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**Analysis The Influence of Communication Competence,  
Emotional Intelligence, and Organizational Culture on Employee  
Performance at PT. Esa Wahana**

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**Abstract**

Vision and Mission of PT. Esa Wahana is to realize the development of quality and competitive Human Resources. Researchers conduct research related to communication competence, emotional intelligence, and organizational culture on the performance of employees in PT. Esa Wahana. The population in this study was all employees of PT. Esa Wahana which has a total of 70 people. The number of samples used in this study was as many as 50 people. The sampling method that will be used is to use Disproportionate stratified sampling. The data analysis techniques used are Test t and Test F with IBM SPSS Statistics 20 tool. T-Test results in order for communication competence, emotional intelligence, and organizational culture Sig values. indicates a value of 0.000; 0,041; 0.000 of which  $< 0.05$  has a significant effect on employee performance. The value of the coefficient of determination ( $R^2$ ) of 76.6% means that the variables of communication competence, emotional intelligence and organizational culture are able to contribute 76.6% to the performance of employees at PT. Esa Wahana in 2022 while the remaining 23.4% is explained by other factors.

**Keywords: Communication Competence, Emotional Intelligence,  
Organizational Culture, Employee Performance**

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## **INTRODUCTION**

Communication competencies in today's digital era are needed in building a more communicative workspace between employees or to work relationships. Considering that those who work together in an organization in order to achieve goals are a group of human resources with various characters, open communication must be developed properly. In particular, company leaders need high emotional intelligence because they represent the organization, and interact with many people both inside and outside the organization and play an important role in shaping the morale and discipline of their employees, Leaders who have high empathy will be able to understand the needs of their employees and be able to provide constructive feedback (Widyastini, 2003).

The emotional intelligence component actually consists of 2 important parts, namely self-management (intrapersonal) and the management of others (interpersonal). Self-management is divided into 2 parts, namely, self-awareness and self-management. In addition, the management of others is also divided into 2 parts, namely, social awareness and management of others (Goleman in Martin, 2003).

In addition to communication competence and emotional intelligence, organizational culture is also one of the factors that cause an increase in employee performance. Organizational culture reflects the traits and traits that are felt to be present in the work environment and arise due to organizational activities that are carried out consciously or unconsciously, and are considered to influence the behavior and personality of the organization. Employee performance refers to the work performance of employees which is measured based on standards or criteria that have been set by the company. Employee performance is a form of a person's success to achieve a certain role or surprise that comes from his own actions. A person's performance is said to be good if the individual's work can exceed the role or targets set earlier.

Based on the observations of interim researchers, communication is often used in PT. Esa Wahana is the lack of communication established between leaders and employees or fellow employees, thus affecting the performance of employees

who are unable to understand the instructions or directions given by the leadership which results in a lack of employee performance. Based on the results of an interview with the head of the Operations Manager at PT. Esa Wahana on behalf of Mr. Antony Ibnu Hajar, SE, regarding the problems contained in PT. Esa Wahana is that there are several problems that identify the lack of emotional intelligence of individual employees, such as self-awareness in work that is still low, judging from the level of ability to carry out individual work which is still slow, actually if they have high self-awareness they can motivate themselves to work effectively. In addition, there are also problems regarding the presence of employees who are still late, the low attendance rate of employees, and there are still employees who return home sooner than the specified time.

## **METHOD**

This research uses a descriptive type of research with a quantitative approach. The design of this research is a form of research that is descriptive using the survey method, as for collecting data by using a questionnaire, namely by asking written questions to be answered in writing also by respondents or in this case employees of PT. Esa Wahana.

The population in this study was all employees of PT. Esa Wahana which has a total of 70 people. The number of samples used in this study was as many as 50 people. The sampling method that will be used is to use Disproportionate stratified sampling. The free variables of this study are Communication competence ( $X_1$ ), emotional intelligence ( $X_2$ ), and organizational culture ( $X_3$ ). The bound variable ( $Y$ ) in this study is the result of employee performance. The data analysis techniques used are Test t and Test F with IBM SPSS Statistics 20 tool.

## **RESULTS AND DISCUSSION**

The subjects of the study were 28 male employees with a percentage of 56% and 22 female employees with a percentage of 44%, after which the study

subjects carried out filling out questionnaires that had been distributed and given instructions for filling in the correct filling.

## Results

### Description of Communication Competency Results ( $X_1$ ), Emotional Intelligence ( $X_2$ ), and Organizational Culture ( $X_3$ )

From the information on the questionnaire results that have been distributed, that the total score obtained in the communication competency variable ( $X_1$ ) obtained a score of 2,376 with an average score of 47.52. The total score obtained in the emotional intelligence variable ( $X_2$ ) obtained a score of 2,594 with an average score of 51.88. The total score obtained in the organizational culture variable ( $X_3$ ) obtained a score of 2,333 with an average score of 46.66. The total score obtained in the employee performance variable ( $Y$ ) obtained a score of 2,530 with an average score of 50.6. This score data displays the presence of communication competence, emotional intelligence, organizational culture, and high employee performance in the PT. Esa Wahana.

### t-test

The partial test (t-test) is used to determine each variable Communication competence ( $X_1$ ), emotional intelligence ( $X_2$ ), and organizational culture ( $X_3$ ) affects employee performance ( $Y$ ).

Table 1. t-test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.583	4.574		-.346	.731
1					
kompetensi komunikasi	.416	.109	.395	3.816	.000
Kecerdasan emosional	.256	.121	.215	2.104	.041
Budaya organisasi	.410	.100	.393	4.092	.000

a. Dependent Variable: Kinerja pegawai  
Source : Processed Primary Data, 2022.

Based on the results of the table above, that Sig value. Communication competence ( $X_1$ ) shows a value of 0.000 where the  $< 0.05$  affects the employee performance variable (Y). Sig Value. emotional intelligence ( $X_2$ ) shows a value of 0.041 where the  $< 0.05$  affects the employee performance variable (Y). Sig Value. organizational culture ( $X_3$ ) shows a value of 0.000 where the  $< 0.05$  affects the employee performance variable (Y).

### **F Test**

Statistical test t basically shows the magnitude of the influence of one explanatory/independent variable individually in describing the variation of the dependent variable. The results of F Test are as follows:

Table 2. F Test  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2401.943	3	800.648	50.310	.000 <sup>b</sup>
	Residual	732.057	46	15.914		
	Total	3134.000	49			

a. Dependent Variable: Kinerja pegawai

a. Predictors: (Constant), Budaya organisasi, Kecerdasan emosional, kompetensi komunikasi

Source : Processed Primary Data, 2022.

Based Based on the results of the table above, the SPSS output above shows that the Sig value. is as large as 0.000. And also the calculated F value which reaches  $50,310 > F$  table 2.79.

### **Multiple Linear Regression Analysis**

Multiples or multiple linear regression analysis serves to look for the influence of two or more independet variables (X) on dependent variables (Y).

Table 3. Multiple Linear Regression Test

Variabel	Koefisien Regresi	t <sub>hitung</sub>	Sig.
Konstanta	-1.583		
X <sub>1</sub>	0,416	3,816	0,000
X <sub>2</sub>	0,256	2,104	0,041
X <sub>3</sub>	0,410	4,092	0,000
F <sub>hitung</sub>	= 50.310		0.000
R Square	= 0,766		

Source : Processed Primary Data, 2022.

Based on the table above, R Square was obtained at 0.766 or equal to 76.6%. This shows that there is a strong relationship between communication competence (X<sub>1</sub>), emotional intelligence (X<sub>2</sub>), organizational culture (X<sub>3</sub>) to employee performance (Y).

## **Discussion**

### ***1. The Effect of Communication Competence on Employee Performance***

Based on the results of the t-test for communication competence Sig value. indicates a value of 0.000 where the  $< 0.05$  affects the employee performance variable (Y). This is in accordance with the results of data analysis which shows that 66.2% of employee performance is influenced by competence, communication and organizational culture this means that 33.8% (100% - 66.2%) employee performance is influenced by other factors, where the regression results show that independent variables, namely competency style, communication and organizational culture have a positive and significant effect on the performance of PT. Semen Bosowa Maros employees. (Baba, 2014). So it can be concluded that there is a significant influence between the variables of communication competence on the performance of employees at PT. Esa Wahana in 2022.

### ***2. The Effect of Emotional Intelligence on Employee Performance***

Based on the results of the t-test for emotional intelligence Sig value. shows a value of 0.041 where the  $< 0.05$  affects the employee performance variable (Y). This is in accordance with emotional intelligence being in the high

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category and employee performance is also in the high category. The results of a simple linear regression analysis obtained the equation  $Y = 13.060 + 0.420X$ , with an R Square of 0.599 meaning that there is a contribution between emotional intelligence to employee performance of 59.9% (Pratama and Suheni, 2017). So it can be concluded that there is a significant influence between emotional intelligence variables on employee performance at PT. Esa Wahana in 2022.

### ***3. The Influence of Organizational Culture on Employee Performance***

Based on the results of the t-test for organizational culture Sig values. indicates a value of 0.000 where the  $< 0.05$  affects the employee performance variable (Y). This is in accordance with the study that resulted in that the calculated t-test in this study was 13.587 with a significant value of 0.000 significant value of 0.000 smaller than 0.05 ( $0.000 < 0.05$ ). From this, it can be interpreted that there is a positive influence of organizational culture on employee performance on the CV. Sukabumi Design and Building (Munandar, 2020). So it can be concluded that there is a significant influence between organizational culture variables on employee performance at PT. Esa Wahana in 2022

### ***4. The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture Affects Employee Performance***

The value of the coefficient of determination ( $R^2$ ) of 76.6% means that the variables of communication competence, emotional intelligence and organizational culture are able to contribute 76.6% to employee performance while the remaining 23.4% is explained by other factors. This is in accordance with the results of a study entitled "The Influence of Organizational Culture, Compensation, and Work Motivation on the Performance of PT. Antakesuma Inti Raharja Surabaya" partially variables of organizational culture, compensation and work motivation have a positive and significant effect on employee performance and simultaneously variables of organizational culture, compensation and work motivation have a positive and significant effect on employee performance. It was concluded that the value of the coefficient of determination ( $R^2$ ) of 57.1% means

that the variable variables of organizational culture, compensation and work motivation are able to contribute 57.1% to employee performance while the remaining 42.9% is explained by other factors (Prastyo, 2021).

## **CONCLUSION**

Based on the results of the research that has been described in the previous chapter, the following conclusions were obtained:

1. There is a significant influence between communication competency variables on employee performance in the PT. Esa Wahan in 2022.
2. There is a significant influence between emotional intelligence variables on employee performance in the PT. Esa Wahan in 2022.
3. There is a significant influence between organizational culture variables on employee performance in the PT. Esa Wahan in 2022.
4. Communication competence, emotional intelligence and organizational culture have a positive and significant effect on employee performance in the work environment of PT. Esa Wahan in 2022.

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