

The Influence of Internal Communication and Perceived Organizational Support on Employee Engagement in PT. INDONESIA ASAHAN ALUMINIUM (PERSERO)

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Abstract- This research aims to study the influence of internal communication and perceived organizational support on employee engagement. Employee engagement scale, internal communication scale and organizational support perception scale are used as measuring instruments in this study. The study involved 256 employees of PT. Indonesia Asahan Aluminum (Persero). The results of data processing by using the method of Multiple Linear Regression Analysis show internal communication variables and perceptions of organizational support have no significant effect on employee engagement. Internal communication has a positive effect on employee engagement whereas the perceived of organizational support has no significant effect on employee engagement, the value of $R = 0.280$ (a), $R^2 = 0.078$, $F = 10.764$ with probability (Sig.) = 0,000 or $p < 0, 05$. The implications of the research expect the management to improve employee perceived of organizational support by providing support to employees and paying attention to the welfare of their employees.

Keyword- Employee Engagement; Internal Communication; Perceived of Organizational Support.

I. INTRODUCTION

Every organization has a variety of goals to be achieved. This is the basis of any organization that has goals of the organization to grow rapidly within the scope of its activities and high productivity in the field of its work. To achieve these objectives, several factors such as labor, capital and managerial skills are needed, where the three factors can not stand alone, but support each other to achieve the goal effectively and efficiently (Dessler, 2003).

Baumruk, Gorman, & Gorman [1] explained that one of the key achievements of employee engagement is the presence of internal communication, and an organization that has effective communication with its employees will have a better level of engagement. Alleyne [2] also stated that effective communication is the key to increasing

employee engagement so that it will improve company performance.

According to Hendrix & Hayes [3], that in the context of internal communication, the manager is not only asked to be able to establish communication with its members but also the members are required to be able to communicate with other members and also with the manager.

In addition, according to Saks [4] employee engagement is also influenced by several other factors, such as job characteristics, perceptions of organizational support, perceptions of leadership support, rewards and recognition, procedural justice. The perception of organizational support refers to the general belief that organizations value the contribution of their employees and care about their well-being. More specifically the perception of organizational support creates responsibilities for employees to care about

the well-being of the organization and helps the organization achieve its goals [5]. According to Eisenberger, Fasolo, and Davis-LaMastro [6] employees who feel supported by the organization and concerned with the organization will be tied up in every activity and assist in the goals of the organization in the future. The essence of the perceptual theory of organizational support is the norm of reciprocity. The theory of norms of reciprocity states that individuals who are treated fairly by the organization will feel responsible for responding positively and behaving that are beneficial to the organization. When employees have a perception of high organizational support for themselves, the norm of reciprocity encourages employees to help the organization to achieve its goals [7]. On these grounds, the following research question has been developed:

Do internal communication and perceived organizational support influence employee engagement?

II. METHOD

Data collection method used in this research is with the scale of psychology in the form of Likert scale with several options. Measurement instruments used, as follows:

a. Employee Engagement Scale

Employee engagement scale is measured using employee engagement scale based on the dimensions of employees' attachment by Schaufeli, Salanova, Gonzales-Roma, & Bakker, [8] consisting of three dimensions: vigor, dedication, absorption.

b. Internal Communication Scale

The Internal Communication Scale is based on internal communication dimensions by Pace & Faules [9]. It consists of four aspects: communication down, upward

communication, horizontal communication, cross-channel communication.

c. Perceived Organization Support Scale

The scale of perception of organizational support is measured using perceived organizational support scale based on the dimensions of organizational support by Rhoades & Eisenberger [10] consisting of three dimensions: Fairness, Supervisor Support, and Organizational Rewards and Job Conditions

In testing the validity of measuring instruments in this study, the authors use the content validity and the validity of the constants. By examining the value of Kaiser-Meyers-Olkin (KMO) and the Measure of Sampling Adequacy (MSA) value then compare the correlation coefficient value with the partial correlation coefficient value. The calculation of reliability coefficient in this study using the Cronbach Alpha coefficient technique, which is done by using SPSS version 20.0 for Windows.

The item analysis in this study conducted by using discrimination index equal to or greater than 0.30 by Pearson Product Moment correlation technique in SPSS version 20.0 for Windows program.

III. FINDINGS

The Influence of Internal Communication and Perceived Organizational Support on Employee Engagement

To test the hypothesis of "internal communication and perceived organizational support influence on employee engagement" can be proved by looking at the significance value of the F test in the table 1 below::

Tabel 1. ANOVA : Internal Communication and Perceived Organizational Support on Employee Engagement Regression Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1474.664	2	737.332	10.764	.000 ^a
	Residual	17330.774	253	68.501		
	Total	18805.438	255			

a. Predictors: (Constant), Perceived Organizational Support, Internal Communication

b. Dependent Variable: Employee Engagement

Based on the above table obtained the value of F of 10.764 with a significance level of 0.000. Because the significance value in previous table is 0.00 (<0.05), then this regression model is feasible to be used in predicting employee engagement. Furthermore, from the value of F statistic of $10.764 > F$ table of 3.03 means that there is a significant influence between internal communication with employee engagement.

In order to find out internal communications and perceived organizational support influence on employee

engagement, multiple linear regression tests were conducted. The R value in multiple linear regression shows the correlation value between two independent variables to the dependent variable. R value ranges from 0 to 1, if closer to 1 then the relationship is stronger and if closer to 0 the relationship is getting weaker. Results of multiple linear regression analysis can be seen in table 2 below:

Table 2. Internal Communication and Perceived Organizational Support on Employee Engagement Regression Test

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.280 ^a	.078	.071	8.277

a. Predictors: (Constant), Internal Communication, Perceived Organizational Support

Based on table 2, it can be seen that the value of R is 0.280 for the correlation between perceived of organizational support and internal communication on employee engagement. This shows a less strong correlation value (<0.5). Furthermore the value of determination coefficient (R Square) is 0.078 for correlation between perceived of organizational support and internal communication on employee engagement means that 7.8% variable of employee engagement

influenced by internal communication and perceived of organizational support and 92.2% influenced by other factors. The following table 3 is the contribution of internal communication and perceived organizational support on employee engagement:

Table 3. Contribution of internal communication and perceived organizational support on employee engagement

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.078	10.764	2	253	.000

a. Predictors: (Constant), Perceived Organizational Support, Internal Communication

Based on table 3 shows that the value of R Square Change for the perceived of organizational support and internal communication variable is 0.078. This shows that the amount of contribution variable of perceived organizational support and internal communication on employee engagement is equal to 7.8%. From the regression

test results also obtained the results of coefficient as shown in table 4 below:

Tabel 4. Internal Communication and Perceived Organizational Support on Employee Engagement Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	44.953	4.933		9.113	.000			
persepsi dukungan organisasi	.009	.037	.016	.254	.800	.084	.016	.015
komunikasi internal	.283	.064	.276	4.426	.000	.280	.268	.267

a. Dependent Variable: Employee Engagement

Based on table 4, the regression equation is $Y = 44.953 + 0.283 (KI) + (0.009) (PDO)$. The constant of 44,953 in the equation shows that if the perceived organizational support and internal communication variable is 0, then employee engagement has a value of 44,953. This means that every 1 point increase in the perceived organizational support and internal communication value then the value of employee engagement will be affected by 45,245 points.

Furthermore, based on the above table obtained the value of regression coefficient on internal communication variable is positive value of 0.283. This indicates that each increase of 1 point of internal communication hence employees engagement will be increased by 0283 points. The coefficient value on the positive perceived organizational support variable (0.009). This means that each increase of 1 point of perceived organizational support, it will increase the employee engagement of 0.009.

To test the hypothesis then can be observed from the value of t for each aspect of internal communication with the test criteria, if $-t_{table} \leq t_{statistic} \leq t_{table}$ then H_0 accepted, but if $-t_{statistic} < -t_{table}$ or $t_{statistic} > t_{table}$ then H_0 rejected. The value of t table for significance 0.05 with $df = 253$ is 1.969. Based on this, the statistic t value for internal communication variable is $4.426 > t_{table} 1.969$ with significance $0.000 < 0.05$ then internal communications significantly influence employee engagement. Furthermore, for the perception variable of organizational support, the value of t statistic $(0.254) > t_{table} (1.969)$ with significance of $0.800 > 0.05$ it can be stated that perceived of organizational support has no significant influence on employee engagement.

There are several reasons that may explain the effect. First, the effectiveness of communication can improve productivity and employee motivation to bring success to

the organization. Organizations that have an effective communication flow with their employees will create higher levels of employee engagement [11]. Internal communication is part of the organizational context in terms of employee engagement and non-engagement [12]. According to Ruck [13], states there are two main builder factors of employee engagement from the development of internal communication.

The first, that emotional engagement can be achieved through regular communication about the company's vision and goals to be achieved. The second factor is maintaining the application of two-way communication, especially in terms of maintaining clarity and message conformance in internal communication. Second, the well-designed internal communication program by the organization is an important factor in increasing employee engagement (Bindl and Parker, 2010). This is also in line with Bakker's [12] opinion on effective communication strategies proven to play an important role in the development of positive employee engagement. Organizations must follow open policies, communication systems up and down should be as appropriate and manageable as possible (Vazirani, 2007). Third, to build employee engagement it must be able to build a corporate culture including two-way communication, trust to leadership, career development, understanding the role in successful transition, and participation in decision making [14].

The results of the study also showed that together the internal communication and perceived of organizational support variables did not significantly influence on employee engagement, where internal communication had positive effect on employee attachment whereas the perceived of organizational support did not have significant influence on employee engagement. This can happen

because when organizations have openness and supportive attitude and good communication among colleagues, this will give employees an idea that they have the support of the organization they work for, and that will be the driving factor for employee engagement [15]. This is in line with the opinion of Wijaya [16] which states that to increase employee engagement in an organization begins by instilling awareness and directing employee mindset, awareness of the role and function self-employee (self-actualization), awareness of sense of valued and awareness of the sense of pride. Message communication to instill awareness and direct the way of thinking is done by internalizing the company's value system to employees.

IV. CONCLUSIONS

Based on the results of data analysis and discussion in the previous chapter, the following concluded the research results:

1. There is a positive influence of internal communication on employee engagement. The better the internal communications in the organization the more engaged employees will be to the organization
2. Together internal communication variables and perceived organizational support have no significant influence on employee engagement. Where internal communication has a positive effect on employee engagement whereas the perceived of organizational support has no significant effect on employee engagement

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