



Performance improvement occurs through leaders' interpersonal communication and emotional intelligence in shaping work synergy

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ABSTRACT

This research was conducted to determine the influence of interpersonal communication and emotional intelligence of leaders in forming work synergy so that it has an impact on improving performance. This research uses multiple regression analysis tools to analyze primary data in the form of questionnaires that have been filled in by the respondents. The research results show that there is a positive and significant influence from the leader's interpersonal communication variable on work synergy, while the leader's emotional intelligence has positive and not significant effect. Likewise with performance, the leader's interpersonal communication and the leader's emotional intelligence have a positive and significant effect on increasing performance. Meanwhile, work synergy has a positive and significant effect on improving performance

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1. Introduction

In the execution of tasks or jobs, there are sometimes inefficiencies and ineffectiveness. Slow responses to incomplete task dispositions and occasional less intensive monitoring of task progress result in work constraints not being immediately detected, leading to delays in completing tasks. Aligning subordinates' understanding with leaders, or delivering unclear tasks or information, can potentially lead to misunderstandings, resulting in work outcomes not meeting expectations. Lack of cooperation and work collaboration leads to the failure of a work team. Understanding that each individual is a driving force for others, or that individuals/fields serve other individuals/fields, is necessary to foster solidarity.

To achieve organizational goals effectively and efficiently, organizational leaders, both in companies and other institutions, will deploy all available resources, including human resources. Humans, in this case, employees or staff as organizational actors, must be managed continuously to continue to synergize and thus contribute maximally to the organization. Achieving synergy is a collective success built from habits. So, every member needs to play an active role because each team member's synergy will have contributions and interdependent relationships to achieve collective performance.

Synergy plays an important role in achieving organizational goals and success. Synergy can help improve the efficiency, performance, and quality of work of an organization. In multicultural teams, synergy helps build better understanding and overcome communication barriers or cultural differences so that teams can work harmoniously and achieve common goals. Conversely, the lack of synergy in an organization can result in low productivity, conflicts between individuals or groups, financial losses, and the loss of employee trust and morale. Therefore, it is important for every organization and individual to understand the concept and implications of synergy, and manage it well to achieve optimal success.

In creating synergy, it is important to have open communication, listen to each other, respect others' opinions, and have clear and shared goals. Communication can be built through good interpersonal communication among organization members. Communication that focuses on the quality of communication established by each individual. Relationships with each other should be unique, meaningful, beneficial, and reflective. This condition should be jointly pursued by all members of the organization, and leaders as organizational drivers should be the main actors in creating good social interaction, thus requiring mastery of interpersonal communication to be able to move the organization more effectively and efficiently to achieve common goals. A leader must also have high emotional intelligence. With high emotional intelligence, they can manage their own emotions well and pay attention to their emotions and respond to them for others. Emotional intelligence skills work synergistically with cognitive skills. High emotional intelligence can accurately understand the feelings of their subordinates (employees) and use information to influence employees' emotions so that employees accept and support the organization's goals.

Empirical interpersonal communication leadership has shown a positive and significant effect on performance. The results of the Research Gap variable communication interpersonal research (Wijayanti, 2021) with regression methods, the results of the research show that interpersonal communication has a significant positive effect on employee performance. This is also supported by the results of research by (Mahendra et al., 2022) which shows that interpersonal communication has a significant positive effect on employee performance. This means that the better interpersonal communication of leaders will increase employee performance. Employee performance is one of the



indicators of synergy in the organization. However, in research conducted by Dewi Fitriah and, A. Rohendi (2022) on the Effect of Interpersonal Communication Leadership and Leadership Style on Performance Improvement, there is a significant negative effect between interpersonal communication leadership and Employee Performance. Furthermore, in the study (Lukiyana & Fani, 2021) using Structural Equation Modeling (SEM) method, stated that emotional intelligence had a positive but not significant effect on Performance. This is contrary to the results of research by (Rahmawaty et al., 2021) which also used Structural Equation Modeling (SEM) methods stating that emotional intelligence has a significant positive effect on employee performance. These results are also in line with research conducted by Mustika Lukman Arief (2020) which uses regression methods, showing that emotional intelligence of leaders has a positive and significant effect on employee performance.

From the above research results, it can be concluded that interpersonal communication and emotional intelligence of leaders towards employees have a positive effect on synergy in the organization. Therefore, it is important for leaders to improve the quality of their interpersonal communication and emotional intelligence with employees to create optimal synergy and thus improve performance.

Based on the above description, the Researcher wants to know the influence of interpersonal communication and emotional intelligence of leaders in shaping the work team synergy, thus impacting performance improvement. This study is a renewal of previous studies, namely in terms of the use of variables. This study inserts work synergy as an intervening variable between independent variables (interpersonal communication and emotional intelligence of leaders) and dependent variables (performance), so that the formulated problems that can be arranged are as follows: (1) How much influence does leadership interpersonal communication have on work synergy; (2) How much influence does emotional intelligence of leaders have on work synergy; (3) How much influence does leadership interpersonal communication have on performance improvement; (4) How much influence does emotional intelligence of leaders have on performance improvement; (5) How much influence does work synergy have on performance improvement.

2. Literature Review

Interpersonal Communication

Interpersonal communication is the transmission of messages from one person and the reception of messages by another person or a small group of people, with various impacts and opportunities for feedback. In interpersonal communication, there is a process aimed at creating effective interpersonal communication in line with communication goals, which also includes the process of conveying information from one party to another, where individuals or groups, organizations, and communities create and use information to connect with the environment and others. Rinawati (2019) stated that communication is the process of conveying messages by communicators to communicants through media that produce certain effects.

A similar sentiment was expressed by Askarullah (2018) that interpersonal communication or interpersonal communication is communication between people face-to-face, allowing each participant to capture others' reactions directly effectively through openness, empathy, supportive behavior, positive behavior, and equality.

(1) Openness. Willingness to respond with pleasure to received information in facing interpersonal relationships. The quality of openness refers to three aspects of interpersonal communication. First,



effective interpersonal communicators must be open to their communicants. This does not mean that people should immediately disclose all aspects of their lives. While this may be interesting, it usually does not help communication. Instead, there should be a willingness to open up and disclose information that is normally hidden, as long as this self-disclosure is appropriate and reasonable. The second aspect refers to the communicator's willingness to react honestly to incoming stimuli. People who are silent, uncritical, and unresponsive are generally boring communicants. If communicants want to react to what the communicator says, the communicator can demonstrate openness by spontaneously reacting to others.

(2) Empathy. A person's ability to know what another person is experiencing at a particular moment, from that person's point of view, through that person's eyes. Unlike sympathy, which means feeling for someone else. Empathetic individuals can understand the motivations and experiences of others, their feelings and attitudes, and their hopes and desires for the future so they can communicate empathy, both verbally and non-verbally.

(3) Supportiveness, a situation that is open to supporting effective communication. Effective interpersonal relationships are relationships where there is a supportive attitude. Individuals show supportive attitudes by being descriptive rather than evaluative, spontaneous rather than strategic. The supportive attitude dimension can be measured using indicators 1) having a commitment to supporting the establishment of cooperation (open interaction), 2) responding to the interlocutor, 3) idea exposition is descriptive narrative rather than evaluative, and 4) decision-making is accommodative.

(4) Positive Feeling. A person must have positive feelings about themselves, encourage others to participate more actively, and create a conducive communication situation for effective interaction. The positive attitude dimension can be measured using indicators 1) communication actors must show a positive attitude, and 2) appreciate the presence of others as someone important.

(5) Equality. Interpersonal communication will be more effective when the atmosphere is equal. This means there is an unspoken acknowledgment that both parties appreciate, are useful, and have something important to contribute. Equality requires us to unconditionally give positive regard to others. The equality dimension can be measured using indicators 1) placing oneself on equal footing with others, 2) being aware of different interests, 3) recognizing the importance of others' presence, 4) not imposing one's will, 5) two-way communication, and 6) mutual dependence.

Leaders' interpersonal communication will encourage others to participate more actively and create a conducive communication situation for effective interaction and have a commitment to supporting the establishment of cooperation.

Emotional Intelligence

Emotional intelligence is an individual's ability to manage emotions in their life with intelligence to maintain emotional stability and express it through skills and nurturing emotional intelligence relationships (Azhar et al., 2021). Meanwhile, according to Arni Aristiani. (2021), emotional intelligence is a person's ability to manage their own emotions and recognize the feelings of others, which can help them have good relationships with others. In line with this, emotional intelligence as expressed by Luni (2023), is the ability to be aware of, express, and control one's own and others' emotions, and to interact harmoniously with the social environment. Similarly, Kintoko et al. (2023), emphasize emotional intelligence on the ability to understand and manage one's own and others' emotions in adapting to changing situations in a positive and productive manner. On the other hand,



as expressed by Kusuma et al. (2023), emotional intelligence, besides being the ability to recognize, express, and regulate one's own and others' emotions, Kusuma adds the use of emotions as a source of information, motivation, and creativity.

Salovey in Goleman (2020: 55), who includes personal intelligence according to Gardner in the fundamental sense of emotional intelligence he expressed, divides it into five main parts as follows: (a). Self-awareness. Being able to recognize the emotions felt by individuals and use them to guide one's own decision-making, having realistic criteria for one's abilities, and having strong self-confidence. (b). Managing emotions. Handling one's own feelings to have a positive impact on task performance, being sensitive to one's feelings, being able to delay other things before achieving goals, and being able to neutralize emotional pressure. (c). Self-motivation. Managing emotions to achieve goals, helping to take initiative, being able to do productive things, and having effective actions in carrying out tasks, as well as being able to endure failures. (d). Recognizing others' emotions. Empathy, being able to capture social signals needed by others, fostering trusting relationships, and being able to align oneself with many people. (e). Building relationships. Being able to control emotions when interacting with others, being careful in reading situations, having a social network, being able to interact smoothly, understanding, and acting wisely in relationships with others.

Goleman (2020) also mentions 5 indicators of emotional intelligence, namely (1) Self-awareness: Being aware of the feelings or states that others are experiencing and their influence on others. (2) Self-regulation: Using emotional abilities to regulate emotions that will evoke certain reactions or behaviors. (3) Internal motivation: Making decisions as a form of optimism, curiosity, and desire to achieve something. (4) Empathy: Understanding others' emotions and using this ability to respond to others based on their emotional level. (5) Social skills: Applying emotional abilities to build strong social relationships around. (6) Emotional intelligence is important for every employee so that the company's vision and mission can be achieved.

Meanwhile, the role of emotional intelligence in the workplace includes (1) Forming collaborative teams, (2) shaping innovative employees, (3) not susceptible to stress, (4) creating more effective communication and interaction, (5) being able to make better decisions. Emotional intelligence determines how well someone uses their skills, including intellectual skills. High emotional intelligence will have a greater impact on physical and mental health resilience and can affect success in the workplace.

Synergy

Synergy originates from the word "synergy." Other terms with the same meaning are "synergism" and "synergicity." Synergy implies the combination of elements or parts that can produce a better or greater product than if done individually. In the business context, synergy often becomes the key to a company's success. When various departments or teams within an organization work together towards a common goal, they can achieve better results than if they worked separately. Synergy can also be applied in interpersonal relationships. When two individuals with different skills and strengths work together, they can achieve better results than if they worked alone. For example, in a workplace team project, team members with different skills can complement each other and produce more creative and effective solutions.

Siti Sulasmi (2010) stated that one quality of synergy is that the quality of work results can be greater than the sum of the quality values produced by each group member individually. Synergy can manifest



as maintenance synergy, where synergy is seen from the closeness of group members that emerges as a consequence of harmonious interpersonal relationships within the group. This synergy forms the basis for achieving productive quality in the form of achieving a common goal. This quality is also called effective synergy. According to Covey (in Julia, 2022), synergy is a high-level communication relationship based on integration and high cooperation among individuals in a group or institution, as well as social community institutions. According to Handoko (2017), synergy is the interaction relationship between two or more parts that can produce a greater combined effect than the results of personal influence. According to Junaid (2019), synergy is the combination of various stakeholder elements to produce something positive. Another opinion is expressed by Deardorff and Williams (in Handoko, 2017) that synergy is not something we can hold with our own hands, but it multiplies influence and allows an individual's energy to multiply through joint efforts.

According to M Syam (2015), synergy is an integration that is formed through integration and cooperation among various stakeholders who support each other for the success of a program. Synergy is formed from interactive processes that can produce balance, integration, and harmony that can realize something optimally. Synergy is defined as an idea formed from cooperation among its members, making it increasingly important for a managerial soft skill to be needed not only the ability to express ideas but also the willingness to be a good listener, with a high sense of togetherness.

Performance

An essential element in the development and success of a company is employee performance (Edison, 2018). With employee performance, the ability of an employee to achieve the company's success can be known. Many companies have high levels of performance, but many companies also experience setbacks because they do not pay attention to the human resources formed by the nature and character of each individual. Organizations must provide the necessary facilities and a conducive organizational climate and take actions that fulfill the welfare of workers to increase organizational commitment (Hermawati et al., 2022). These strengths are formed by interpersonal relationships, both formal and informal relationships, as well as effective communication. In improving employee performance and job satisfaction, agencies need to pay attention to the human resource management process, which includes competencies and leadership, among others. If the above process goes well, then the agency will run in line with its vision, mission, and targets (Mangkunegara, 2017).

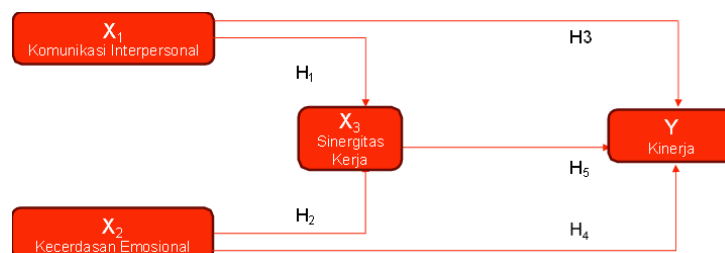
The quality dimensions of work can be measured using indicators such as: 1) openness to knowledge, such as attending training, courses, and others, to deepen knowledge in the field of work, 2) performing creative and innovative ways to achieve good work results.

The quantity dimensions of work can be measured by indicators such as: 1) completing routine work based on deadlines set by the institution, and 2) being willing to do impromptu work or additional work according to targets. The timeliness dimension of work can be measured by indicators such as: 1) completing tasks thoroughly and on time, 2) always arriving and leaving on time. The cost-effectiveness dimension of work can be measured by using indicators such as: 1) working as maximally as possible even though sometimes the tools used for work are less than optimal, 2) using office facilities according to job needs. The need for supervision dimension can be measured using indicators such as: 1) working as maximally as possible even though sometimes the tools used for work are less than optimal, 2) using office facilities according to job needs. The interpersonal impact dimension can be measured using



indicators such as: 1) providing clarification if there is incorrect news about the company, and 2) being able to work well in a team according to its team.

Based on the problem formulation and literature review, the research hypotheses include: (H1) Leader's interpersonal communication has a positive and significant effect on work synergy; (H2) Leader's emotional intelligence has a positive and significant effect on work synergy; (H3) Leader's interpersonal communication has a positive and significant effect on performance improvement; (H4) Leader's emotional intelligence has a positive and significant effect on performance improvement; and (H5) Work synergy has a positive and significant effect on performance improvement. These hypotheses can be illustrated in an analysis model as follows:



3. Method, Data, and Analysis

This research is correlational in nature because it attempts to investigate the relationship between several research variables, namely the variables of Leader's Interpersonal Communication (X1), Leader's Emotional Intelligence (X2), and one intervening variable, Work Synergy (X3), as exogenous variables, and the variable of Performance Improvement (Y) as an endogenous variable.

This study is a quantitative research with the research object in the Field of Pollution Control and Environmental Damage and Management of Green Open Space (PPKL - RTH) of the Pekalongan City Environmental Agency with a total population and sample of 30 respondents.

The type of data used in this study is primary data in the form of answers from 30 respondents collected through an electronic survey distributed to respondents via a link with questions about interpersonal communication, emotional intelligence, work synergy, and employee performance. The data collection technique used in this study is by creating and distributing questionnaires using Google Forms from November 1st to November 30th, 2023.

Data analysis is carried out through three stages: the instrument test stage includes validity and reliability tests; the prerequisite testing stage includes normality test and model fit test. The third stage is multiple regression analysis followed by hypothesis testing. If the validity test results show significance ≤ 0.05 , then the questions are considered valid. The instrument has a high level of reliability if the Cronbach's alpha value obtained is > 0.60 . Normality test is done by looking at the value of "Asymp. Sig. (2-tailed)" greater than 0.05. Model fit test is done using the F test; if the significance value < 0.05 then the regression model is suitable for testing the influence of independent variables on the dependent variable. Hypothesis testing uses the t-test, where if the significance level is < 0.05 , then the variable significantly affects the dependent variable.



4. Result and Discussion

Validity and Reliability Testing of Research Instruments

Validity testing in this research indicates that there is a significant correlation at the 0.01 level for each variable. Therefore, all questions are declared valid, allowing for further analysis stages. The results of validity and reliability calculations can be seen in the following table:

		Correlations			
		X1_Total	X2_Total	X3_Total	X4_Total
X1_Total	Pearson Correlation	1	,835**	,631**	,880**
	Sig. (2-tailed)		,000	,003	,000
	N	30	30	30	30
X2_Total	Pearson Correlation	,835**	1	,327	,703**
	Sig. (2-tailed)	,000		,159	,001
	N	30	30	30	30
X3_Total	Pearson Correlation	,631**	,327	1	,660**
	Sig. (2-tailed)	,003	,159		,002
	N	30	30	30	30
X4_Total	Pearson Correlation	,880**	,703**	,660**	1
	Sig. (2-tailed)	,000	,001	,002	
	N	30	30	30	30

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

The sample size is 30 samples, so $df = 30 - 2 = 28$. The table value of r for $df = 28$ is 0.4438. From the validity test results above, it can be seen that all calculated r values are $>$ than 0.4438, thus it can be concluded that all questionnaire items for all variables are valid. Meanwhile, the results of the reliability test appear as follows:

Case Processing Summary				Reliability Statistics	
		N	%		
Cases	Valid	30	100,0	Cronbach's	
	Excluded ^a	0	,0	Alpha	
	Total	30	100,0		
				,970	44

a. Listwise deletion based on all variables in the procedure.

The result of reliability calculation of the instrument using Cronbach's alpha yielded a value of 0.970. Thus, the overall alpha value is reliable as it is $>$ 0.60, indicating that all the variables under study are reliable and can be used in the analysis stage.

Normality Test

The normality test in this research uses the Kolmogorov-Smirnov method. The standardized residual values in the study are normally distributed, as evidenced by the "Asymp. Sig. (2-tailed)" value of 0.200, which is greater than 0.05. Thus, it can be concluded that the model used in this research meets the assumption of normality.



One-Sample Kolmogorov-Smirnov Test

		Standardized Residual	
N		30	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	,94590530	
Most Extreme Differences	Absolute	,149	
	Positive	,121	
	Negative	-,149	
Test Statistic		,149	
Asymp. Sig. (2-tailed) ^c		,200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	,279	
	99% Confidence Interval	Lower Bound	,267
		Upper Bound	,291

- a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 957002199

Model Fit Test

The results of the three tests using the F-test show the following outcomes:

- Equation 1: $X_3 = a + b_1X_1 + b_2X_2$

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101,914	2	50,957	9,595	,002 ^b
	Residual	90,286	27	5,311		
	Total	192,200	29			

- a. Dependent Variable: Sinergitas Kerja (X3)
b. Predictors: (Constant), Kecerdasan Emosional (X2), Komunikasi Interpersonal (X1)

The F-test shows an F-value of 9.595. Based on the F-table for a sample size of 20, with df 1 = 1 and df 2 = 18, the critical F-value is 4.41. Since the calculated F-value is greater than the critical F-value, it can be concluded that the regression model is suitable for testing the influence of Leadership Interpersonal Communication and Leadership Emotional Intelligence on Work Synergy.

- Equation 2 : $Y = a + b_1X_1 + b_2X_2$

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	505,412	2	252,706	29,753	,000 ^b
	Residual	144,388	27	8,493		
	Total	649,800	29			

- a. Dependent Variable: Kinerja (Y)
b. Predictors: (Constant), Kecerdasan Emosional (X2), Komunikasi Interpersonal (X1)

The F-test indicates an F-value of 29.753. Based on the F-table for a sample size of 20, with df 1 = 1 and df 2 = 18, the critical F-value is 4.41. Since the calculated F-value is greater than the critical F-value, it



can be concluded that the regression model is suitable for testing the influence of Leadership Interpersonal Communication and Leadership Emotional Intelligence on Performance.

Multiple Regression Analysis

1. The Influence of Leadership Interpersonal Communication on work synergy, and the influence of Leadership Emotional Intelligence on work synergy.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,509	4,723		3,284	,004
	Komunikasi Interpersonal (X1)	,254	,073	,631	3,453	,003
	Kecerdasan Emosional (X2)	,205	,139	,327	1,468	,159

Dependent Variable: Sinergitas Kerja (X3)

From the data processing results, the regression equation can be formulated as follows:

$$X3 = 15.509 + 0.254 X1 + 0.205 X2$$

It can be concluded that Leadership Interpersonal Communication has a positive effect on work synergy; meaning that the better the leadership interpersonal communication, the stronger the work synergy. Similarly, Leadership Emotional Intelligence has a positive effect on work synergy; meaning that the higher the leadership emotional intelligence, the stronger the work synergy.

2. The Influence of Leadership Interpersonal Communication on performance and the Influence of Leadership Emotional Intelligence on performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,397	5,318		1,767	,094
	Komunikasi Interpersonal (X1)	,651	,083	,880	7,862	,000
	Kecerdasan Emosional (X2)	,808	,193	,703	4,189	,001

Dependent Variable: Kinerja (Y)

From the data processing results, the regression equation can be formulated as follows:

$$Y = 9.397 + 0.651 X1 + 0.808 X2$$

It can be concluded that Leadership Interpersonal Communication has a positive effect on employee performance; meaning that the better the leadership interpersonal communication, the higher the performance. Similarly, Leadership Emotional Intelligence has a positive effect; meaning that the higher the leadership emotional intelligence, the higher the employee performance.



3. The Influence of Work Synergy on Employee Performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,405	10,365		1,197	,247
	Sinergitas Kerja (X3)	1,214	,325	,660	3,732	,002

a. Dependent Variable: Kinerja (Y)

From the data processing results, the regression equation can be formulated as follows:

$$Y = 12.405 + 1.214 X3$$

It can be concluded that work synergy has a positive effect on employee performance; meaning that the stronger the work synergy, the higher the employee performance.

Hypothesis Testing

Hypothesis 1

The result shows a t-value of 3.453. Meanwhile, the t-table value for a sample size of 30 is 1.729133. Since the t-value > the t-table value, it can be concluded that Leadership Interpersonal Communication has a positive and significant effect on Work Synergy. Thus, H1 is accepted.

Hypothesis 2

Based on the t-value obtained of 1.468, which is smaller than the t-table value of 1.729133, this means that Leadership Emotional Intelligence has a positive but not significant effect on Work Synergy. Thus, H2 is rejected.

Hypothesis 3

The result shows a t-value of 7.862 > the t-table value of 1.729133, thus it can be concluded that Leadership Interpersonal Communication has a positive and significant effect on Performance. Therefore, H3 is accepted.

Hypothesis 4

The result shows a t-value of 4.189 > the t-table value of 1.729133 for a sample size of n = 30, thus it can be concluded that Leadership Emotional Intelligence has a positive and significant effect on Performance. Therefore, H4 is accepted.

Hypothesis 5

Based on the analysis result, the obtained t-value is 3.732. Meanwhile, the t-table value for a sample size of 30 with a probability of 0.05 is 1.729133. Since the t-value > the t-table value, it can be concluded that Work Synergy has a positive and significant effect on Performance. Therefore, H5 is accepted.



5. Conclusion and Suggestion

Based on the hypothesis testing conducted, the research results can be concluded that H1, H3, and H5 are accepted, while H2 is rejected. This means that leadership interpersonal communication has a partially positive and significant effect on work synergy, while leadership emotional intelligence has a positive but not significant effect. Similarly, they affect performance. Meanwhile, work synergy has a positive and significant effect on performance improvement.

The role of leadership interpersonal communication is crucial in shaping work synergy to enhance better performance. Further research can be conducted on a broader scope by modifying the questionnaire on a 1–10 scale. This study has validated previous theories and can practically be used to understand that interpersonal communication and emotional intelligence are skills that must always be enhanced and developed.

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