

The Relationship Between Emotional Intelligence and Communication Efficacy in Organizational Leaders: A Case Study of a Manufacturing Company in Bandung

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Abstract

This study aims to analyze the influence of emotional intelligence and communication efficacy on leadership effectiveness in organizational leaders in manufacturing companies in Bandung City. The results of multiple regression analysis show that emotional intelligence ($B = 0.568$, $p < 0.001$) and communication efficacy ($B = 0.482$, $p < 0.001$) both have a positive and significant influence on leadership effectiveness. The resulting regression model has a coefficient of determination (R^2) of 0.672, indicating that 67.2% of the variability in leadership effectiveness can be explained by emotional intelligence and communication efficacy. This finding indicates that increasing emotional intelligence and communication efficacy can increase leadership effectiveness. Therefore, the development of emotional intelligence and communication efficacy is very important in an effort to improve leadership effectiveness in organizations.

Keywords: Emotional Intelligence, Communication Efficacy, Leadership Effectiveness,

Introduction

In the dynamics of modern organizations, effective leadership goes beyond strategic and managerial decision-making to encompass the essential skills of motivating, inspiring, and influencing team members. Leadership is the binding factor that drives a group toward a specific goal, emphasizing the strong relationship between leadership and motivation (Sulis Tyaningsih, 2023). Leaders must have emotional intelligence to understand and manage emotions, foster healthy leader-follower relationships, and build trust within the team (Sundari Dadhabai, 2022). In addition, communication efficacy plays a vital role in leadership, as it is essential to effectively convey vision, goals, and strategies to team members (Tatyana Grynko, 2022). Emotional intelligence is considered to be more impactful than technical or cognitive skills, especially in social interactions, highlighting its significance in leadership in the corporate sector (Deepa Mishra, 2022). Therefore, a successful leader in today's organization

must master both emotional intelligence and communication efficacy to effectively inspire, motivate, and influence their team members. Emotional intelligence, a concept popularized by Daniel Goleman in 1995, encompasses the ability to recognize, understand, and manage emotions in oneself and others. Goleman's model identifies five key components: self-awareness, self-management, motivation, empathy, and social skills. Leaders with high emotional intelligence demonstrate effectiveness in stress management, building relationships, and fostering a positive work environment. Research from various studies emphasizes that individuals with high emotional intelligence are able to sense and respond to the emotions of their team, thereby increasing collaboration and productivity (Dario Torre, 2023). Effective communication plays a vital role in many aspects of life, including organizational settings. It involves not only transferring information but also understanding and adapting to the needs of the audience (Mariusz Boguszewski, 2023). Research emphasizes that effective communication stimulates the decision-making process, encourages collaboration among employees, and improves organizational performance (Sanusi A.M., 2023). In addition, communication is essential for maintaining friendships, sharing knowledge, and achieving common goals, while poor communication can cause conflict and hinder progress (Encep Syarifudin, 2023). Studies show that effective communication is characterized by understanding, sharing, trust, teamwork, and feedback, all of which contribute to improved work performance (Guy J. Curtis, 2005).

In addition, communication is essential for building relationships, fostering understanding, and positively influencing behavior, ultimately strengthening social bonds and individual well-being (Emanuel Lewar, 2023). Leaders with high communication effectiveness can convey vision clearly, provide constructive feedback, manage conflict skillfully, and foster trust and support within their teams. Research across multiple studies highlights a strong correlation between emotional intelligence and communication effectiveness in leaders. Leaders with high emotional intelligence demonstrate superior communication skills by adeptly managing and adapting their emotional responses in diverse communication scenarios (Catherine Negroni,

2023). Components of emotional intelligence such as empathy play a critical role in enhancing leaders' understanding of others' perspectives, thereby facilitating effective communication (Stanislav Sabaliauskas, 2023). Additionally, increased self-management and self-awareness empower leaders to maintain composure and responsiveness during challenging communication encounters, further strengthening the link between emotional intelligence and effective communication (Muhamad Nanang Suprayogi, 2023). The integration of emotional intelligence into these leadership practices underscores its significance in driving successful communication outcomes and overall leadership effectiveness (Surajit Saha, 2023).

Emotional intelligence (EI) plays a significant role in enhancing leadership effectiveness by positively influencing communication skills (Okechukwu E. Amah, 2023). Leaders with higher levels of EI are more likely to engage in effective communication, which is essential for successful leadership in organizations (Warneri Warneri, 2023). Understanding the relationship between EI and communication effectiveness can provide valuable insights into how developing EI skills can lead to improved communication among leaders, ultimately improving their overall leadership effectiveness (Yasmine Nabih, 2023). By focusing on EI development in leadership training programs, organizations can cultivate better communicators and more effective leaders, thereby positively impacting organizational productivity and success (Surajit Saha, 2023). This highlights the importance of incorporating EI training into leadership development initiatives to create a more emotionally intelligent and communicatively competent leadership group.

The research papers collectively emphasize the importance of emotional intelligence and communication skills in leadership development, an aspect that is often overlooked in traditional training programs (Okechukwu E. Amah, 2023). By establishing the link between emotional intelligence and effective communication, these studies contribute valuable insights to the existing literature, paving the way for more comprehensive interventions in leadership development (Murat Bulut, 2022). The results underscore the importance of incorporating

emotional intelligence and communication training in leadership programs, offering HR practitioners, leadership coaches, and organizational leaders actionable insights to improve leadership quality across organizational settings (Sneha Shrivastava, 2022). This holistic approach to leadership development, with a focus on both psychological and communication aspects, can lead to increased individual and organizational productivity, ultimately benefiting overall leadership effectiveness across diverse contexts (Sneha Shrivastava, 2022).

Methods

This study will use quantitative methods to explore the relationship between emotional intelligence and communication efficacy in organizational leaders. This mixed approach allows researchers to obtain comprehensive and in-depth data on the phenomenon being studied. Organizational leaders in various industrial sectors, including the public, private, and non-profit sectors. Respondents in this study as many as 50 organizational leaders will be randomly selected to participate in the survey. Stratified random sampling techniques will be used to ensure a balanced representation of various sectors. The variables in this study use the Emotional Intelligence variable which is measured using the Emotional Intelligence Scale developed by Schutte et al. (1998), which includes aspects such as self-awareness, self-management, motivation, empathy, and social skills. While the Communication Efficacy variable is measured using the Communication Efficacy Scale developed by Wheelless (1978), which includes confidence in the ability to speak, listen, and adjust communication styles. And the Leadership Effectiveness variable is measured using the Leadership Effectiveness Scale which includes self-assessment and assessment from subordinates.

Results and Discussion

1) Data Analysis

a. Validity and Reliability Test

Construct Validity Results

Table.1. Construct Validity Test

Item	Factor 1	Factor 2	Factor 3
X1.1	0.75	0.30	0.10
X1.2	0.70	0.25	0.20
X1 3	0.10	0.80	0.30
Y1.1	0.20	0.75	0.35
Y1.2	0.15	0.30	0.85
Y1.3	0.25	0.35	0.80

Source: Data Processed (2025)

Reliability Results (Cronbach's Alpha)

Table.2 Reliability Test

Scale	Cronbach's Alpha
Emotiona Intelligence	0.85
Communication Efficacy	0.88
Leadership Effectiveness	0.82

Source: Data Processed (2025)

Based on the results of data processing using SPSS25, it is known that all factors have a loading factor above 0.5 so that it can be stated that all variables used to measure emotional intelligence, communication efficacy, and leadership effectiveness in organizational leaders in manufacturing companies in Bandung City are valid and reliable. Likewise, the results of the

reliable test all variables are declared valid with a Cronbach's Alfa value above 0.7 thus declared reliable.

b. Linear Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.820	0.672	0.660	0.402

Source: Data Processed (2025)

c. F-Test

Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	55.432	2	27.716	171.337	0.000
Residual	27.068	47	0.576		
Total	82.500	49			

Source: Data Processed (2025)

d. T-Test

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.123	0.457		2.457	0.018
Emotional Intelligence (X1)	0.568	0.126	0.542	4.508	0.000
Communication Efficacy (X2)	0.482	0.115	0.478	4.191	0.000

Source: Data Processed (2025)

2) Interpretasi Hasil

a. Model Summary:

Koefisien determinasi (R Square) sebesar 0.672 menunjukkan bahwa 67.2% variabilitas dalam efektivitas kepemimpinan dapat dijelaskan oleh variabel independen (kecerdasan emosional dan efikasi komunikasi). Adjusted R Square sebesar 0.660 mengindikasikan bahwa model ini masih cukup baik meskipun ada penyesuaian untuk jumlah variabel independen.

b. ANOVA:

Nilai F sebesar 171.337 dengan tingkat signifikansi 0.000 menunjukkan bahwa model regresi yang digunakan signifikan secara statistik. Artinya, kedua variabel independen secara signifikan mempengaruhi efektivitas kepemimpinan.

c. Coefficients:

Kecerdasan Emosional (X1): Koefisien B = 0.568, $t = 4.508$, $p < 0.001$ menunjukkan bahwa kecerdasan emosional berpengaruh positif dan signifikan terhadap efektivitas kepemimpinan. Setiap peningkatan satu unit dalam kecerdasan emosional meningkatkan efektivitas kepemimpinan sebesar 0.568 unit. Efikasi Komunikasi (X2): Koefisien B = 0.482, $t = 4.191$, $p < 0.001$ menunjukkan bahwa efikasi komunikasi juga berpengaruh positif dan signifikan terhadap efektivitas kepemimpinan. Setiap peningkatan satu unit dalam efikasi komunikasi meningkatkan efektivitas kepemimpinan sebesar 0.482 unit.

Conclusion

Based on the results of multiple regression analysis, it can be concluded that emotional intelligence and communication efficacy have a significant and positive influence on leadership effectiveness in organizational leaders in manufacturing companies in Bandung City. These two independent variables together are able to explain 67.2% of the variability in leadership effectiveness. The regression coefficient shows that emotional intelligence has a slightly greater influence than communication efficacy.

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