



The Effect Of Authentic Leadership And Organizational Culture On Employee Engagement With Internal Communication As Mediator Variable In Millennial Generation Of Polri (Indonesian National Police)

Charles Djohan Pardede

Masters of Administrative Science,
Human Resources Development, Faculty of
Administrative Science, University of Indonesia.

Pantius Drahen Soeling

Faculty of Administrative Science,
University of Indonesia.

ABSTRACT

Employee engagement improvement or engagement of Polri (Indonesian National Police) employees especially millennial generation or Y generation is very important and one of challenges for National Police organization. Millennial generation has different characteristic with the previous generation where millennial generation tends to have a flexible culture (difficult to control), adaptive leadership style, as well as very familiar with the use of technology so that they are more creative and innovative. This research aims to analyze the effect of authentic leadership, organizational culture on employee engagement of millennial generation in National Police planning function by the use of mediation variable, that is, internal communication. The research method which was used to test the hypothesis was Explanatory Survey Method, while the explanation of the relationship between variables was tested and analyzed by Structural Equation Modeling (SEM). A number of 450 respondents who are Polri members in the planning function with a background of millennial generation as the sample in this research. The result of the research explained that variables of authentic leadership and organizational culture gave positive effect on employee engagement either directly or by internal communication mediation. Furthermore, authentic leadership variable also had positive effect on organizational culture and internal communication. Based on this research result, it was determined that authentic leadership, organizational culture and internal communication could improve and support the employee engagement especially millennial employees in National Police planning function either directly or by internal communication mediation.

Keywords: Authentic Leadership, Organizational Culture, Internal Communication, Employee Engagement, Millennial Generation, National Police Planning.

INTRODUCTION

The level of success of some organization in government and enterprise can be seen from the organization performance. The performance of profit-oriented organization can be seen from the increase of company profit, stock price, and so on in accordance with performance indicators set by each company, while for government organization, in this case, ministry / institution, performance assessment can be seen from the assessment of accountability performance and bureaucratic reformation (Ministry of Administrative Bureaucratic Reform), as well as in finance field by Indonesian Supreme Audit Institution, that is, Indonesian Supreme Audit Institution Opinion (Regulation of Ministry of Administrative Bureaucratic Reform Number 12 in the year of 2015, Regulation of Ministry of Administrative Bureaucratic Reform Number 1 in the year of 2012).

According to Handoko (2001) the management success of an institution is very likely determined by the activity of the use of employees or organizational personnel. Therefore, government or private organization is required to be able to empower the employees or personnel and that matter is not asimple thing, because the employee cannot be compared to tools or machine, each employee has different feeling, mind, desire, background and status among fellow employees.

On the other hand, a new horizon in the field of human resources development through engagement approach nowadays develops quite rapidly. This can open a new dimension for actors engaging in the Human Resources field in order to use engagement aspect to enter into the strategic plan of organization or company.

As one of the practice component of Human Resources, engagement is a concept engaged by the needs to learn the positive organization behavior as stated by Bakker and Schaufeli (2008) in their research. Engagement concept is stated as “a study and application of psychological capacity and oriented to the strength of the Human Resources that can be measured and developed and also effectively managed to improve the performance in the working environment” (Bakker dan Demerouti, 2008). In observation made by Bakker, it is useful to foster an engagement model and escalation as well as job or career development.

Survey done by Globoforce (2015) stated one of the biggest problems handled by the organization is employee engagement. Employee engagement is seen as key aspect of productivity. Gallup (2017) stated that research-based company in the field of Human Resources has published state workforce 2017 report, in the report stated that employee engagement in Indonesia is still valued in a low level, which is only about 15 % from a total employees which can be stated engaged, while 76% stated not engaged even 10% employees stated actively disengaged. Or ranked bottom 7th based on the survey of 8 countries in the Southeast Asia namely Philippines, Thailand, Singapore, Malaysia, Myanmar and Cambodia. Indonesia is only a bit better than Vietnam which is the lowest. The low level of engaged employees in Indonesia can be a negative potential for the organization and company even can cause detrimental effect. Many kinds of bureaucracy in Indonesia likely happen because the employees are less engaged with the organization.

In today's technology 4.0 era, managing the employee through leadership becomes an important aspect to deepen. Many experts offer some concepts, such as, authentic leadership or usually called authentic leader. Based on Avelio and Gardner (2005) authentic leadership style is a foundation of the formation of other leadership ideas (theories). According to Neider dan Schriesheim (2011), authentic leadership symbolizes a multidimensional construct consisting of four dimensions, such as: self awareness, internalized moral perspective, balance processing, and relational transparency. Furthermore, it is stated by Neider dan Schriesheim (2011) self awareness symbolizes how far a leader has thorough self knowledge and can show himself as a cognitive thinker as well as the impact towards others while relational transparency symbolizes a leader behaviour who enhance positive relationship through expression and a variety of open information including something that strengthens the right mind and sense about a leader. According to Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) internalized moral perspective symbolizes in the high level of moral development and leader behaviour guided by moral standard and values held. As for the balance processing covers open and objective reviews and studies related to the available information before making a decision.

Nevertheless, understanding employee engagement can also be understood in the context of organization strengths and weaknesses. Employee engagement without considering the culture in which the employees work impacts on strategic strengths and weaknesses in the organization that have an impact on employees and organization performance (Denison, 2010). Meanwhile, according to Robbins (2003) revealed that organizational culture as a system of shared meaning formed by the citizen as well as a distinguisher from other organizations.

A bureaucratic culture that impedes the work has to be done quickly, eliminates initiative, bound in complicated regulations, has a static spirit and depends on superiors order so that it can hinder the government organization. Government organization in today's era has to be able to change the paradigm that has been owned so far so it can create good governance and new public management. Besides the leadership and organizational culture, according to Lockwood (2007), another thing that can enhance employee engagement is communication including in the internal organization environment. Organizational internal communication formally is a process in which a person or a group (sender) transmits some kinds of information and messages to people or other groups (receiver) in an organization (Delta, 2006).

Internal communication is a form of a relationship in an organization which enables the vision, values, and targets of organization known by the whole sides in the organization. As for the improvements in the internal communication especially in internal National Police have been carried out, such as, by cutting the bureaucratic pathways, opening the communication space between working units as well as superiors and subordinates, that are, by making WhatsApp group of National Police planner and reviewing the achievement of organizational performance by involving all Planner Working Units in Regional Police every month through video conference and holding regular coordination meetings.

According to Kamolsawat (2013), stated that effective communication has an impact on employee engagement. A clear communication will make the employee understand about organization's expectation and thus bring good performance to fulfill the expectation. Meanwhile, according to Welch (2011) stated that engagement is influenced by communication in which the

communication is a practice of organization that allows the delivery of organization's values to all employees effectively so that involving them with what the organization wants to achieve.

The millennial generation in the working world today takes into consideration and interests the researchers. The development in the human resources management practice should be able to adapt the millennial generation characteristics nowadays which are in the top percentage of workforce generation. The research about the generational differences firstly held by Mannheim in *Statistik Gender Tematik* (2018). Mannheim stated that generation is a social construction in which there is a group of people with the same age and historical experience. Individuals who are in a part of a generation are those who have the same birth year in the span of twenty years and in the same social and historical aspects. Millennial term is firstly stated by William Strauss and Neil in his book titled *Millennial Rising: The Next Great Generation* (2000). Based on some experts' opinions from different countries and professions, it is concluded that millennial generation is generation born in the period of 1980-2000. Millennial group is generations that have entered and be in the working world. This generation has different characters with the previous generation. The characteristics of creative millennial group as an aspect are selectively in deciding on employment. Productivity of millennial genes is very attached to the use of technology. Based on that matter, millennial group will determine interesting job, get the best achievement, or get a chance in improving their career (*Statistik Gender Tematik*, 2018).

The implementation of the idea from the variable above can be seen in the real life in many kinds of organization, one of the interesting ones is government agency. The National Police of the Republic of Indonesia as one of the central government agencies is a state tool that maintains the security and in the Article 50 paragraph (4) of the 1945 Constitution of the Republic of Indonesia as an organization to carry out its function properly and maximally must have good management function in managing the owned resources so that the organizational goals can be achieved.

One of resources that needs special attention is the human resources of National Police employee, as it is an important aspect in the sustainability of National Police organization itself. The employees within National Police consist of the members of National Police and National Police civil servants as regulated in the laws and regulations of the Republic of Indonesia. National Police human resources management becomes the priority and commitment of the National Police leader to support the realization of Professional, Modern, and Trusted National Police.

One of National Police's efforts to enhance the engagement of National Police employees is by expanding the opportunities in career development for National Police employees. National Police and National Police civil servant members have the same rights to occupy a position in accordance with their abilities and fields. National Police itself has been tried to develop some program strategies of National Police apparatus human resources, such as, by providing opportunities for education, training, and employee assessment which aim as a way of National Police apparatus career development namely National Police and National Police civil servant members.

In 2019 Itwasum National Police carried out an assessment towards all working units within the Polri Headquarters and the ranks of Regional Police. This *AKIP* (Correctional Science Academy) evaluation aims to assess the performance accountability within National Police Working Units in order to encourage the realization of result oriented government. The assessment of the 2018

Performance Accountability report was conducted on 65 (sixty five) National Police Headquarters Working Units and 34 (thirty four) Regional Police. National Police *Srena* got the highest score in achieving organizational performance appraisal with a score of 72.44 or very good predicate.

National Police *Srena* itself is planning function in the central National Police Headquarters level and has duties and functions in planning all programs and budgets in the whole National Police Working Units, while the planning in the region or Regional Police is Regional Police *Rorena*. Regional Police *Rorena* is an extension of National Police *Srena* at regional level in planning programs and budgets in the region so that the engagement of employees of the planning function of both the National Police and Police civil servants is needed as an engagement in carrying out their duties so that all planning at the National Police Working Units at both the National Police Headquarters and Regional Police which are 1,390 Working Units can be in accordance with the strategic plans of the National Police organization.

However, millennial generation of National Police employees consider the National Police planning field not a desirable function to be placed for a long time and tend to look for opportunities to move or transfer to other functions that are considered more promising in career development such as the detective, Police intelligence, *Sabhara*, *Pamobvit* (Safekeeping of vital objects) and other functions so that an effort is needed to attract the interests of the millennial national police officers to develop their careers in the field of planning and be engaged especially in the planning field of the Indonesian National Police for a long time and the factors of leadership, organizational culture, and internal communication are considered to be able to provide encouragement or leverage in increasing employee engagement, especially the millennial National Police employees. Based on this background and description, the author is interested in examining whether the factors of leadership, organizational culture, and internal communication affect the engagement of millennial generation employees to the National Police *Srena* working unit and the planning of the Regional Police which are in fact less attractive for millennial national police officers to be placed in the planning function either at the central and regional level.

THEORY AND HYPOTHESIS

Employee Engagement

Employee engagement is a term of employee engagement and involvement in organization in which they work so that they are able to do beyond their limits, and provide the best performance to achieve the organizational goals. Of course, this employee engagement does not just come out, but it is the result of organizational efforts in doing something through several factors, such as, according to Sundaray (2011) there are eight factors affecting employee engagement, that are: Recruitment, Job Satisfaction, Career Development opportunities, Leadership, Emotional intelligence, empowerment, communication, and training & development. According to Lockwood (2007) proved that employee engagement is caused by some aspects, such as: communication, organizational culture, leadership style, and a good reputation of organization. Besides, Hewitt (2017) revealed the aspects that affect employee engagement, they are: employer brand, leadership, performance, company practices, the basics, the work.

Authentic Leadership

Authentic leadership is one of the latest leadership styles from academic group. The concept started to be issued by Avolio dan Luthans (2003). Based on the opinion of Walumbwa, Avolio, Gardner,

Wernsing, and Peterson (2008), authentic leadership is a pattern of leader behavior that refers to and promotes positive psychology capacity and positive ethical climate to encourage greater self-awareness, moral perspective which is internalized, balanced information processing and rational transparency of a leader and followers in working and fostering self development.

According to Gardner, Coglisier, Davis, & Dickens (2011), authentic leadership is an approach of leadership ideas that focuses on building legitimacy of a leader through honest relationship with the followers by respecting their input and builded on ethical foundation. Commonly, an authentic leader is a person who always behaves positively and has elf-image that prioritizes open principles by fostering trust and building self enthusiasm from their employees and aunthentic leader can improve the performance of individuals and team.

Organizational Culture

Organizational culture has been defined in several formulations and some different opinions and thoughts. According to Edgard Scheen (1990), organizational culture is a method learned by an organization in order to be able to adapt themselves to the challenges from outside and inside organization. The concept becomes a guide for every employee in organization toperceive, think, behave, and feel. While according to Van den Berg and Wilderom (2004) organizational culture is a shared perception fromworking practices in an organizational unit that can be different from other organizational units.

According to Daniel R. Denison and Aneil K. Mishra (1995) in the research of Toward a Theory of Organizational Culture and Effectiveness conduct a study of the culture of various organizations/ companies that shows high and low performance, finds (four) cultural traits that affect organizational effectiveness: Adaptability, Consistency, Involment, and Mission. The four traits or organizational culture dimensions from Denison and Mishra (1995) are associated with the values of organizational culture in National Police, which are, trait adaptability, consistency, involvement, and mission, that have been included in six organizational culture dimensions in National Police.

Internal Communication

In an organization needs effective communication when the individuals or groups coordinate one another in order to carry out activities to achieve the organizational goals. Efficient organizational communication can be built by involving working ability of an individual with different individual or groups, as well as can exchange information despite being in the complex and changable environment (Jiony & Ruth S. Siganol,2015).

Internal communication covers all employee communications that enable all departments cooperate to carry out the organizational plan and agenda. Strong internal communication reflects a strength and ability of a resource in an organization in order to do a work and handle an ad hoc situation. The internal communication in an organization has two main roles, that is, creating a sense of belonging to each other and information provider among the members in the organization. The internal communication effort itself involves the process of maintaining relationship between organizations, employees, and superiors. Some of the researches that has been done also recoqnize that organizational internal communication acts as an influence that underlies the employee engagement (Emma, Johnston, & Beatson, 2015).

THE RELATIONSHIP BETWEEN VARIABLES

The Effect of Authentic Leadership on Employee Engagement

Commonly, an authentic leader is a person who always behaves positively and has self-image that prioritizes open principles by fostering trust and building self enthusiasm from their employees and authentic leader can improve the performance of individuals and team. This is proven through the research conducted by Adayehi B.Peter (2016) The impact of authentic leadership behaviour on employee engagement and organizational ethical culture in Nigeria. The purpose of this study itself is to see the effect of authentic leadership on employee engagement and organizational culture in Nigeria. The research result was that authentic leadership had positive effect on employee engagement and ethical organizational culture.

These results are also supported by the research conducted by Walumbwa, Wang, Schaubroeck, and Avolio in 2010. In their research titled Role of Authentic Leadership in Organizational Socialization and Work Engagement among Workers aims to show that authentic leadership model is characterized by self-awareness, internalized moral, relationship transparency, and important self-efficacy level, being able to have relationship with Organizational Socialization and work involvement of employees. This research is conducted on 387 employees and 129 direct superiors. The results of the research stated that authentic leadership had positive effect on supervisor-rated OCB and Work Engagement. The ties are aimed at the level of leadership introduction to the employees as well as employees' opinions on empowerment that have been carried out by superiors to employees. Furthermore, the research shows that authentic leadership can be a complement to other leadership style by fostering a good, transparent relationship between superiors and subordinates,

Through that explanation, hypotheses are obtained, that are.

H1:	Authentic Leadership has effect on Employee Engagement
H4:	Authentic Leadership has effect on Organizational Culture
H5:	Authentic Leadership has effect on Internal Communication
H7:	Authentic Leadership has effect on Employee Engagement through Internal Communication

The effect of Organizational Culture towards Employee Engagement

Organizational culture is a system of shared meanings adhered by organization members that can distinguish the members of the organization from other organizations. This is proven through a research conducted by Sunita Shukla (2015). The research discusses the influence of organizational culture on employee engagement. The results show that organizational culture is positive and significant with employee engagement.

That is in line with the research conducted by Sarangi and Srivasta in 2012 at a private Bank in India, with the title of the research is Impact of Organizational Culture and Communication on Employee Engagement. The purpose of the research itself is to see the effect of organizational culture and communication on employee engagement in private bank in India. This research involves 247 executive employees from this sector. The results of the research are that organizational culture and communication are strong predictors to predict employee engagement in private bank in India.

Through that explanation, hypotheses are obtained, that are:

- H2 : Organizational Culture has effect on Employee Engagement
- H7 : Organizational Culture has effect on Internal Communication
- H8 : Organizational Culture has effect on Employee Engagement through internal communication

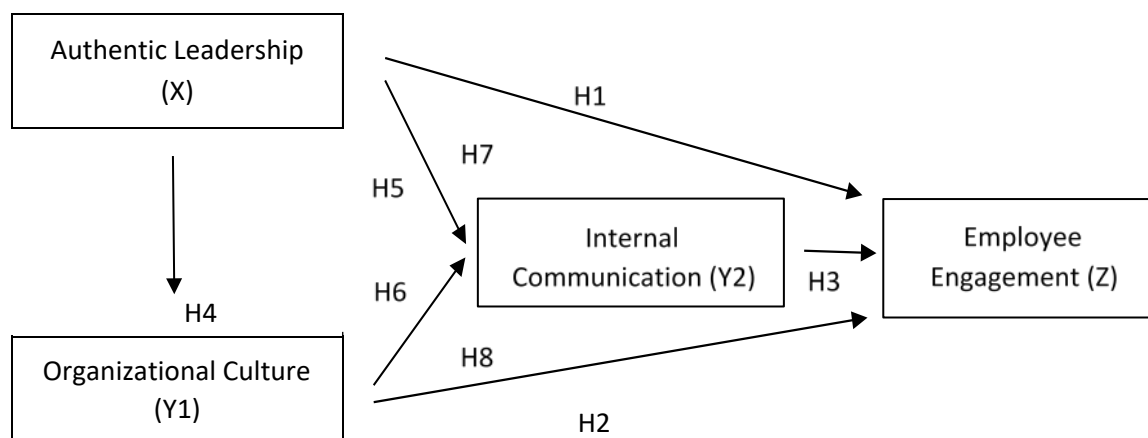
The effect of Internal Communication towards Employee Engagement

Communication takes a quite important role in building an employee engagement. This is proven through a research conducted by Emma, Jonhston, & Beatson (2015). The research also discusses about the effect of internal communication on employee engagement. Emma, Jonhston, & Beatson (2015) stated that internal communication can also be called as a process of knowledge sharing. It means that internal communication itself covers all relationships in an organization that enable the vision, values, and targets of the organization known by all levels of the organizations. Based on the research, it is stated that organizational internal communication itself has an important role in creating, developing, and maintaining an optimal employee engagement (Emma, Jonhston, & Beatson, 2015). This is in line with the research conducted by Verčič & Vokić (2017), internal communication has a significant role in determining the level of employee engagement. An organization that has effective communication pattern and relationship with the employees will have a four time higher chance of gaining employee engagement.

Through that explanation, hypothesis is obtained, that is:

- H3 : Internal Communication has effect on Employee Engagement

CONCEPTUAL FRAMEWORK



RESEARCH METHOD

Based on the steps and method that will be used in this research, the research includes in the type of quantitative research. This research was the results of a collection of empirical data taken directly from the interviewees that had been processed and concluded by using statistical methods. The research method is a scientific method to obtain the data for specific purposes and uses. The selection of this method was adjusted to the research object, which was, there was an effect of authentic leadership, organizational culture on employee engagement in millennial generation on

the National Police planning function by using mediating variable that is internal communication. When viewed by the type of the research used, this research is an explanatory research, because it was conducted to explain the position of the variables studied as well as the relationship or influence.

RESEARCH RESULT

Table 1: Exogenous Variable Reliability Test Results

Construct	CFA		Loading Factor	C.R	AVE
	Validity				
AL	12 Valid Indicator	AL1	0,732	0,935	0,545
		AL2	0,719		
		AL3	0,758		
		AL4	0,757		
		AL5	0,742		
		AL6	0,758		
		AL7	0,699		
		AL8	0,731		
		AL9	0,660		
		AL10	0,782		
		AL11	0,765		
		AL12	0,748		

Table 2a: Exogenous Variable Reliability Test Results

Construct	CFA		Loading Factor	C.R	AVE
	Validity				
OC	16 Valid Indicator	OC1	0,736	0,950	0,544
		OC2	0,722		
		OC3	0,74		
		OC4	0,785		
		OC5	0,722		
		OC6	0,764		
		OC7	0,778		
		OC8	0,754		
		OC9	0,768		

Table 2b: Exogenous Variable Reliability Test Results

Construct	CFA		Loading	C.R	AVE
		OC10	Factor0,729		
		OC11	0,747		
		OC12	0,709		
		OC13	0,719		
		OC14	0,744		
		OC15	0,732		
		OC16	0,646		
IC	15 Valid Indicator	IC1	0,742	0,940	0,511
		IC2	0,721		
		IC3	0,665		
		IC4	0,696		
		IC5	0,712		
		IC6	0,716		
		IC7	0,685		
		IC8	0,701		
		IC9	0,727		
		IC10	0,75		
		IC11	0,774		
		IC12	0,743		
		IC13	0,713		
		IC14	0,71		
		IC15	0,663		
EE	10 Valid Indicator	EE1	0,660	0,920	0,535
		EE2	0,711		
		EE3	0,764		
		EE4	0,655		
		EE5	0,735		
		EE6	0,756		
		EE7	0,755		
		EE8	0,786		
		EE9	0,750		
Construct	CFA		Loading	C.R	AVE
		EE10	Factor0,728		

Based on Table 1.1 and Table 1.2 above shows the results of reliability test on each research variables. It is known that the latent variables has construct reliability coefficient value that is greater than or equal to the critical value ($CR \geq 0,7$) and the critical value ($AVE \geq 0,5$). This shows that the four variables have a good reliability level.

Table 3: Table of Model Fit Test (Goodness of Fit)

Measurement of Goodness of Fit		Fit Level Target	Estimation Result	Fit Level
1	Chi-Square	p-value > 0.05	0.000	Bad fit
2	RMSEA	RMSEA < 0.08	0.042	Good fit
3	ECVI	ECVI < ECVI Saturated dan ECVI Independence	5.728	Good fit
		- ECVI Saturated	6.374	
		- ECVI Independence	250.891	
4	AIC	AIC < AIC Saturated dan AIC Independence	2.572.091	Good fit
		- AIC Saturated	2.862.000	
		- AIC Independence	112.649.878	
5	NFI	NFI $\geq$ 0.90	0.981	Good fit
6	CFI	CFI $\geq$ 0.90	0.993	Good fit
7	NNFI	NNFI $\geq$ 0.90	0.992	Good fit
8	IFI	IFI $\geq$ 0.90	0.993	Good fit
9	RFI	RFI $\geq$ 0.90	0.980	Good fit
10	GFI	GFI $\geq$ 0.90	0.835	Marginal fit
11	AGFI	AGFI $\geq$ 0.90	0,821	Marginal fit
12	PGFI	PGFI $\geq$ 0.60	0,77	Good fit
13	PNFI	PNFI > 0.09	0.939	Good fit
14	RMR	Standardized RMR < 0.05	0,04	Good fit

Based on Table 1.3. above, shows the results of model suitability test, it is known that from 14 (fourteen) measurements of model suitability test, there are 11 (eleven) model suitability test that are stated good (good fit) that are RMSEA, ECVI, AIC, CFI, NNFI, IFI, PGFI, PNFI, Standardized RMR, NFI, and RFI, while model suitability test Chi Square, GFI and AGFI is stated poor (bad fit). According to Hair et. al (2014 in Gunarto, 2018) stated that none of the measurements of goodness of fit indices (GOFI) exclusively can be used as a basis of evaluating the suitability of the whole model, so it is recommended to use other suitability criteria. Thus, it can be inferred that from the results of this test, model can be used. It means that empirically the effects of authentic leadership, organizational culture on internal communication and the implication on employee engagement is suitable (fit) with the theoretical model.

DISCUSSION

Table 4: Estimation Results of Direct Effects And Indirect Effects

Effect	Standardized Loading Factor	t count	Conclusion	R ²
Direct Effect				
H ₁ : AL-> EE	0.504	9.285	Significant	0.802
H ₂ : OC -> EE	0.288	5.972	Significant	
H ₃ : IC -> EE	0.209	5.118	Significant	
H ₄ : AL -> OC	0.728	13.701	Significant	0.530
H ₅ : AL -> IC	0.366	5.885	Significant	0.465
H ₆ : OC -> IC	0.368	5.858	Significant	
Indirect Effect				
H ₇ : AL -> IC -> EE	0.076	3.861	Significant	
Effect	Standardized Loading Factor	t count	Conclusion	R ²
H ₈ : OC -> IC -> EE	0.077	3.852	Significant	
Key				
AL	: Authentic leadership			
OC	: Organizational culture			
IC	: Internal communication			
EE	: Employee engagement			

The Effect of Authentic Leadership on Employee Engagement

Based on table 1.4 it can be seen that the direct effect of authentic leadership has an effect on employee engagement with the value of path coefficient of 0.504 and t_{count} of 9.285 (Significant: $t_{\text{count}} > 1.96$). From the results, it is explained that authentic leadership has significant effect on employee engagement. Thus, the hypothesis stated that there is positive effect of authentic leadership on employee engagement can be accepted, or in other words, there is significant effect of authentic leadership on employee engagement.

The Effect of Organizational Culture on Employee Engagement

Based on table 1.4 it can be seen that direct effect of organizational culture variable has effect on employee engagement by 0.288 and obtained value of t_{count} by 5.972 (Significant: $t_{\text{count}} > 1.96$). From the results, it is explained that organizational culture has significant effect on employee engagement. Thus, the hypothesis stated that there is positive effect of organizational culture on employee engagement can be accepted, or in other words, there is significant effect of organizational culture on employee engagement.

The Effect of Internal Communication on Employee Engagement

Based on table 1.4 it can be seen that statistical test result shows direct effect of internal communication variable has effect on employee engagement by 0.209 and obtained value of t_{count} by 5.118 (Significant: $t_{\text{count}} > 1.96$). From the results, it is explained that internal communication has significant effect on employee engagement. Thus, the hypothesis stated that there is positive effect of internal communication on employee engagement can be accepted, or in other words, there is significant effect of internal communication on employee engagement.

The Effect of Authentic Leadership on Organizational Culture

Based on table 1.4 it can be seen that direct effect of authentic leadership variable has effect on organizational culture by 0.728 and obtained value of t_{count} by 13.701 (Significant: $t_{count} > 1.96$). From the results, it is explained that authentic leadership has significant effect on organizational culture. Thus, the hypothesis stated that there is positive effect of authentic leadership on organizational culture can be accepted, or in other words, there is significant effect of authentic leadership on organizational culture.

The Effect of Authentic Leadership on Internal Communication

Based on table 1.4 it can be seen that direct effect of authentic leadership variable has effect on internal communication by 0.366 and obtained value of t_{count} by 5.885 (Significant: $t_{count} > 1.96$). From the results, it is explained that authentic leadership has significant effect on internal communication. Thus, the hypothesis stated that there is positive effect of authentic leadership on internal communication can be accepted, or in other words, there is significant effect of authentic leadership on internal communication.

The Effect of Organizational Culture on Internal Communication

Based on table 1.4 it can be seen that direct effect of organizational culture variable has effect on internal communication by 0.368 and obtained value of t_{count} by 5.858 (Significant: $t_{count} > 1.96$). From the results, it is explained that organizational culture has significant effect on internal communication. Thus, the hypothesis stated that there is positive effect of organizational culture on internal communication can be accepted, or in other words, there is significant effect of organizational culture on internal communication.

The Effect of Authentic Leadership on Employee Engagement with Internal Communication Variable as Intervening Variable (Mediation)

Based on table 1.4 it can be seen that indirect effect of authentic leadership variable has effect on employee engagement which mediated by internal communication by 0.076 and obtained value of t_{count} by 3.861 (Significant: $t_{count} > 1.96$). From the results, it is explained that authentic leadership has significant effect on employee engagement which mediated by internal communication. Thus, the hypothesis stated that there is positive effect of authentic leadership on employee engagement with internal communication mediation can be accepted, or in other words, there is significant effect of authentic leadership on employee engagement with internal communication mediation.

8. The Effect of Organizational Culture on Employee Engagement with Internal Communication Variable as Intervening Variable (Mediation).

Based on table 1.4 it can be seen that indirect effect of organizational culture variable has effect on employee engagement which mediated by internal communication by 0.077 and obtained value of t_{count} by 3.852 (Significant: $t_{count} > 1.96$). From the results, it is explained that organizational culture has significant effect on employee engagement which mediated by internal communication. Thus, the hypothesis stated that there is positive effect of organizational culture on employee engagement with internal communication mediation can be accepted, or in other words, there is significant effect of organizational culture on employee engagement with internal communication mediation.

CONCLUSION

The conclusion that can be drawn based on the analysis in this research is to explain the points of findings (research results and discussion) which are presented briefly and clearly which is the answer of problem formulation.

- i. Authentic Leadership gives positive and significant effect on Employee Engagement of Millennial Employee studied. It means that the better Authentic Leadership will improve Employee Engagement, and vice versa.
- ii. Organizational Culture gives positive and significant effect on Employee Engagement of Millennial Employee studied. It means that the better application of Organizational Culture within National Police planning will improve Employee Engagement, and vice versa.
- iii. Internal Communication gives positive and significant effect on Employee Engagement of Millennial Employee studied. It means that the better application of Internal Communication within National Police planning will improve Employee Engagement, and vice versa.
- iv. Authentic Leadership gives positive and significant effect on Organizational Culture of Millennial Employee studied. It means that the better Authentic Leadership will improve Organizational Culture, and vice versa.
- v. Authentic Leadership gives positive and significant effect on Internal Communication of Millennial Employee studied. It means that the better Authentic Leadership will improve on Employee Internal Communication, and vice versa.
- vi. Organizational Culture gives positive and significant effect on Internal Communication of Millennial Employee studied. It means that the better application of Organizational Culture within National Police planning will improve Employee Internal Communication i, and vice versa.
- vii. Authentic Leadership gives positive and significant effect on Employee Engagement through internal communication of Millennial Employee studied. It means that the better Authentic Leadership through internal communication will improve Employee Engagement, and vice versa.
- viii. Organizational Culture gives positive and significant effect on Employee Engagement through internal communication of Millennial Employee studied. It means that the better application of Organizational Culture through internal communication of Millennial Employee studied within National Police planning will improve Employee Engagement, and vice versa.

References

- Albrecht, S.L. (2012). The Influence of Job, Team and Organizational Level Resources on Employee Well-Being, Engagement, Commitment and Extra-Role Performance Test of a Model. *International Journal of Manpower*, Vol. 33, No. 7, pp. 840-853.
- Anitha, J. (2014). Determinants of Employee Engagement and Their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, Vol. 63 No. 3, 508-323.
- Avolio, B.J., & Gardner, W.L. (2005). Authentic Leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, 16 (3), 315 -338.
- Denison and Misra (1995). "Toward of Organizational Culture and Effectiveness". *Organization Science*, Vol.6, No.2, March-April.
- Gardner, W.L., Coglisier, C.C., Davis, K.M., & Dickens, M.P. (2011). Authentic leadership: a review of the literature and research agenda. *The leadership Quarterly*, 22 (6). 1120-1145.

- George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. San Fransisco: Jossey-Bass.
- Hair, J. F., William C. Black, Barry J. Babin and Rolph E. Anderson (2014) *Multivariate Data Analysis*, Seventh Edition. Pearson Education Limited.
- Harvard Business Review. (2013), *The Impact of Employee Engagement on Performance*.
- Hewwit. (2018), *2018 Trends in Global Employee Engagement: Global Employee Engagement Rebounds to Match Its All-Time High*
- Kreitner, R, & Kinicki, A. (2004). *Organization behaviour*. New York: McGrawhill/irwin.
- Lockwood, Nancy R. (2007). *Leveraging employee engagement for competitive advantage: HR's strategic role*. SHRM Research Quarterly.
- Mobley, e.a. (1987). *An evaluation of Precusors of Hospital Employee Turnover* . *Journal of Applied Pyschology* , Vol.63 No-4:404-418.
- Robinson D, Perryman S, Hayday S. (2004) *The Drivers of Employee Engagement*, Report 408, Institut for Employment Studies.
- Ruck, K., & Welch, M. (2011). *Valuing Internal Communication: Management and Employee Perspectives*. *Public Relation Review*, Volume 38, Issue 2, 294-502
- Saks, A.M. (2006). *Antecedent and consequences of employee engagement*. *Journal of managerial Psychology*, 21(7), 600-619.
- Salanova, M & Schaufeli, W.B (2008). *A Cross-National Study of Work Engagement as a Mediator Between Job Resurces and Proactive Behaviour*. *The International Journal of Human Resources Management*, Vol. 19, No.1, pp. 116-131
- Sarangi, S., & Srivastava, R. (2012). *Impact of Organizational Culture and Communication on Employee Engagement: An Investigation of Indian Private Banks*. *South Asian Journal Management*, 18.
- Schaufeli, B. (2002). *The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analityc Approach*. *Jurnal of Happiness Studies* 3 , 701-716.
- Sridevi, M. &. (2010). *Employee Engagement:The Key to Improving Performance*. *International Journal of Business and Management* , 89-96.
- Suharti, L., & Suliyanto, D. (2012). *The Effects of Organizational Culture and Leadership Style toward Employee Engagement and Their Impacts toward Employee Loyalty*. *World Review of Business Research*, Vol. 2. No. 5, 128 – 139.
- Verčič, A. T., & Vokić, N. P. (2017). *Engaging Employees Through Internal Communication*. *Public Relations Review Elsevier*, Volume 43, Issue 5, 904-914.
- World Economic Forum (2015). *The Human Capital Report 2015: In Colaboration with Mercer*.
- Zhang, Y. F. (2011). *The Relationship between job satisfaction, burnout, and turnover intention among pyschician from urban state-owned medical institution in Hubei, China*. *BMC Health services Research* 24 , (11):235.
- Zhang, T., Bergsteiner, H., & More, E. (2014). *The Relationship Between Leadership Paradigms and Employee Engagement*. *Journal of Global Responsibility*, Vol. 5 No. 1, 4-21.