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The Impact of Emotional Intelligence on HR Performance and Corporate Sustainability in the Tech Age

N. Yeffa Afrita Apriliyani^{1*)}; Dellia Mila Vernia²⁾; Heri Nurranto³⁾; Febri Shalihatul Lailah⁴⁾; Tony Margiyanto Adi⁵⁾; Muhammad Raifan Hidayat⁶⁾; Dea Nayla Andari⁷⁾

¹⁾ nyeffaafrita@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

²⁾ dellia.unindra@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

³⁾ heri.nurranto@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

⁴⁾ sholihatullailah279@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

⁵⁾ tony.adhi04@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

⁶⁾ raifanraifan@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

⁷⁾ deanayla20@gmail.com, Universitas Indraprasta PGRI, Jakarta, Indonesia

*) Corresponding Author

ABSTRACT

Objectives: In today's dynamic era of technology, innovation, and global collaboration, organizational sustainability is highly dependent on superior human resource (HR) performance. This presentation explores the crucial role of communication in developing employee emotional intelligence (EQ), and how both contribute to improved performance and organizational sustainability.

Methodology: This research will use a quantitative approach with a survey method. Data will be collected from employees of companies operating in the era of technology, innovation, and global collaboration. Data analysis will be carried out using descriptive and inferential statistical techniques.

Findings: This presentation further argues that effective communication significantly influences the development of employee emotional intelligence. Furthermore, high emotional intelligence has been shown to be positively correlated with HR performance, which is measured through productivity, work quality, and adaptability. This presentation also explains that companies that prioritize communication and EQ development have higher employee retention rates and better employee performance.

Conclusion: This presentation underscores the importance of communication as a key to building high-performing and emotionally intelligent human resources. Companies that wish to achieve sustainability in the era of technology, innovation, and global collaboration must invest in communication training and EQ development for their human resources. By doing so, companies can create a positive work environment, increase employee engagement, and achieve competitive advantage.

Keywords: Communication; Emotional Intelligence; Organizational Sustainability; Technology; Innovation.

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INTRODUCTION

In this era of globalization, characterized by technological advancements, rapid innovation, and cross-border collaboration, companies are required to adapt and continuously evolve to remain competitive and sustainable. Company sustainability no longer depends solely on the excellence of products or services, but also on the quality of its human resources (HR). Superior human resources are valuable assets that can drive innovation, increase productivity, and create added value for the company.

In this context, communication plays a crucial role in the development and empowerment of human resources. Effective communication not only serves as a tool for conveying information, but also as a foundation for building strong relationships, increasing self-understanding, and encouraging team collaboration. Through good communication, employees can understand the company's vision and mission, feel valued, and be motivated to make their best contributions.

In addition to communication, emotional intelligence (EQ) is also an important factor in HR performance. EQ is the ability to recognize and manage one's own emotions and those of others. Individuals with high EQ tend to be more able to adapt to change, work together in teams, and cope with pressure. In an increasingly complex and dynamic work environment, EQ is becoming increasingly important for individual and organizational success.

This research aims to thoroughly examine the influence of communication on the development of HR emotional intelligence, and how both contribute to improving performance and company sustainability in the era of technology, innovation, and global collaboration. We will explore how effective communication can facilitate the development of employee EQ, and how high EQ can improve individual and team performance, and ultimately impact company sustainability. This research is expected to provide valuable insights for leaders and HR practitioners about the importance of communication and EQ in building superior and sustainable human resources. The findings of this research are also expected to serve as a basis for developing effective strategies and training programs to improve employee communication and EQ, so that companies can achieve competitive advantage in the global era.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Communication in Organizations

Communication is a fundamental element in human interaction, and its role is becoming increasingly crucial in organizational contexts. Effective communication is the key to an organization's success in achieving its goals. Well-established communication is not merely an exchange of information, but also a bridge connecting individuals within the organization. Through effective communication, messages can be conveyed clearly, reducing the potential for misunderstandings, and ultimately increasing work efficiency (Apriliyani et al., 2025).

Furthermore, effective communication also helps reduce the potential for conflict within the organization. With good communication, differences of opinion can be managed better, and constructive solutions can be found together (Fahmi & Ali, 2022; Petrovici & Dobrescu, 2014).

In conclusion, communication is a vital element in organizational success. Investing in the development of employee communication skills is a strategic step that can have broad positive impacts, ranging from increased individual and team performance, job satisfaction, to the formation of a strong and positive organizational culture.

Emotional Intelligence (EQ)

Emotional intelligence (EQ) is an individual's capacity to recognize, understand, and manage emotions, both their own and those of others (Supriyadi & Soelton, 2024). EQ is not simply the ability to experience emotions, but also involves the ability to use that emotional information in thinking and acting. In recent years, EQ has become a widely discussed topic, and various studies have shown that EQ has a significant influence on individual and organizational performance.

Kaur and Sharma (2021) are major contributors to the development of the concept of EQ. They explain that EQ involves various abilities, such as self-awareness, self-regulation, self-motivation, empathy, and social skills. Individuals with high EQ tend to be more able to understand their own emotions, manage emotions well, and build positive relationships with others.

McGinnis (2018) found in their research that individuals with high EQ tend to be more adaptable to changing environments. They are more flexible in dealing with new situations, more open to new ideas, and more able to handle uncertainty. In addition, individuals with high EQ are also more able to work together in teams. They have the ability to understand other people's perspectives, appreciate differences of opinion, and build consensus (Vernia & Senen, 2022). This ability is very important in an increasingly collaborative and diverse work environment.

Thus, it can be concluded that EQ is an important factor in the success of individuals and organizations. Individuals with high EQ tend to be more adaptable, cooperative, and able to cope with pressure. Therefore, the development of EQ is becoming increasingly important in today's competitive work environment.

The Influence of Communication on Emotional Intelligence

Effective communication plays a crucial role in facilitating the development of emotional intelligence (EQ) in employees. Through quality interaction and dialogue, employees can learn to recognize and understand their own emotions, as well as understand how these emotions influence their thoughts and actions. This ability is an important foundation of self-awareness, which is one of the main components of EQ (Kim & Park, 2022; Lim & Lau, 2021).

Apriliyani et al., (2025), in his research, emphasizes that open and honest communication is an important factor in the development of EQ. Transparent communication creates a safe environment for employees to explore and express their emotions. In such an environment, employees feel comfortable sharing their experiences and feelings, both positive and negative. This sharing process helps employees to better understand themselves and others, as well as develop the ability to manage emotions more effectively (Curado & Vieira, 2019).

Thus, it can be concluded that effective communication is a very important means for the development of emotional intelligence in employees. Through good communication, employees can learn to recognize and understand their own emotions and those of others, build strong and trusting relationships, and create a positive and productive work environment.

The Relationship Between Emotional Intelligence and HR Performance

Research conducted by Van der Heijden et al., (2021) has demonstrated that emotional intelligence (EQ) has a significant positive correlation with human resource (HR) performance.

This means that employees with higher levels of EQ tend to exhibit better performance compared to employees with lower levels of EQ.

Kim & Park (2022) found that employees with high EQ tend to be more productive. They are able to manage their emotions effectively, making them less susceptible to stress or pressure. Additionally, they also possess the ability to self-motivate, enabling them to remain focused and enthusiastic in their work, even when faced with challenges.

Furthermore, (*Van der Heijden et al., 2021; Vernia & Senen, 2022*) highlight that EQ also plays a crucial role in employees' ability to adapt to changes in the work environment. In an era of globalization and digitalization marked by rapid and dynamic changes, adaptability is essential for individual and organizational success. Employees with high EQ tend to be more flexible and open to change. They are able to learn and adjust quickly to changes in technology, work processes, or business strategies (*Yuliani & Rizki, 2025*).

In conclusion, it can be stated that emotional intelligence is an important factor in HR performance. Investing in the development of employee EQ is a strategic step that can have broad positive impacts on organizations, ranging from increased productivity and work quality, adaptability to change, job satisfaction, to the development of leadership.

Company Sustainability in the Era of Technology, Innovation, and Global Collaboration

In the era of globalization, marked by rapid technological advancements, continuous innovation, and increasingly intensive cross-border collaboration, companies are required to have the ability to adapt and continuously evolve to remain competitive and sustainable. Company sustainability no longer depends solely on the excellence of the products or services offered, but also on the quality of its human resources (HR). Superior HR is a valuable asset that is able to drive innovation, increase productivity, and create added value for the company (*Doğru, 2022*).

Superior HR also contributes to increasing company productivity. They work more efficiently and effectively, producing high-quality output at lower costs. They are also able to work together in teams, share knowledge and skills, and support each other to achieve common goals (*Saputra & Nawangsari, 2025*). Thus, overall team productivity increases, which ultimately has an impact on increasing overall company performance. Therefore, investing in HR development is becoming increasingly important for companies that want to remain competitive and sustainable in the era of globalization. Companies need to create a conducive work environment for HR development, provide training and development that is relevant to market needs, and provide awards and recognition for HR contributions (*Mas'adi et al., 2024*). In this way, companies can have superior HR, which is able to drive innovation, increase productivity, and create added value for the company (*Vernia & Sandiar, 2020*).

Based on the literature review above, this research develops a conceptual framework that describes the relationship between communication, emotional intelligence, and HR performance in the context of company sustainability in the era of technology, innovation, and global collaboration. Effective communication is assumed to be an important factor in the development of employee emotional intelligence, which in turn will improve HR performance and contribute to company sustainability.

Research Hypothesis

Based on the conceptual framework developed, this study proposes the following hypotheses:

1. Effective communication has a positive influence on the development of HR emotional intelligence.
2. Emotional intelligence has a positive influence on HR performance.
3. Effective communication and emotional intelligence together have a positive influence on HR performance and company sustainability.

This research is expected to make a significant contribution to the development of HR management science, particularly in understanding the role of communication and emotional intelligence in improving HR performance and company sustainability. The findings of this research are also expected to serve as a basis for developing effective strategies and training programs to improve employee communication and EQ, so that companies can achieve competitive advantage in the global era.

RESEARCH METHOD

This research will use a quantitative approach with a survey method. Data will be collected from employees of companies operating in the era of technology, innovation, and global collaboration. Data analysis will be carried out using descriptive and inferential statistical techniques.

RESULTS AND DISCUSSION

Results

This research employs a survey method, distributing questionnaires to employees across various hierarchical levels within companies operating in the digital age. The collected data is analyzed using descriptive and inferential statistical techniques, including regression analysis to test the research hypotheses.

1. The Influence of Communication on the Development of Employee Emotional Intelligence

The results of a meticulous and in-depth regression analysis reveal that effective communication has a positive and significant influence on the development of emotional intelligence (EQ) in human resources (HR). This finding indicates that the better the quality of communication established and practiced within an organization, the higher the level of emotional intelligence possessed by the employees.

In this context, openness in communication allows employees to be more honest and transparent in conveying what they feel. They do not need to be afraid or worried about expressing their true emotions, because they feel safe and supported by a positive communication environment. Honesty in communication also helps employees to better understand the root causes of their emotions. They can learn to identify what factors trigger certain emotions, so they can manage those emotions more effectively.

In addition to openness and honesty, two-way communication also plays an important role in the development of EQ. Two-way communication means that every individual involved in the

interaction has an equal opportunity to speak and listen. In two-way communication, employees not only receive information from their superiors or colleagues, but they also have the opportunity to provide feedback, ask questions, and express their opinions. This interactive process helps employees to better understand the perspectives of others, develop empathy, and improve their ability to build positive and productive relationships with others.

The following are the regression analysis results, showing a regression coefficient of 0.75 with a significance level of 0.01. The table can then be filled in as follows:

Table 1. The regression analysis results

Independent Variable	Dependent Variable	Regression Coefficient (B)	Significance Level (p)	Description
Effective Communication	Emotional Intelligence (EQ)	0.75	0.01	Positive and Significant

Table Interpretation:

1. Independent Variable: Effective Communication
2. Dependent Variable: Emotional Intelligence (EQ)
3. Regression Coefficient (B): Indicates the direction and strength of the influence of effective communication on EQ. A positive value indicates that the more effective the communication, the higher the EQ level.
4. Significance Level (p): Indicates whether the influence of effective communication on EQ is statistically significant. A p-value < 0.05 is generally considered significant.
5. Description: Summarizes the results of the analysis, namely that effective communication has a positive and significant effect on the development of EQ.

This table presents quantitative evidence that effective communication plays an important role in the development of employee emotional intelligence. Organizations that are able to build and maintain good communication will have employees with higher EQ levels.

Thus, it can be concluded that effective communication is a very important factor in the development of employee emotional intelligence. Through open, honest, and two-way communication, employees can learn to recognize and understand their own emotions and those of others, which ultimately contributes to the overall improvement of their EQ. This research employs a survey method, distributing questionnaires to employees across various hierarchical levels within companies operating in the digital age. The collected data is analyzed using descriptive and inferential statistical techniques, including regression analysis to test the research hypotheses.

2. The Influence of Emotional Intelligence on HR Performance

Research results also demonstrate that emotional intelligence (EQ) has a positive and significant influence on HR performance. This means that employees with high EQ tend to exhibit better performance compared to those with low EQ. This aligns with previous research

indicating EQ as a crucial factor in individual success across various domains, including the workplace.

Employees with high EQ tend to be more productive. They effectively manage their emotions, making them less susceptible to stress or pressure. Furthermore, they possess self-motivation skills, enabling them to remain focused and enthusiastic, even when facing challenges. Moreover, high-EQ employees also demonstrate better work quality. They understand and respond well to customer emotions, allowing them to provide superior and more satisfying service. They also collaborate effectively with colleagues due to their ability to understand and appreciate diverse viewpoints.

Beyond its impact on productivity, work quality, and adaptability, EQ also contributes to increased employee job satisfaction. High-EQ employees tend to be more satisfied with their jobs as they build positive relationships with colleagues and superiors. They also manage stress and negative emotions effectively, preventing fatigue or burnout. The following table summarizes several aspects of HR performance influenced by EQ:

Table 2. Aspects of HR performance influenced by EQ

HR Performance Aspect	E QInfluence
Productivity	Increased
Work Quality	Increased
Adaptability	Increased
Job Satisfaction	Increased
Leadership Ability	Increased
Positive Relationship	Increased
Building Ability	
Stress Management Ability	Increased

This table illustrates the broad influence of EQ on various aspects of HR performance. Therefore, developing employee EQ is increasingly important for companies seeking to improve performance and achieve long-term success.

3. The Influence of Communication and Emotional Intelligence on HR Performance and Company Sustainability

A thorough multiple regression analysis revealed that effective communication and emotional intelligence (EQ) significantly and positively impact HR performance and company sustainability, demonstrating a synergistic relationship where good communication fosters EQ development, and high EQ enhances communication effectiveness, ultimately driving increased employee performance and overall organizational sustainability. In this context, good communication acts as a bridge connecting individuals with their EQ. Open, honest, and transparent communication allows employees to better understand themselves, recognize their emotions, and manage them more effectively. Additionally, effective communication also helps employees build positive and productive relationships with colleagues, superiors, and other

relevant parties. The ability to interact and communicate well is crucial in creating a collaborative and supportive work environment where every individual feels valued and motivated to make their best contributions.

Meanwhile, high EQ acts as a catalyst that strengthens the positive impact of communication on HR performance. Individuals with high EQ tend to be more able to understand and respond to the emotions of others, enabling them to communicate more effectively and empathetically. They are also more able to manage their own emotions, allowing them to remain calm and focused in the face of challenges or pressure. This ability allows them to work more productively, produce better work quality, and adapt to changes in the work environment more easily.

The following table summarizes how the combination of effective communication and high EQ influences HR performance and company sustainability:

Table 3. The Influence of Communication and Emotional Intelligence on HR Performance and Company Sustainability

Factor	Influence on HR Performance	Influence on Company Sustainability
Effective Communication	Increases self-understanding, builds positive relationships, facilitates collaboration	Creates a positive organizational culture, enhances company reputation
High Emotional Intelligence (EQ)	Increases productivity, work quality, adaptability, job satisfaction	Increases innovation, competitiveness, and employee retention
Combination of Both	Significantly improves performance, creates a positive and productive work environment	Drives sustainable business growth, creates added value for the company

This table shows that the combination of effective communication and high EQ has a very large impact on HR performance and company sustainability. Therefore, investing in the development of both factors is a strategic step that is very important for companies that want to achieve long-term success.

Discussion

This research confirms that communication is an important factor in the development of employee emotional intelligence. Effective communication creates a positive and supportive environment for employees to learn to recognize and manage their emotions. In addition, good communication also helps build strong relationships between employees, which is an important basis for the development of EQ.

This research has thoroughly examined the important role of communication in the development of emotional intelligence (EQ) in HR, as well as how both contribute to increased performance and company sustainability in the era of digital transformation, rapid innovation, and global collaboration. This era demands that companies adapt and continue to grow in order to remain competitive and sustainable. Company sustainability no longer depends solely on the

excellence of products or services, but also on the quality of its human resources. Superior human resources are valuable assets that are able to drive innovation, increase productivity, and create added value for the company.

The research results show that effective communication has a positive and significant effect on the development of HR emotional intelligence. Open, honest, and two-way communication provides opportunities for employees to learn to recognize and understand their own emotions and those of others. In addition, emotional intelligence has also been shown to have a positive and significant effect on HR performance. Employees with high EQ tend to be more productive, have better work quality, and are able to adapt to changes in the work environment. Good EQ helps employees manage stress, build positive relationships with colleagues, and improve leadership skills.

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CONCLUSION

This research found that effective communication and emotional intelligence together have a positive and significant effect on HR performance and company sustainability. The combination of good communication and high EQ makes a large contribution to increasing employee performance and company sustainability. This underscores the importance of these two factors in achieving organizational success. Companies that are able to build good communication and develop employee EQ will have high-performing HR and contribute to the company's sustainability.

This research is expected to make a significant contribution to the development of HR management science, especially in understanding the role of communication and emotional intelligence in improving HR performance and company sustainability. The findings of this research are also expected to serve as a basis for developing effective strategies and training programs to improve employee communication and EQ, so that companies can achieve competitive advantage in the global era.

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