THE INFLUENCE OF ORGANIZATIONAL CULTURE AND EMOTIONAL INTELLIGENCE ON WORK INVOLVEMENT MEDIATED BY EMPLOYEE INTERPERSONAL COMMUNICATION

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ARTICLEINFO	ABSTRACT
Keywords: Organizational Culture, Emotional Intelligence, Interpersonal Communication, Work Involvement	This study aimed to determine the effect of organizational culture and emotional intelligence on work involvement mediated by interpersonal communication—a total of 210 samples of finance company employees. Samples were selected proportionally by random sampling. Data was obtained through a questionnaire. The data analysis technique uses a structural equation model (SEM) with Smart-PLS version 3.0. The study results show that emotional intelligence is the variable that has the most significant influence in influencing employee work involvement. This study also found that organizational culture is the second most significant influence that can increase work engagement. The subsequent finding from this study is that interpersonal communication is not an influential mediating variable to bridge the increase in organizational culture and emotional intelligence on employee work engagement. Finance companies should be able to improve employees' emotional intelligence with indicators of self-knowledge, self-control, self-motivation, and empathy from employees. Employees are directed to realize their weaknesses and strengths, which can increase self-confidence and ability to solve problems in their work. Employees must be able to control themselves, not be selfish, control themselves, and be responsible. Employees must be able to think of positive things, not give up quickly, and be able to motivate themselves. Employees who increase their work involvement will be able to feel what other people feel, help co-workers who are having problems at work, can motivate co-workers. The benefits of employee involvement can be felt if employees can become problem solvers and are willing to accept open criticism for criticism from both leaders and co-workers.
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1. INTRODUCTION

Companies face more difficult challenges in the current industrial era, 4.0. One of the challenges for companies is to prepare themselves to face globalization to be maximally profitable. Companies must have a competitive advantage through a wealth of resources that are accurate, intangible, and unique (E. Armstrong, 2013). Therefore, the most valuable resources are human resources (Brewster & Söderström, 2017; Mayo, 2016). Without adequate human resources, other resources will be idle.

Human resource management is the design of formal systems within organizations that ensure the effective and efficient use of human talent to achieve organizational goals (Chakraborty & Biswas, 2019; Siregar, 2021). Life in the company will always result in the types of work that will continue to increase, changes in rules, etc. (Buchanan & Huczynski, 2019). Therefore, human resource management must also constantly change and develop. These changes aim to shape the company to achieve optimal development goals (Khaled et al., 2021; Suma & Siregar, 2021). So, the support of employees with knowledge, skills, and high motivation impacts achieving increased employee performance.

Several factors that can provide According to Edwin B. (2013), factors that influence employee performance include organizational culture, work discipline, employee abilities, motivation, job satisfaction, leadership, work climate, education, and training (Arghode et al., 2022). To achieve success in improving employee performance, another skill is needed: emotional intelligence, namely the intelligence to control emotions in carrying out tasks and interacting with other employees. Agustian (2011) says, "Emotional intelligence is the ability to control emotions, the ability to control yourself and be able to make decisions calmly." Emotional intelligence is a new discourse in the field of psychology after years of people firmly believing that the determining factor for the success of one's life is IQ. Based on research in

psychology, a person's abilities are not only measured based on logical and linguistic intelligence, but other intelligence can open many people's minds about the factors of success in life, one of which is emotional intelligence. Therefore the achievements obtained in one's job are influenced by emotional intelligence, which occupies the first position, and intellectual intelligence occupies the second position (Wibowo, 2011).

Besides emotional intelligence, the communication variable is one of the dynamics that are most often discussed in all fields of organizational behavior but still need to be fully understood. Effective communication is essential for achieving organizational strategy and human resource management. On the one hand, communication plays an important role; on the other hand, ineffective communication can be said to be the root of all problems in the organization. The ability to communicate effectively will increase work motivation, which, of course, dramatically influences job satisfaction, both the individual concerned and the organization, so that they can anticipate problems, make decisions effectively, coordinate workflow, supervise other people, develop relationships, and be able to promote products and administrative services. Communicating effectively will determine a person's success, wherever he is, not only in business organizations. The definition of communication refers to the process of conveying a statement by one person to another. So in this sense, those involved in communication are humans. Because it refers to the definition of Hughes, Ginnett, and Curphy (2012), define human communication as a process that involves individuals in a relationship, group, organization, and society who respond and create messages to adapt to each other's environment.

Meanwhile, according to Alberts (2019), communication is defined as a process through which a person (communicator) conveys a stimulus (usually in the form of words) intending to change or shape the behavior of other people (audience). Dan McShane and Von Glinow (2010) define communication as conveying information, ideas, emotions, skills, and others through symbols such as words, pictures, numbers, etc. Meanwhile, Robbins and Judge (2018) define communication as an interpersonal process that makes something initially owned by someone (a person's monopoly) become owned by two or more people. The Grand Theory in this study is based on the theory put forward by Colquitt (2009), which explains the Integrative Model of Organizational Behavior.

2.   LITERATURE REVIEW
Organizational Culture and Interpersonal Communication
Work culture is a valuable inheritance system that can be applied to work for employees (Berlias, 2014). Xiaoming (2012) states that internal and external problem-solving patterns for a group or work are called work culture. Pearson et al. (2011) define communication as a process connecting one part to another. Each communicator will perform four actions: forming, delivering, receiving, and processing messages. These four actions usually occur sequentially. According to Ivancevich and Konopaske (2013), communication is creating an idea or idea. This occurs in the mind of a person's head through the work of the nervous system. The message that has been formed is then conveyed to others through symbols, either directly or indirectly. The message it receives will then be processed through the nervous system and interpreted. Once interpreted, the message can evoke a response or reaction from that person. Someone who can communicate well certainly has above-average intelligence. Individual intelligence gives a person better self-confidence to convey information related to the company well.
H1: Organizational culture has a positive and significant effect on interpersonal communication.

Emotional Intelligence and Interpersonal Communication
The definition of communication refers to the process of conveying a statement by one person to another. So in this sense, those involved in communication are humans. Because it refers to the definition of Hughes, Ginnett, and Curphy (2012), define human communication as a process that involves individuals in a relationship, group, organization, and society who respond and create messages to adapt to each other's environment. In conveying valid and good information, good communication skills are also needed. Individuals who have good interpersonal communication certainly have good emotional intelligence too. Interpersonal communication is an assessment of the transfer of information from one person to another in the form of language or symbols understood by other parties (DeVito, 2016). This follows the opinion expressed by Agustian (2011) that emotional intelligence is the ability to control emotions, control oneself, and make decisions calmly. Emotional intelligence is one aspect that is quite decisive in carrying out government organizations, including in achieving government performance. To achieve success in improving employee performance, another skill is needed: emotional intelligence, namely the intelligence to control emotions in carrying out tasks and interacting with other employees.
H2: Emotional intelligence has a positive and significant effect on interpersonal communication.

JURNAL EKONOMI

Organizational Culture and Work Engagement

Culture has been an essential concept in understanding societies and human groups for a long time. Nawawi (2013) states that culture is complex based on assumptions of behavior, stories, myths, metaphors, and various other ideas that combine to determine what it means to be a member of a particular society. Robbins (2011) states that organizational culture affects performance, meaning that the better the organizational culture of an organization, the better the performance; conversely, if the organizational culture of the organization is terrible, then the performance of the organization's members is also low. Meanwhile, Maria and Wijono (2012) state that workers' involvement will increase if members of the organization face a situation that is important to discuss together. Research conducted by Njuguna Rhema Grace (2016) states that employee engagement is an indicator of good results for the company and is a good measure of the company in terms of commitment, satisfaction, productivity, innovation, and retention. Companies with an excellent organizational culture will reward employees and create an environment that allows employees to grow and develop to work to their fullest potential. Research by Al Sheri Mohammed et al. (2017) investigated organizational culture and barriers to employee engagement. The study's results revealed that the supporting factors that most contributed to empowering employee engagement were training and development, organizational culture, rewards, and recognition.
H3: Organizational culture has a positive and significant effect on work engagement.

Emotional intelligence and work engagement

Emotional intelligence is the ability to control emotions, control yourself and make decisions calmly. Emotional intelligence is one of the determining aspects in carrying out government organizations, including in achieving government performance. To achieve success in improving employee performance, another skill is needed, namely emotional intelligence, namely the intelligence to control emotions in carrying out tasks and interacting with other employees. Boyatzis et al. (2012) divided into two areas of emotional intelligence, namely personal competence and empathy. Personal competence is individual ability, which includes self-awareness, self-regulation ability, and social awareness. Empathy is the awareness to give attention, need or care to others and maintain social relationships. Agustian and Ginanjar (2015) argue that the existence of good emotional intelligence will make employees perform better. Goleman (2012) to achieve success in the world of work is not only required cognitive abilities but also emotional abilities. Managers need high emotional abilities to interact with many people and build working relationships. Goleman's research results in Wibowo (2011) reveal that intellectual intelligence (IQ) contributes around 20% to the factors that determine success in life, while the other 80% is influenced by other forces including emotional intelligence. The statement shows that in the work environment, aspects of human behavior play a very important role. The attitude of employee behavior towards work determines success in achieving organizational goals. This is in accordance with the results of research by Meyer (2000), emotional intelligence is a factor that is as important as technical and analytical abilities to produce optimal performance. In addition, one other aspect that plays a role in emotional intelligence is motivation.
H4: Emotional intelligence has a positive and significant effect on work engagement.

Interpersonal Communication and Work Engagement

Robbins (2018) states that communication is a process that explains who says what, with what channels, to whom, with what consequences, or what results—using communication using symbols such as words, pictures, numbers, and others. Communication is the transfer of information and understanding from one person to another. Communication arises driven by the need to reduce feelings of uncertainty, act effectively, and maintain or strengthen the ego. Pearson et al. (2011) define communication as a process connecting one part to another. Meanwhile, work involvement, according to Robbins and Judge (2010), measures the degree to which individuals psychologically favor their work and consider the level of performance achieved as self-esteem important. Work involvement has consequences in the form of work results, one of which is performance. Lodahl and Kejner in Cilliana and Mansoer (2010) work involvement is how much an individual psychologically identifies with his work. The greater the individual identifies with his work, the higher the work involvement. Karanges Emma et al. (2014) research states that internal communication is an essential and integral concept in internal public relations with positive organizational and employee outcomes such as employee engagement. This research confirms that internal organizational communication and internal supervisor communication support workplace relationships based on meaning and value and have an essential role in developing and sustaining employee engagement. Research by Kang Minjeong and Sung Minjung (2016) clearly shows that employee/internal communication management is related to employee engagement; employee engagement increases employee communication behavior that supports and reduces turnover intention. Also, the mediation

results show a stronger mediating than symmetrical internal communication effect on employee engagement.
H5: Interpersonal communication has a positive and significant effect on work engagement.

3. METHOD

This study uses a quantitative design. The research variables consist of organizational culture, emotional intelligence, interpersonal communication, and employee work involvement, measured by developing instruments with a Likert scale of 1 - 5. This scale represents a rating from 'strongly disagree' to 'strongly agree.' The population in this study were all 210 marketing employees at finance companies, selected proportionally using a random sampling method. According to Hair (2013), the number of respondents on the list is five to ten times the number of construct indicators in the full model SEM that was developed. This survey uses instruments on 210 respondents. The structural equation modeling (SEM) program assisted the quantitative analysis with the help of SmartPLS version 3.2 software. In contrast, the Excel program assisted the qualitative analysis by creating diagrams and analysis tables. Based on the theories and opinions of experts and previous research, the indicators of each research variable are as follows: (1) organizational culture is measured based on involvement, consistency, adaptability, and mission. (2) communication is measured by communication from subordinates to superiors, communication from superiors to subordinates, and communication among employees. (3) intelligence is measured by self-knowledge, self-control, self-motivation, empathy, and skills. (4) work involvement is measured by behavior, cognitive, and emotional.

4. RESULT AND DISCUSSION
SEM-PLS Analysis Results

The measurement model uses convergent validity to determine whether an indicator is valid. The Maximum Likelihood Estimation (MLE) approach was applied in this study. Confirmatory Factor Analysis (CFA) was used to examine the relationship between constructs and indicators based on the theory created when assessing the questionnaire questions. Cronbach's alpha is also used to assess the dependability of constructs. The CFA test findings in Table 1 reveal that the loading factor in each question item is more than 0.7, implying that all question items are original.
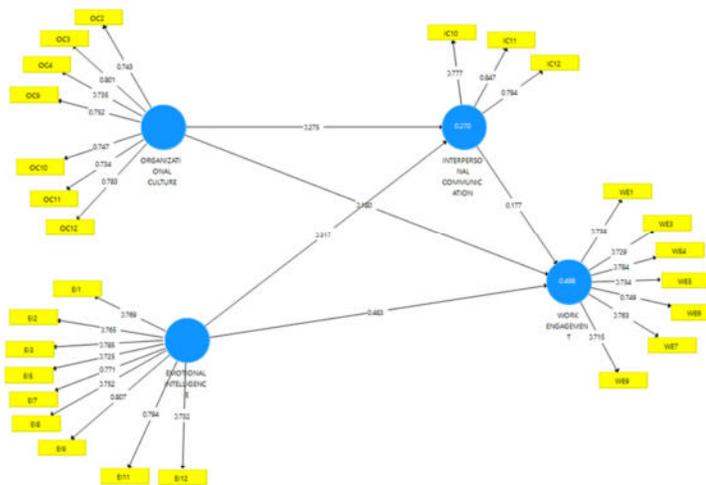

Figure 1. The Effect of Organizational Culture and Emotional Intelligence on Engagement; Mediated by Employee Interpersonal Communication

Tablel 1: Validity Test Result Based on Fit Model

Indicator	Organizational Culture	Emotional Intelligence	Work Engagement	Interpersonal Communication	Conclusion
OC10	0.747				Valid
OC11	0.734				Valid
OC12	0.783				Valid
OC2	0.743				Valid
OC3	0.801				Valid

OC4	0.735				Valid
OC9	0.752				Valid
EI1		0.769			Valid
EI11		0.794			Valid
EI12		0.732			Valid
EI2		0.765			Valid
EI3		0.785			Valid
EI5		0.725			Valid
EI7		0.771			Valid
EI8		0.752			Valid
EI9		0.807			Valid
IC10				0.777	Valid
IC11				0.847	Valid
IC12				0.794	Valid
WE1			0.738		Valid
WE3			0.729		Valid
WE4			0.784		Valid
WE5			0.734		Valid
WE6			0.749		Valid
WE7			0.763		Valid
WE9			0.715		Valid

Tabel 2: Reliability Test Result Based on Fit Model

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Conclusion
Organizational Culture	0.876	0.904	0.573	Reliable
Emotional Inteligence	0.913	0.928	0.589	Reliable
Work Engagement	0.866	0.897	0.555	Reliable
Interpersonal Communication	0.732	0.848	0.65	Reliable

Tabel 3: R-Square Result Based on Fit Model

Variable	R Square	R Square Adjusted
Work Engagement	0.498	0.49
Interpersonal Communication	0.27	0.263

Table 4: Structural Estimates Direct Effect (N=200)

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Organizational Culture → Work Engagement	0.180	0.181	0.059	3.024	0.003
Organizational Culture → Interpersonal Communication	0.275	0.276	0.075	3.692	0.000
Emotional Inteligence → Work Engagement	0.483	0.481	0.050	9.620	0.000
Emotional Inteligence → Interpersonal Communication	0.317	0.319	0.079	3.996	0.000
Interpersonal Communication → Work Engagement	0.177	0.182	0.061	2.906	0.004

Table 5: Structural Estimates Indirect Effect (N=200)

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Organizational Culture → Interpersonal Communication → Work Engagement	0.049	0.051	0.023	2.145	0.032
Emotional Inteligence → Interpersonal Communication → Work Engagement	0.056	0.059	0.026	2.195	0.029

Table 2 shows that the Construct Reliability value is above 0.7 and Cronbach's Alpha value is above 0.5 for each construct, indicating that all constructions can be trusted. According to the findings of the CFA

exam, all indicators can be used to assess variables and evaluate research data. Meanwhile, Table 3 illustrates the magnitude of the influence of the determination of the research variables.

Organizational Culture Has a Positive Influence on Interpersonal Communication

Based on Table 4, the analysis shows that organizational culture positively affects interpersonal communication. The magnitude of cultural influence on interpersonal communication is 0.275 (27.5%) with a significance of 3.692 > 1.96 or a p-value of 0.000 <0.05. The results of this analysis follow the notion of working as a value inheritance system to be applied to work for employees (Berlias, 2014). Xiaoming (2012) states that internal and external problem-solving patterns for a group or work are called work culture. Pearson et al. (2011) define communication as a process connecting one part to another. Each communicator will perform four actions: forming, delivering, receiving, and processing messages. According to Ivancevich and Konopaske (2013), communication is creating an idea or idea. This occurs in the mind of a person's head through the work of the nervous system. The message that has been formed is then conveyed to others through symbols, either directly or indirectly. The message it receives will then be processed through the nervous system and interpreted. Once interpreted, the message can evoke a response or reaction from that person. Someone who can communicate well certainly has above-average intelligence. Individual intelligence gives a person better self-confidence to convey information related to the company well.

Emotional Intelligence has a positive effect on Interpersonal Communication

Based on Table 4, the analysis shows that emotional intelligence positively affects interpersonal communication. The magnitude of the influence of emotional intelligence on interpersonal communication is 0.317 (31.7%) with a significance of 3.996 > 1.96 and or with a p-value of 0.000 <0.05. The data analysis results align with the opinion of Hughes, Ginnett, and Curphy (2012), who define human communication as a process involving individuals in a relationship, group, organization, and society who respond and create messages to adapt to each other's environment. In conveying valid and good information, good communication skills are also needed. Individuals who have good interpersonal communication certainly have good emotional intelligence too. Interpersonal communication is an assessment of the transfer of information from one person to another in the form of language or symbols understood by other parties (DeVito, 2016). Agustian (2011) says emotional intelligence is the ability to control emotions, the ability to control oneself, and be able to make decisions calmly. Emotional intelligence is one aspect that is quite decisive in carrying out government organizations, including in achieving government performance. To achieve success in improving employee performance, another skill is needed: emotional intelligence, namely the intelligence to control emotions in carrying out tasks and interacting with other employees.

Organizational Culture Has a Positive Influence on Work Involvement

Based on Table 4, the analysis shows that organizational culture has a positive effect on work involvement. The magnitude of the influence of organizational culture on work involvement is 0.180 (18.0%) with a significance of 3.024 > 1.96 and/or with a p-value of 0.003 < 0.05. The results of the data analysis are in line with the opinion of Nawawi (2013) stating that culture is a complex based on assumptions of behavior, stories, myths, metaphors, and various other ideas that become one to determine what it means to be a member of a particular society. Robbins (2011) organizational culture affects performance meaning that if the better the organizational culture of an organization, the better the performance, conversely if the organizational culture in the organization is bad then the performance of the members of the organization is also low. Meanwhile Maria and Wijono (2012) state that work involvement will increase if members in the organization face a situation that is important to discuss together. Research conducted by Njuguna Rhema Grace (2016), states that employee engagement is an indicator of good results for the company, and is a good measure of the company in terms of commitment, satisfaction, productivity, innovation and retention. Companies with a good organizational culture will reward employees and create an environment that allows employees to grow and develop to work to the fullest potential they have. Research by Al Sheri Mohammed et al., (2017) revealed that the supporting factors that most contribute to empowering employee engagement are training and development, organizational culture, rewards, and recognition.

Emotional Intelligence Has a Positive Effect on Work Involvement

Based on Table 4, the analysis shows that emotional intelligence positively affects worker involvement. The magnitude of the influence of emotional intelligence on work involvement is 0.483 (48.3%), with a significance of 9.620 > 1.96 or with a p-value of 0.000 <0.05. The data analysis results align

with the opinion of Boyatzis et al. (2012), who divided the two areas of emotional intelligence: personal competence and empathy. Personal competence is the individual ability, which includes self-awareness, self-regulation ability, and social awareness. Empathy is the awareness to give others attention, need or care, and maintain social relationships. Agustian and Ginanjar (2015) argue that the existence of good emotional intelligence will make employees perform better. Goleman (2012) to achieve success in the world of work is required not only cognitive abilities but also emotional abilities. Managers need high emotional abilities to interact with many people and build working relationships. Goleman's research results in Wibowo (2011) reveal that intellectual intelligence (IQ) contributes around 20% to the factors determining success in life, while other forces, including emotional intelligence, influence the other 80%. The statement shows that aspects of human behavior play a significant role in the work environment. The attitude of employee behavior toward work determines success in achieving organizational goals. This follows the results of research by Meyer (2000); emotional intelligence is a factor that is as important as technical and analytical abilities to produce optimal performance. In addition, motivation is another aspect that plays a role in emotional intelligence.

Interpersonal Communication Has a Positive Influence on Work Involvemen

Based on Table 4, the analysis shows that interpersonal communication positively affects worker involvement. The magnitude of the influence of emotional intelligence on work involvement is 0.177 (17.7%), with a significance of 2.906 > 1.96 or with a p-value of 0.004 <0.05. The data analysis results align with the opinion of Robbins (2018), who states that communication is a process that explains who says what, with what channels, to whom, with what consequences, or with what results—the use of communication using symbols such as words, pictures, numbers, and others. Communication is the transfer of information and understanding from one person to another. Communication arises driven by the need to reduce feelings of uncertainty, act effectively, and maintain or strengthen the ego. Pearson et al. (2011) define communication as a process connecting one part to another. Meanwhile, work involvement, according to Robbins and Judge (2010), measures the degree to which individuals psychologically favor their work and consider the level of performance achieved as self-esteem important. Work involvement has consequences in the form of work results, one of which is performance. Lodahl and Kejner in Cilliana and Mansoer (2010) work involvement is how much an individual psychologically identifies with his work. The greater the individual identifies with his work, the higher the work involvement. Karanges Emma et al. (2014) research states that internal communication is an essential and integral concept in internal public relations with positive organizational and employee outcomes such as employee engagement. This research confirms that internal organizational communication and internal supervisor communication support workplace relationships based on meaning and value and have an essential role in developing and sustaining employee engagement. Research by Kang Minjeong and Sung Minjung (2016) clearly shows that employee/internal communication management is related to employee engagement; employee engagement increases employee communication behavior that supports and reduces turnover intention. Also, the mediation results show a stronger mediating than symmetrical internal communication effect on employee engagement.

Direct and Indirect Effects

Table 5 shows that the direct effect of organizational culture on work involvement is more significant (0.180) than the indirect effect of organizational culture on employee performance through interpersonal communication (0.049). Table 5 also shows that the direct effect of emotional intelligence on work involvement is more significant (0.483) than the indirect effect of emotional intelligence on work involvement through interpersonal communication (0.056). This means that interpersonal communication in this study is not an excellent mediating variable in increasing employee work involvement. Employee engagement can be increased by improving the quality of organizational culture and the emotional intelligence of employees.

5. CONCLUSION

Based on the analysis and study conclusions, it is known that emotional intelligence is the variable that has the most significant influence in influencing employee work engagement. This study also found that organizational culture is the second most significant influence that can increase work engagement. The following finding from this study is that interpersonal communication is not an influential mediating variable to bridge the increase in organizational culture and emotional intelligence on employee work engagement. Finance companies should be able to improve employees' emotional intelligence with indicators of self-knowledge, self-control, self-motivation, and empathy from employees. Employees are

directed to realize their weaknesses and strengths, which can increase self-confidence and ability to solve problems in their work. Employees must be able to control themselves, not be selfish, control themselves, and be responsible. Employees must be able to think of positive things, not give up quickly, and be able to motivate themselves. Employees who increase their work involvement will be able to feel what other people feel, help co-workers who are having problems at work, can motivate co-workers. The benefits of employee involvement can be felt if employees can become problem solvers and are willing to accept open criticism for criticism from both leaders and co-workers.

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