important in determining commonalities as people get to know each other better.
2. Personality refers to a person's personality or character; each person has a distinct personality and character.



3. Values refer to the fundamental belief that a specific mode of action or end of existence is more personally or socially desirable than its opposite or converse mode of action or end of existence.
4. Emotions are intense feelings directed at someone or something.
5. Moods are feelings that tend to be less intense than emotions and lack contextual stimuli.
6. Work motivation refers to the drive for someone to perform a task. If an employee has a strong internal drive or external drive, for example, from the company, then the employee will be stimulated or driven to perform well. Therefore, motivation influences employee performance.
7. Perception is the process by which individuals organize and interpret sensory impressions to provide understanding of their environment.
8. Attitude and job satisfaction. Attitudes are evaluative statements about objects, people, or events. Job satisfaction, on the other hand, is a positive feeling about a job resulting from an evaluation of its characteristics.
9. Job stress is an unpleasant psychological process that occurs in response to environmental pressures.

Indicators for measuring employee performance according to Mathis (2016, 63) are as follows:

1. Quantity, which is the amount produced, is expressed in terms such as the number of units or the number of activity cycles completed. Quantity is measured by employee perceptions of the number of assigned activities and their results.
2. Quality, which is adherence to procedures, discipline, and dedication. The degree to which desired activity results approach perfection, meaning they meet the quality of the work produced and the perfection of the task relative to the employee's skills and abilities.
3. Reliability is the ability to perform required work with minimal supervision.
4. Attendance is the belief that employees will report to work every day and on time.

Emotional Intelligence. According to Putri et al. (2024), emotional intelligence is a collection of non-cognitive skills, abilities, and competencies that influence a person's ability to succeed in facing environmental demands and pressures. Emotional intelligence refers to a person's ability to identify their feelings and those of others, and the ability to motivate themselves and those around them.

According to Goleman (2018:56), individuals with high emotional intelligence have the following characteristics:

1. Recognizing One's Emotions. It is the ability to recognize feelings as they occur. This ability is the foundation of emotional intelligence, often called metamood, which is a person's awareness of their own emotions.
2. Managing Emotions. It is the ability to recognize all feelings, both positive and negative, and to direct those emotions into appropriate actions.
3. Motivating Oneself. It is the ability to motivate oneself to do something, especially something positive.
4. Recognizing the Emotions of Others. Recognizing the emotions of others can also be called empathy, which is the ability to recognize or care for others, demonstrating one's empathetic abilities.
5. Building Relationships. It is the ability to manage the emotions of others, thereby developing strong social skills and expanding one's social circle.

According to Goleman (2016:55), emotional intelligence can be measured through 5 dimensions, namely:



1. **Self-Awareness.** Self-awareness is the ability to recognize and understand one's feelings and use them to guide one's decision-making. It provides a realistic benchmark for one's abilities and fosters stronger self-confidence. A person who is more confident about their feelings is a reliable employee, as a greater sensitivity to their true feelings facilitates personal decision-making.
2. **Self-Regulation.** Self-regulation is the ability to manage emotions in a way that positively impacts task performance, including being sensitive to one's conscience and being able to delay gratification until a goal is achieved, allowing one to recover from emotional stress.
3. **Self-Motivation.** Motivation is the deepest desire or longing that drives and guides one toward a desired goal or objective, helps one take initiative and act effectively, and also helps one endure failure or frustration.
4. **Empathy.** Empathy is the ability to feel what others feel and the ability to understand their perspectives, foster trusting relationships, and align oneself with a variety of people.
5. **Social Skills.** Social skills are the ability to handle emotions well when interacting with others, carefully read situations and social networks, interact smoothly using other skills to build social relationships with others, and deliberate and resolve disputes to collaborate and work in teams.

Research conducted by Putri et al. (2024), Faizin et al. (2024), Setiari et al. (2024), Tsamrudin et al. (2024), Alfandi & Suprayetno (2024), Sugianti et al. (2022), and Pradnyaningrum & Sugianti (2023) suggests that emotional intelligence has a positive and significant effect on employee performance. Meanwhile, research conducted by Andriadi & Heliyani (2024) found that emotional intelligence does not affect employee performance. Research conducted by Anis et al. (2022) found that emotional intelligence has a negative effect on employee performance.

Emotional intelligence is a skill to motivate individuals and face failure, control desires and not exaggerate feelings of joy, control moods, and manage stress so that thinking skills do not decline. The influence of emotional intelligence on organizational commitment can have a significant impact on how employees feel connected and involved in the organizational context. There is a positive relationship between emotional intelligence and organizational commitment. It means that the higher a person's emotional intelligence, the higher their commitment to the organization. Emotional intelligence allows individuals to adapt more easily, build positive relationships, and manage emotions in the workplace, thereby increasing commitment to the organization as a whole. Supported by previous research conducted by Gayatri & Tabita (2024), Mumtazi (2025), Tsamrudin et.al (2024), and Zakaria et.al (2024), which stated that emotional intelligence has a positive and significant effect on organizational commitment. Based on theory and several previous researchers, the following hypothesis is formulated:

H1: Emotional intelligence has a positive and significant effect on employee performance.

H2: Emotional intelligence has a positive and significant effect on organizational commitment.

Work Discipline. Work discipline is a person's awareness and willingness to comply with all applicable organizational rules and social norms. Salapudin et al. (2021) define work discipline as an attitude of respect, appreciation, obedience, and adherence to applicable regulations, both written and unwritten, as well as the ability to implement them and not evade sanctions if they violate the duties and authority assigned to them.

According to Simamora (2011), work discipline indicators are as follows:

1. **Compliance with Regulations.** Employees consciously understand and comply with applicable regulations and rules.
2. **Effective Work.** Work discipline can increase employee effectiveness.
3. **Corrective Action.** Corrective action from superiors for violations that employees may not recognize.



4. Punctual Attendance. Discipline occurs when employees arrive at work on time.
5. Completing Work on Time. Always try to finish your work at the latest and on time.

According to Jufrizen (2021), the indicators of work discipline are as follows:

1. Always prioritize attendance.
2. Always adhere to work hour regulations.
3. Always prioritize efficient and effective work hours.
4. Have work skills in their field of work.
5. Have a high work ethic.
6. Have a good attitude.
7. Always be creative and innovative in your work.
8. Always arrive on time.

Work discipline is a binding factor that forces workers to comply with established rules and procedures. Therefore, their performance can improve due to work discipline. It means that performance increases when work discipline is implemented as intended, and performance decreases when discipline is not implemented according to regulations (Pittaloka & Foeh, 2024). This research is supported by Iskandar et.al (2021), Jefirstson et.al (2022), Riyanto et.al (2020), Nasution & Priangkatarata (2022), and Zakaria et.al (2024), which found that work discipline has a positive and significant effect on employee performance.

Pittaloka and Foeh (2024) explain that work discipline is one of the main factors significantly influencing organizational commitment. Organizational commitment itself is an employee attitude that reflects emotional attachment, identification, and involvement in the organization, which encourages employees to stay and contribute optimally. High work discipline strengthens this commitment because disciplined employees tend to have a greater sense of responsibility and loyalty to organizational goals. Based on theory and several previous researchers, the following hypothesis is formulated:

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

H4: Work discipline has a positive and significant effect on organizational commitment

Organizational Commitment. According to Busro (2018:86), organizational commitment is a manifestation of a person's willingness, awareness, and sincerity to be bound and always be in an organization, which is described by the amount of effort, determination, and belief in being able to achieve a shared vision, mission, and goals. Organizational commitment is a psychological condition that characterizes an employee's relationship with the organization or its implications that influence whether an employee always stays in the organization or not, which is categorized into three parts, namely affective commitment, continuance commitment, and normative commitment (Rosyidah et.al, 2023).

According to Meyer and Allen (1993), the indicators of organizational commitment are as follows.

1. Affective Commitment. This commitment relates to employees' emotional connection to the organization. This indicator is measured by respondents' perceptions of their enjoyment of spending their careers with the organization and their sense of belonging to the organization's family.
2. Continuance Commitment. This commitment relates to employees' awareness of the potential losses associated with leaving the organization. This indicator is measured by respondents' perceptions of the difficulty of leaving the organization and the perceived disruption to their lives.



3. Normative Commitment. This commitment reflects feelings of attachment to remaining with the organization. This indicator is measured by respondents' perceptions of the value of loyalty to the organization and the perceived unethical nature of moving to another organization.

Indicators of organizational commitment, according to Alwali and Alwali (2022), include:

1. Employee loyalty to the organization reflects the long-term relationship desired by the organization, ensuring employee commitment to organizational goals.
2. Employees' belief in the organization's values and goals, understanding and believing in them, will make them more likely to actively contribute to achieving those goals.
3. Emotional involvement in achieving organizational goals is key to ensuring employees are proactively involved in every process, both in daily tasks and in the organization's larger goals.
4. Employee readiness to put in extra effort for the organization's success. This readiness demonstrates greater dedication and motivation to give their best.

The level of organizational commitment determines employee performance; the higher the organizational commitment, the higher the employee performance (Rahayu & Dahlia, 2023). In their research, Rosyidah et.al (2023), Sugianti et.al (2022), Akbar et.al (2023), and Jefirstson et.al (2022) proved that organizational commitment has a positive and significant effect on employee performance.

Organizational commitment mediates the relationship between emotional intelligence and employee performance. Emotional intelligence not only directly impacts performance but also indirectly through increased organizational commitment. Emotional intelligence positively impacts employee performance because individuals with high emotional intelligence tend to have high organizational commitment, and this organizational commitment strengthens the relationship between emotional intelligence and employee performance. Research conducted by Gayatri and Tabita (2024), Anis et al. (2022), Sodikin (2025), and Nurlaila (2023) proves that organizational commitment can mediate the relationship between emotional intelligence and employee performance.

A high level of discipline demonstrated by employees reflects a strong sense of responsibility for their duties, fostering enthusiasm for work to achieve organizational goals by adhering to the organization's regulations and social norms (Sudama, 2022). Therefore, high levels of work discipline coupled with organizational commitment will foster improved employee performance within the company. It is supported by research conducted by Sudama (2022), Iskandar et al. (2021), Pittaloka & Foeh (2024), and Yohanes et al. (2023), which also demonstrates that organizational commitment mediates the relationship between work discipline and employee performance. Based on the results of previous research, the following research hypotheses can be proposed:

- H5: Organizational commitment has a positive and significant effect on employee performance.
- H6: Organizational commitment mediates the effect of emotional intelligence on employee performance.
- H7: Organizational commitment mediates the effect of work discipline on employee performance.

The conceptual framework of the research is described as follows.

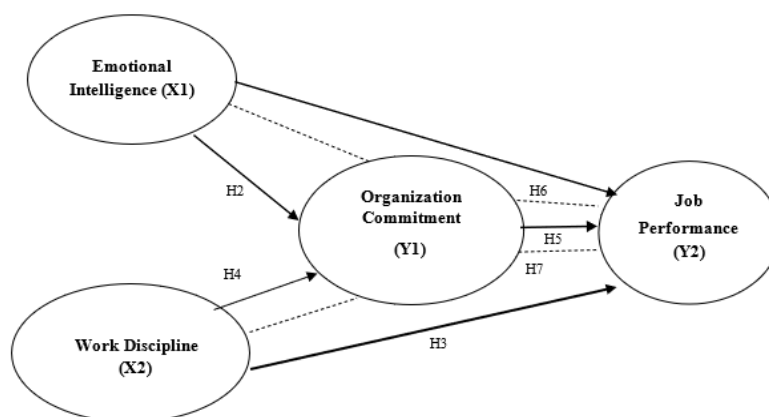


Figure 1. Research Framework

METHODS

This research will be conducted at the Klungkung Regency Civil Service Police Unit. The population in this study is all Civil Servants of the Klungkung Regency Civil Service Police Unit, totaling 73 people. Sampling in this study was conducted by a census of all employees, with an initial number of 73 people. However, the head of the unit was excluded from the sample, so the number of respondents included was 72 people. The data collection method used is a survey method using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study, namely emotional intelligence, work discipline, organizational commitment, and performance.

RESULT AND DISCUSSION

Validity and Reliability Test. Based on Table 1, it shows that the correlation value of the scores for each statement is greater than > 0.22 (r table) and has a significance standard of 0.05, which means that each statement item used in the study is valid.

Table 1. Validity Test Results

No	Indicator	Correlation	Significance	Information
Emotional Intelligence (XI)				
1	XI.1	0.501	Significant	Valid
2	XI.2	0.552	Significant	Valid
3	XI.3	0.533	Significant	Valid
4	XI.4	0.516	Significant	Valid
5	XI.5	0.722	Significant	Valid
6	XI.6	0.732	Significant	Valid
Work Discipline (X2)				
1	X2.1	0.674	Significant	Valid
2	X2.2	0.639	Significant	Valid
3	X2.3	0.552	Significant	Valid
4	X2.4	0.579	Significant	Valid
5	X2.5	0.563	Significant	Valid
6	X2.6	0.794	Significant	Valid



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Organizational Commitment (Y1)				
1	Y1.1	0.566	Significant	Valid
2	Y1.2	0.859	Significant	Valid
3	Y1.3	0.543	Significant	Valid
4	Y1.4	0.835	Significant	Valid
5	Y1.5	0.501	Significant	Valid
6	Y1.6	0.545	Significant	Valid
Employee Performance (Y2)				
1	Y2.1	0.876	Significant	Valid
2	Y2.2	0.894	Significant	Valid
3	Y2.3	0.813	Significant	Valid
4	Y2.4	0.850	Significant	Valid
5	Y2.5	0.879	Significant	Valid

The reliability test results in Table 2 show the Cronbach's Alpha values. The results indicate that the CR value for each construct is equal to or above 0.6. It means that all indicators consistently reflect the same latent construct.

Table 2. Reliability Test Results

No	Construct	Cronbach's Alpha	N of Items	Information
1	Emotional Intelligence	0.882	6	Reliable
2	Work Discipline	0.875	6	Reliable
3	Organization Commitment	0.917	6	Reliable
4	Job Performance	0.913	5	Reliable

Hypothesis Testing. The t-statistic value of the emotional intelligence variable on organizational commitment is 2.878, which is greater than the t-table of 1.66 ($2.878 > 1.660$). The original sample (O) is 0.291, and the P Values ($0.004 < 0.05$), so it can be concluded that emotional intelligence has a positive and significant effect on organizational commitment. It explains that the higher the emotional intelligence, the higher the employee's organizational commitment. The t-statistic value of the emotional intelligence variable on employee performance is 1.617, which is smaller than the t-table of 1.66 ($1.617 < 1.66$). The original sample (O) is 0.132, and the P Values ($0.107 > 0.05$), so it can be concluded that emotional intelligence has a positive but not significant effect on employee performance. It explains that the higher the emotional intelligence, the more likely it is to be followed by an increase in employee performance, but the influence of emotional intelligence on performance is not yet strong enough to be considered a real or significant effect. The t-statistic value of the work discipline variable on organizational commitment is 8.484, which is greater than the t-table of 1.66 ($8.485 > 1.66$). The original sample (O) is 0.743, and the P Values ($0.000 < 0.05$), so it can be concluded that work discipline has a positive and significant effect on organizational commitment. It explains that better work discipline will increase organizational commitment. The t-statistic value of the work discipline variable on employee performance is 2.481, which is greater than the t-table of 1.66 ($2.481 > 1.66$). The original sample (O) is -0.346 and P Values ($0.013 < 0.05$), so it can be concluded that work discipline has a negative and significant effect on employee performance. It explains that work discipline has a statistically significant effect on employee performance, but the direction of the effect is negative, meaning that the higher the work discipline,

the employee performance tends to decrease. The t-statistic value of the organizational commitment variable on employee performance is 9.921 is greater than the t-table of 1.66 ($9.921 > 1.66$). The original sample (O) is 1.090, and P Values ($0.000 < 0.05$), so it can be concluded that organizational commitment has a positive and significant effect on employee performance. It explains that better organizational commitment will improve employee performance. The t-statistic value of the emotional intelligence variable on employee performance through organizational commitment is 2.731, which is greater than the t-table of 1.66 ($2.420 > 1.66$). The original sample (O) is 0.321, and the P Values (0.007), so it can be concluded that organizational commitment fully mediates the effect of emotional intelligence on employee performance. The t-statistic value of the work discipline variable on employee performance through organizational commitment is 6.857, which is greater than the t-table of 1.66 ($6.857 > 1.66$). The original sample (O) is 0.819, and the P Values ($0.000 < 0.05$). Organizational commitment partially mediates the influence of work discipline on employee performance.

The R-square value for the organizational commitment variable is 0.843, indicating a strong influence. This value indicates that organizational commitment can be influenced by emotional intelligence and work discipline by 84.3%. The R-square value for the employee performance variable is 0.822, indicating a strong influence. This value indicates that employee performance can be influenced by emotional intelligence and work discipline by 82.2%. Therefore, based on the R-square criteria, all inner models that form organizational commitment and employee performance have met the requirements.

Meanwhile, the Q-square value is 0.972, indicating that the estimated model is included in the very strong criteria. It indicates that the large diversity of the research data explained by the research model is 97.2%. While the remaining 2.8% is explained by other factors outside this research model. These results indicate that this research model is classified as very strong. It means that this model is very good at explaining and predicting employee performance based on the variables used in the study.

Table 3. Hypothesis Test Results

Construct	Path Coefficient	P value	Information
(X1) -> (Y1)	0.291	0.004	Has a significant positive impact
(X1) -> (Y2)	0.132	0.107	No significant effect
(X2) -> (Y1)	0.743	0.000	Has a significant positive impact
(X2) -> (Y2)	-0.346	0.013	Has a significant positive impact
(Y1) -> Y2)	1.101	0.000	Has a significant positive impact
(X1) -> (Y1) -> (Y2)	0.321	0.007	Perfect Mediation
(X2) -> (Y1) -> (Y2)	0.819	0.000	Partial Mediation
R ² Organization Commitment: 0.843			
R ² Job Performance: 0,822			
Q ² : 0.972			



The Influence of Emotional Intelligence on Employee Performance (H1). Based on the results of the analysis of the t-statistic value of the emotional intelligence variable on employee performance of 1.617 is greater than the t-table 1.66 ($1.617 > 1.66$). The original sample (O) is 0.132, and the P Values ($0.107 > 0.05$). Emotional intelligence has a positive but insignificant effect on employee performance. It means that the hypothesis is rejected where emotional intelligence has a positive but insignificant effect on employee performance. It is because there are 3 indicators of emotional intelligence, namely X1.1 which concerns recognizing one's emotions at work, X1.2 which concerns managing emotions at work, and X1.4 which concerns understanding the feelings of people affected by the regulation, where these three indicators are the smallest indicator values of the 6 indicators on emotional intelligence with a good category. The results of this study do not correspond to the research conducted by Edward & Purba (2020), Akbar et.al (2023), Setiari et.al (2024), Pradnyaningrum & Sugianti (2023), and Sugianti et.al (2022), which stated that emotional intelligence has a positive and significant effect on employee performance.

These findings suggest that emotional intelligence is not the sole or dominant factor influencing employee performance at the Public Order Agency (Satpol PP). It is evident in the suboptimal ability of employees to recognize their own emotions, manage them while working, and perceive and understand the feelings of those affected by the enforcement of regulations, thus rendering emotional intelligence insignificant in improving employee performance. Although employees with emotional intelligence tend to be better able to manage their own emotions, understand the emotions of others, and maintain better social relationships, in an operational and public order-oriented work context, other factors have a greater influence on employee performance (Andriadi & Heliyani, 2024).

Theoretically, emotional intelligence plays a crucial role in helping employees cope with work pressure, particularly in tasks that require direct interaction with the public. However, in practice at the Klungkung Regency Civil Service Police Unit, it was found that employees with high emotional intelligence were not necessarily able to improve their performance significantly. It is supported by a phenomenon in the field, where some employees who have good emotional management skills still show suboptimal performance, and conversely, employees with average emotional control are still able to meet work targets.

The Influence of Emotional Intelligence on Organizational Commitment (H2). Based on the results of the t-statistic analysis of the emotional intelligence variable on organizational commitment, which is 2.878, it is greater than the t-table of 1.66 ($2.878 > 1.66$). The original sample (O) is 0.291, and the P Values ($0.004 < 0.05$), so it can be concluded that emotional intelligence has a positive and significant effect on organizational commitment. It explains that the higher a person's emotional intelligence, the higher their commitment to the organization.

Emotional intelligence is the ability to motivate individuals and face failure, control desires and avoid excessive feelings of joy, control moods, and manage stress to prevent decline in thinking ability. The influence of emotional intelligence on organizational commitment can have a significant impact on how employees feel engaged and involved in the organizational context. There is a positive relationship between emotional intelligence and organizational commitment. It means that the higher a person's emotional intelligence, the higher their commitment to the organization. Emotional intelligence enables individuals to adapt more easily, build positive relationships, and manage emotions in the workplace, thereby increasing commitment to the organization as a whole.

This research is in line with research conducted by Gayatri & Tabita (2024), Mumtazi (2025), Tsamrudin et.al (2024), and Zakaria et.al (2024), which states that emotional intelligence has a positive and significant effect on organizational commitment.



The Influence of Work Discipline on Employee Performance (H3). Based on the analysis results, the t-statistic value of the work discipline variable on employee performance is 2.481, which is greater than the t-table of 1.66 ($2.481 > 1.66$). The original sample (O) is -0.346 and P Values ($0.013 < 0.05$), so it can be concluded that work discipline has a negative and significant effect on employee performance. It is not in accordance with research conducted by Iskandar et.al (2021), Jefirstson et.al (2022), Riyanto et.al (2020), Nasution & Priangkatara (2022), and Zakaria et.al (2024), where work discipline has a positive and significant effect on employee performance. It means that increasing work discipline will have a negative impact on employee performance. It is because the results of the loading factor value show that indicators X2.1 concerning compliance with regulations and X2.2 concerning effectiveness at work are in the invalid category.

These findings indicate that administrative discipline does not necessarily improve performance; in some cases, it can even become a burden or formality that actually reduces work enthusiasm. When employees perceive that rules are rigidly enforced without proper understanding and motivation, this can lead to resistance or even unproductive behavior. Furthermore, this significant negative impact also indicates a gap between rules and their implementation in the field. Discipline, which should be a tool for improving performance, actually creates stress, especially when not balanced with good communication, appropriate supervision, and fair rewards. Discipline that is solely punitive without coaching efforts can also reduce employee performance (Elbadri et al., 2023)

Furthermore, poorly internalized disciplinary values are also a significant factor. Employees may physically comply with work hours, but not be psychologically engaged in their work. It reduces the quality of their performance.

The Influence of Work Discipline on Organizational Commitment (H4). Based on the results of the analysis of the t-statistic value of the work discipline variable on organizational commitment of 8.485 is greater than the t-table of 1.66 ($8.484 > 1.66$). The original sample (O) is 0.743, and the P Values ($0.000 < 0.05$). Work discipline has a positive and significant effect on organizational commitment. Discipline that is implemented consistently will improve overall organizational performance, thereby fostering a strong commitment from employees.

Work discipline is one of the main factors significantly influencing organizational commitment. Organizational commitment itself is an employee attitude that reflects emotional attachment, identification, and involvement in the organization, which encourages employees to stay and contribute optimally. High work discipline strengthens this commitment because disciplined employees tend to have a greater sense of responsibility and loyalty to organizational goals (Pittaloka and Foeh 2024).

This research is in line with research conducted by Pittaloka & Foeh (2024), Iskandar et.al (2021), Zakaria et.al (2024), and Yohanes et.al (2023) in who found that work discipline has a positive and significant effect on organizational commitment.

The Influence of Organizational Commitment on Employee Performance (H5). Based on the results of the analysis of the t-statistic value of the organizational commitment variable on employee performance of 9.921, which is greater than the t-table of 1.66 ($9.921 > 1.66$). The original sample (O) is 1.090, and the P Values ($0.000 < 0.05$), it can be concluded that organizational commitment has a positive and significant effect on employee performance.

Commitment is defined as a strong desire to remain a member of an organization. Organizational commitment can influence employee performance within a company. High levels of organizational commitment will lead to more optimal work performance, and employee performance will also positively impact the company. Organizational commitment influences

employee performance. The results of this study indicate that emotional intelligence does not have a significant direct effect on performance, but has a positive and significant effect on organizational commitment. Work discipline has a negative effect on performance, but increases organizational commitment. Organizational commitment itself has a positive effect on performance and has been shown to fully mediate the effect of emotional intelligence and partially mediate the effect of work discipline on the performance of Satpol PP employees in Klungkung Regency.

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