

The Eurasia Proceedings of Educational & Social Sciences (EPESS), 2024

Volume 37, Pages 129-135

**IConMEB 2024: International Conference on Management Economics and Business**

## **The Influence of Communication Skills and Emotional Intelligence on Employee Performance**

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**Abstract:** The Influence of Communication Skills and Emotional Intelligence on Employee Performance at Universitas Muhammadiyah Kendari. This study aims to investigate the influence of communication skills and emotional intelligence on employee performance both simultaneously and partially. The population in this study consists of all employees at Universitas Muhammadiyah Kendari, totaling 125 respondents. The sample was determined using the simple random sampling method, resulting in a sample of 56 respondents. Data analysis was conducted using multiple linear regression. The statistical tests employed were the F-test and t-test. The results of this study indicate that communication skills simultaneously influence employee performance, emotional intelligence influences employee performance, and Communication Skills and Emotional Intelligence simultaneously have a significant effect on employee performance at Universitas Muhammadiyah Kendari. The magnitude of the influence of Communication Skills and Emotional Intelligence variables on employee performance at Universitas Muhammadiyah Kendari is 84.5%. Thus, the remaining 15.5% is influenced by other variables not examined in this study.

**Keywords:** Communication skills, Emotional intelligence, Employee performance

### **Introduction**

Employee performance refers to the quality and quantity of work achieved by an employee in executing their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2005; Priono et al., 2022). Employee performance must be managed to consistently maintain an optimal position (Shields et al., 2020). Good performance is influenced by a high level of capability (Somwethee et al., 2023). An individual's ability is influenced by the type of work and their skill in performing it (Peiró et al., 2020). Therefore, an employee must continuously improve their abilities and skills (van Assen, 2021).

Communication is a crucial aspect of work life, as poor communication can have extensive negative impacts on organizational life, such as employee conflicts (Yue, 2022). Conversely, effective communication can enhance mutual understanding, cooperation, and job satisfaction (Bella, 2023). In addition to effective communication, emotional intelligence elements are essential for enhancing employee performance (Ehigie et al., 2023)

In practice, emotional intelligence cannot merely be understood but must be accompanied by training on emotional quotient (EQ) to make it a habit and eventually transform it into a desired character in employees

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- Selection and peer-review under responsibility of the Organizing Committee of the Conference

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(Goleman, 2021). Human resources represent the potential within individuals to fulfil their roles as adaptive and transformative social beings capable of managing themselves and all inherent potentials to achieve a balanced and sustainable well-being (Budhwar et al., 2023; Joseph & McGregor, 2019). Based on the aforementioned background, the title of this research is “The Influence of Communication Skills and Emotional Intelligence on Employee Performance”

### **Problem Statement**

Based on the background above, the problem statements of this research are as follows:

1. Do communication skills and emotional intelligence simultaneously influence employee performance at Universitas Muhammadiyah Kendari?
2. Do communication skills influence employee performance at Universitas Muhammadiyah Kendari?
3. Does emotional intelligence influence employee performance at Universitas Muhammadiyah Kendari?

### **Method**

#### **Research Design**

This research employs a survey research design using associative research aimed at examining the relationships between two or more variables. Survey research is conducted on large or small populations, but the data studied is a sample taken from that population (Sugiyono, 2013).

#### **Population and Sample**

The population in this research comprises all employees at Universitas Muhammadiyah Kendari, totaling 125 individuals. The sample size is determined based on the existing population size, using the Yamane formula (Ferdinan, 2006) as follows:

$$n = \frac{N}{1 + Nd^2}$$

- n = Sample size  
N = Population  
d = Margin of error 10 %

Based on the established population, the sample size in this study can be calculated “55,55” using the formula above. The sample size obtained is 56 respondents. The sample is selected using a simple random sampling technique, wherein all employee names are compiled into one list, and then 56 names are chosen randomly to serve as the sample. Please margin all headings to the left.

#### **Data Collection Methods**

Data collection methods refer to the techniques used in this research to obtain data. The data collected in this study consists of primary and secondary data. The data collection techniques used in this research include:

1. Questionnaires: A set of written questions used to obtain information from respondents. This questionnaire is given to employees of Universitas Muhammadiyah Kendari to gather data regarding communication skills and emotional intelligence and their effect on employee performance.
2. Surveys: A method and technique of data collection involving systematic observation and recording of phenomena or events concerning the research subject. The researcher observes directly while respondents answer the questions in the questionnaire or during the interview.
3. Literature Review: Conducted to support data collection in the field. It involves reviewing literature related to the research title

## Research Instrument Testing

A good instrument must meet the requirements by passing the validity and reliability tests to determine whether the instrument can be used.

### *Validity Test*

The validity test is used to measure the legitimacy of a questionnaire (Ghozali, 2013, p.52). A questionnaire is considered valid if the person correlation is more than 0.30 with a significance value of less than 0.05.

### *Reliability Test*

The reliability test measures a questionnaire that serves as an indicator of a variable or construct, using Cronbach's alpha ( $\alpha$ ) to assess reliability (Ghozali, 2013:47). A questionnaire is considered reliable or dependable if it yields a value of  $\alpha \geq 0.60$ .

## Data Analysis Methods

### *Multiple Linear Regression Analysis*

Multiple linear regression analysis is used to determine the effect of communication skills and emotional intelligence on performance. The analysis employs the multiple regression equation formula (Sugiyono, 2013:277), with the equation model as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

Explanation:

Y	: Dependent variable (predicted value)
X <sub>1</sub> dan X <sub>2</sub>	: Independent variables
a	: Constant (the value of Y' when X <sub>1</sub> , X <sub>2</sub> ... X <sub>n</sub> = 0)
b	: Regression coefficient (value of increase or decrease)
e	: Standard error

Thus, when formulated in this research, the equation becomes:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y	: Employee performance
X <sub>1</sub>	: Communication skills
X <sub>2</sub>	: Emotional intelligence
a	: Constant
b <sub>1</sub> b <sub>2</sub>	: Regression coefficients for each variable
e	: Standard error

## Hypothesis

The F-test is conducted to determine the significance of the relationship between all independent variables and the dependent variable. The conditions are as follows: a confidence level of 95% or a significance level of 5% with the following criteria:

1. If  $F_{calculated} > F_{table}$ , then  $H_0$  is rejected and  $H_1$  is accepted, meaning there is a significant influence between the independent variables (X) collectively on the dependent variable (Y).
2. If  $F_{calculated} < F_{table}$ , then  $H_0$  is accepted and  $H_1$  is rejected, meaning there is no significant influence

between the independent variables (X) collectively on the dependent variable (Y).

### Operational Definition of Research Variables

To obtain a clear description of the variables studied, the operational definitions are provided as follows:

1. Communication, skills refer to the knowledge of the role of the environment (context) in influencing the content and form of communication messages by employees of Universitas Muhammadiyah Kendari in performing tasks related to meeting community needs.
2. Emotional intelligence is the ability to detect and manage emotional cues and information, both one's own emotions and those of colleagues at Universitas Muhammadiyah Kendari, in performing their duties.
3. Employee performance is the work results achieved by employees of Universitas Muhammadiyah Kendari in carrying out their tasks.

### Results and Discussion

In this study, the variables investigated are communication skills (X1) and emotional intelligence (X2) on employee performance (Y). To determine whether there is an influence of communication skills and emotional intelligence (independent variables) on employee performance (dependent variable), multiple linear regression analysis is used. The test results are presented in Table 1 below:

Table 1. Results of multiple linear regression analysis coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.446	2.104		4.966	.000
	Communication Skills	1.535	.150	.668	10.247	.000
	Emotional Intteligence	.616	.111	.360	5.528	.000
	R	= .919 <sup>a</sup>				
	R Square	= .845				
	Adjusted R Square	= .839				

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2024

Based on the calculations in Table 4.7 above, the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 10.446 + 1.535 X_1 + 0.616X_2$$

### Hypothesis Test Results

#### Hypothesis Test Results

#### Simultaneous Test Results (F-Test)

Table 2. F-test results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	993.866	2	496.933	143.928	.000
	Residual	182.991	53	3.453		
	Total	1176.857	55			

Predictors: (Constant), Emotional Intelligence, Communication Skills

Dependent Variable: Employee Performance

Source: Processed Primary Data, 2024

The test for the simultaneous influence of independent variables on the dependent variable was conducted using

the F-Test. From the test results, the value obtained was  $F = 143.928 > F_{table} = 3,17$  with a significance value of 0.000. It can be concluded that the variables of communication skills and emotional intelligence collectively have a significant influence on employee performance at Universitas Muhammadiyah Kendari.

Partial Test Results (t-Test)

Table 3. Partial test results (t-Test) coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.446	2.104		4.966	.000
	Communication Skills	1.535	.150	.668	10.247	.000
	Emotional Intelligence	.616	.111	.360	5.528	.000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2024

Based on the calculation analysis in Table 4.9, it shows that:

1. The significance of the influence of communication skills (X1) on employee performance is obtained with a t-value of 10.247, which is greater than the t-table value of 2.005, with a significance value of 0.000, which is less than 0.05. This result indicates that, partially, communication skills (X1) have a significant influence on employee performance at Universitas Muhammadiyah Kendari.
2. The significance of the influence of emotional intelligence (X2) on employee performance is obtained with a t-value of 5.528, which is greater than the t-table value of 2.005, with a significance value of 0.000, which is less than 0.05. This result indicates that, partially, emotional intelligence (X2) has a significant influence on employee performance at Universitas Muhammadiyah Kendari.

**Discussion**

*1. The Influence of Communication Skills and Emotional Intelligence on Employee Performance at Universitas Muhammadiyah Kendari*

Based on the research results and data analysis, it is known that communication skills and emotional intelligence simultaneously have a positive and significant influence on employee performance at Universitas Muhammadiyah Kendari. This indicates that communication skills and emotional intelligence are crucial in enhancing employee performance. This means that if employees can communicate well, always complete their tasks on time, collaborate effectively with teams, and possess adequate skills, it will positively impact organizational performance. Similarly, emotional intelligence plays a significant role in performance because when an employee's emotional state is disturbed, their activities will be affected. Therefore, employees who possess emotional intelligence can manage their emotions, resulting in good performance.

*2. The Influence of Communication Skills on Employee Performance at Universitas Muhammadiyah Kendari*

Based on the research conducted at Universitas Muhammadiyah Kendari, it was found that communication skills significantly influence employee performance, measured by three indicators: (a) I always strive to respond well to questions, (b) I always provide input when I have good ideas or suggestions, (c) I always collaborate with colleagues and resolve problems together when issues arise within the team. Based on the variable description conducted in the research, it was found that the majority of respondents provided positive feedback and considered communication skills to be highly necessary between leaders and subordinates in maintaining performance. Good communication allows subordinates to express their opinions or grievances to enhance employee performance. This means that effective communication fosters a harmonious relationship between leaders and subordinates and promotes collaboration in enhancing employee performance. Conversely, communication barriers between colleagues or with leaders lead to misunderstandings, preventing employees from meeting performance standards, thus hindering the achievement of organizational goals. Therefore, communication skills are fundamentally important in human life. Effective communication fosters mutual understanding, friendship, the exchange of ideas, and cooperation among team members.

### *3. The Influence of Emotional Intelligence on Employee Performance at Universitas Muhammadiyah Kendari*

Based on the research conducted at Universitas Muhammadiyah Kendari, it was found that emotional intelligence significantly influences employee performance, measured by five indicators: (a) I can adjust or control my emotions and acknowledge my strengths and weaknesses, (b) I can manage and control my emotions in any situation, (c) I can motivate and encourage myself to always move forward, (d) I can empathize with others' feelings, such as sadness and happiness, (e) I can always complete all tasks assigned to me on time. Emotional intelligence is an individual's ability to manage emotions within themselves and towards others, using it to motivate themselves. Self-awareness and awareness of others involve recognizing potential and weaknesses within oneself, enabling an individual to appropriately position themselves in interactions with others. An individual with high emotional intelligence can recognize themselves, think rationally, behave positively, and establish good social relationships based on an understanding of others' emotions.

## **Conclusion**

Based on the research results and discussion regarding the influence of communication skills and emotional intelligence on employee performance, it can be concluded that this research supports the proposed hypothesis:

1. Communication skills and emotional intelligence collectively (simultaneously) have a significant influence on employee performance.
2. Communication skills individually have a positive and significant influence on employee performance. This means that higher communication skills lead to improved employee performance.

Emotional intelligence individually has a negative and insignificant influence on employee performance. This means that higher job stress leads to decreased employee performance.

## **Recommendations**

Given the various limitations encountered by the researcher in gathering the necessary data, the researcher provides recommendations for future research, including the following: First, future researchers can consider other factors that influence employee performance besides communication skills and emotional intelligence. Second, future researchers are recommended to recheck the data if there is a very high variation in the data. The sample in this study is limited to employees of Universitas Muhammadiyah Kendari; research results may show different outcomes if the research sample is expanded. This translation maintains the structure and key points of the original text while adapting it to fluent English. The recommendations for future research are clearly presented, highlighting the need to consider additional factors and the potential for different results with a broader sample.

## **Scientific Ethics Declaration**

The authors declare that the scientific ethical and legal responsibility of this article published in EPESS Journal belongs to the authors.

## **Acknowledgements or Notes**

\* This article was presented as an oral presentation at the International Conference on Management Economics and Business ([www.iconmeb.net](http://www.iconmeb.net)) held in Antalya/Turkey on November 13-16, 2024.

\* Thank you to BPPT and LPDP as the parties who provided sponsorship funding for this international conference so that this activity could be successful and run smoothly

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### To cite this article:

Hamid, A., Yuniarsih, T., Disman, D. & Santoso, B. (2024). The influence of communication skills and intelligence on employee performance. *The Eurasia Proceedings of Educational and Social Sciences (EPESS)*, 37, 129-135.