

EMOTIONAL INTELLIGENCE FOR ENHANCING EMPLOYEE PERFORMANCE: THE ROLE OF MODERATION WITH COMMUNICATION SKILLS

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Abstract

This study aims to examine the influence of Emotional Intelligence on Employee Performance with communication skills as a moderation variable at PDAM in West Java, with 8 city areas. The research is motivated by the increasing number of customer complaints regarding employees' lack of emotional intelligence and communication skills, which negatively affect service quality. A quantitative research approach was employed. Data were collected through questionnaires distributed to employees and analyzed using multiple linear regression which was tested using SEM-PLS with 150 respondents. The result revealed that Emotional Intelligence has a positive and significant impact on Employee Performance. However, Communication Skills do not moderate the relationship between Emotional Intelligence and Employee Performance. These findings indicate that enhancing employees' emotional intelligence and communication abilities is crucial for improving service effectiveness, particularly in public service organizations. Based on these findings, it is recommended that the management implement continuous training and development programs focused on soft skills. This will not only improve the performance of individual employees but also support the achievement of the company's overall goals by fostering a responsive and professional work environment.

Keywords: Emotional Intelligence, Communication Skills, Employee Performance

INTRODUCTION

Emotional Intelligence and Communication Skills have been acknowledged as two non-technical competencies that are essential for enhancing individual effectiveness in the workplace, particularly in the public service sector, as organisational theory and work behaviour have evolved. Emotional intelligence is regarded as a psychological foundation that facilitates the development of self-awareness, emotion regulation, and social empathy, all of which are assumed to contribute to productivity and harmonious work relationships (Duan et al., 2023; George et al., 2023). Conversely, communication skills are the primary tool for conveying messages, bridging information, and nurturing trust and cross-functional collaboration (Chafi et al., 2022; Lee et al., 2022).

Nevertheless, there is a debate in the current management literature about the impact of emotional intelligence and communication skills on performance. Some researchers contend that emotional intelligence is most effective when it is accompanied by effective communication skills (Haricharan, 2022). This contention is due to the fact that the capacity to identify emotions without the ability to effectively communicate them can result in inefficiency or miscommunication in collaboration. In contrast, the independent approach posits that each competency has a unique pathway of influence on performance, which is contingent upon the complexity of the task and the intensity of social interactions within the organisation (Umpain et al., 2024). As a result, it is crucial to conduct a critical evaluation of the theoretical relationship between the two in a specific work context, such as local-level public services that are characterised by customer expectations and social pressure.

At present, the public service sector is confronted with an increasing number of intricate pressures, including the quality of its interactions with the community and the quantity of labour.

Fast, solution-orientated, and empathetic service is mandatory for employees. In this context, communication skills and emotional intelligence are two critical competencies that influence employee performance (Amelia et al., 2022). In work environments that necessitate empathy, emotional stability, and adaptive social responses, emotional intelligence is exceedingly pertinent (Coronado-Maldonado & Benítez-Márquez, 2023). Meanwhile, communication skills are the primary method of conveying information, establishing relationships, and resolving conflicts, particularly in service work environments that necessitate direct interaction with the public (Kamal Bahrain et al., 2023; Sumaiya et al., 2022).

The phenomenon that is currently occurring in the field demonstrates that numerous employees in the public service sector, particularly those employed in the Perumda Water Supply in West Java, continue to encounter obstacles in these two areas. Several internal reports and field observations suggest that the deterioration of service response is influenced by the low capacity to manage emotions when interacting with irate customers or during water distribution disruptions. Conversely, internal misunderstandings that impede service are frequently the result of inadequate coordination among employees and miscommunication between units. The consequence is readily apparent in the rise in customer complaints and the subsequent decrease in public satisfaction. This phenomenon suggests that emotional intelligence and communication skills are not merely complementary but rather the bedrock of the effectiveness of public services that prioritise community satisfaction.

The relationship between employee performance, communication skills, and emotional intelligence has been extensively investigated using both theoretical and empirical methods. However, the results continue to exhibit inconsistencies. According to research conducted by George et al. (2023), emotional intelligence has a beneficial effect on employee performance. Nevertheless, research conducted by Haricharan (2022) revealed that a high level of emotional intelligence does not necessarily result in enhanced performance if it is not accompanied by effective communication skills. Umpain et al. (2024) demonstrated that employees' performance in the public service sector can be enhanced by their communication abilities. This assertion is corroborated by research conducted by Lee et al. (2022), which asserts that communication abilities have a direct influence on employee performance, particularly in the public service sector, where transparency and interaction are emphasised.

Nevertheless, the majority of prior research has either examined emotional intelligence and communication skills separately or has not explicitly linked them to the context of local public service work, which is confronted with both technical and social complexities at the same time. The direct relevance of previous research to the operational conditions of PDAM is still limited, as it generally concentrated on the education, health, or private sectors. Nevertheless, PDAM employees encounter distinctive obstacles that necessitate a synergy between effective communication and emotional management to deliver services, being a basic service entity that interacts directly with the community.

This research is innovative due to its simultaneous and contextual examination of the impact of emotional intelligence on employee performance, regulated by communication skills, within the public service sector, particularly in the PDAM of West Java. This research assesses the impact of each variable and examines the dynamics of their interplay within a practical work environment. This research aims to offer theoretical advancements in models of employee work behaviour within the public service sector and practical implications for enhancing human resource capacity through soft skills that align with contemporary societal demands.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Emotional Intelligence

Emotional intelligence is the capacity of humans to identify, comprehend, manage, and articulate emotions proficiently, both internally and externally, to cultivate positive interpersonal

connections and facilitate adaptive decision-making. The five-dimensional emotional intelligence (EI) model, which encompasses self-awareness, self-regulation, motivation, empathy, and social skills, has been substantiated by recent studies demonstrating the significance of EI in workplace behaviour, organisational efficacy, and transformative leadership (Antonopoulou, 2024; Parkavi & Karthikeyan, 2022).

Emotionally intelligent individuals significantly contribute to the workplace by effectively managing stress, constructively addressing conflicts, and fostering healthy interpersonal relationships, hence enhancing productivity and job satisfaction (Bru-Luna et al., 2021; Karimi et al., 2021). Emotional intelligence (EI) is seen as essential in public service organisations since staff must empathetically address community needs, maintain emotional stability under pressure, and adhere to service principles (Coronado-Maldonado & Benítez-Márquez, 2023). Görgens-Ekermans & Roux (2021) found a correlation between emotional intelligence and proficient transformative leadership skills, particularly in inspiring and motivating work teams.

Recent research indicates that emotional intelligence (EI) directly influences individual performance and functions as a mediator variable in the development of organisational commitment, prosocial behaviour, and employees' inventive capacities (Hameli & Ordun, 2022; Duan et al., 2023). Training can cultivate emotional intelligence, making it a strategic competency in modern human resource management (Coleman & Ali, 2022). Consequently, comprehending and enhancing emotional intelligence is crucial for navigating the increasingly complex structure of the workplace, particularly within the public service sector, which necessitates significant social engagement and responsiveness to community expectations.

Communication Skills

Communication skills refer to an individual's capacity to articulate, comprehend, and interpret communications proficiently across many interpersonal and organisational settings. Effective communication includes the clear transmission of information, active listening, appropriate feedback provision, and the adaptation of communication methods to suit the audience. A recent study underscores that competencies such as active listening, constructive feedback, and adaptability in communication style are critical to creating a healthy and productive workplace. Effective communication skills are essential for leadership, teamwork, and adaptive conflict resolution within an organisational environment (Balakrishnan et al., 2024; Itzchakov & Grau, 2022; Wieslawa, 2024).

In public service, communication skills are vital for building public trust, improving service satisfaction, and addressing concerns with empathy and a focus on solutions (Kamal Bahrain et al., 2023; Wangchuk, 2021). Employees who possess strong communication abilities can effectively connect organisational policies with community needs through compelling and collaborative messaging. Lee et al. (2022) assert that efficient internal communication diminishes the likelihood of conflict and misunderstandings within teams.

Moreover, good communication correlates with the enhancement of both individual and team performance, particularly in service-orientated and transparent organisations (Osborne et al., 2022). This aligns with the findings of Sumaiya et al. (2022), which assert that communication functions as a conduit between organisational structure and daily work dynamics, hence directly influencing productivity and job efficiency. In intricate and evolving work environments, particularly within the public sector, the capacity for open, organised, and adaptive communication emerges as a primary measure of professional competence.

As the requirements for increasingly responsive and participatory public services advance, communication skills transcend mere technical abilities and emerge as a strategic component of fostering a collaborative organisational culture focused on stakeholder satisfaction (Shafait et al., 2021). Consequently, the enhancement of communication skills must be integral to the strategy for bolstering human resource capacity, particularly in work situations characterised by elevated social contact.

Employee Performance

Employee performance is a fundamental notion in human resource management and organisational behaviour that indicates the degree of individual work accomplishment in executing duties aligned with the organisation's objectives. Employee performance encompasses not only work output but also behaviours and processes that contribute to the ultimate outcomes. The theoretical performance model encompasses numerous critical indicators: productivity, efficiency, effectiveness, accountability, job quality, and adaptability to changes in the work environment (Lazareva et al., 2025). The contemporary performance management model evaluates not just performance outcomes but also incorporates contextual behavioural factors and social contributions within the organisation, including teamwork and compliance with organisational principles (Ujma, 2024).

In the public service sector, employee performance has extra dimensions, including customer satisfaction, empathy in service, and compliance with ethical norms, as employees must not only work efficiently but also be solution-orientated and communicative (Osborne et al., 2022). Previous research shows that employee performance is greatly influenced by soft skills like emotional intelligence and communication skills, as these help in working well with others, making decisions, and resolving conflicts at work (Amelia et al., 2022; Shafait et al., 2021). In contemporary dynamic organisations, performance serves as both a metric of individual achievement and a reflection of the organisation's ability to sustainably manage its human resources (Kumari et al., 2022).

Emotional Intelligence on Employee Performance

Theoretically, emotional intelligence is defined as the capacity to identify, comprehend, and regulate one's own emotions, as well as those of others, to formulate appropriate responses in professional and social contexts. In their systematic review of a variety of instruments for measuring emotional intelligence, Bru-Luna et al. (2021) assert that emotional intelligence is not only multidimensional but can also be developed as a measurable and applicable competency in organisational contexts. Emotional intelligence is a critical factor in the public service sector, as it enables employees to effectively manage social pressures, address public complaints with empathy, and establish productive and healthy working relationships.

Numerous empirical studies substantiate the notion that emotional intelligence (EI) has a beneficial effect on employee performance. Duan et al. (2023) demonstrate that EI substantially improves the performance and effectiveness of organisations that necessitate adaptive and inclusive responses. Amelia et al. (2022) also report that employees with high emotional intelligence (EI) are more likely to be able to constructively respond to work pressure, maintain harmonious work relationships, and resolve conflicts. This capability ultimately has a positive impact on service quality and productivity. In addition, Hu et al. (2023) employed the PLS-SEM approach and discovered that EI has a direct impact on the social and environmentally responsible work behaviour of the service sector. Nevertheless, numerous studies have demonstrated that the impact of EI is not always consistent. Lu et al. (2021) also discovered that the strength of the relationship between EI and performance is influenced by the type of organisation and cultural context. EI has a greater impact in sectors that necessitate high emotional intensity, such as public services. Based on the theoretical foundation and previous research findings, we can formulate the following hypothesis:

H1 : Emotional Intelligence Positively Influences Employee Performance

Communication Skills on Emotional Intelligence and Employee Performance

In contemporary organisational dynamics, emotional intelligence is recognised as a primary factor in enhancing employee performance. Individuals possessing elevated emotional intelligence exhibit the capacity to comprehend, regulate, and adapt their emotions to align with organisational requirements and workplace social dynamics, thereby augmenting their work efficacy and productivity. The impact of emotional intelligence on performance is not consistently uniform across many circumstances, and communication skills can either enhance or diminish this link

(Mykolayovych, 2024). Research by Poláková et al. (2023) indicates that communication skills are a crucial determinant of work readiness in the public service sector. Chafi et al. (2022) underscore that communication skills are key to creating a sustainable work environment, particularly given the rising demand for cross-functionality and transparency in services.

Communication skills facilitate the more effective application of emotional intelligence in professional contexts. Effective communication enables individuals to express empathy, manage interpersonal problems, and foster robust team collaboration. Conversely, an individual possessing high emotional intelligence yet lacking communication skills may struggle to convey positive intentions or effectively comprehend social dynamics. Consequently, communication skills may serve as a moderator that enhances the correlation between emotional intelligence and job performance. Within the theoretical constructs of Ability-Motivation-Opportunity (AMO) and Social Interaction Theory, the efficacy of emotional intelligence manifestation in performance is significantly contingent upon communication skills, serving as a conduit for social actualisation (Narayan et al., 2025). Research by Varghese et al. (2025) underscores that interpersonal factors, particularly effective communication, significantly contribute to improving work outcomes through emotional intelligence. Drawing upon the theoretical framework and prior study outcomes, the subsequent hypothesis may be articulated:

H2 : Communication skills moderate the relationship between emotional intelligence and employee performance.

RESEARCH METHODS

This study examines two hypotheses about the impact of emotional intelligence on employee performance, using communication skills as a moderating variable. The Structural Equation Model (SEM) method was employed to conduct the quantitative analysis in this study. The population of this research consists of 3,315 employees of Perumda Air Minum (PDAM) located in West Java. This study employed the purposive sampling method to sample, which yielded 150 respondents. This is corroborated by Hair et al. (2021), who assert that a sample size of 100–200 respondents is deemed sufficient for PLS-based SEM models with a moderate number of constructs and sufficient indicators, provided that it meets the minimum ratio between the number of samples and the number of paths in the model. The Structural Equation Modelling (SEM) method was employed to analyse the data in this study, which was obtained by distributing questionnaires to respondents. The SmartPLS 4 application was employed to conduct the analysis.

Table 1. Variable Measurement Indicators

No	Variable	Measurement Indicator
1.	Emotional Intelligence (Goleman et al., 2012)	1. Regulating one's emotions under any circumstance. 2. Recognizing elements that elicit emotional responses. 3. Maintaining a positive attitude is essential for achieving the intended objectives. 4. Comprehending the emotions of another. 5. Easily adapt to others to strengthen social connections. 6. Inspire yourself to achieve success. 7. Identifying elements that elicit emotional responses.

No	Variable	Measurement Indicator
2.	Employee Performance (Mariyanti et al., 2022; Pradhan & Jena, 2017)	1. All tasks can be completed meticulously and on time. 2. Always maintain work quality according to the established standards. 3. Always demonstrates work volume achievements that meet the company's expectations. 4. Always completes tasks exceeding the targets set by the company. 5. They possess the ability to manage tasks with minimal supervision. 6. Managing changes that occur in the job well, whenever the situation demands. 7. Always completing tasks to the best of their ability. 8. Responsible for the results of the work performed.
3.	Communication Skills (Prasanna et al., 2023)	1. I am capable of completing all tasks meticulously and punctually. 2. Always maintain work quality according to the established standards. 3. Always demonstrates work volume achievements that meet the company's expectations. 4. Always completes tasks exceeding the targets set by the company 5. They possess the ability to manage tasks with minimal supervision. 6. Managing changes that occur in the job well, whenever the situation demands. 7. Always completing tasks to the best of their ability. 8. Responsible for the results of the work performed.

RESULTS AND DISCUSSION

This study employs the Structural Equation Model (SEM) methodology with SmartPLS. This survey includes 150 respondents from PDAM in West Java. It comprises eight cities: Bandung City, Cirebon City, Bogor City, Bekasi City, Sukabumi City, Tasikmalaya City, Depok City, and Cimahi City.

OUTER MODEL ANALYSIS

The outer model analysis is the preliminary phase of the SmartPLS methodology employed to assess the extent to which the indicators or items in the questionnaire accurately reflect the variable

under investigation. The test criterion stipulates a loading factor value exceeding 0.7. The results of the convergent validity analysis are shown herein.

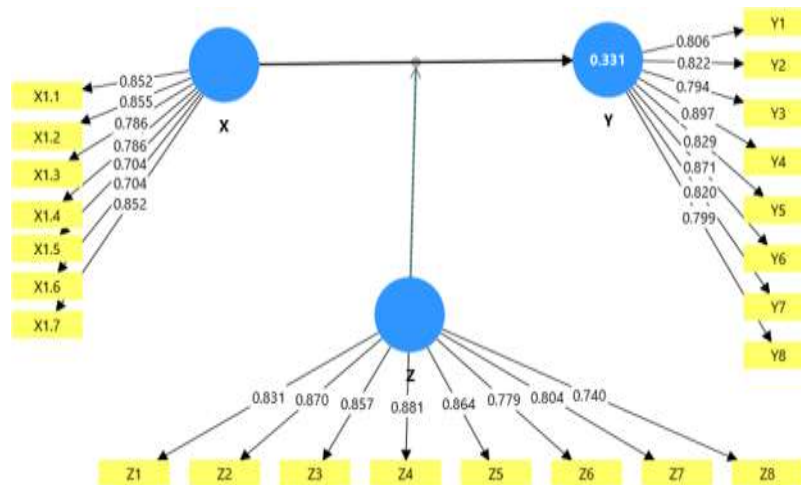


Figure 1. Convergent Validity

Table 2. Loading Factor

Indicators	Loading Factors	Validity
EI1	0.852	Valid
EI2	0.855	Valid
EI3	0.786	Valid
EI4	0.786	Valid
EI5	0.704	Valid
EI6	0.704	Valid
EI7	0.852	Valid
EP1	0.806	Valid
EP2	0.822	Valid
EP3	0.794	Valid
EP4	0.897	Valid
EP5	0.829	Valid
EP6	0.871	Valid
EP7	0.820	Valid
EP8	0.799	Valid
CS1	0.831	Valid
CS2	0.870	Valid
CS3	0.857	Valid
CS4	0.881	Valid
CS5	0.864	Valid
CS6	0.779	Valid
CS7	0.804	Valid
CS8	0.740	Valid

The table above indicates that all the indicators examined in the research have loading factor values exceeding 0.7. Consequently, it can be inferred that the data is valid. The indicators effectively assess the specified latent construct. The indicators are valid in a convergent manner, meaning the majority of their variance is accounted for by the assessed construct.

Outer Analysis Discriminant Validity

Table 3. Discriminant Validity

	Emotional Intelligence	Employee Performance	Communication Skills
X	0.852	0.416	0.288
X	0.855	0.441	0.298
X	0.786	0.350	0.291
X	0.786	0.350	0.291
X	0.704	0.322	0.150
X	0.704	0.322	0.150
X	0.852	0.416	0.288
Y	0.455	0.806	0.423
Y	0.448	0.822	0.415
Y	0.383	0.794	0.354
Y	0.407	0.897	0.368
Y	0.335	0.829	0.344
Y	0.425	0.871	0.294
Y	0.381	0.820	0.409
Z	0.350	0.460	0.831
Z	0.347	0.461	0.870
Z	0.285	0.397	0.857
Z	0.248	0.332	0.881
Z	0.248	0.363	0.864
Z	0.193	0.286	0.779
Z	0.224	0.320	0.804
Z	0.173	0.356	0.740

The cross-loading results indicate that all indicators exhibit the highest values on the assessed constructs, hence satisfying the criteria for discriminant validity. This signifies that the dimensions of Emotional Intelligence, Communication Skills, and Employee Performance are distinctive, distinct, and statistically differentiable within this research paradigm. Examination of Construct Validity and Construct Reliability. This analysis aims to assess the validity and reliability of a variable. The table below provides illustrations.

Table 4. Construct Validity And Construct Reliability

	Composite reliability (ρ_c)	Average variance extracted (AVE)
Emotional Intelligence (X)	0.911	0.630
Employee Performance (Y)	0.938	0.690
Communication Skills (Z)	0.945	0.688

The findings of validity and construct reliability indicate that all variables are both valid and reliable. The composite value surpasses 0.7.

Inner Model Analysis

The inner model assesses whether the primary variables in the research significantly affect one another in accordance with the proposed hypothesis. The process of conducting an inner model analysis comprises several stages: the R Square test to quantify the explanatory power of the independent variable over the dependent variable, the goodness of fit test to determine the overall model's compatibility with the data, and the path analysis test to assess the direction and magnitude of the influence among variables.

Table 5. R - Square

	R- Square
Employee Performance	0.331

Table 5 shows that this investigation includes only one dependent variable, which is employee performance. The coefficient of determination (R^2) study shows that the independent variables in the model explain employee performance by 0.331 or 33.1%.

The subsequent examination is the goodness of fit analysis. This phase is undertaken to assess the viability of the research. In the decision-making process, the medium goodness of fit > 0.25 and the big goodness of fit > 0.36 according to the subsequent test.

Table 6. Goodness of Fit

	Average variance extracted (AVE)	R-square
Emotional Intelligence (X)	0.630	
Employee Performance (Y)	0.690	0.331
Communication Skills (Z)	0.688	
GoF	0.471	

The table above indicates a Goodness of Fit (GOF) value of $0.471 > 0.36$, so we conclude that the model in this study had an excellent overall GOF value in elucidating the relationships among the examined variables

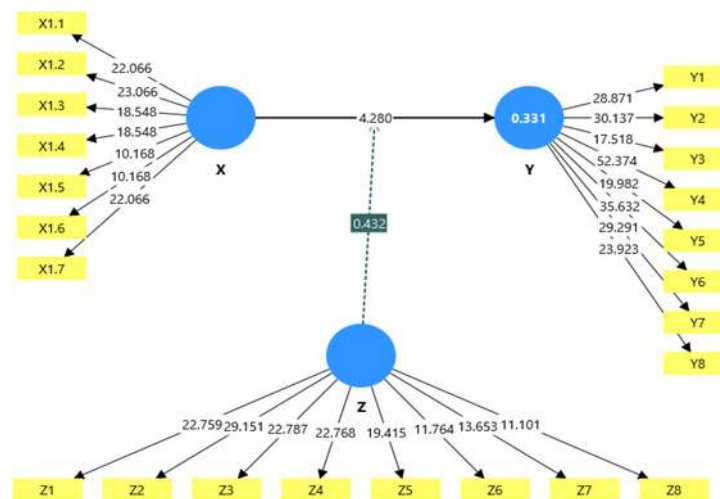


Figure 2. Bootstrapping Analysis Output

Table 7. Path Analysis

	Original sample	T statistics	P Values	Results
X-> Y	0.366	4.280	0,000	H1 Supported
Z x X -> Y	0.017	0.432	0.666	H2 Not Supported

The findings of the path analysis indicate that:

The initial hypothesis test yielded statistically significant results. The path coefficient between emotional intelligence and employee performance is 0.331, accompanied by a t-statistic of 4.280

and a p-value of < 0.000 . This score signifies the favorable and substantial impact of emotional intelligence on employee performance. Therefore, we accept H1.

This perspective aligns with prior theories and studies indicating that effective emotional management positively influences psychological stability, interpersonal skills, and employee productivity within public service (Duan et al., 2023). Therefore:

H1: Emotional intelligence positively impacts employee performance.

The findings of the second hypothesis test demonstrate that communication abilities do not function as a moderating variable in the association between emotional intelligence and employee performance. The interaction coefficient is 0.017, accompanied by a t-statistic of 0.432 and a p-value of 0.666. The p-value, being significantly more than 0.05, indicates that the interaction effect lacks statistical significance. Therefore, we dismiss H2.

These data show that in Perumda Air Minum (PDAM) in West Java, emotional intelligence and communication skills both affect performance on their own, but working together does not significantly improve their impact. A heightened degree of communication does not statistically enhance the impact of emotional intelligence on performance. Therefore:

H2 : Communication skills do not moderate the relationship between emotional intelligence and employee performance.

Emotional intelligence favorably influences employee performance

The results of this study empirically prove that emotional intelligence (EI) has a positive and significant effect on employee performance among employees of Perumda Air Minum (PDAM) throughout West Java. This suggests that an employee's proficiency in recognizing, managing, and constructively expressing emotions correlates positively with their success in executing public service duties. The findings align with the research conducted by Karimi et al. (2021) and Duan et al. (2023), indicating that emotional intelligence enables individuals to manage work pressure, conflicts, and social interactions more effectively, thereby enhancing overall work performance.

The contextual framework within the PDAM in West Java substantiates the credibility of these findings. Observations and internal statistics indicate that numerous employees encounter work conditions requiring significant emotional resilience, particularly during disruptions in water distribution, interactions with irate customers, or conflicts within work units. Individuals with elevated emotional intelligence have demonstrated the ability to manage stress well and behave in a calm, non-reactive, and solution-focused manner. Such behavior not only averts the intensification of conflicts but also upholds the reputation of professional public service. In contrast, personnel with low emotional intelligence often encounter performance disruptions under emotional stress, such as social difficulties or severe customer complaints.

This study corroborates the findings of Amelia et al. (2022), indicating that emotional intelligence (EI) directly influences performance metrics, including timely task completion, service quality, and customer satisfaction. Hameli & Ordun (2022) similarly reported that EI is positively associated with organizational commitment and productive work behavior, particularly within service organizations. Collectively, these results underscore that in organizations such as PDAM, which necessitate prompt and empathetic service, the cultivation of emotional intelligence is both crucial and strategic for improving overall employee performance.

Communication Skills Do Not Moderate The Relationship Between Emotional Intelligence And Employee Performance.

This study's findings indicate that communication skills do not moderate the association between emotional intelligence and employee performance within PDAM's work environment across West Java. The data suggest that while communication skills are deemed significant in workplace interactions, the impact of emotional intelligence on performance persists robustly, irrespective of employees' communication ability levels. This situation can be explained by the

unique characteristics of PDAM as a public service organization, which usually has a structured hierarchy, defined roles, and official ways of communicating.

In fact, numerous PDAM work units prioritize compliance with standard operating procedures (SOP) over initiatives for interpersonal communication. Field personnel. Consequently, if an employee possesses elevated emotional intelligence but lacks an environment conducive to the free and adaptive expression of communication skills, then those communication skills cannot influence the relationship between emotional intelligence and employee performance. The findings of Narayan et al. (2025) indicate that in public service companies, internal elements like emotional intelligence significantly outweigh communication skills in impacting employee success.

Moreover, numerous PDAM in West Java exhibit a lack of substantial two-way dialogue opportunities, which inadequately facilitates the development of individual communication skills. In the public service sector, particularly within PDAM that prioritize service targets, emotional intelligence emerges as the primary asset in managing task-related stresses, independent of communication abilities. This suggests that the influence of communication skills on the link between emotional intelligence and employee performance is contingent upon the existing organizational structure.

CONCLUSION

This research utilizes SEM-PLS for the analysis, testing two hypotheses. The impact of emotional intelligence on Performance, moderated by Communication Skills, in PDAM throughout eight cities in West Java. The findings indicate that hypothesis 2 in this study is ineffective; thus, communication skills do not moderate emotional intelligence. This study indicates that increased emotional intelligence correlates with enhanced employee performance. Conversely, communication abilities do not produce a substantial synergistic effect. A high degree of communication does not statistically enhance the impact of emotional intelligence on performance.

This study only focuses on a specific region. Consequently, future researchers may implement the model across other industrial sectors beyond public services, such as manufacturing or startups, to evaluate the consistency of the results. Additionally, since there are few studies looking at how communication skills affect the relationship between emotional intelligence and employee performance, it would be helpful for future researchers to explore if communication skills play a role in this relationship.

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