

The Effect of Perceived Organizational Support, Self- Efficacy, Emotional Intelligence on Employee Performance with Interpersonal Communication as Intervening Variable

Siti Mujanah, Ika Wahyurini, Murgianto

Universitas 17 August 1945 Surabaya Indonesia

sitimujanah@untag-sby.ac.id

ABSTRACT-This research analyzed the role and importance of Perceived Organizational Support (POS), Self Efficacy, Emotional Intelligence toward employee Performance through interpersonal communication at Interior companies in Surabaya City Indonesia. Several studies concluded that POS, Self Efficacy, Emotional Intelligence are significant effect to employee and interpersonal communication. Primary data in this research were collected by survey technique using questionnaire instrument to 75 employees of , data analyzed by using Path Analysis with Partial Least Square Model. The results of this study showed that Perceived Organizational Support, Self Efficacy, Emotional Intelligence have significantly influence on Employee Performance either directly or through interpersonal communication as intervening variable.

Keywords: Perceived Organizational Support, Emotional Intelligence, Self Efficacy, Interpersonal Communication, and Employee Performance.

Introduction

The development of the interior design business is now growing rapidly, this means that the more competition faced, there are around 100 members of professional interior designers, and 200 members of the designer who are ready to compete and also hundreds of foreign designers who entered Indonesia to work on property projects that mostly came from Asean countries. this shows that competition is getting tougher, and there will even be designers from Asia Pacific going into Indonesia, so there needs to be an organizational effort to improve performance more professionally. Organizational performance is inseparable from employee performance and this requires organizational support and the development of individual behavior for employees.

The success of an organization cannot be separated from the success in improving the performance. It is an ability to complete the task, where a person has willingness and ability to complete the job. It is influenced by individual employee performance so each organization seeks to manage human resources owned. It is important for organizations to know which factors can affect employee performance, both internally and externally (Gaol, 2014).

Perceived Organizational Support, self efficacy and Emotional Intelligence can improve employee performance (Noviawati, 2016), according Nurmalia Ariarni Tri Wulida Afrianty (2017) that Perceived organisational Support was significant and positive effect on employee performance. This support by the result of the study Wu Wann-Yih, (2011), but according the research results of Christina L. Stamper, and Mark C. Johlke (2003) show that Perceived Organizational Support is not related to performance. Its mean that there is a gap research in this matter, however this research conducted to prove the impact of Perceived Organizational Support on performance of the employees.

Emotional intelligence has an impact on employee performance, its mean that employees who have high emotional intelligence will work better in accordance with organizational standards and will ultimately achieve better performance (Saeed Behjat (2012), Emotional intelligence have positive impact on employee's job performance this is according to Akhtar W, Ghufuran H, Husnain M and Shahid A. (2017), Jorfi, H., Jorfi, S., Moghadam, K. (2010), and Rani Setyaningrum, Hamidah Nayati Utami, and Ika Ruhana (2016).

Safiq I. Haddad (2016) stated that self-efficacy were significantly effect on performance of the employees, and this is supported by Ance Selfi Adianita, (2017); Ari Fadzilah, (2006); and Jacob Cherian & Jolly Jacob (2013) that self-efficacy has significantly influence on performance of the employees. Furthermore the research Study of Regina Gledy Kaseger (2013) found that self-efficacy has no significant effect on employee performance, this means that there is a gap between the results of several research, so that in this study will prove whether self efficacy has a significant effect on performance. this means that there is a gap between the results of researchs, so that in this study will prove whether self efficacy has a significant effect on performance.

In addition Perceived Organizational Support, self-efficacy and emotional intelligence, acording Wawan (2016), Sudarmanto (2009), and Winari Lestari and Rahmi Lubis (2014) mentions that interpersonal communication had significantly effect to productivity or employee's performance. This suggests that higher interpersonal communication, will bring the higher of the employee's performance, and the lower the interpersonal communication, will be the lower of the performance.

The empirical study above was conducted in manufacturing companies and several other companies, therefore it is different from this research where it was carried out in interior design companies with a model combined between organizational support and individual characteristics such as self efficacy and emotional intelligence to improve employee performance through interpersonal communication. Therefore the research questions in this study are as follows (1) Are Organizational Support Perceived, Self-Efficacy, Emotional Intelligence affect on Employee Performance? (2) Are Organizational Support Perceived, Self Efficacy, Emotional Intelligence affect on Interpersonal Communication, and (3) Does Interpersonal Communication affect Employee Performance?

Review of Literature

Perceived Organizational Support

Perceived organizational support (POS) is an employee's perception of how organization values the contribution and cares about well-being (Pierre, 2010). This shows that the commitment of the organization to its employees can be very useful. POS demonstrates the good treatment of the organization in creating a general obligation, based on the reciprocal norms of employees to care and treat the organization well (Clark, Mandilara, Ristig, & KÜrten, 2009). Employee liability will be reciprocated through work-related behaviors. It will support the various objectives of the organization.

The study of James N. Kurtessis (2015) suggest that organizational support theory (OST) indicates that employees develop perceptions of the extent to which organizations value their contributions and care about their well-being. According to (Rhoades, 2002), there are three common forms of treatment from organizations that are considered good and will be able to increase the perceived organizational support.

Nurmalia Ariarni and Tri Wulida Afrianty (2017) on their research stated that organizational support felt by employees will have a positive effect on employee performance. It was supported by Wu Wann-Yih (2011), and Mark C. Johlke (2003) on his research mension that there is a significant relationship between Perceived Organizational Support and job performance of the employees. But according to the results of research by Christina L. Stamper, and show that Perception Organizational Support is not related to performance. This means that there is a gap study in this regard, but this research was conducted to prove the impact of perceived organizational support on employee performance

Self Efficacy

Self Efficacy was defined by Bandura (1994) as "belief about the ability to produce a defined level of performance that affects the lives. Its confidence determines how people feel, think, motivate and behave. Such beliefs produce the diverse effects through four major processes: cognitive, motivational, affective and selection processes". According to (Marilynn E. Gist, 2006), it is the belief of a person in his ability to mobilize his resources, such as motivation, cognitive, and behavioral skills, to organize performance in completing the tasks assigned to him. Theoretically and empirically, it has been shown to have broad implications for organizational behavior.

Bandura (1994) also describes the degree to which a person believes in their own self-efficacy, expressed in four categories: cognitive, motivational, emotional, and decision. Cognitive can be done by increasing the ability of self (optimistic) or self-weaken (pessimistic). It is very affect the function. The study results of Cherian, (2013) explains that self-efficacy affects individual workplace performance. It can determine the work-related performance and motivation. Thus, it can be said that the practical implications of the results of this study are that improving employee's self-efficacy can motivate to improve the performance. Besides, this research also supports the results of his research

According to Alwisol (2004) Self Efficacy is self-assessment, whether it can perform action as required or not. It is something within a person that causes, distributes and sustains behavior in a certain direction of determination according to his purpose. Nevertheless, in this study it is measured by several indicators: beliefs to do the job, better ability, job challenge, and job satisfaction. This is also in line with the results of Lunenburg (2011) that Self-efficacy affects the duties of employees to choose and to learn the goals they set for themselves. It also affects the level of effort and persistence of employees while learning difficult tasks to achieve their performance. Furthermore, there are four sources of self-efficacy: past performance, representational experience, verbal persuasion, and emotional cues.

Emotional Intelligent

Goleman (2009) Emotional Intelligence suggests 8 intelligences in humans (multiple intelligences) that is manifestation of rejection of the intellectual view quotient (IQ). It is further said that in general the characteristics of a person possessing emotional intelligence is able to motivate oneself, to survive frustration, to control impulse and not to exaggerate pleasure, to regulate mood and to keep stress loads from crippling the ability to think and empathize and pray.

According Jorfi (2010) Emotional intelligence is an important factor in improving the performance and growth of the organization. Even it has a very important role in improving the performance of organizations that are faced with the competition as it is today. Jorfi's findings in his research show that emotional intelligence has a positive impact on the level of performance of managers and employees. This is also supported by Ivan Vratskikh (2016) that Emotional Intelligence positively correlated with employee performance, and there is relationship between Emotional Intelligence and employee performance.

The results study of U Gunu & R Oladepo (2013) show that Emotional Intelligence has a significant relationship with organizational commitment, and their performance. Therefore, in the new employee recruitment program the organization must select employees who can participate in the organization's socialization program including conducting selection through emotional intelligence tests to complement the lack of new employee experience that will help them improve their performance. This is also supported by the results of Cooper and Syawaf research (1998) that emotional intelligence is the ability to feel, understand, and selectively apply the power and emotional sensitivity as a source of energy and human influence. According to D. Goleman (2005) there are five dimensions of emotional skills: Self-awareness or self-knowledge, self-regulation or self-control, Motivation, Empathy, and Social skills. These indicators are developed in this study.

Interpersonal Communication

According to Cherry (Cangara, 2004:18) the term of "communication is derived from the Latin word *Communis* which means to make togetherness or build togetherness between two or more people". It also comes from the Latin root of *Communico* which means to divide. It is the process of delivering a message by someone to others to inform or to change attitudes, opinions, or behavior, either directly orally, or indirectly through the media (Effendy, 1993:5)

According to Susanto (2010) interpersonal communication is personal communication that is done by individual, either directly without a tool, or with a tool for examples face to face communication (direct communication), telephone conversations, personal correspondence. Interpersonal communication theory generally focuses its observations on the forms and nature of relationships, discourses, interactions and communicator characteristics. Interpersonal communication is an active rather than a passive activity. It is not just communication from the sender to the recipient of the message, nor vice versa, but the mutual communication between the sender and the recipient of the message.

Interpersonal Communication can affect Employee Performance. This is the result of Asamu Festus Femi (2014) stating that there is a relationship between effective interpersonal communication with work performance, productivity, and commitment. The implications of the results of this study indicate that managers need to communicate with employees on a regular basis to improve their workers. This is also supported by the results of the research of Wallace Nyakundi Atambo & Deborah Kemunto Momanyi (2016) showing that effective communication can improve employee performance. It indicates that a strong communication system should be emphasized on the region to ensure that communication has effectiveness. Likewise, the results of the research of Nabi NM (2017) show that effective business communication has a very strong and significant impact on the performance of employees as a whole.

Employee performance

Performance is the result of work that can be achieved by an individual or group of people within a company in accordance with the authority and responsibility of each in an effort to achieve company objectives illegally, law and not contrary to moral and ethics (Rivai and Basri, 2004); (Harsuko, 2011). The other experts state that performance is the amount of effort that individuals spend on their work work (Robbins, 2001). Meanwhile, according to Bernandi & Russell (2001) that performance is a record obtained from the work in accordance with the job description or activities carried out in completing the work for a certain period. Meanwhile, according to Sinambela (2012) employee performance is defined as the ability and skills in doing work. from employee performance will be known how far the ability of employees in completing the tasks and responsibilities given. for this reason, it is necessary to establish criteria for measuring performance clearly and measurably set together as a reference for performance appraisal.

Theoretical Framework and Hypothesis

Based on the theoretical study above, the theoretical framework in this study can be described as follows:

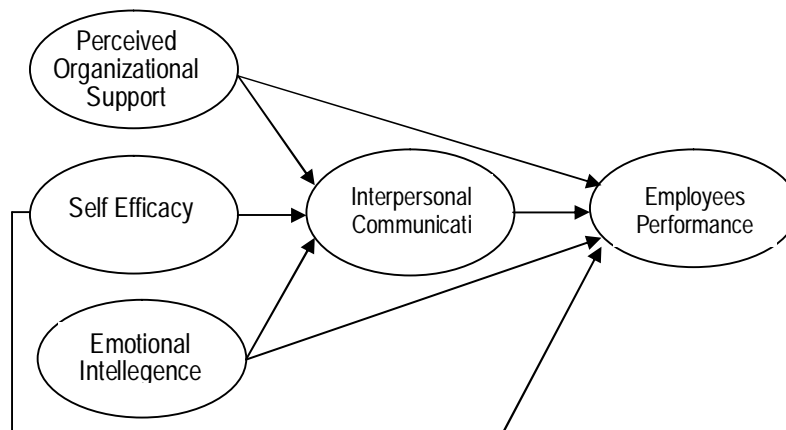


Figure 1 : Theoretical Framework

Hipotesis

1. Perceived Organizational Support has positive effect on Interpersonal Communication
2. Perceived Organizational Support has positive effect on Employee Performance
3. Self Efficacy has positive effect on Interpersonal Communication
4. Self Efficacy has positive effect on Employee Performance
5. Emotional Intelligence has positive on Employee Performance
6. Interpersonal Communication has positive effect on Employee Performance
7. effect on Interpersonal Communication
8. Emotional Intelligence has positive effect

RESEARCH METHODS

The research uses a causality explanatory research. It is done by the analysis of the influence between Perceived Organizational Support, Self-Efficacy, Emotional Intelligence on Employee Performance with Interpersonal Communication as Variable Intervening.

Population and Sample

The population in this study is employees of 10 interior design companies in Surabaya Indonesia which having more than 10 employees. So the number of respondents are 75 employees. The sampling technique used is purposive sampling which is taken based on certain criteria, where the criteria are a company engaged in the field of Interior design that has been established for more than 3 (three) years and has more than 10 employees. While the criteria for employees taken as a sample are those who had work experience over 3 years. With those experience, assumed that the respondents are considered to have known the company such as the leadership, the policies have been implemented in the company.

Data Collecting

The data was collected by survey method which is a way of observing indicators of variables by answers to questions given to respondents. The primary data was obtained from questionnaire that has been tested for validity and reliability.

Data analysis technique

Data was analyzed by descriptive analysis. It is to know the condition of each variable in accordance with the perception of respondents in this study. Meanwhile the hypothesis in this study was tested by using Partial Least Square Model Analysis (PLS), this is appropriate for analyzing structural equation models, hereby contributing significantly to the development of the theory about structural equations model that can be used to analyze structural equation models, thereby contributing significantly to the development of the theory to find the causal relationship between variables of the study (Oliver Götzt, 2017).

From the analysis there are 2 (two) output, which are the Outer and Inner Models. From the Outer Model, it will be identified the Convergent Validity and Discriminant Validity, while Inner Model is used to know the influence of variables on hypothesis testing. Test of Reliability used in this research is AVE (Average Variance Extracted).

RESEARCH RESULT ANALYSIS

Descriptive Analysis

The analysis is done after the data from the questionnaires have been tested the validity and reliability. The results show that each question or statement on the questionair has valid, and each variable shows reliable. The results of the descriptive analysis of respondents' answers can be seen in table 1.

Table 1: Description of Respondents' Perceptions of Each Variable

No.	N	Variables	Mean	Discription
1		Perceived Organizational Support	4.033	high
2		Self- Efficacy	4.291	Very high
3		emotional Intelligence	4.176	high
4		Employee Performance	4.142	high
5		interpersonal Communication	4.279	Very high
		Average	4,184	high

The result of descriptive analysis

analysis on table 1 shown that Perceived Organizational Support, Self-efficacy, emotional Intelligence, employee performance and interpersonal communication have the average in high category except Self- efficacy and Interpersonal communication shows very high category. Its mean that Personal

Least Square Analysis (PLS)

Hypothesis Test

There are three criteria in using data analysis techniques with Smart PLS to evaluate outer models, which are: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity is a measurement model with a reflective indicator seen as the effect of constructs that can be observed/measured. This is judged by the correlation between item scores/component scores estimated by Soft PLS. Individual reflective sizes are high if they correlate more than 0.70 with measurable construction. For the initial study of the development of scale measurements, the loading score can be 0.5 to 0.6 was considered sufficient.

The result of convergent validity analysis shows that all indicators used to measure each variable can be declared valid and very good because it has a score factor loading more than 0.5. Likewise for the loading factor score, each indicator of each latent variable has the largest loading factor score than the loading score. It means that each latent variable has good discriminant validity. While the composite analysis results reliably meet the criteria because the score of composite reliability indicated by the AVE has an AVE score above 0.50. It means that all variables have a high and good composite reliability score.

The Output of Inner Model Path Coefficients model test or structural model is done to see the relationship between construct and variable through significance score of Hypothesis Test. The significance of estimated parameters provides useful information on the research variables relationship. The basis used in testing the hypothesis is the score of the output of inner model path coefficients. The results of the analysis seen in Table 2 provide estimation output for structural model testing.

Table 2: Model path coefficients with bootstrapping

*Corresponding Author: Siti Mujanah,, Email : sitimujanah@untag-sby.ac.id

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T-Statistics (O/STERR)
Emotional Intelligence (X3) → Employee Performance(Y1)	0.037239	0.037877	0.008891	0.008891	4.188587
Emotional Intelligence (X3) → Interpersonal Communication (Z)	0.158052	0.157304	0.018674	0.018674	8.463539
Interpersonal Communication(Z) → Employee Performance (Y1)	0.044571	0.047570	0.010005	0.010005	4.455116
Perceived Organizational Support (X1) → Employee Performance (Y1)	0.094784	0.092652	0.009932	0.009932	9.543506
Perceived Organizational Support (X1) → Interpersonal Communication(Z)	0.296696	0.298184	0.017024	0.017024	17.428465
Self Efficacy (X2) → Employee Performance (Y1)	0.850169	0.849434	0.006328	0.006328	134.342432
Self Efficacy (X2) → Interpersonal Communication(Z)	0.169657	0.171015	0.026670	0.026670	6.361371

Test analysis with PLS statistically shows that each hypothesized relationship is performed by using simulation. In this case performed bootstrap method to the sample counted 75 respondents. Testing with bootstrap is also intended to minimize the problem of abnormal research data. The test results with bootstrapping from PLS analysis are as follows

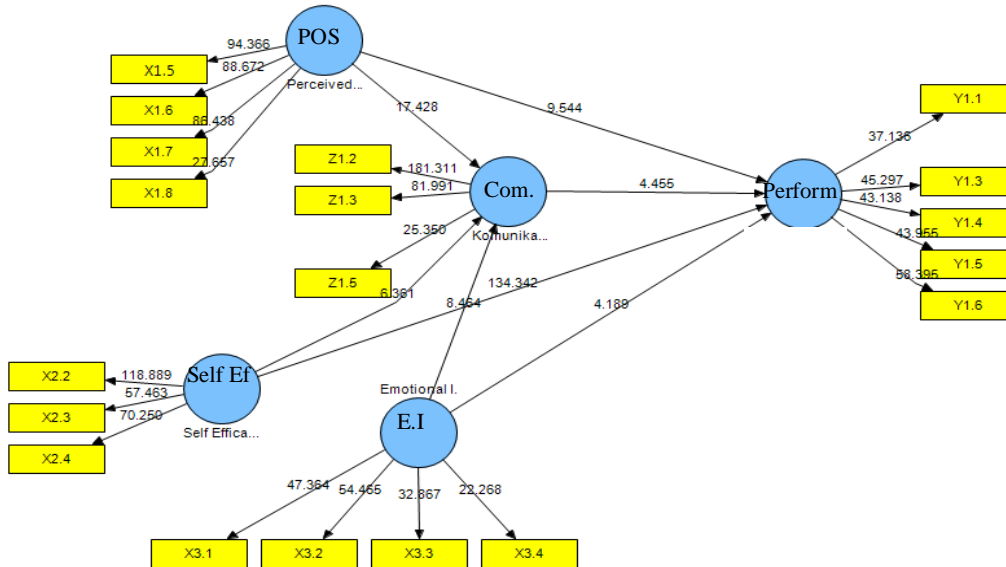


Figure 2: Model path coefficients with bootstrapping

Path coefficient shows the level of significance and relationships between variables. As shown in table 3 below, with the condition that if the t statistics is greater than the t-table which is 1.96 so the hypothesis is accepted, but if t statistics is lower that t-table or 1, 96, the hypothesis is rejected.

Table 3: Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	T Statistics (O/STERR)	T table	Interpretation
Perceived Organizational Support - >Komunikasi interpersonal	0.297	17.428	1.96	Accepted

Perceived Organizational Support ->Kinerja Karyawan	0.095	9.543	1.96	Accepted
Self efficacy ->komunikasi interpersonal	0.170	6.361	1.96	Accepted
Self Efficacy ->kinerja karyawan	0.850	134.342	1.96	Accepted
Emotional Intelligence ->Komunikasi Interpersonal	0.158	8.463	1.96	Accepted
Emotional Intelligence ->kinerja karyawan	0.037	4.189	1.96	Accepted
Komunikasi interpersonal->Kinerja karyawan	0.045	4.455	1.96	Accepted

Discussion

The Perceived Organizational Support (POS) significant influence on interpersonal communication with t-statistic score is 17.428 > t-table. And the score of original sample estimate is 0.297. It shows that the direction of the relationship between POS to interpersonal communication is unidirectional. Thus the results of the analysis show that the first hypothesis or H1 is accepted. Perceived Organizational Support having a significant influence on interpersonal communication is significant. So it can be said that this study support to the research of Pierre, (2010) that POS is the employee's perception of how the organization appreciates the contribution and care for the welfare so employees have the confidence to convey something to others. the results of this study also support the research of Eisenberger et al (2009) that employee obligations will be avenged through work related behaviors that will support various objectives of the organization, and support Robbins (2008) that organizational support (POS) is the level at which employees sure that the organization has appreciated the contribution they have made to the organization, and they have also felt that the organization has cared for their welfare, this shows that with this unidirectional relationship it shows that the higher the POS perceived by employees the better interpersonal communication what employees do. Likewise the results of his research of Judy C. Pearson (2011) which states that interpersonal communication is a process of delivering messages to achieve a common perception between two or more employees in a condition that allows equal opportunities for speakers and listeners.

Perceived organizational support also has a significant effect on employee performance because the results of the t-statistical calculation of 9,543 shows a number greater than 1.96. The value of the original sample estimate is positive that is equal to 0.095 which indicates that POS has a significant effect on employee performance, thus the results of this study indicate that the second hypothesis is accepted. The results of this study also support the research which conducted by Eisenberger & Cameron (1998) where POS is an employee's perception of how organizations value their contributions and care for their well-being, this is a good treatment of the organization to create general obligations, based on reciprocal norms from employees to care about their organization because the organization has been treated well in return they will work well. Employee obligations will be rewarded through work related behavior that will support various goals of the organization.

The results of this study also support Robbins's theory (2008:103) of perceived organizational support (POS) and Sinambela (2012) theory that employee performance is the ability of employees to complete their work. The performance of the employee must know the criteria set for the job so that it can easily to fulfilled the task assign. Therefore, it is necessary to establish clear and measurable criteria and set jointly as a reference. The study also supports the results of the researches of Nurmalia Ariarni and Tri Wulida Afrianty (2017); Mursidta (2017); Ariarni & Afrianty (2017); and Abdul Rahim (2013), stating that perceived organization support affects employee performance

Self- efficacy has a significant effect on interpersonal communication. It can be seen from the t-statistic score of 6.361371. It shows a greater number than 1.96. The original sample estimation is positive 0.169657. It indicates that the direction of the relationship between self- efficacy and interpersonal communication is unidirectional. Thus it indicates that the 3rd hypothesis or H3 is accepted. This indicates that the higher self- efficacy possessed by the employee will have the ability to communicate well.

Relationship Self-efficacy with interpersonal communication is significant and unidirectional. The results of this study support Santrock research (2007) that self-efficacy greatly affects the behavior. It can be said that the higher self-efficacy the higher the ability of interpersonal communication. This indicates that someone having Self-efficacy has confidence in his ability to communicate well. Similarly, the research of Judy C. Pearson (2011) states that interpersonal communication is a process that uses messages to achieve the similarity at least between two people in a situation that allows equal opportunity for speakers and listener. This study also supports Lunenburg's research (2011) that self-efficacy affects the duties of employees to choose learning and the goals they set for themselves. Self-efficacy also affects the level of effort and perseverance of employees while learning difficult tasks to achieve their performance,

The Effect of Self Efficacy on employee performance is significant with t-statistics of $134.342432 > 1.96$. The original sample estimation score is positive that is 0.850169. It indicates that the direction of the relationship between Self-Efficacy and the employee's performance is unidirectional. Thus the result of t-statistics is $134.342432 > 1.96$. It indicates that hypothesis 4 or H4 is accepted. This shows that the Effect of Self-Efficacy on employee performance is in the same direction (not inversely). It can be interpreted that the concept of self-efficacy is actually the core of cognitive social theory proposed by Albert Bandura which emphasizes the role of observational learning, social experience, and mutual determinism in development of personality.

The results of this study supported the research of Alwisol (2004) that self efficacy is self-assessment, whether it can perform actions required or not. Self-efficacy has also been recognized to have an impact on learning and performance applications, such as training, leadership, decision making, and creativity. Thus, the results of this study support the research of Jacob Cherian & Jolly Jacob (2013) that self-efficacy affects individual workplace performance and self-efficacy of a person can determine the work-related performance and motivation. Thus, it can be said that the practical implications of the results of this study are that improving employee self-efficacy can motivate to improve their performance. Self efficacy can also improve the employee's performance. This study supported the study of Noviawati (2016), A Baron (2003), Ance Selfi Adianita (2017); Ari Fadzilah (2006); Cherian et.al (2013) that Self-Efficacy relates to the performance. It means that the faster the employee is able to dig the information, the quicker the worker will experience improvement in his performance. Furthermore, the research of Safiq I. Haddad (2016) shows that self-efficacy has a marked impact on performance

The influence of Emotional Intelligence on interpersonal communication is significant. The t-statistics is $8.463539 > 1.96$. The original sample estimation is positive 0.158052. It indicates that the direction of the relationship between Emotional Intelligence and interpersonal communication is unidirectional. Thus the t-statistics is $8.463539 > 1.96$. It indicates that the 5th hypothesis or H5 is accepted. It can be said that someone who has a high emotional intelligence will have the skills to communicate to people around him including with his coworkers. The study supports the Lahey's research (2007) that Emotional Intelligence significantly influences the interpersonal communication. It is the cognitive ability of an individual to provide good reasons, learn from experience, and face the demands of daily life. Meanwhile, the research of B Zhu et al (2016) states that self-efficacy plays an intermediary role between IE and communications.

This study also supports Chaplin's research (2009) that the higher the Emotional Intelligence the better the interpersonal communication owned by employees. The study also supports Jorfi Hasan's research (2010) that emotional intelligence influences communication effectiveness. It has a significant effect on employee performance. t-statistics is $4.188587 > 1.96$. The original sample estimation is positive 0.037239. It indicates that the direction of the relationship between Emotional intelligence and employee performance is positive. Thus the result of t-statistics is $4.188587 > 1.96$. It indicates that the 6th hypothesis or H6 is accepted.

This study supports the researches of Noruzi & Rahimi (2010) that emotional intelligence is the cognitive ability of individuals to adapt new situations. In relation to innovation, the higher the Emotional Intelligence, the better the performance of employees. It is in accordance with Asamu Festus Femi's research (2014) that there is a relationship between effective interpersonal communication with work performance, productivity, and commitment. This study also supports the researches of Wallace Nyakundi Atambo & Deborah Kemunto Momanyi (2016) that effective communication can improve employee performance. Nabi NM (2017) and Ivan Vratskikh (2016) confirm that Emotional Intelligence is positively and significantly related to employee performance. It indicates that Emotional Intelligence can be used to predict employee performance.

The study also supports the researches of Saeed Behjat (2012), Fitriastuti (2013), I Gusti Agung (2015) that there is a significant relationship between Emotional Intelligence and employee performance in some places. The employees who have High emotional intelligence will work better according to the

organization's standards. They will ultimately achieve better performance. Interpersonal communication has a significant and positive impact on employee performance. It can be seen from the result of t-statistics of $4.455116 > 1.96$. The original sample estimation of positive score is 0.044571. It indicates that the direction of the relationship between work motivation and employee performance is positive. The t-statistics is $4.455116 > 1.96$. It indicates that the hypothesis of H_0 or H_7 is accepted. The study supports the Asamu Festus Femi's research (2014) that Interpersonal Communication can affect Employee Performance. The results of the research states that there is a relationship between effective interpersonal communication with performance, productivity, and worker commitment. The implications of the results of this study indicate that managers need to communicate with employees on a regular basis to improve their workers.

The results of this study support the results of the researches of Wallace Nyakundi Atambo & Deborah Kemunto Momanyi (2016) that effective communication can improve employee performance. It shows that a strong communication system should be emphasized on the region to ensure that communication has effectiveness. Likewise, the results of this study support the researches of Prophet Nabi NM (2017) that effective business communication has a very strong and significant effect on overall employee performance, as well as the results of his research Ivan Vratskikh (2016) confirming that Emotional Intelligence is positively and significantly related to employee performance. It indicates that Emotional Intelligence can be used to predict employee performance. This study also supports the theory of Pace (1979) that Interpersonal Communication is not just a series of stimulus-response. It is a series of processes of mutual acceptance, assertion and delivery of responses that have been processed by each side. Good interpersonal communication will also improve the performance of the employees. Wawan (2016), Sudarmanto (2009), and Winari Lestari and Rahmi Lubis (2014) state that there is a positive and significant relationship between interpersonal communication and work productivity or employee performance. It shows that the higher the interpersonal communication, the higher the employee performance. The lower the interpersonal communication, the lower the performance.

Conclusion, Implication and Recommendation

Based on the above findings, it can be concluded that all hypothesis stated were accepted, its mean that Perceived Organizational Support, has significant and positive effect to interpersonal communication and employee performance. Self Efficacy has significant and positive effect to interpersonal communication and employee performance, Emotional Quotient has significant and positive effect to interpersonal communication and employee performance, and the last is interpersonal communication has significant and positive impact on employee performance. The implication of this research is that Perceive organizational support, self-efficacy, emotional intelligence and communication are important in improving employee performance so the company must provide support for employees to be more productive. Leaders must also consider employee behavior such as self-efficacy, and emotional intelligence because interpersonal communication skills can directly impact their performance. Further research is suggested "The role of leadership, motivation and organizational commitment in improving employee performance".

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