

The Influence of Emotional Intelligence, Integrity, and Interpersonal Communication on Employee Performance

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ABSTRACT

This study examines the influence of Emotional Intelligence, Integrity, and Interpersonal Communication on the performance of employees at the Representative Office of the National Population and Family Planning Agency of South Sulawesi Province. The data in this study were obtained from employees at the Representative Office of the National Population and Family Planning Agency of South Sulawesi Province in 2025 who were willing to participate as respondents. This study uses primary data by conducting direct field research, distributing questionnaires/statements to respondents, and determining the sample size using the Slovin formula, resulting in 94.35. This means the researcher requires 94.35 samples for this study, which will be rounded to 95 respondents. Data analysis techniques include descriptive statistical analysis and SPSS 26.0. The hypothesis testing results show that emotional intelligence positively and significantly influences employee performance, indicating that the better the emotional intelligence is, the higher the employee's performance will be. Integrity also has a positive and significant influence on Employee Performance, meaning that the higher the Integrity, the better the performance of employees at the Representative Office of the National Population and Family Planning Agency of South Sulawesi Province. Similarly, Interpersonal Communication positively and significantly influences Employee Performance, implying that better Interpersonal Communication leads to improved employee performance at the Representative Office of the National Population and Family Planning Agency of South Sulawesi Province.

Keywords: Emotional Intelligence, Integrity, Interpersonal Communication, Employee Performance.

I. Introduction

Management is a series of steps in organizing, managing, coordinating human resources, and controlling the process to achieve specific goals. Both for individual and business needs, management is critical. With structured and procedural implementation, management can lead a business to better growth. Human resource management, or HRM, is important for an organization or company. By utilizing individuals efficiently and effectively and optimizing their contributions, the organization's or company's goals can be achieved. The study of Human Resource Management (HRM) integrates various disciplines such as psychology, sociology, and others to understand and manage the workforce, Mangkunegara (2016).



Table 1. Employee Performance Target Assessment Results (SKP) BKKBN Representative of South Sulawesi Province in 2023

No.	Periodic Performance Predicate	Amount
1	Very good	120
2	Good	1,247
3	Needs Repair	176
4	Not enough	74
5	Very less	56
Amount		1673

Source: E-Performance Application

Table 1 shows that from 5 predicates in periodic performance, 120 employees are predicted very good, 1,247 employees are predicted good, 176 employees are predicted to need improvement, 74 employees are predicted lacking, and 56 employees are predicted to be very lacking. For employees who get the predicate, there is a need for improvement, a lack, and a severe lack of 306 employees. This can be explained by the fact that the target achievement of each employee is a description of the target that has been determined; if the target that has been set is not achieved, it will cause low achievement of the performance of the Population and Family Planning Family Development Program (Bangga Kencana) in South Sulawesi.

This phenomenon shows that the quality of employee performance that needs improvement, is lacking and very lacking includes several factors, including employees who do not utilize working time in completing tasks, but only fulfill administrative attendance, as well as completing tasks that only report documentation through the Sivika application for Representative employees and the E-Visum application for Family Planning Counselors, as well as physical reports that are only minimal. On the one hand, they have received performance allowances and rewards for employees who excel. One approach that can be implemented is emotional intelligence, which is expected to support optimal employee performance. This study is different from previous studies because it examines explicitly the influence of emotional intelligence, integrity, and interpersonal communication on the performance of BKKBN employees in South Sulawesi in the context of the Employee Work Target (SKP) assessment results. This approach offers novelty because it analyzes the impact of independent variables on employee performance and how employee performance contributes to the success of the Population and Family Planning Family Development Program (Bangga Kencana) in South Sulawesi Province. Understanding that human behavior involves various aspects, the researcher explores the influence of three variables widely studied in stress management studies in a model. Unlike previous studies that only focused on one variable, this study will test three variables simultaneously in a model. By conducting an integrated study, it is hoped that it will further complete the explanation of the variables that influence stress management so far.

II. Literature Review and Hypothesis Development

2.1. Attribution Theory

Attribution theory states that when individuals observe someone's behavior, they try to determine whether it arises internally or externally (Robbins & Judge, 2015). Internally caused behavior is behavior believed to be under the individual's control, while externally caused behavior is influenced from outside, meaning that the individual will be forced to behave because of the situation. In addition, a person's behavior is caused by dispositional attributions and situational attributions. Dispositional attributions or internal causes refer to aspects of an individual's behavior, something that exists within a person, such as personal traits, self-perception, abilities, and motivations. Situational attributions or external causes refer to the surrounding environment that influences a person's behavior, such as social conditions, values, and societal views (Baron

& Greenberg, 2003). In this study, researchers use attribution theory as the leading theory. This theory is relevant to employee performance in an organization, where a person's performance can be seen from their behavior. A person who can balance personal life and work and is supported by their workplace in a supportive culture will create optimal performance. Attribution theory states that when observing someone's behavior, it means trying to determine whether the behavior is internal or external.

2.2. Employee Performance

Performance in English is called job performance, actual performance, or level performance, which is the level of employee success in completing their work. Performance is not an individual characteristic, such as talent or ability, but instead the work results employees achieve in carrying out tasks and jobs. According to Wibowo (2017), performance is the result of work that has a strong relationship with the organization's strategic goals and customer satisfaction, and contributes to the economy. Priansa (2017) states that performance is the result produced by a particular job function or activity at work.

2.3. Emotional Intelligence

Emotional intelligence refers to an individual's ability to recognize their feelings and the feelings of others, motivate themselves, and manage emotions well in themselves and their relationships with others (Muliartini & Jati, 2019). Emotional intelligence, which is divided into five aspects: self-awareness, self-regulation, motivation, empathy, and skills (Mispa, 2019), states that someone with well-developed emotional intelligence will be successful in their life because they can master thinking habits that encourage productivity.

2.4. Integrity

Etymologically, integrity comes from the Latin integer, which means whole or complete (Tamanyira, Y., & Mas'ud, M., 2024). According to the Great Dictionary of the Indonesian Language, integrity is a quality, trait, or condition that shows a complete unity so that it has the potential and ability to radiate authority and honesty. An individual with integrity treats others as the person would like to be treated, but does not expect anything in return. Helping others is done for altruistic reasons (focusing on the welfare of others), not for selfish reasons (personal rewards such as career advancement, social recognition).

2.5. Interpersonal Communication

Organizations or companies must have human resources to carry out their activities, so that these activities can run well, a good relationship is needed between the members of the organization or company. Mangkunegara (2016) stated that Interpersonal Communication is an activity that causes other people to interpret an idea, primarily what is intended by the speaker or writer, while according to Robbins and Judge (2011), Interpersonal Communication is the transfer and understanding of meaning. Interpersonal Communication is the process of conveying news carried out by someone and the receipt of the news by others, resulting in immediate feedback. Wulandari, D. A. T., & Susilawati, S. (2023). Based on several definitions above, it can be concluded that Interpersonal Communication is sending messages or news from the sender to the recipient so that the message can be understood and can influence the recipient of the message.

2.6. Hypothesis

The hypotheses proposed in this study are as follows. First, Emotional Intelligence is hypothesized to have a positive and significant effect on Employee Performance, suggesting that employees who can

recognize, understand, and manage emotions—both their own and others'—are likely to perform better in the workplace. Second, Integrity is expected to positively and significantly influence Employee Performance, as employees who uphold honesty, accountability, and strong moral principles tend to contribute more effectively to organizational goals. Third, Interpersonal Communication is also hypothesized to have a positive and significant effect on Employee Performance, indicating that communicating, listening actively, and building positive interactions are essential in enhancing job performance.

III. Research Method

The research approach used is a quantitative research method. Data was obtained directly from 95 Bank Sulsebar, Barru Branch employees, who became respondents through a list of questions (questionnaires) from both dependent and independent variables. The data analysis method in this study uses the help of a computer program, namely the SPSS (Statistical Product and Service Solutions) program. The descriptive analysis includes multiple linear regression analysis, instrument testing (validity and reliability tests), and hypothesis testing (t-test and F-test).

IV. Results and Discussion

4.1. Multiple Linear Regression Analysis

Based on the data processing carried out, it can be seen that the relationship model of the multiple linear regression analysis can be seen from the multiple linear regression analysis table below:

Table 2. Multiple Linear Regression Analysis Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,009	,974		1,036	,303
	Emotional Intelligence	,094	,040	,109	2,327	,022
	Integrity	,791	,037	,814	21,517	,000
	Interpersonal Communication	,089	,033	,099	2,698	,008

a. Dependent Variable: Employee Performance

Based on Table 2, this study uses a multiple regression equation with the following equation:

$$Y = 1,009 + 0,094X1 + 0,791X2 + 0,089X3 + \epsilon$$

Description:

Y = Employee Performance

α = constant

X1 = Emotional Intelligence

X2 = Integrity

X3 = Interpersonal Communication

β1-β3 = Regression coefficient to be calculated

οε = Interfering factor or error term

Based on the linear equation above, it is explained that:

α = The absolute value constant of Y is 1.009, meaning that if the independent variables, namely Emotional Intelligence (X1), Integrity (X2), and Interpersonal Communication (X3) have a value of 0, then the total Employee Performance is 1.009.

β_1 = The magnitude of the regression coefficient β_1 is 0.094; this shows that increasing the variable X1 (Emotional Intelligence) will increase Employee Performance by 0.094.

β_2 = The magnitude of the regression coefficient β_2 is 0.791; this shows that increasing the variable X2 (Integrity) will increase Employee Performance by 0.791.

β_3 = The magnitude of the regression coefficient β_3 is 0.089; this shows that increasing the variable X3 (Interpersonal Communication) will increase Employee Performance by 0.089.

4.2. Validity Test

The results of the validity test for each statement item on the variables used in this study can be seen in the table below:

Table 3. Validity Test Results

Question Items		Person correlation	r table	Information
X1	X1.1	0,901**	0.2017	Valid
	X1.2	0,819**		
	X1.3	0,759**		
	X1.4	0,794**		
	X1.5	0,817**		
	X1.6	0,728**		
	X1.7	0,746**		
	X1.8	0,723**		
	X1.9	0,901**		
	X1.10	0,875**		
X2	X2.1	0,785**		
	X2.2	0,746**		
	X2.3	0,848**		
	X2.4	0,823**		
	X2.5	0,794**		
	X2.6	0,731**		
	X2.7	0,846**		
	X2.8	0,784**		
	X2.9	0,743**		
	X2.10	0,821**		
X3	X3.1	0,628**		
	X3.2	0,627**		
	X3.3	0,668**		
	X3.4	0,655**		
	X3.5	0,726**		
	X3.6	0,808**		
	X3.7	0,823**		
	X3.8	0,902**		
	X3.9	0,784**		
	X3.10	0,673**		
Y	Y1	0,633**		
	Y2	0,729**		

Question Items	Person correlation	r table	Information
Y3	0,738**		
Y4	0,773**		
Y5	0,785**		
Y6	0,831**		
Y7	0,735**		
Y8	0,771**		
Y9	0,762**		
Y10	0,825**		

Based on table 3, it is known that the variables Emotional Intelligence (X1), Integrity (X2), Interpersonal Communication (X3) and Employee Performance (Y) have a calculated r value > r table (calculated r > 0.2017) so it can be concluded that all question items in the study are valid.

4.3. Reliability Test

The results of the reliability test obtained in this study can be seen in the following reliability test results table 4:

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Information
Emotional Intelligence (X1)	0,938	Reliable
Integrity (X2)	0,933	Reliable
Interpersonal Communication (X3)	0,904	Reliable
Employee Performance (Y)	0,915	Reliable

Table 4 shows that the variables Emotional Intelligence (X1), Integrity (X2), Interpersonal Communication (X3), and Employee Performance (Y) have a Cronbach's alpha value greater than 0.6. This shows that the question items in this study are reliable. So that each question item used will be able to obtain consistent data, if the question is asked again, the answer will be relatively the same as the previous answer.

4.4. t-Test

The t-test is conducted to compare the t-count value with the t-table or to see the P-value for each variable to determine whether the hypothesis has a significant effect. If t-count > t-table or t-value < α , then the regression coefficient is significant, and the hypothesis is accepted, meaning that the independent variable affects the dependent variable. Conversely, if t-count < t-table < α , the independent variable does not affect the dependent variable. The results of the partial test can be seen in Table 5, Results of the t-Test (Partial) below:

Table 5. Partial Test (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,009	,974		1,036	,303
	Emotional Intelligence	,094	,040	,109	2,327	,022
	Integrity	,791	,037	,814	21,517	,000
	Interpersonal Communication	,089	,033	,099	2,698	,008

a. Dependent Variable: Employee Performance

The Emotional Intelligence variable (X1) has a t count of 2.327 and a t table of 1.986 with a significant value of 0.022. The results obtained with the hypothesis testing criteria where $t \text{ count} > t \text{ table}$, with a value of $2.327 > 1.986$ and a significance value of $0.022 < 0.05$. So, based on the results of the first hypothesis test, it can be concluded that Emotional Intelligence positively influences Employee Performance. So, H_0 is rejected, and H_1 is accepted. The Integrity variable (X2) has a t count of 21.517 and a t table of 1.986 with a significant value of 0.000. The results obtained with the hypothesis testing criteria where $t \text{ count} > t \text{ table}$, with a value of $21.517 > 1.986$ and a significance value of $0.000 < 0.05$. So, based on the results of the second hypothesis test, it can be concluded that Integrity positively influences Employee Performance. Thus, H_0 is rejected and H_2 is accepted. The variable of Interpersonal Communication Assertiveness (X3) has a t count of 2.698 and a t table of 1.986 with a significant value of 0.008. The results obtained with the hypothesis testing criteria where $t \text{ count} > t \text{ table}$, with a value of $2.698 > 1.986$ and a significance value of $0.008 < 0.05$. So, based on the results of the third hypothesis test, it can be concluded that Interpersonal Communication positively influences Employee Performance. Thus, H_0 is rejected and H_3 is accepted.

4.4.1. F-Test

The F Statistic Test shows whether all independent or free variables entered into the model have a joint influence on the dependent/bound variable (simultaneously) as follows:

Table 6. Simultaneous Test (F test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2504,459	3	834,820	682,631	,000 ^b
	Residual	111,288	91	1,223		
	Total	2615,747	94			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Interpersonal Communication, Integrity, Emotional Intelligence						

Based on the table above, if using a significance level of $\alpha = 5\%$, it can be seen that the significance $< \alpha$ or $0.000 < 0.05$. The test results in Table 21 show that the value of the F-count test is $682.631 > F\text{-table } 2.70$, and the significance value is $0.000 < 0.05$. This means that emotional intelligence (X1), integrity (X2), and interpersonal communication (X3) are measured, which together have a significant effect on employee performance.

4.4.2. Coefficient of Determination Test (R2)

Furthermore, the magnitude of the influence of emotional intelligence, integrity, and interpersonal communication on the performance of employees of the National Population and Family Planning Agency of South Sulawesi Province can be seen through the determinant coefficient (R2). The determination coefficient value can be seen in the following table:

Table 7. Coefficient of Determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978 ^a	,957	,956	1,10587
a. Predictors: (Constant), Interpersonal Communication, Integrity, Emotional Intelligence				

Based on Table 7, there is an R figure of 0.957, which shows that the relationship between Employee Performance and the three independent variables is powerful, because it is in the strong category with a figure of 0.800 - 1.00. The R-squared value of 0.957 or 95.7% shows that the Employee Performance

variable can be explained by the variables Emotional Intelligence (X1), Integrity (X2), and Interpersonal Communication (X3). As much as 95.7% while the remaining 4.3% can be explained by other variables not included in this study, namely work stress and Information Technology

V. Conclusion

Based on the research findings and hypothesis testing, it can be concluded that Emotional Intelligence, Integrity, and Interpersonal Communication each positively and significantly affect Employee Performance at the National Population and Family Planning Agency Representative Office of South Sulawesi Province. Employees with high emotional intelligence are better at managing their emotions, building effective relationships, and resolving conflicts, all of which improve performance. Similarly, employees who demonstrate strong integrity—marked by honesty, courage, self-discipline, and good organizational skills—tend to deliver better work outcomes. Furthermore, effective interpersonal communication allows employees to share ideas, collaborate efficiently, and maintain harmonious relationships, thereby enhancing productivity and efficiency in the workplace. In light of these conclusions, several suggestions can be made. The agency is encouraged to pay greater attention to developing employees' emotional intelligence by offering targeted training programs that help them manage emotions and improve interpersonal relationships. Employees should also continue strengthening their integrity and communication skills, as these are proven to impact performance directly. Encouraging a culture of honesty, empathy, and open communication will enhance individual effectiveness and foster teamwork and better public service delivery. Additionally, future researchers are advised to investigate other potential variables that may influence employee performance and to consider qualitative approaches such as interviews or case studies to gain deeper insights into the complex factors affecting workplace productivity.

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