

EMOTIONAL INTELLIGENCE, COMMUNICATION, AND QUALITY OF WORK LIFE IN VILLAGE APPARATUS PERFORMANCE

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ABSTRACT

Village government performance depends on how well officials carry out delegated public service tasks, yet evidence on the roles of emotional intelligence, interpersonal communication, and quality of work life remains mixed. This study examines their effects on the performance of village officials in Kabuh District, Jombang Regency, Indonesia. A structured five-point Likert questionnaire was administered to 70 village officials selected by simple random sampling from an estimated population of 192 officials in 16 villages, and the model was estimated by multiple linear regression at the 5% significance level. Performance was self-reported. Emotional intelligence had no significant effect (standardized $\beta = -0.036$; $p = 0.810$), whereas interpersonal communication ($\beta = 0.380$; $p = 0.031$) and quality of work life ($\beta = 0.366$; $p = 0.006$) had positive and significant effects. Jointly, the three variables were significant ($F = 16.969$; $p < 0.001$), with an adjusted R^2 of 0.410. The two significant coefficients are of similar size, so neither can be ranked as clearly stronger. The results suggest that communication and the working environment are relevant areas for strengthening village administration. The findings are limited by a single-district setting, self-reported performance, and a cross-sectional design.

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1. INTRODUCTION

The performance of public organizations is closely related to their ability to manage public resources, carry out their responsibilities, and use employee competencies to provide useful services to the community. This is particularly relevant at the village government level, as village governments are directly involved in administrative services, community development, empowerment, and the implementation of local development programs. Human resource management therefore becomes an important part of village government administration. Its role is not limited to managing employees but also includes ensuring that village officials can carry out their responsibilities and contribute to the achievement of public service objectives. Van Beurden et al. (2021) explains that human resource management consists of policies and practices for managing employees, while Rustiawan et al. (2023) emphasize its contribution to achieving organizational goals. In the village government context, these functions are closely related to the performance of officials and the quality of services received by the community.

Village officials have a direct role in implementing government programs and responding to community needs. This relationship can be understood through the principal-agent perspective, in which the community relies on village officials to manage public affairs and carry out delegated responsibilities. Because village officials interact directly with residents, their performance can have an immediate effect on public services. Their responsibilities include completing administrative tasks accurately, responding to community needs, cooperating with colleagues, and supporting village development programs. Performance, therefore, should not be assessed only from the amount of work completed. The accuracy, quality, and organization of the work are also important considerations (Jelita et al., 2024).

The working conditions experienced by village officials can also influence how they perform their duties. Officials need adequate technical skills, an understanding of community needs, and the ability to cooperate with colleagues and residents. In practice, these conditions may not always be achieved. Limited competencies, communication problems, weak cooperation, and interpersonal tensions within an organization can interfere with the delivery of public services. For this reason, performance cannot be explained simply by the number of employees or the amount of routine administrative work completed. Individual psychological capacity, relationships with colleagues, and perceptions of the work environment may also influence how effectively officials carry out their responsibilities.

Several cases in other village governments illustrate these concerns. In Dukuhmojo Village, Mojoagung District, disagreements among village officials reportedly occurred both during formal meetings and through informal conversations involving negative comments. Such situations can make cooperation more difficult and potentially affect employee performance (Ruba'i & Munir, 2025). A similar problem was reported in Ketos Village, Paranggupito District, Wonogiri Regency, where poor teamwork resulted in community services being transferred to the sub-district office. These cases suggest that relationships and communication within village government organizations can play an important role in determining how effectively public services are delivered. However, these cases cannot be automatically taken as proof of the conditions in Kabuh District. Therefore, it remains important to study the actual situation in the research location.

One personal trait that might affect how well village officials do their job is emotional intelligence. Emotional intelligence refers to a person's ability to understand and manage their own emotions, maintain motivation, recognize the feelings of others, and build positive relationships. This ability is relevant to village officials because their daily work involves interacting with colleagues and members of the community with different needs, expectations, and emotional responses. These abilities may support officials in carrying out their responsibilities, particularly when they have to deal with work pressure, disagreements, or interpersonal conflicts (Amanah & Al Banin, 2024). Emotional intelligence does not develop instantly. It can be influenced by individual characteristics, previous experiences, and the interactions that take place in the workplace (Nasution et al., 2023).

In addition to understanding emotions, communicating well with others is also key for village officials to carry out their work and build good relationships. Interpersonal communication is a two-way process in which people exchange words and actions to understand each other better. It is not only about sharing information; it also helps people know themselves and others, build real connections, and change how people think and act. Good communication between people occurs when the parties are open, understanding, and show support and positivity. These qualities help create positive and peaceful interactions (Jelita et al., 2024). In a village government, clear communication is very important because officials need to work together on daily tasks, communicate with other leaders and coworkers, and address the concerns of the villagers. Effective interpersonal communication can therefore help maintain stable working relationships, minimize potential conflicts, improve teamwork, and create a conducive and productive work environment (Elma et al., 2025).

Another factor that might affect the performance of village government is the quality of work life. QWL refers to how a person feels about their everyday work environment. It includes comfort, safety, opportunities for growth and learning, and the balance between work and personal life. In organizational practice, QWL can be shown through allowing employees to take part in decisions, offering opportunities for career growth, keeping communication open at work, resolving conflicts effectively, ensuring that health and safety are protected, and helping workers feel proud of their jobs (Okparanta, 2025). A supportive work environment can make it easier for employees to carry out their responsibilities. When employees feel that they are treated fairly and supported in the workplace, they are more likely to develop a positive attitude toward their work. Quality of work life is also related to perceptions of organizational fairness. Employees who believe that decisions are made openly and that rules are applied consistently tend to show greater initiative and responsibility in their work, rather than relying only on direct supervision (Tiara et al., 2023).

These three factors are especially important in the village government setting because village offices usually have smaller teams than larger government departments. In addition, village officials work closely with each other and with the people in the local community. A smaller organizational size does not mean that employee performance is less important. Instead, issues related to managing emotions, communicating with others, and working conditions may become more noticeable because officials interact closely with each other and directly serve the public. Looking at emotional intelligence, interpersonal communication, and quality of work life in village government helps to better understand employee performance in a specific local public-sector environment.

This study was conducted in Kabuh District, Jombang Regency, East Java Province. The district has a predominantly rural character, with farming remaining an important part of community life. Kabuh consists of 16 villages: Banjardowo, Genenganjasem, Kabuh, Karangpakis, Kauman, Kedungjati, Manduro, Mangunan, Marmoyo, Munungkerep, Pengampon, Sumberaji, Sumbergondang, Sumberingin, Sukodadi, and Tanjungwadung. Each village has a village office that serves as the center of local government activities and public services, including population administration, document processing, and the implementation of development programs. On average, each village has around 12 officials, resulting in an estimated total of 192 village officials across the district.

Kabuh was selected because its characteristics are directly relevant to the focus of this research. Examining the issue within the village government setting allows the study to obtain evidence from the officials who are directly involved in providing public services. Systematic performance data for village officials in Kabuh are not available, so this study measures performance directly through a survey of the officials. The availability of human resources does not necessarily guarantee effective administrative performance, because performance may also depend on how officials carry out their responsibilities, communicate with others, cooperate with colleagues, and perceive their working conditions. These considerations make Kabuh a relevant setting for examining the factors associated with village administrative performance.

This study examines the situation in Kabuh directly instead of assuming that findings from other locations apply to the district. Such an approach is important because village governments operate within different social, organizational, and institutional environments.

Focusing on Kabuh does not reduce the broader relevance of the research. Instead, it provides a more specific setting for examining employee performance at the village-government level. Studies conducted in larger public institutions often consider organizational structure, supervision, job characteristics, and service environments that may differ from those found in village administrations. For instance, Wafa et al. (2025) examined employees at the Yogyakarta Special Region Health Office, a larger government institution with a different organizational structure. In contrast, village officials generally work within smaller administrative units and interact more directly with residents in their communities. This study therefore seeks to determine whether factors associated with employee performance in larger public organizations are also relevant to the village government context, particularly in Kabuh District.

Some earlier studies have given mixed results about how the variables in this research are connected. Wafa et al. (2025) found that emotional intelligence and quality of work life had no significant effect on the performance of employees at the same office. On the other hand, Alamsyah et al. (2022), Dewi et al. (2025), and Limbong & Saragih (2023) found that emotional intelligence has a positive and significant effect on performance. Oktaviani & Dwinanda (2023) and Raitelu et al. (2026) showed that QWL has a positive and significant effect on employee performance. These differences indicate that the relationship between emotional intelligence, quality of work life, and employee performance may vary depending on the characteristics of the workplace and the organizational setting in which employees carry out their duties. (Limbong & Saragih, 2023)

Based on these findings, there are several areas that require further study. First, previous studies have shown different outcomes about how emotional intelligence and quality of work life influence employee performance, so there is a need for more research in various types of work environments. Second, although communication is important for cooperation and teamwork, research on the performance of village organizations has not clearly linked it to emotional intelligence or quality of work life. Third, most of the existing evidence comes from larger government agencies or other organizations, and there is limited research focusing on village officials at the district level. These relationships therefore need to be examined within the village government system in Kabuh.

The contribution of this study lies not only in examining three variables simultaneously but also in bringing together individual, interpersonal, and workplace perspectives within a specific village-government setting. Examining these three aspects together in Kabuh provides a more complete view of village administrative performance within its local context. This approach also helps address the limitations of relying solely on findings from larger public-sector organizations.

Based on the theoretical discussion, previous findings, and the research gap identified above, this study tests the following hypotheses.

- H1: Emotional intelligence has a positive effect on the performance of village officials in Kabuh District, Jombang Regency.
- H2: Interpersonal communication has a positive effect on the performance of village officials in Kabuh District, Jombang Regency.
- H3: Quality of work life has a positive effect on the performance of village officials in Kabuh District, Jombang Regency.
- H4: Emotional intelligence, interpersonal communication, and quality of work life jointly affect the performance of village officials in Kabuh District, Jombang Regency.

Accordingly, this study aims to examine the relationship between emotional intelligence and the performance of village officials, determine the effect of interpersonal communication on their performance, and assess the influence of quality of work life. It also examines the combined effect of these three factors on village administrative performance and compares the standardized coefficients of the independent variables. The findings are expected to contribute to the understanding of employee performance in public-sector and village-government settings, particularly in relation to emotional intelligence, interpersonal communication, and quality of work life. From a practical perspective, the results may help village governments in Kabuh identify factors associated with employee performance and provide a basis for improving internal management and the quality of public services.

2. RESEARCH METHODS

This study uses a quantitative method to examine the relationships among variables in a clear, objective, and measurable way, using numerical data and statistical tools (Sugiyono, 2017). The study focuses on village officials in Kabuh District, Jombang Regency, and examines emotional intelligence, interpersonal communication, quality of work life, and performance. It took place between May and July 2026. The population comprised all village officials in the 16 villages of Kabuh District, with an average of 12 officials per village, or an estimated 192 people. The minimum sample size was calculated using the Slovin formula with a 10% margin of error:

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots (1)$$

where n is the sample size, N is the population size, and e is the margin of error. The calculation resulted in 65.75, which was rounded up to 66 respondents. To provide sufficient data, 70 questionnaires were distributed to village officials. All were returned and completed, giving a response rate of 100%, and all were suitable for analysis. The Slovin formula was used only to estimate the minimum number of respondents and not to determine the statistical power of the regression model.

Respondents were selected through simple random sampling, which was considered appropriate because the population consisted of village officials working within the same village-government system in Kabuh District. The respondents were drawn from the list of village officials obtained from the Kabuh sub-district office. They were selected without considering their position, length of service, or other particular characteristics, so each member of the population had an equal opportunity to participate. The sample comprised approximately four officials per village. Purposive sampling was not applied because respondents were not selected according to specific personal or occupational criteria beyond their membership in the village government population.

A five-point Likert scale was used to measure respondents' perceptions of the variables, with response categories ranging from 5 to 1: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree. The scale was used because the variables involve perceptions, attitudes, and experiences that cannot be observed directly as numerical values, and it was applied consistently to all items.

The independent variables were emotional intelligence, interpersonal communication, and quality of work life, and the dependent variable was village officials' performance. Emotional intelligence was measured through five dimensions: self-awareness, self-regulation, motivation, empathy, and social skills, based on Goleman's concept as cited in Nasution et al. (2023). Interpersonal communication was measured through openness, equality, empathy, supportiveness, and positive attitudes, referring to dimensions supported by Rusnadi & Hermawan (2023). Quality of work life was measured using the dimensions of growth and development, participation, an innovative reward system, the work environment, and social integration. Performance was assessed through work quantity, work quality, timeliness, attendance, and cooperation, based on Jelita et al. (2024). Each variable consisted of 10 questionnaire items, all using the same five-point Likert scale.

Operational definitions were established for each construct. Emotional intelligence refers to the ability of village officials to recognize, understand, and regulate their own emotions while responding appropriately to the emotions of others in the workplace. Interpersonal communication refers to the direct exchange of information and messages between individuals that supports effective working relationships. Quality of work life refers to employees' perceptions of the conditions and experiences they encounter in their workplace, including comfort, safety, opportunities for development, and the balance between work and personal life. Performance refers to the extent to which village officials complete their responsibilities, meet work requirements, and contribute to the delivery of public services.

The study relied primarily on questionnaire data collected directly from village officials, covering their perceptions of the four variables. The performance variable was self-reported rather than assessed by supervisors or measured through objective indicators of public service outcomes, so the scores represent how officials perceive their own performance and may differ from supervisor evaluations or administrative records. A review of relevant literature supported the development of the instruments and the comparison of results with previous findings. Secondary information on the number of officials and the organizational structure was obtained from village documents and administrative records.

Respondents' gender, age, and educational background were collected for the demographic description only and were not included as control variables because they were outside the main research objectives. The questionnaire was evaluated through validity and reliability testing before the main analysis.

Data analysis was performed using SPSS version 25 following Ghozali (2020). Descriptive statistics summarized the characteristics and distribution of the data. Item validity was examined using the Pearson Product Moment correlation, with an item considered valid when its calculated coefficient exceeded the r-table value of 0.235 (70 respondents, 5% significance level). Reliability was assessed using Cronbach's Alpha, with a coefficient of 0.60 or higher considered to indicate acceptable internal consistency.

Classical assumption tests were conducted before estimating the regression model. Normality was examined using the One-Sample Kolmogorov-Smirnov test, a histogram, and a Normal Probability Plot. Multicollinearity was assessed through the Tolerance and Variance Inflation Factor (VIF) values, with a Tolerance above 0.10 and a VIF below 10 indicating the absence of serious multicollinearity. Heteroscedasticity was examined using the Glejser test and a scatterplot.

Multiple linear regression was used to examine whether each independent variable had an individual effect on the performance of village officials and whether the three variables, when considered together, were associated with changes in performance. The regression model is specified as:

$$Performance = \alpha + \beta_1 EmotionalIntelligence + \beta_2 InterpersonalCommunication + \beta_3 QualityofWorkLife + \varepsilon \dots\dots\dots (2)$$

where α is the constant, β_1 to β_3 are the regression coefficients, and ε is the error term. The coefficient of determination (R^2) indicates how much variation in performance could be explained by the three independent variables. The partial influence of each variable was examined using the t-test and the overall effect using the F-test, both at a 5% significance level. A significance value below 0.05 was interpreted as indicating a statistically significant effect.

3. RESULTS AND DISCUSSION

3.1. RESULTS

The respondents were 70 village officials in Kabuh District, Jombang Regency. Figure 1 presents their demographic profile. The most frequent category in each characteristic was male, aged above 40 years, and senior high or vocational high school education.

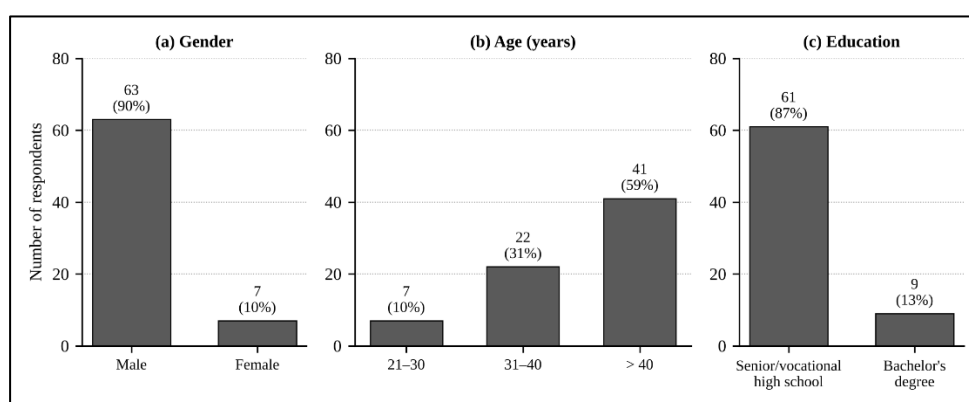


Figure 1. Demographic Profile of Respondents
Source: Data processed by researchers (2026)

The distribution of responses across the questionnaire items shows that, for all four variables, the most frequent answers (the mode) were Agree or Strongly Agree. For emotional intelligence, items X1.5 and X1.7 showed the highest agreement, while items X1.3 and X1.4 showed more varied answers, including Neutral and Disagree. For interpersonal communication, all ten items were dominated by Agree and Strongly Agree, with no Disagree or Strongly Disagree answers, and items X2.7, X2.8, and X2.9 had Strongly Agree counts almost equal to Agree. For quality of work life, most items were dominated by positive answers, except the two salary items: in X3.5, 19 respondents answered Disagree and 23 Neutral, with only one Strongly Agree, and in X3.6, 19 answered Disagree and 21 Neutral, with no Strongly Agree. For performance, all items were dominated by Agree and Strongly Agree with no negative answers, and in items Y.3 and Y.4 Strongly Agree exceeded Agree.

The results of the descriptive analysis showed that the four research variables were in the high category.

Table 1. Descriptive Analysis Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Emotional Intelligence	70	34.00	50.00	42.69	3.84
Interpersonal Communication	70	38.00	50.00	43.44	3.23
Quality of Work Life	70	34.00	48.00	40.13	3.48
Performance of Village Apparatus	70	36.00	50.00	43.59	3.33

Source: Data processed by researchers (2026)

The descriptive results indicate that the mean scores of the four variables were all above 40, while the maximum possible score was 50. In general, the respondents gave relatively favorable responses to emotional intelligence, interpersonal communication, quality of work life, and village officials' performance. Among the four variables, performance obtained the highest mean score (43.59), followed by interpersonal communication (43.44), emotional intelligence (42.69), and quality of work life (40.13).

The standard deviation values were relatively small (3.23 to 3.84), indicating that the respondents' scores did not differ greatly from their respective mean values. The relatively high mean scores also indicate that many responses were concentrated toward the upper end of the measurement scale. This limited variation should be taken into account when interpreting the regression results because a narrow range of responses can reduce the differences observed between respondents. Therefore, the descriptive findings alone do not indicate that each independent variable has a significant relationship with performance. Such conclusions need to be based on the inferential analysis.

Among the four variables, quality of work life had the lowest mean score, which is consistent with the less favorable responses to the salary and financial benefit items (X3.5 and X3.6) described above. The financial aspects were viewed less positively by the respondents and may be one reason why the overall QWL score was lower than the other variables.

The validity of the questionnaire was examined using the Pearson Product Moment correlation. With 70 respondents and a 5% significance level, the r-table value was 0.235. The test covered 40 statements representing the four variables. The calculated correlation coefficients ranged from 0.355 to 0.835. Since all calculated r-values were greater than 0.235 and the significance values were below 0.05, all questionnaire items met the validity criteria. The results therefore indicate that the statements used in the questionnaire were sufficiently related to the variables being measured.

Table 2. Descriptive Analysis Results

Variable	N	Range r-count	r-table	Remarks
Emotional Intelligence (X1)	10	0.479 – 0.812	0.235	All items are valid
Interpersonal Communication (X2)	10	0.492 – 0.789	0.235	All items are valid
Quality of Work Life (X3)	10	0.355 – 0.825	0.235	All items are valid
Performance of Village Apparatus (Y)	10	0.532 – 0.835	0.235	All items are valid

Source: Data processed by researchers (2026)

The reliability analysis produced Cronbach's Alpha values of 0.855 for emotional intelligence and 0.855 for interpersonal communication. Quality of work life recorded an Alpha value of 0.786, while village officials' performance reached 0.885. These values were all above the minimum criterion of 0.60. This indicates that the items within each variable were sufficiently consistent with one another, so the questionnaire could be used for the next stage of the analysis.

Before conducting the regression analysis, the data were examined through several classical assumption tests. The normality test using the One-Sample Kolmogorov-Smirnov procedure produced a Z value of 0.663 and a significance value of 0.772. Since the significance value was higher than 0.05, there was no indication of a departure from normality in the regression residuals.

The multicollinearity test also did not indicate a problem among the independent variables. Emotional intelligence had a tolerance value of 0.376 and a VIF of 2.656. For interpersonal communication, the tolerance value was 0.287 and the VIF was 3.481, while quality of work life showed a tolerance of 0.523 with a VIF of 1.910. All tolerance values exceeded 0.10, and the VIF values remained below 10. The three independent variables could therefore be included in the regression model without evidence of serious multicollinearity.

Heteroscedasticity was assessed using the Glejser test. The significance values were 0.132 for emotional intelligence, 0.529 for interpersonal communication, and 0.825 for quality of work life. Each value was above 0.05, indicating that the residual variance did not show a statistically significant pattern associated with the independent variables. Overall, the results suggest that the regression model met the requirements for normality, absence of serious multicollinearity, and homoscedasticity, allowing the subsequent regression analysis to be conducted.

The study used multiple linear regression to examine how emotional intelligence, interpersonal communication, quality of work life, and village apparatus performance are connected, both individually and jointly.

Table 3. Multiple Linear Regression Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	13.841	4.266	-	3.244	0.002
Emotional Intelligence (X1)	-0.032	0.131	-0.036	-0.241	0.810
Interpersonal Communication (X2)	0.392	0.178	0.380	2.204	0.031
Quality of Work Life (X3)	0.351	0.122	0.366	2.864	0.006

Source: Data processed by researchers (2026)

The multiple linear regression equation is:

$$Performance = 13.841 - 0.032 Emotional Intelligence + 0.392 Interpersonal Communication + 0.351 Quality of Work Life + \epsilon \dots \dots \dots (3)$$

The constant of 13.841 shows the expected level of village apparatus performance when all three predictor variables are set to zero in the regression model. The coefficient for emotional intelligence is -0.032, which means that, after taking into account interpersonal communication and quality of work life, if someone's emotional intelligence score goes up by one unit, their performance score is expected to go down by about 0.032 units. However, this coefficient is not statistically significant ($p = 0.810$), which means the data do not show enough evidence to support a partial link between emotional intelligence and the performance of the village apparatus in this group. Thus, H1 was not supported.

The coefficient for interpersonal communication is 0.392, which means that if emotional intelligence and quality of work life stay the same, then every increase of one point in the interpersonal communication score is linked to an expected increase of 0.392 points in the performance of the village apparatus. This relationship is statistically significant because the significance value is 0.031, which is less than 0.05. Thus, H2 was supported. Quality of work life had a t-value of 2.864, which is higher than 1.99656, and a significance value of 0.006, which is lower than 0.05. Thus, H3 was supported.

Table 4. F-Test and Coefficient of Determination

Model	F-count	F-table	Sig.	R	R-square	Adjusted R-square
Regression	16.969	2.74	<0.001	0.660	0.435	0.410

Source: Data processed by researchers (2026)

The simultaneous significance test resulted in an F-count of 16.969, exceeding the F-table value of 2.74. The significance level was below 0.001, which is below the 0.05 criterion. This means that emotional intelligence, interpersonal communication, and quality of work life were jointly related to the performance of village officials. On this basis, H4 was supported.

The regression model produced an R value of 0.660, suggesting a moderate-to-strong overall association between the three predictors and village officials' performance. The R Square value was 0.435, meaning that the variables included in the model accounted for 43.5% of the variation in performance scores. The Adjusted R Square was slightly lower at 0.410. After taking the number of predictors and the sample size into account, this value indicates that about 41.0% of the variation in performance was explained by the model. The remaining 59.0% may be related to other factors that were not included in this study.

Looking at the standardized coefficients, interpersonal communication had a Beta value of 0.380, whereas quality of work life had a Beta value of 0.366. Both coefficients were positive, indicating that higher scores on these variables were associated with higher performance scores when the other predictors were considered in the model. These Beta values should be understood as standardized regression coefficients rather than a simple ranking of which variable is most important. Emotional intelligence had a Beta coefficient of -0.036 and did not have a statistically significant partial relationship with performance.

Taken together, the regression findings point to different patterns among the three predictors. Interpersonal communication and quality of work life showed positive and statistically significant relationships with village officials' performance, while emotional intelligence did not have a significant partial relationship after the other variables were entered into the model.

3.2. DISCUSSION

Emotional intelligence did not have a significant effect on the performance of village officials in Kabuh District, as shown by the significance value of 0.810, which was higher than 0.05. This finding differs from Krén & Séllei (2021), who found a strong positive effect of emotional intelligence on performance. However, it is in line with Suhartini & Anisa (2020), who also found no significant effect of emotional intelligence on performance in government

agencies where work tends to follow standard procedures. These differences do not necessarily indicate inconsistent findings. Rather, they suggest that the relationship between emotional intelligence and performance may depend on the type of work, the work environment, and the organizational setting. In the village government of Kabuh District, administrative and public service activities may follow established rules and procedures. As a result, performance may be more closely related to communication, cooperation, and working conditions than to emotional abilities alone.

This interpretation is also consistent with the descriptive results. Emotional intelligence had a relatively high mean score of 42.69 out of 50, although its partial regression coefficient was not statistically significant. Most of the responses were concentrated toward the upper end of the scale, which may have reduced the variation between respondents and made it more difficult to identify a clear relationship in the regression analysis. This does not mean that emotional intelligence has no value. Rather, in this particular group, its relationship with performance was not strong enough to remain significant when interpersonal communication and quality of work life were included in the model.

The findings from previous studies also show different patterns regarding the relationship between emotional intelligence and performance. Alamsyah et al. (2022), Limbong & Saragih (2023), and Virlia et al. (2025) reported positive relationships, whereas Suhartini & Anisa (2020) did not find significant relationships. In the present study, the absence of a significant partial effect may also be related to the close relationship between emotional intelligence and interpersonal communication. Some abilities associated with emotional intelligence, such as recognizing other people's feelings, managing one's own emotions, and responding appropriately, can be reflected in everyday interactions. This can be seen in the regression results, where interpersonal communication had a standardized coefficient of $\text{Beta} = 0.380$, while emotional intelligence had a much smaller coefficient of $\text{Beta} = -0.036$. Within this model, interpersonal communication may reflect some of the ways emotional competence is expressed during daily work interactions. Nevertheless, this should be viewed as a possible interpretation rather than a causal explanation because the research design does not establish the direction of the relationship between the variables.

Interpersonal communication had a positive and significant effect on the performance of village officials, with a significance value of 0.031, which was below 0.05. This result is consistent with the findings of Halawa (2023), Nabila (2023), and Raitelu et al. (2026). In village government, administrative activities and public services require officials to communicate with one another as well as interact directly with members of the community. Clear communication is useful when sharing information, understanding community needs, explaining administrative procedures, and coordinating responsibilities. Officials who communicate effectively may find it easier to resolve misunderstandings, coordinate their work, and maintain good relationships with community members. The finding in this study therefore suggests that interpersonal communication is closely related to how village government activities are carried out in Kabuh District. This is also consistent with the performance indicators used in this study, which include the quantity and quality of work, timeliness, attendance, and cooperation (Jelita et al., 2024), several of which involve interaction and coordination with other people.

Quality of Work Life had a positive and significant effect on village officials' performance, with a significance value of 0.006, which was below 0.05. This finding is consistent with Oktaviani & Dwinanda (2023) and Raitelu et al. (2026), who also found a positive and significant effect. It differs from Wafa et al. (2025), who found no significant effect of Quality of Work Life among employees of the Yogyakarta Special Region Health Office, where reward factors were more dominant. The differences may be related to the different components included in QWL. Quality of Work Life covers several aspects of working life, including opportunities for growth and development, participation, rewards, the work environment, and social integration.

In Kabuh District, the descriptive results showed that Quality of Work Life had a mean score of 40.13 out of 50, which was relatively positive. The regression analysis also showed a significant positive relationship between QWL and performance. However, two questionnaire items concerning salary and financial benefits received less favorable responses than most of the other QWL items. This suggests that financial aspects were viewed less positively by the respondents. It does not, however, mean that QWL as a whole had a weak relationship with performance. QWL consists of several dimensions, and respondents may have had more positive perceptions of aspects such as the work environment and relationships with colleagues than of salary and financial benefits.

At the same time, emotional intelligence, interpersonal communication, and Quality of Work Life jointly had a significant effect on village officials' performance, with a significance value below 0.001. This result indicates that the three predictors together formed a statistically significant regression model for explaining differences in performance. The performance of village officials in this study refers to how they carry out their duties and responsibilities, as described by Jelita et al. (2024). However, a significant simultaneous result does not mean that every predictor must also be significant when examined individually. Emotional intelligence was not significant in the partial test, whereas interpersonal communication and Quality of Work Life were significant. Thus, the three variables contribute to the model in different ways.

Interpersonal communication had the highest standardized coefficient, with a Beta value of 0.380, followed by Quality of Work Life with a Beta of 0.366. Emotional intelligence had a Beta value of -0.036. The relatively close coefficients for interpersonal communication and QWL suggest that both variables have a meaningful role in the regression model. At the same time, the difference between the two coefficients is not large enough to conclude that interpersonal communication is substantially more important than QWL. The results instead point to the relevance of both communication and the work environment in relation to village officials' performance. Emotional intelligence did not show a statistically significant unique effect after interpersonal communication and QWL were included in the model.

These findings also have practical implications for local government in Kabuh District. Since interpersonal communication showed a positive relationship with performance, efforts to strengthen communication skills may be useful. Previous research links effective interpersonal communication to stable working relationships, fewer conflicts, and better teamwork (Elma et al., 2025). Such efforts could include regular team meetings, communication training for dealing with the public, active listening, appropriate complaint handling, and clearer internal communication procedures.

Improving QWL is also worth considering because it showed a positive relationship with performance and had a standardized coefficient close to that of interpersonal communication. Previous research describes QWL practices such as employee participation, open communication, and effective conflict resolution (Okparanta, 2025), and links transparent and consistently applied rules to greater employee initiative and responsibility (Tiara et al., 2023). Attention can therefore be given to workplace comfort, cooperation among village officials, opportunities for participation and professional development, and appropriate recognition of employees' work. The salary and benefits aspect may require particular attention because it received less favorable responses than several other QWL items. Where direct changes to compensation are limited by regulations or organizational policies, other forms of recognition can still be considered, such as acknowledging good work, providing opportunities for learning and development, distributing responsibilities fairly, and maintaining a supportive work environment. These recommendations are based on the statistical findings and previous research, and their effectiveness was not tested in this study.

Although emotional intelligence did not show a significant effect, it remains a useful ability to develop. Previous studies, including Alamsyah et al. (2022) and Limbong & Saragih (2023) have reported positive relationships between emotional intelligence and performance in other settings. Skills such as emotional regulation, empathy, active listening, conflict

management, and appropriate responses to complaints or criticism can therefore still be encouraged among village officials. This recommendation is intended as a form of human resource development rather than as a direct response to a demonstrated weakness in the current sample. The non-significant result only indicates that emotional intelligence did not show a sufficiently strong unique effect in this particular regression model.

Because the variables were measured through respondents' own perceptions and most responses were concentrated toward the higher end of the scale, the findings describe the relationships observed within this group rather than establishing general causal conclusions. The limitations of the study are discussed in the Conclusion section.

4. CONCLUSION

This study found that emotional intelligence did not significantly affect the performance of the village apparatus, whereas interpersonal communication and quality of work life each had a positive and significant effect on performance. The three variables jointly had a significant effect on performance. Interpersonal communication had the strongest standardized coefficient among the predictors, but it was similar to that of quality of work life, so neither can be ranked as clearly more important. These results show that, to improve village government performance, it is important to focus on good communication between people and a better work environment. Emotional intelligence can still be developed as a supporting skill.

The village government in Kabuh District should focus on coaching programs that strengthen communication and teamwork and on improving quality of work life, with particular attention to salary and benefits, which received less favorable responses than other aspects of quality of work life. Emotional intelligence training can be included in the coaching program as additional support.

This study has several limitations. First, the study involved only village officials in Kabuh District, so the results may not apply exactly to village governments in other areas with different organizational and institutional conditions. Second, variables such as performance were measured through questionnaires in which respondents reported their own experiences. This method may be influenced by respondents' perceptions and judgments, so it does not provide an objective picture of actual service performance. Third, the sample is small, which makes it harder to apply the results to a larger group. Fourth, the cross-sectional design examines how variables are connected at a single point in time, so it cannot show whether one variable causes another.

Future research is encouraged to expand the research setting and sample to provide broader evidence across different village-government contexts. Future studies may also incorporate supervisor assessments and objective service-performance indicators to complement self-reported measures, as well as longitudinal designs to examine changes over time and provide stronger evidence regarding causal relationships. Additional variables, such as leadership, work discipline, and job satisfaction, may also be examined to obtain a more comprehensive understanding of factors associated with village apparatus performance.

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