

Interpersonal communication on employe commitment with work engagement as a mediation variabel

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ABSTRACT

This study aims to determine the effect of interpersonal communication on employee commitment by using job engagement as a mediating variable. The research was conducted at PT PLN (Persero) Ulp Air Molek. The population in this study were employees of PT PLN (Persero) Ulp Air Molek. The sample used is 49 employees. Data collection is done through questionnaires and data processing is done by smart PLS3. Research shows that there is a positive and significant effect between interpersonal communication and employee engagement at PT. PLN (persero) ulp air Molek. Interpersonal interaction has a positive and significant effect on job engagement at PT. PLN (persero) ulp air Molek, interpersonal communication has a positive and significant effect on work engagement at pt. pln (persero) ulp air Molek, work engagement has no positive and significant effect on employee commitment at pt. pln (persero) ulp air Molek, work involvement does not moderate the influence of interpersonal communication on employee commitment at PT. PLN (persero) ulp air molek.



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INTRODUCTION

Employee commitment is the relative to individuals in understanding their strengths in the organization. can be characterized by three things, namely: 1. Acceptance of the values and goals of the organization. 2. ready and willing to work seriously on behalf of the organization. 3. protection to survive in the organization (Mowday.1982:27).

Employees who have a strong commitment will consistently stay with the organization (Nasution, 2017). The strong commitment of employees to the company also determines how the nature and behavior of the employee while in the company. Organizational commitment encourages employees to keep their jobs and show the results they should. This indicates that work commitment has more meaning than just passive loyalty, but has an active influence and the willingness of employees to make a very meaningful contribution to the company (Melina Taurisa & Intan, 2012).

Building this requires employee commitment to achieving these goals. Keeping members in an organization is not easy, but it is a fairly long and step-by-step process. Steers (Sopiah, 2008) states that there are three factors that influence employee engagement. It covers the personal characteristics of the worker, including his relationship with the company, as well as the different needs and desires

of the individual worker. B. Work identity and opportunities to interact with colleagues. Work experience, such as past organizational credibility and how other workers expressed and talked about their feelings about the organization.

Wexley & Yukl (1992; 96) explain that one way to build employee loyalty to an organization is through communication. Effective communication is important for all organizations, as emphasized by Pace & Paules (2001; 25). Involving, maintaining, and forming a comprehensive organization means paying attention to communication within the organization. Therefore, organizational leaders and communicators in an organization need to understand their communication skills Perfect.

Gibson and Ivan (2012: 84) argue that "communication is the transmission of information and understanding related to linguistic or nonverbal signs." "Communication is the process of transferring understanding from one person to another in the form of ideas and information. As a social entity, humans need to be in constant contact with other individuals or groups. Requires interaction to send and receive information.

Work engagement reflects the enthusiasm of employees to work to achieve useful goals, success, and organizational goals To take personal action (Bakker & Leiter, 2010). Effective communication is essential for all organizations. Therefore, organizational leaders and communicators need to understand and complete their communication skills (Kohler 1981) (Muhammad, 2007: 1).

Employees have a big role in running a company. Employees who have a high level of work engagement will show the best performance at work. Job engagement is an optimal and positive employee ability related to job fulfillment. On the other hand, the existence of employees cannot be separated from the support of the organization. Organizational support is the belief held by organizational members or employees about the extent to which the organization or company assesses the contribution, provides support, and cares about the welfare of employees, effective communication will create good coordination and avoid conflicts between employees with good coordination the company will increase its productivity .

According to Triple Creek Associates (2007) in Handoyo & Setiawan (2017:1), employee engagement or a sense of attachment of employees to their work or organization is very important for the organization and is a determining factor behind the high and low business performance of a company.

According to Schaufeli et al (2002) in Bakker and Leiter (2010:41), engaged employees have energy and have an effective relationship with their work activities and they feel able to complete all work demands. This attachment is interpreted as a positive thing. With relatively high salaries, of course, many want to join state-owned companies, and of course many also have the skills to work in this field, for that employees must maximize themselves to devote their thoughts, time, and energy to be able to survive in this job.

The form of commitment that researchers see in this company when making visits/observations is a good level of attendance on time and good communication between employees by gathering together after work either to eat or just drink so that employees do not feel closer and closer, and can be seen also from the company's Instagram post which also shows this closeness, it may seem small but big things certainly start with small steps, therefore good communication can make the organization progress and develop, with good communication the division of labor can be conveyed clearly so that the work will be done. completed faster Then the company's productivity also increases.

LITERATURE REVIEW

1. Work Engagement

Kahn (1990:2) Work engagement at work is understood as organizational members performing their job responsibilities, working and expressing themselves physically, cognitively, and emotionally during work. Perrin (2003:5) provides an understanding of work engagement as a center for self-affective work that reflects the personal satisfaction of employees and the affirmations they get from

working and being part of an organization. Schmidt (2004:4) defines work engagement as a combination of satisfaction and commitment, satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements.

Job Attachment is the state in which a person is capable of doing so express himself positively both physically and mentally in carrying out his duties (Schaufeli and Bakker, 2004). Lockwood (2007:12) gives an understanding of work engagement as a condition in which a person is able to commit to the organization both emotionally and intellectually.

2. Employe commitment

Interpersonal Communication Interpersonal communication is face-to-face communication between people, in which each participant directly captures each other's reactions, both verbally and non-verbally (Mulyana, 2004: 73). Interpersonal communication or interpersonal communication is the process of sending and receiving messages between two people or a small group of people a certain level of effectiveness and immediate feedback.

Interpersonal communication is also defined as communication that occurs between two People with obvious relationships, such as conversations between father and child, husband and wife, teacher and student, etc. in this definition every new communication is seen and explained as an integrated material in the act Interpersonal Communication (Devito, 1997:231). The importance of interpersonal communication is that the process allows for a conversational approach. Conversation is a form of interpersonal communication that shows the occurrence of interaction. Those involved in this form of communication have a dual function, each being a speaker and a listener in turn. In the process of dialogical communication, it appears that there are efforts from the communicators for mutual understanding and empathy to occur.

Compared to other forms of communication, interpersonal communication is considered the most effective for changing the The attitudes, beliefs, opinions, and behaviors of communicators. The reason is that this communication happens directly, because there is a personal touch in it. When you send a message, feedback occurs immediately (immediate feedback). At this time, we know that the messenger's reactions are expressed through facial expressions and tone of voice. If the feedback is positive, it means the reaction was pleasant. keep in touch. On the other hand, if the communication response is negative, you will have to change your communication style until the communication is successful.

3. Interperconal Communication

Porter and Mowdat et al (Kuntjoro, 2002) Commitment is the relative strength of an individual who participates in an organization. 1. Embrace the values and goals of the organization. 2. Willingness and willingness to work hard for the organization. 3. Want to maintain membership in the organization (Mowday.1982:27).

Employees who feel more committed are people who can be trusted, plan to be loyal to the organization, and tend to put more effort into their jobs. According to Robbins (2008:99), organizational commitment is the extent to which an employee likes a particular organization, and the goal is to remain a member of that organization. Commitment determines the success or failure of an organization or company in achieving its goals.

4. Work Engagement And Employe Commitment

Schaefuli & Bakker (2004) explained that work engagement is related to job satisfaction, engagement, lack of turnover intention, and organizational commitment by showing a positive attitude in work. Employees who are engaged will experience positive emotions (happiness, joy, and enthusiasm) and can manage their ability to perform well in completing the demands of their work (Bakker, Tim & Derks, 2012). Employee engagement is defined as a state of fulfillment of a persistent and positive effective motivation. Engaged employees are so enthusiastic and energetic about their

work and are completely in it that they don't feel time passing while they are at work (Field & Buitendach, 2011).

H1: Work Engagement has a Positive Effect on Employee engagement.

5. Interpersonal Commitment And Employe Commitment

Organizations cannot exist without communication. Without communication within the organization, employees do not know what to do, managers cannot receive information, and leaders cannot give orders. Collaboration is not supported because employees do not communicate their needs. Undoubtedly, all behavior will be influenced by communication (Davis, 1989). Effective communication increases job satisfaction. Communication is the transfer of information from one person to another (Davis, 1989).

H2: Interpersonal communication has a positive effect on employee engagement.

6. Interpersonal Communication And Work Engagement

Havil (2010: 45), "Interpersonal communication also affects employee engagement. Havil's theory which states that interpersonal communication is one of the factors that shape employee engagement. Previous research on the impact of organizational culture and interpersonal communication on employee engagement has been conducted in a bank located in India. And from the results of the study, it was found that organizational culture and interpersonal communication had a significant impact on employee engagement. The theories and concepts developed in this study have been proven and valid (Giovanni, 2014: 39).

H3: Interpersonal communication has a positive effect on work engagement

7. The Effect Of Interpersonal Communication On Employee Commitment Through Job Engagement

Employees who have a strong commitment will consistently stay with the organization (Nasution, 2017). The strong commitment of employees to the company Wexley & yukl (1992; 96) explains that one way to build commitment to the company is to build communication, effective communication is important for all organizations Field & Buitendach (2011) and Dajani (2015) report that commitment by employee engagement. Employees who are expected to put in a greater effort to work hard are likely to go beyond the required tasks and their jobs

H4: work engagement mediates the relationship between interpersonal communication and employee commitment.

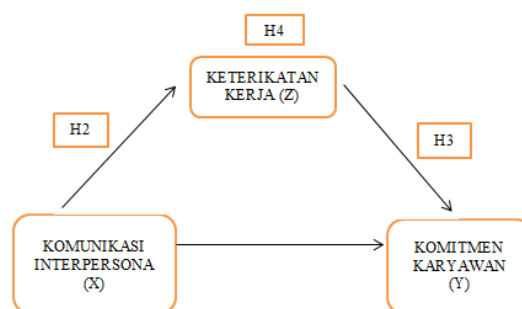


Figure 1: Research Method

METHOD

This research is a causative descriptive research. use to see how far influence interpersonal communication and employee engagement on employee commitment at PT. PLN (Persero) Ulp Air Molek. the population used are employees of PT.PLN (Persero) Ulp Air Molek. Meanwhile, for

sampling, the author uses a total sampling technique, namely the total sampling technique is a sampling technique where the number of samples is the same as the population. The the total sample taken as respondents in the study amounted to 49 employees. Sources This research uses primary data whose Data is collected directly from respondents. Data collection in this study used a questionnaire with a Likert scale, which was then analyzed with Pls (Partial Least Squares) analysis.

RESULT AND DISCUSSION

Analysis Results Descriptive

Table 1 : analysis result Descriptive

No	variable	Average score mean (mean)	respondent's level of achievement	Category
1	<i>Interperconal communication</i>	4,31	86,25%	High
2	<i>Employee commitment</i>	4,39	88,06%	High
3	<i>Work engagement</i>	4,35	87,02%	High

Table 1 shows that the frequency distribution of interpersonal communication using 7 indicators and 21 statement items produces an average score of 4.31. The respondent's level of achievement is 86.25%, the highest among his friends. It can be concluded that interpersonal communication at PT. PLN (PERSERO) ULP AIR MOLEK is high and can still be improved.

Table 2, the distribution of the frequency of employee commitment using 3 indicators and 9 statement items shows a cumulative average score of 4.39. The level of achievement of respondents is 88.06%.Good value. It can be concluded that the commitment to the employees of PT. PLN (PERSERO) ULP AIR MOLEK is high and can still be improved.

Table 3 of the results of the frequency distribution of commitment measurement using 3 indicators and 9 statement items shows that the cumulative average score of employee engagement is 4.35. The respondent's level of achievement is 87.05% with the highest score. can be concluded that that interpersonal communication at PT. PLN (PERSERO) ULP AIR MOLEK high and still can be improved.

Inferential Analysis Results

data analysis method used SmartPLS 3.0 software. PLS (Partial Least Squares) is a variant-based structural equation analysis (SEM) that simultaneously tests measurement and structural models..

Model size

The measurement model (internal model) is used to evaluate the validity and reliability of the model..

Convergent validity

Based on the validity test results of SmartPLS 3.0, when the external load value is considered, the correlation values of the variables interpersonal communication, employee engagement and job engagement are greater than r-table above 0.5. Calculated by PLS. So it can be said that the validity of the statement used is good. The AVE value for the internal communication variable was 0.723, employee engagement was 0.695, and the job engagement variable was 0.678. From the value of each AVE on each indicator, it can be concluded that the validity of each construct is above 0.5. It can be concluded that the construct has good validity.

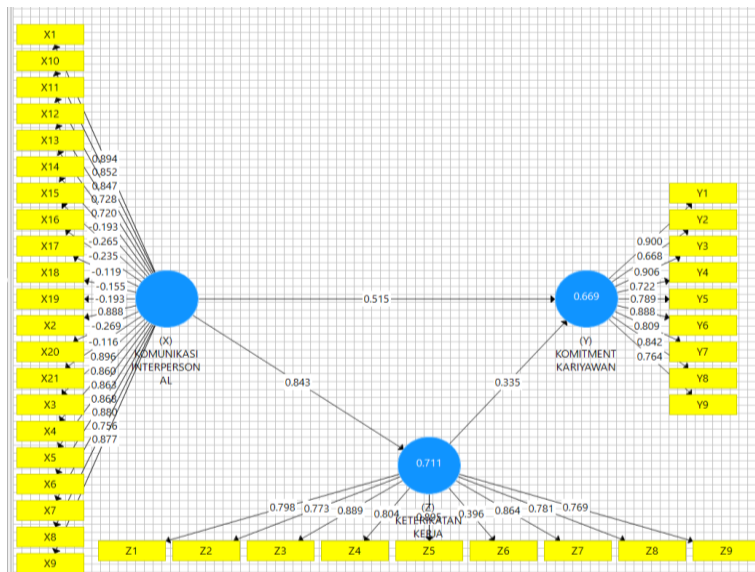


Figure 2: Outer Model of Initial Research

Discriminant validity and composite reliability

Discriminant validity is the ratio of the root mean square (AVE) of each construct to the correlation between that construct and other constructs in the model. A structure is said to be valid if its AVE value is > 0.5. Here are the results of the discriminant validity test:

Table 2 Differential Validity Test Results - AVE Value and Reliability Test Results

	AVE	Composite Reliability
interpersonal communication	0.723	0.971
employee commitment	0.695	0.948
work engagement	0.678	0.944

According to the above numerical results, it can be concluded that from the results of each variable, the AVE value is above 0.5. All indicators meet the requirements of discriminant validity. However, the composite reliability scores for all constructs were greater than 0.7, indicating that all constructs in the estimated model were standard or reliable.

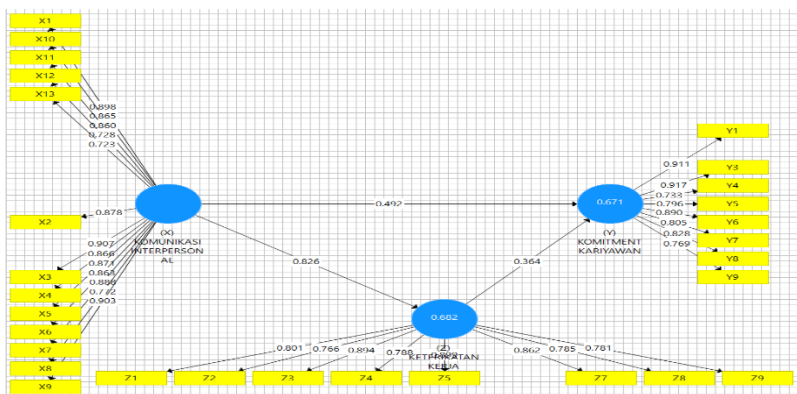


Figure 3: Outer Model of the Final Research

R-square

In-house model testing was conducted to determine the relationship between the construct, significance, and study of the R-square model. The build model uses R-square for ttest dependent builds and the boost factor of the structured path parameters.

Table 3: Results R-square Analysis analysis

Variabel	R-square
(X) interpersonal communication	
(Y) employee commitment	0.671
(Z) work engagement	0.682

Table 3 shows the R-square value of employee engagement variable is 0.671, the results show that 67.1% of the employee commitment variable can be influence by interpersonal communication variables, and the remaining 32.9%. Meanwhile, the work engagement variable is 0.682, the results show that 68.2% of the work engagement and then employee commitment variable can be influenced on interpersonal communication variables, and the remaining 31.8%.

Hypothesis testing

The PLS3 statistical test uses simulation to estimate each ratio. In this case, the bootstrap method applies to the sample. This test also aims to minimize the problem of anomalies in the research data. The results of the PLS bootstrap analysis are as follows:

Table 4 Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
(X)Interpersonal communication -> (Y) employe commitment	0.492	0.476	0.216	2.277	0.023
(X) Interpersonal communication -> (Z) work engagement	0.826	0.831	0.044	18.743	0
(Z) work engagement -> (Y) employe commitment	0.364	0.382	0.237	1.541	0.124

Source: SmartPLS3 Results, 2022

1. Variable interpersonal communication positive and significant effect on employe commitment, with T-statistic of 2,277 > 1,96 This value is greater than the value of t table (1.96).
2. 2. Interpersonal variables related to work commitment show the t-count value of 18.743 which is greater than the t-count value (1.96) in the table. These results shows that interpersonal communication has a significant effect on job involvement commitment.
3. The variable work engagement variable on employee commitment shows tcount 1.541. This value is smaller than the value in ttable (1.96). This result means that there is no significant effect between work input and employee interaction
4. interpersonal communication on employee commitment through work engagement is 1.486 > 1.96, with an original sample of 0.301, it can be Interpersonal communication for employee engagement through work engagement is 1.486 > 1.96, the original sample is 0.301, and interpersonal communication has a significant effect on employee engagement through work engagement at Pt.PLN (Persero) UlpAirMolek.

CONCLUSSION

1. positive and significant effect between interpersonal communication and employe commitment at PT. PLN (Persero) ULP Air Molek. Good interpersonal communication such as a sense of trust, a sense of togetherness and camaraderie, a sense of kinship and openness can make employees comfortable with their workplace so as to create an emotional attachment to other employees or their superiors. The presence of emotional attachment can make the employee increase commitment. 2. positive and significant effect between Interpersonal Communication on Work PLN (Persero) engagement at PT. ULP Air Molek. Good communication within an organization will make workers or employees comfortable and make them responsible for their problems, so that good communication can create a sense of attachment at work. 3. There is no positive and significant effect of work engagement on employee commitment to Pt. PLN (Persero) ULP Air Molek. Work engagement intends to increase commitment to employees in order to improve the performance results of these employees. At PT. PLN (Persero) ULP Air Molek engagement cannot affect commitment to employees, so work engagement can be increased again so that employees can commit to work with maximum performance output. 4. Work engagement cannot mediate the influence of interpersonal communication on employee commitment At PP. PLN (Persero) ULP Air Molek.

LIMITATIONS

The limitation of this study was that only 49 employees of PT PLN (Persero) ULP Air Molek were included. The authors also limit the problems that the authors investigate to the factors that they believe affect interpersonal communication and employee engagement with employee commitment at PT. PLN (Persero) ULP Air Molek.

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