

## PENGARUH KEMAMPUAN KOMUNIKASI DAN KECERDASAN EMOSIONAL TERHADAP KINERJA KARYAWAN

### THE EFFECT OF COMMUNICATION SKILLS AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE

Muhammad Takrim<sup>1\*</sup>

Adrianus Trigunadi  
Santoso<sup>2</sup>

Annisa Salsa Fadillah<sup>3</sup>

<sup>1</sup>Bina Insani University, Bekasi,  
West Java, Indonesia

<sup>2</sup> Bina Insani University, Bekasi,  
West Java, Indonesia

<sup>3</sup> Bina Insani University, Bekasi,  
West Java, Indonesia

\*email: [takrim@binainsani.ac.id](mailto:takrim@binainsani.ac.id)

#### Abstrak

Sumber Daya Manusia (SDM) merupakan aspek penting pada sebuah perusahaan, tanpanya kinerja perusahaan tidak akan dapat berjalan dengan baik. Dengan adanya sumber daya manusia, seseorang pemimpin dapat mengetahui informasi karyawan tertentu melalui komunikasi. Selain kemampuan komunikasi, kecerdasan emosional juga perlu dimiliki oleh seorang karyawan dalam meningkatkan kinerjanya. Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh kemampuan komunikasi dan kecerdasan emosional terhadap kinerja karyawan secara positif dan signifikan baik parsial maupun simultan. Penelitian ini adalah penelitian kuantitatif dengan Uji Regresi Linier Berganda. Data diperoleh dari karyawan aktif di perusahaan yang bekerja di wilayah Bekasi dan sekitarnya dengan menyebarkan kuesioner melalui *google form* kepada responden, kemudian data diolah menggunakan Aplikasi SPSS dengan menganalisis setiap indikator dari variabel independen terhadap variabel dependennya. Teknik pengambilan sampel adalah *random sampling*, dengan penentuannya menggunakan rumus Lemeshow yang didapat sebanyak 140 responden. Hasil penelitian menunjukkan bahwa Kinerja karyawan dipengaruhi oleh variabel Kemampuan Komunikasi secara parsial berpengaruh signifikan dan positif. Variabel Kecerdasan Emosional secara parsial menunjukkan berpengaruh signifikan dan positif terhadap Kinerja karyawan. Kemampuan Komunikasi dan Kecerdasan Emosional secara bersamaan berpengaruh positif dan signifikan terhadap Kinerja karyawan di Perusahaan.

#### Kata Kunci:

Kemampuan Komunikasi  
Kecerdasan Emosional  
Kinerja Karyawan

#### Keywords:

Communication Skills  
Emotional Intelligence  
Employee Performance

#### Abstract

Human Resources (HR) is an important aspect of a company, without which the company's performance will not run well. With the existence of human resources, a leader can find out certain employee information through communication. In addition to communication skills, emotional intelligence also needs to be possessed by an employee in improving his performance. This study aims to determine how much influence communication skills and emotional intelligence have on employee performance positively and significantly both partially and simultaneously. This research is a quantitative research with Multiple Linear Regression Test. Data were obtained from active employees in companies working in the Bekasi area and its surroundings by distributing questionnaires via Google form to respondents, then the data was processed using the SPSS application by analyzing each indicator from the independent variable to the dependent variable. The sampling technique was random sampling, with the determination using the Lemeshow formula which obtained as many as 140 respondents. The results of the study show that employee performance is influenced by the variable Communication Ability which has a significant and positive partial effect. The Emotional Intelligence variable partially shows a significant and positive effect on employee performance. Communication Skills and Emotional Intelligence simultaneously have a positive and significant effect on employee performance in the Company.



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## INTRODUCTION

An important aspect that must be owned by every company is Human Resources (HR), without reliable HR, the company's performance will not be able to run well. In managing human resources there needs to be more attention from the company towards the level of satisfaction of its employees. The higher the satisfaction an employee has, the better the performance produced

for the company, and vice versa. One way to find out the level of employee satisfaction is to look at their performance, as well as the products produced at work, and how much influence they have on the company.

Therefore the performance of an employee is very important to note, because the good or bad productivity of the company is determined by the performance of each employee. Human resources are

also an aspect that cannot be completely replaced by technology. With the existence of human resources, a leader can find out certain employee information about a matter through communication. Communication that is built certainly requires special skills, so that what information is desired can be explored in full and complete. In addition to communication skills, emotional intelligence also needs to be possessed by an employee in improving his performance.

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Suardi Yakub, Rudi Gunawan, 2015). Employee performance should get serious attention from company leaders, considering that employee performance will be the main source of company or organization performance. In other words, the success or failure of a company will be greatly influenced by the performance of the company or organization that originates from the performance of an employee.

Employee performance must be managed so that it is always maintained in an optimal position. Good performance is influenced by a good level of ability. A person's ability is influenced by the type of work and skills in doing it. Therefore, an employee must be able to improve his abilities and skills. The low performance of employees is one of the problems that are often found in companies. Low employee performance will have an unfavorable impact on the development of the company.

The problem that is often experienced by companies is one of them occurs miscommunication (communication misunderstanding). In this case it has an impact on the tasks that have been given to employees cannot be completed optimally, work results that are not optimal can cause low employee performance.

In communication there is an element of assertiveness from superiors to their subordinates. Firmness can be seen when someone gives orders, reprimands mistakes and gives punishment. This will cause the employee's emotions to rise both at a low level and at a higher level. At a higher level, employees are used to actions such as excessive anger, frequent reprimands, including giving punishment to their subordinates. At a lower level, employees are accustomed to fear, resentment and misunderstanding of their superiors.

Phenomena like this, of course, really need better management of emotional intelligence for employees in the company so they can still perform well. In fact, emotional intelligence is not only sufficiently understood, but must also be accompanied by some training on emotional intelligence (emotional quotient) so that it becomes a habit and then turns into a character that is expected to occur in employees.

## LITERATURE REVIEW

Communication is very important in the organization, to coordinate tasks that must be completed properly. According to Devito in (Rizki & Fajrianti, 2021) stated that communication ability refers to a person's ability to communicate effectively. This ability includes things such as knowledge about the role of the environment (context) in influencing the content and form of communication messages. For example, the knowledge that a topic may be appropriate for certain listeners in certain environments but may not be appropriate for other listeners and environments. Organizational communication competence is an assessment of successful communication in which the goals of those interactings are met by using messages deemed appropriate and effective in the context of the organization.

The importance of communication for humans cannot be denied as well as for an organization. With good communication an organization can run smoothly and successfully and vice versa, the lack or absence of organizational communication can get stuck or fall apart (Arni, 2017). This further reinforces that effective and efficient communication skills are very important in improving the performance of a company's employees. In line with what was said by Kohler in (Ritonga, 2019) that effective communication is important for all organizations. Therefore, organizational leaders and communicators in organizations need to understand and perfect their communication skills.

Communication competence in organizations involves knowledge of organization and communication, the ability to execute skilled behavior, and one's motivation to perform competently (Utomo, 2019).

Communication ability indicators are measured using the following indicators:

- a. Expressing a situation, picture, diagram or real object into language, symbols, ideas or mathematical models.
- b. Explain ideas, situations, and relationships orally and in writing.
- c. Listen, discuss, and write about mathematics.
- d. Read with understanding a mathematical presentation.
- e. Developing conjectures, compiling arguments, formulating definitions and generalizations.
- f. Restate a mathematical description or paragraph in your own language.

According to Robbins in (Kurnia, 2020) emotional intelligence is someone's ability for detecting and managing emotional indications and information. People who know their own emotions and are able to detect the emotions well of others can be more effective in their jobs.

**Tabel 1.** Emotional Intelligence Indicators

Indicators	Descriptions
<b>Self-Awareness</b>	Ability to recognize personal emotions
<b>Self-Regulation</b>	Ability to regulate and manage personal emotions
<b>Self-Motivation</b>	The ability to motivate yourself to do or achieve something

<b>Empathy</b>	The ability to recognize and understand the emotions of others from multiple perspectives
<b>Social Skills</b>	The ability to build good and positive social relationships with others

Source: (Lianovanda, 2021).

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, it is concluded that employee performance is work performance or work (output) with the quality achieved by HR per unit time period in carrying out their work duties in accordance with the responsibilities given to them. To achieve a work performance which is adapted to the workplace includes indicators from all sources, namely: (1) Quality of Work, (2) Quantity of Work, (3) Work Discipline, (4) Cooperation, (5) Initiative, (6 ) Leadership, (7) Effectiveness (Baehaki & Faisal, 2020).

Employee performance is very important for the success of a company as a whole so business owners need employees who are able to get the job done effectively. Managers need to understand the main benefits of employee performance so they can develop consistent and objective methods for evaluating employee performance. By doing so managers can help determine the strengths, weaknesses, and potential managerial gaps in the business organization. Although performance evaluation is not a fun job but it can help managers in determining the level of performance for each employee.

**Tabel II. List of Previous Research**

No.	Title, Author, Year	Research Result
1.	The Effect of Communication and Emotional Intelligence on Employee Performance Case Study at the Office of Women's Empowerment and Child Protection in North Luwu Regency	Communication has a significant influence of 3.2 on employee performance. Emotional intelligence has a significant influence of 2.042 on employee performance. Communication and emotional intelligence show that together they have a significant effect on employee performance.
	(Arfandi, 2020)	
2.	Communication, Emotional Intelligence and Employee Performance: An Empirical Study at the Southeast Sulawesi Highways Water Resources Service.	The study results found that emotional intelligence and communication have a significant positive effect on employee performance. This indicates that the role of human resources for an organization cannot only be determined by how high the education level is and how disciplined the employees are at work, but includes more specific aspects, namely the ability of an employee to control his emotions and also the ability of an employee to communicate.
	(Asy et al., 2020)	

3.	The Effect of Emotional Intelligence and Interpersonal Communication on Employee Performance at Pt Puspa Jaya Transport Bandar Lampung.	The study showed that emotional intelligence has a positive and significant influence on employee performance. Interpersonal communication has a positive effect significantly on employee performance. Emotional intelligence and interpersonal communication have a jointly significant effect on employee performance at PT. Puspa Jaya Transport Bandar Lampung.
	(Angraini, 2018)	
4.	The Influence of Communication and Emotional Intelligence on Employee Performance at the Department of Transportation, Communication and Informatics, West Tulang Bawang Regency	The results indicate that with a significance of 0.05 for the two-tailed test 2.5% and n = 68 to get t statistic t table 1.997. But from testing 3,924 for communication, 2,758 for emotional intelligence. Therefore, communication and emotional intelligence have a positive effect significantly on employee performance in the transportation communication and informatics department in West Tulang Bawang Regency. These results can be explained that the F test and statistical test t. Table F statistic is 3.14 but F test is 19.111 by statistical table because of that communication and emotional intelligence is to have a more positive influence significantly on employee performance.
	(Herawati, 2019)	
5.	The Effect of Emotional Intelligence, Job Characteristics and Work Communication on Employee Performance at the Labuhanbatu District Government Health Office	The results explain that the variables of emotional intelligence and work communication have a significant effect on employee performance. While the job characteristics variable has no significant effect on employee performance. Simultaneously the variables of emotional intelligence, job characteristics and work communication have an effect positively and significantly on employee performance at the Labuhanbatu District Government Health Office
	(Junerti et al., 2021)	

6. The Influence of Interpersonal Communication and Emotional Intelligence on the Performance of the Board of Directors of the Dharmakirti Temple in Palembang City (Lamirin, 2020)

From the results of this study, the correlation (R) of the relationship between Interpersonal Communication (X1) and Emotional Intelligence (X2) together with Management Performance (Y) is 0.666: 40.9%. The correlation coefficient of the Interpersonal Communication variable (X1) on Management Performance (Y) is 0.521: 25%. The correlation coefficient (R) of the effect of Emotional Intelligence (X2) on Management Performance (Y) is 0.660: 41.8%

7. The Influence of Competence and Emotional Intelligence on Employee Performance (Ardiansyah & Sulistiyowati, 2018)

From the results of this study obtained a positive and significant influence both partially and simultaneously between competence and emotional intelligence variables on employee performance.

**METHODOLOGY**

This research is a quantitative research with Multiple Linear Regression Test. Data were obtained from active employees in companies working in the Bekasi area and its surroundings by distributing questionnaires via Google form to respondents. Then, the data is processed using the SPSS application. Multiple linear regression models are used to determine the effect of communication skills and emotional intelligence on performance. This study analyzes each indicator of the independent variables, namely Communication Skills (X1) and Emotional Intelligence (X2) on the dependent variable, namely Employee Performance (Y), both partially and simultaneously.

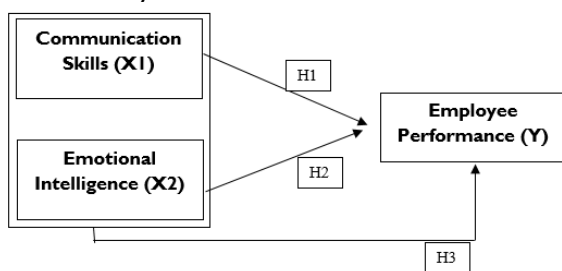


Figure 1. Conceptual Framework

Based on the conceptual framework previously described, the research hypothesis is as follows:

1. H1: Communication skills have a positive and significant effect on employee performance.
2. H2: Emotional intelligence has a positive and significant effect on employee performance.
3. H3: Communication skills and emotional intelligence together have a positive and significant effect on employee performance.

The population of this study are active employees who work in companies or other institutions in the City of Bekasi and its surroundings,

whose number is unknown or can be said to be unlimited, so that it cannot be determined quantitatively. With an infinite number of samples will be taken as the object under study. The sampling technique in this study was using random sampling technique. Random sampling is a type of probability sampling where everyone in all target populations has the right to equal opportunity to choose and will be chosen randomly so that the result representation is not biased from the total population (Ibnu, 2021).

The number of samples used in this study uses the Lemeshow formula, this is because the population size is unknown or infinite. Here's the Lemeshow formula:

$$n = \frac{Z^2 \times p(1 - p)}{d^2}$$

Explanation:

n = Number of samples

Z = 95% confidence level = 1.96

P = maximum estimate of 10% = 0.10

d2 = limit of error 5% = 0.05

Through the formula mentioned earlier, the number of samples to be taken is total:

$$n = \frac{1,96^2 \times 0,10(1 - 0,10)}{0,05^2}$$

$$n = \frac{3,8416 \times 0,09}{0,0025}$$

$$= 138,2976$$

$$= 140$$

Based on this formula, the n obtained is 138.2976 = 140 people, so that in this study at least the writer must take data from a sample of at least 140 people.

**RESULT AND DISCUSSION**

Validity test is used to determine whether the questionnaire data distributed has a valid value. Questionnaire data is said to be valid if: 1). r-value > r-table = valid. 2). r-value < r-table = invalid. The test was carried out using the Pearson Product Moment Correlation, if r-value > r-table = 0.166 it means valid.

**Table III.** Test the Validity of Communication Ability (X1), Emotional Intelligence (X2), and Performance (Y)

Variabel	R-table	R-value	Sig	Remark
Communication Skills 01	0,166	0,657	0,00	Valid
Communication Skills 02	0,166	0,592	0,00	Valid
Communication Skills 03	0,166	0,725	0,00	Valid
Communication Skills 04	0,166	0,637	0,00	Valid
Communication Skills 05	0,166	0,558	0,00	Valid

Communication Skills 06	0,166	0,758	0,00	Valid
Emotional Intelligence 01	0,166	0,700	0,00	Valid
Emotional Intelligence 02	0,166	0,762	0,00	Valid
Emotional Intelligence 03	0,166	0,721	0,00	Valid
Emotional Intelligence 04	0,166	0,574	0,00	Valid
Emotional Intelligence 05	0,166	0,676	0,00	Valid
Employee Performance 01	0,166	0,716	0,00	Valid
Employee Performance 02	0,166	0,662	0,00	Valid
Employee Performance 03	0,166	0,625	0,00	Valid
Employee Performance 04	0,166	0,656	0,00	Valid
Employee Performance 05	0,166	0,731	0,00	Valid
Employee Performance 06	0,166	0,731	0,00	Valid
Employee Performance 07	0,166	0,748	0,00	Valid
<b>N</b>		140		

\*. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Result (2022)

Based on Table II, it can be seen that the Communication Ability Variable (X1), which consists of six questions, has a value of r value > r table = 0.166. The Communication Ability Variable (X1), which consists of six question indicators, is declared valid. Therefore, all statement items are used. There are six questions on the Communication Ability Variable that are used.

Based on table I it can be seen that for the Emotional Intelligence Variable (X2), which consists of five questions, has a value of r value > r table = 0.166. The Emotional Intelligence Variable (X2), which consists of five question indicators, is declared valid. Therefore, all statement items are used. There are five questions on the Emotional Intelligence Variable.

Based on Table I, it can be seen that the Performance Variable (Y), which consists of seven questions, has a value of r value > r table = 0.166. Thus the Performance Variable (Y), which consists of seven question indicators, is declared valid. Therefore, all statement items are used. Questions on Performance Variables that are used are seven items.

**Table IV.** Reability Test Reliability Statistics

Variabel	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Remark
<b>X1</b>	0,738	0,736	6	Reliable
<b>X2</b>	0,717	0,720	5	Reliable
<b>Y</b>	0,765	0,790	7	Reliable

Source: Research Result (2022)

The results of the reliability test can be seen that for the Communication Ability Variables (X1),

Emotional Intelligence (X2), and Performance Variables (Y), they have Cronbach's Alpha values of 0.738, 0.717, and 0.765 and all are above 0.6. Thus the Communication Ability Variable (X1), Emotional Intelligence (X2), and Performance Variable (Y), are declared reliable.

**Table V.** Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
<b>N</b>		140
<b>Normal Parameters<sup>a,b</sup></b>	Mean	0,0000000
	Std. Deviation	0,02304991
<b>Most Extreme Differences</b>	Absolute	0,074
	Positive	0,074
	Negative	-0,068
<b>Test Statistic</b>		0,074
<b>Asymp. Sig. (2-tailed)</b>		,059 <sup>c</sup>
<b>a. Test distribution is Normal.</b>		
<b>b. Calculated from data.</b>		
<b>c. Lilliefors Significance Correction.</b>		

Source: Research Result (2022)

Test Results of Data Normality, the value of significant obtained is 0.59 and is bigger than  $\alpha = 0.05$ . It can take the conclusion that the data tested has a normal distribution.

**Table VI.** F Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
I	Regression	469,040	2	234,520	91,294	,000 <sup>b</sup>
	Residual	351,931	137	2,569		
	Total	820,971	139			

**a. Dependent Variable: Employee Performance**  
**b. Predictors: (Constant), Emotional Intelligence, Communication Skills**

Source: Research Result (2022)

The F test is used to test the effect of the independent variables together. If sig. < 0.05 then H0 is rejected, and Ha is accepted (significant). If sig. > 0.05 then H0 is accepted, and Ha is rejected (not significant). F value = 91,294 and Sig. = 0.000, thus H0 is rejected and Ha is accepted. The variables of communication skills and emotional intelligence together have a significant effect on performance variables.

**Tabel VII.** Multiple Linear Regression Results

Model	Coefficients <sup>a</sup>			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
I	(Constant)	7,247	1,707		4,244	0,000
	Communication Skills	0,210	0,058	0,215	3,627	0,000
	Emotional Intelligence	0,828	0,074	0,658	11,126	0,000

**a. Dependent Variable: Employee Performance**

Source: Research Result (2022)

The t statistical test basically shows how far the influence of one independent variable individually on the dependent variable. The hypothesis in this study are as follows: 1). There is a positive influence of Communication Skills (X1) on Performance (Y). Table 5 shows that the relationship between Communication Skills (X1) and Performance is significant with a t-value of 3.627 ( $t\text{-value} > t\text{ table (df=88)} = 1.987$ ) and the value of Sig. = 0.000. The coefficient value is positive, which is equal to 0.210 which indicates that the relationship direction between Communication Ability (X1) and Performance is positive. Thus the H1 hypothesis in this study which states that Communication Ability (X1) influences Employee Performance (Y) is accepted. 2). There is a positive influence of Emotional Intelligence (X2) on Performance (Y). Table VII shows that the relationship between Emotional Intelligence (X2) and Performance is significant with a t-value of 11.126 ( $t\text{-value (df=88)} > 1.987$ ) and a Sig. = 0.001. The coefficient value is positive, which is equal to 0.828 which indicates that the direction of the relationship between Emotional Intelligence (X2) and Performance is positive. Thus the H2 hypothesis in this study which states that Emotional Intelligence (X2) influences Employee Performance (Y) is accepted.

## CONCLUSION

Communication skills have a positive and significant effect on the employees' performance in the company. This means that the better the employee's communication skills, the higher the level of performance of an employee towards the company. Emotional intelligence has a positive and significant effect on the employees' performance in the company. This means that the higher the level of emotional intelligence of employees, the higher the level of performance of an employee towards the company. Communication skills and emotional intelligence simultaneously have a significant effect on the employees' performance at the Company for the Bekasi area and its surroundings. This means that the higher and better the communication skills and emotional intelligence of an employee in the company, the higher the level of performance of the employee against the company.

## SUGGESTIONS

Seeing the magnitude of the variable X influence on variable Y, it is necessary to implement human resource development activities or an employee program related to these variables as a way to improve communication skills for each individual through training, workshops, team building and other educational activities, as well as holding training on how to manage emotions such as ESQ (Emotional and Spiritual Quotient). This is expected to increase effective communication skills and high emotional intelligence within the organization, so that there are no more misunderstandings in interactions between colleagues or superiors, and are more sensitive and able to understand one's emotions well. These activities also aim to build cooperation between employees and

between divisions or departments and provide jobs and responsibilities in accordance with the wishes and development of employees. Organizations with good communication skills and emotional intelligence will certainly have an impact on cooperative relations with external parties so that in the end it will affect the progress of the company.

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