

Examine the Relationship between Leader's Emotional Intelligence and Internal Communication of Organization on Employee Engagement

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Abstract--- Currently, the human resources hold a main role or can even be referred to as an asset of the company in gaining success and achieving goal. In fact, there are many organizations facing obstacles in managing their human resources, especially in maintaining the spirit and motivating the human resource. In order to deal with the problem, it would be better if a leader has emotional intelligence. Emotional management carried out by the leader will directly impact to the harmonious communication relationships in the organization. This will help employees in developing a sense of trust and loyalty to the company which will directly impact to the employee engagement. This study aims to determine the effect of leader's emotional intelligence on employee engagement with internal communication of organization as a mediator variable. This study involved 1006 respondents selected using convenience sampling with a quantitative approach and the type of explanatory research. The research questionnaire is distributed online, hypothesis testing is carried out using the path analysis method through the Sobel test. In conclusion, this study shows that there is a positive and significant influence between the variables of the emotional intelligence of leaders on employee engagement with the variable internal communication of organization as a mediator variable.

Keywords--- Employee Engagement, Leader's Emotional Intelligence, Internal Communication of Organization, Leadership, Organizational Behavior, Communication Organization

I. Introduction

Currently, the human resources hold a main role or can even be referred to as an asset of the company in gaining success and achieving goal. It surely will be easier to obtain both things if the individuals within the organization are capable enough to give the good performance. Good performance on its own, according to Sundaray (2011), can be retrieved easily when the level of employee engagement in the organization is also good. Sundaray (2011) mentioned that the results of employee engagement are in line with what has been sought by organizations that are productive employees who can complete their work beyond their targets and are effective and efficient when working. Kahn (1990) stated that the concept of employee engagement is more or less defined as a condition when employees are not fully bound and only focused on the job but also emotionally bound by the company. The employee engagement can be measured through three aspects. The first is about say, commonly described by always speaking positively. Second is stay, a strong desire to remain with the organization. Third is strive, an individual who uses an extra effort, time, and energy for the organization if it is needed (Hewwit, 2017).

Then, a study was conducted to determine the percentage of employee engagement in several countries. It was conducted by Perrins in 2007 that shown significant differences in the percentage of employee engagement in the 16 countries studied. Whereas the lowest percentage of the employee engagement was obtained by the Asian countries with 7%, the United States was 21%, and Mexico was 40% of the total percentage (Suharti & Suliyanto, 2012). The following research was carried out by Gallup in 2016 to find out specifically the employee engagement in Indonesia. Based on the research, the result shown that Indonesia was in the lowest percentage compared to other Southeast Asian countries such as Malaysia with a percentage of 11%, Singapore with 9%, Thailand with 14%, and the Philippines with a percentage of 29%. The low percentage of employee engagement in Indonesia is inseparable from one of the main factors, namely the role of the leader (Ratanjee & Emond, 2013).

This research will be conducted and specified to one of the state-owned companies in Indonesia that focused on the social security. This organization is undergoing a transformation process that not only focuses on the system but also human resources. So, to support the process of transformation, companies will need good-qualified human resources and have a high level of engagement. This is needed to achieve the goal of the transformation process, which is to become a world-class social security organization and become excellent in operations and services. In the range of 2013-2015, the process of transforming human resources was proven to have significant results. This can be seen from the level of maturity level in 2013-2016.

Table 1: Maturity Level

Year	Maturity Level
2013	2.74 (Standardized)
2014	3.11 (Managed)
2015	3.26 (Managed)
2016	3.30 (Managed)

Source: Annual Report of 2014 - 2016

In addition, the selection of that agency was inseparable from one of the factors that related organizations were able to receive a high enough percentage in terms of employee engagement of around 92%, where the high results were inversely proportional to the percentage results received by Indonesia. This is an anomaly if you see that the percentage of Indonesian employee engagement is still low. Another reason is due to all achievements received in terms of human capital. When in 2016, the organization received the Best Employer from Aon Hewwit and 1st Best Indonesia Human Capital for Overall for the government owned companies category in April 2017. The high employee engagement did not make the organization far from obstacles in managing its human resources, especially in terms of maintaining the spirit and motivating them. Therefore, hopefully others related organizations can create leaders who can motivate and inspire their employees.

To create leaders who inspires and motivates employees so that it can have an impact on employee engagement, one of the things that must be considered is through the emotional intelligence of leaders. Johar, Shah, & Bakar (2012) stated that leader’s emotional intelligence has a significant effect on employee trust and self-esteem. Jessica & Cooper (2011) also emphasized that a leader's behavior has a positive relationship to employee engagement in the sense that when a leader can demonstrate positive lead behavior (providing motivation, integrity and working effectively) the employee will not hesitate to be fully involved in completing their job. Slavoyer and Mayer (1990) define the emotional intelligence as the ability to understand and observe feelings or emotions and the ability to use emotions as a guide in thinking or doing something (Antonakis, Ashkanasy, & Dasborough, 2009). The emotional intelligence consists of five different things: (1) self-awareness, the ability to know emotions, strengths and weaknesses of oneself, (2) self-regulation, relate to the ability to control and direct emotions, (3) motivation, relate to passion when work and tend to pursue goals, (4) empathy or understand others emotions, (5) social skills are making a good relationship with others (Goleman, 1998).

Another factor that also has an important role in increasing employee engagement is internal communication of organization. A good and effective internal communication relationship has a greater chance of increasing and acquiring employee engagement (Verčič & Vokić, 2017). Formally, the internal communication of organization is defined as a process by which the sender transmits several types of information and messages to other recipients or groups within an organization (Delta, 2006). Where inside the organization, there are several dimensions such as organizational integration (the ability of employees to recognize themselves as a part of the organization), personal feedback (work progress information and performance), corporate information (related information and transparency policies and strategies), climate communication (intertwined communication climate), upward, downward and horizontal communication (communication carried out by superiors to subordinates or subordinates to superiors and fellow members of the organization at one level), and Media quality (quality of information and selected media in communicating) (Sarangi & Srivastava, 2012).

According to the assessment of the effectiveness and condition of the organization, the information and communication aspects of the company show an unstable percentage of the performance as shown in table 2 below.

Table 2: Assessment of The Organization Effectiveness

Information and Communication	Assessment		
	Weight (%)	Score	Achievement Percentage (%)
2014	10.40	3.50	70.00
2015	10.40	3.55	70.97
2016	10.00	2.51	50.20

Source: Annual Report 2014 – 2016

Based on the table, the percentage of information and communication aspect has experienced a significant decrease in 2016. The low percentage of the performance is supported by several constraints faced by internal communication such as the communication line is not used optimally, especially from the regions to the center. As a result, the speed and accuracy of the central office's response to the needs in the region have not been implemented well and the use of the forum portal by internal or external parties is not optimal.

Several studies have shown a connection among the leader emotional intelligence, internal communication of organization, and employee engagement. These studies also indicate that internal communication of organization can be a mediator between leader emotional intelligence and employee engagement. Some of these studies are conducted by Jessica and Cooper (2011) and Priya & Vijayadurai (2014), who stated that the leader's emotional management will directly affect the harmonious communication relationships in the organization. This will surely help employees in developing a sense of trust and loyalty to the company, and it will directly impact the employee engagement, or the length of time employees work in the company.

Looking at the description above, the research will further examine the effect of the leader's emotional intelligence on employee engagement with internal communication of organization as a mediator variable. This research is necessary, because of the research gap in the previous research. When referring to previous studies, generally these studies only examine the effect of the leader's emotional intelligence on employee engagement or the organization's internal communication towards the employee engagement. Whereas the research examining the impact of the leader's emotional intelligence on employee engagement with internal communication of organization as a mediator variable is still very difficult to find. Based on the discussion above, there are four research questions:

1. How does the leader's emotional intelligence affect internal communication organization?
2. How does the internal communication of the organization affect employee engagement?
3. How does the leader's emotional intelligence affect employee engagement?
4. How does the leader's emotional intelligence influence employee engagement with internal communication of organization as a mediator variable?

Confidently, this study will provide benefits or contribution in developing knowledge related to employee engagement, leader's emotional intelligence, and internal communication of organization. Furthermore, this research will hopefully give suggestion to relevant organizations in facing and resolving their human resources problems related to the emotional intelligence of leaders, internal communication of the organization and employee engagement.

II. Materials and Methods

This study used a quantitative approach, and it includes in the type of explanatory research. It consists of primary and secondary data. The primary data is obtained through questionnaires online (google form). It will provide five answer choices in the form of a Likert scale, where 1 is the lowest point that means Strongly Disagree, and 5 is the highest point that means Strongly Agree with the statement. Whereas, the secondary data is collected from scientific books, the internet, and research journals that are related to the theme. The questionnaire distribution period was conducted from early March 2018 to mid-May 2018. The questionnaire distributed consisted of 43 questions consisting of 10 employee engagement variable questions, 18 internal communication variable questions, and 15 leader's emotional variable questions. The population selection is completed by bringing out several criteria such as permanent non-managerial employees and having a work period of more than a year

Table 3: Population

Information	Quantity
Number of Employees (Managerial and Non-managerial 2017)	5653
Reduced:	828
Total Managerial Employees (per the year 2017):	693
Non-managerial employees with work period of less than one year	
Total	4132

Source: Annual Report 2017

Meanwhile, the determination of the sample in this study was carried out by convenience sampling. The minimum number of samples refers to Slovin (2011) who explained the calculation of the minimum sample size in a study with 5% of the margin error. Based on the formula, the minimum number of samples that can be used in this study are as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{4132}{1 + 4132(0.05)^2}$$

$$n = 364.695$$

Referring to these calculations, the minimum number of samples needed in this study are 365 employees.

Data analysis techniques used in the study:

1. The descriptive statistical analysis is carried out through the interval measurements to get an overview of the respondent's attitude towards each statement in the questionnaire items.
2. Hypothesis test analysis is carried out through path analysis, including the calculation of causal step and product of coefficient, namely Sobel Test. The emotional intelligence variable of the leader as an independent variable (X), employee engagement variable as the dependent variable (Y), and internal communication of organization variables as a mediation variable (Z).

A. Causal Step

In this step, the calculation of the three regression equations is done. Based on the mediated model as in Figure 1, the first regression equation is the result of a variable test of the leader's emotional intelligence on internal communication that will result in a. The second regression equation is a test of variable internal communication against Employee Engagement which will produce a coefficient b. Whereas the third regression equation is the result of the leader's emotional intelligence test and internal communication towards the Employee Engagement that results in c'.

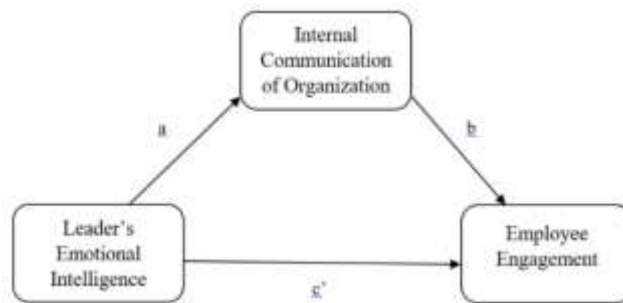


Figure 1: Mediated Model

B. Sobel Test

The mediation tests is based on the indirect effects of significance tests of ab, and to calculate the level of significance of z (p-value) statistics the formula is as follows (Hayes & Preacher, 2004):

$$z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2SEb^2)}}$$

This is the analysis and hypothesis model used in this study:

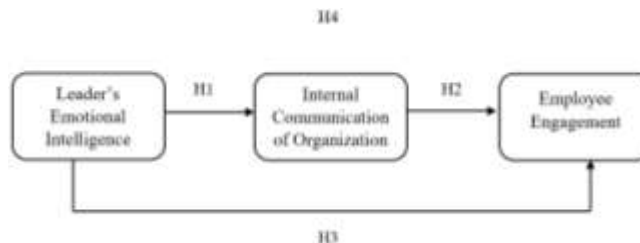


Figure 2: Analysis Model

Several studies stated that there is a positive and significant impact on those three variables either partially, simultaneously or with the existence of mediation variables (Jessica & Cooper, 2011; Johar et al., 2012; Priya & Vijayadurai, 2014; Verčić & Vokić, 2017). Based on those research findings, hypotheses for this study formulate as follows:

- H1: Leader emotional intelligence (X) has a positive and significant effect on internal organizational communication (Z)
- H2: Organizational internal communication (Z) has a positive and significant effect on employee engagement (Y)
- H3: Leader emotional intelligence (X) has a positive and significant effect on employee engagement (Y)
- H4: Leader emotional intelligence (X) has a positive and significant effect on employee engagement (Y) with internal communication of organization as a mediation variable (Z)

III. Results and Discussion

From the total population of 4132 employees, the questionnaire that was successful again was 1402. However, only about 1006 employees met the requirements as research respondents. The results of the questionnaire which is ordinal data is converted into interval data using the method of success interval (MSI). The data is then processed and further analyzed using the SPSS 21 program. The questionnaire respondent table can be seen below.

Table 4: Respondents

Information	Number
Total of the questionnaire result	1402
Reduced by:	
a. Managerial employees	264
b. Non-managerial employees with a work period of less than a year	132
The total of respondents	1006

Based on the diagram below, the number of respondents is dominated by male (551 (54.8%)) and others are female (45.2%). Furthermore, based on the age, the data shown that the most respondents are employees in the age range of 20-30 years (623 respondents (61.9%)) and then, followed by respondents in the age range of 30-40 years (244 respondents (24.3%)), 40-50 years (106 respondents (10.5%)) and 50-60 years (33 respondents (3.3%)). On the other hand, based on the education levels, the most respondents are from employees with an undergraduate education level; 803 respondents (79.8%). Respondents with high school / tertiary education groups are 135 respondents (13.4%), respondents from the postgraduate are 67 respondents (6.7%), and the doctoral degree is one (0.1%).

A. Descriptive Statistic

Interval measurements are carried out to get an overview of the respondent's responses towards each statement in the questionnaire items. According to the Likert scale with the 1-5 scales, then to find out the interval distance of the average respondent's answer is as follows.

Table 5: The Average Interval Distance of Respondents' Answers

Category	Score
Very low/ Very bad	1 -1.8
Low/ Bad	1.9 - 2.6
Enough/ Good enough	2.7 - 3.4
High / Good	3.5 - 4.2
Very High/ Very good	4.3 - 5

Table 6: The Average Score of Leader Emotional Intelligence Variables

Dimension	Mean	Interpretation
Self Awareness	3.64	Good
Self Regulaton	3.65	Good
Motivation	3.95	Good
Empathy	3.69	Good
Social Skill	3.68	Good
Total	3.72	Good

Based on the table 5 and 6, employees see that the emotional intelligence owned by leaders is good. This is known from the overall average score in each dimension. The motivation given by leaders is considered good enough by employees. In addition, employees also said leader as a person who is not only competent and expert but also able to build a harmonious relationship with the individual in the organization and care about employees. It can be shown by the leader's character who is not reluctant to share knowledge or teach employees in various ways. The leaders were also very open to all constructive criticism.

B. Descriptive Statistic of Organizational Internal Communication Variable

Table 7: The Average Score of Internal Communication Variables

Dimension	Mean	Interpretation
Organizational Integration	4.05	Good
Personal Feedback	3.75	Good
Corporate Information	4.11	Good
Communication Climate	3.77	Good
Upward, Downward & Horizontal Communication	3.74	Good
Media Quality	4.05	Good
Total	3.91	Good

Based on table 5 and 7, it can be concluded that internal communication practices of the organization is good. The employees know all the information, goals and the department of the company, so every employee understands their respective roles. Communication media is also used well, such as telephone, social media, and internal newsletter. Moreover, the element of openness and freedom also further supports the internal communication process to run optimally. This way also contributes to the more effective two-way communication process and the provision of feedback.

Table 8: The Average Score of Employee Engagement Variable

Dimension	Mean	Interpretation
Say	3.88	High
Stay	3.46	High
Strive	4.01	High
Total	3.78	High

Based on table 5 and 8, the conclusion is the respondents who are employees, have a high level of employee engagement. The result of descriptive statistic shows that the related organization is able to treat its employees well. It is in accordance with the result that individuals in the organization have a good level of employee engagement. Employees in the organization feel comfortable and happy at work so they can easily give their best performance. Through a feeling of comfort and happiness, employees describe their workplace as a comfortable, good, and promising.

C. Hypothesis Test

Causal Steps

Regression Test of the leader's emotional intelligence towards the employee engagement without mediation variable (coefficients c). This test aims to determine the direct effect (without a mediation variable) between the leader's emotional intelligence towards the employee engagement.

The result shows that the significance value for the leader's emotional intelligence variable is 0,000 which is smaller than $\alpha = 0.05$. So, the conclusion is that emotional intelligence without mediation variables has positive and significant impact towards the employee engagement with 95% confidence level ($\alpha = 5\%$). In addition, the coefficient of c is 0.603 with a standard error of 0.014.

Regression test of the leader's emotional intelligence towards the organizational internal communication (Coefficient a). This test not only aims to determine the effect and the relation between the leader's emotional intelligence with the organizational internal communication but also to obtain the coefficient used to z-value of Sobel test.

The result shows that the significance value for the leader's emotional intelligence variable is 0,000 which is smaller than $\alpha = 0.05$. So, the conclusion is that leader's emotional intelligence variable as an independent variable has a positive and significant impact towards its mediation variable, that is an internal communication of organization

with 95% confidence level ($\alpha = 5\%$). In addition, the coefficient of a is 0.772 with a standard error of 0.020, and it is used in z-value calculation on the Sobel test.

Simultaneous regression test of leader's emotional intelligence and internal communication of organization towards employee engagement (coefficient b and c') The test aims to obtain c', and c' describes the relationship or indirect effect between the emotional intelligence variable of the leader on employee engagement with the internal communication variable as a mediation variable that will be proven through the sobel test. In addition, this test was also carried out to obtain the coefficient value b which can be used for z-value calculations in the sobel test. The coefficient value b also simultaneously describes the relationship between the variables of internal communication of organization and employee engagement.

The test finds that the relation or the effect between organizational internal communication and employee engagement is significant when the confidence level is 95% ($\alpha = 5\%$). It is proven by the number 0.000 of significance value which is smaller than $\alpha = 0,05$. Furthermore, the coefficient of b is 0.657 with a standard error of 0.019, and it is used in z-value calculation on the Sobel test.

Sobel Test

The Sobel test aims to examine the indirect effect between the emotional intelligence variables of leaders towards the employee engagement with the existence of organizational internal communication variable as a mediation variable. It is also to prove whether organizational internal communication variables can use as mediation variables in this study. The calculation from the Sobel test can be known below:

$$z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2SEb^2)}}$$

$$z = \frac{0.772 \times 0.657}{\sqrt{(0.657^2 \times 0.020^2) + (0.772^2 \times 0.019^2)}}$$

$$z = 25.745 ; (sig = 0.000)$$

According to the calculation above, it can be concluded that indirect effect is significant when the confidence level is 95% ($\alpha = 5\%$) which means there is significant effect between leader's emotional intelligence variable towards the employee engagement with the organizational internal communication as a mediation variable. It is proven by the number 0.000 of significance value which is smaller than $\alpha = 0,05$, and Z is 25.745.

D. Discussion

Leader's Emotional Intelligence towards The Organizational Internal Communication

Regression test's results indicate that the emotional intelligence of the leader as an independent variable has a positive and significant effect on the mediation variable, namely internal communication of the organization. This is acceptable when referring to the research conducted by Cherniss & Goleman (2001) and Jessica & Cooper (2011) who stated that leaders who are effective, will able to control their emotions, so employees who work at them will be more comfortable, trust his boss, and create a good communication relationship. In addition, the management of emotions conducted by superiors will tend to lead to positive behavior. Leaders who have positive leadership character will be much easier in creating the good relationship with employees, building integrity, good and effective internal communication.

In this study, the employees in the organization where this research was conducted assume that the leaders in their organization are leaders who can build a harmonious relationship and care about an individual in the organization. Moreover, leaders also raise the flexible atmosphere without losing professionalism. They are not reluctant to discuss directly with employees. This also proves that from the attitude of the leader, internal communication can be well developed.

Organizational Internal Communication towards the Employee Engagement

Based on the regression test, there is a significant and positive effect between internal communication of organization and employee engagement. This result is in accordance with the research conducted by Verčić & Vokić (2017) who stated that a significant role is shown by internal communication in determining the level of employee engagement. If organizations are able to build patterns and effective communication with the individual, it will have four times higher chance of obtaining employee engagement. This was later added by Karanges, Jonhston, Beatson, & Lings (2015) who revealed that internal communication has an important role in creating, developing and maintaining an optimal employee attachment.

The organization in this study shows that internal communication has established well. This is from the element of openness and freedom in communication by not violating the applicable rules. The sense of openness and freedom that employees feel when communicating, as well as giving voice and the right to be heard. When employees feel they have opportunity to express their opinions and feel their voices are heard, they tend to be more motivated to work. In addition, the atmosphere and conditions of workplaces that do not have boundaries (not possessed and not restricted by barriers) also strongly support the flow of effective communication and information horizontally among co-workers. Monthly meetings and morning meetings that are routinely carried out in it also discuss matters relating to the division of tasks, targets, problems encountered while working, progress of work and finding solutions to the problems faced are evidence that two-way communication is carried out quite well. Various forms (formal and informal communication) and communication media such as e-mail, social media, telephone, face to face or internal newsletters are also used during the communication process. In addition to formal communication, forms of informal communication are also often manifested in corporate events such as corporate birthdays, halal bihalal, religious events and outing programs (tours and entertainment) for each division that the company has budgeted.

Leader's Emotional Intelligence towards Employee Engagement (Direct Effect)

According to the results above which show that the leader's emotional intelligence has a significant and positive effect on the employee engagement variable, the results have the same results as Thompkins (2015) and Evans (2016). They stated that emotional intelligence possessed by a leader will greatly affect employee engagement. The good ability of leaders in managing emotions also greatly affects a better effectiveness and convenience of motivating their employees and creating good relationships. In addition, leaders with a high level of emotional intelligence, are also more reliable in retaining employees and affecting employee job satisfaction. Evans (2016) added that there is a positive relationship between leader's emotional intelligence and the employee engagement. The high level of emotional intelligence will make the motivation for employees and resolve conflicts that often arise when working.

The good emotional leadership of the organization in this study, shown by some factors. They are self-awareness, self-regulation, motivation, empathy, and social skills. Leaders in the organization are considered in having a good ability to manage emotions that will impact to the positive way. This leadership attitude makes employees not reluctant to be fully involved in completing their work. The leadership training when the time of promotion and refreshing that is conducted once a year, has a positive impact on every leader. In addition, employees see their leaders in the organization as figures who can be a role model and be trusted. The process of coaching, mentoring, and discussing is proof that leaders care about their employees. The way leader in sharing knowledge, training, and teaching employees, also makes them become a good person to make good relationships between employees or other people outside the department. In addition, leaders can create a flexible work atmosphere without losing the element of professionalism. It makes a strong effect in building harmonious relationships between individuals in the company that will lead to high employee engagement.

Leader's Emotional Intelligence toward the Employee Engagement with Internal Communication of Organization as Mediaton Variable (Indirect Effect)

The results shown that there is a significant and positive influence between the leader's emotional intelligence variables on employee engagement with the variable internal communication as mediation variable, and it is in accordance with the research conducted by Jessica & Cooper (2011) and Priya & Vijayadurai (2014). Jessica & Cooper (2011) stressed the importance of the leader's role in building the effective communication to increase employee engagement. Every leader must have the ability to manage emotions, both for themselves and employees. It directly impacts the harmonious communication relationships that exist within the organization. This is trustworthy to help employees in developing a sense of trust and loyalty to the company. In other words, both the leader's emotional intelligence and internal communication have an important role in creating employee engagement. When a leader enables to show a good emotional intelligence in each element, the leader will be much easier in making harmonious relationships, good communication, trust and comfortable for his employees. Certainly, this will lead to increase employee engagement.

Employees stated that leaders in the organizations already have understood and have a sense of care about themselves or their employees. The positive attitude shown by the leaders has a good impact on the effective relationship of the internal communication. Their positive attitude and the effectiveness of internal communication are very useful in resolving conflicts (conflicts can be resolved well and quickly), obtaining feedback and recognition of the work. These things proved to have a strong effect in creating employee engagement. Some employee's statements indicate that they are motivated to be able to contribute more and do the best in the work. They also do not hesitate to give time, effort, and thought to their work.

IV. Conclusion

Based on the results of research, it can be concluded that:

1. The emotional intelligence of the leader has a significant and positive influence on the internal communication of organization. The caringness that can be showed by the leaders will directly impact on internal communication. In other words, the leaders will be more easily to build good and effective internal communications when they have a good emotional intelligence.
2. Internal communication of organization has a significant and positive impact on employee engagement. The sense of openness and freedom that felt by employees makes them more motivated. When employees feel they have an opportunity to express their opinions and feel heard, they tend to be more motivated to work.
3. The leader's emotional intelligence has a significant and positive effect on employee engagement. These results are supported by some statements from respondents stating that the leaders have been able to manage his emotions which directly impact on the positive leadership attitude. This is believed to have a strong influence in building a harmonious relationship between individual in the organization that will lead to high employee engagement.
4. The leader's emotional intelligence has a significant and positive influence on employee engagement with the internal communication of organization as the mediation variable. Emotional management by leaders leads to a positive attitude. Positive attitudes that shown by the leaders are able to create an effective internal communication. This makes employees more motivated to work, contributing more and doing the best in their job.

V. Future Scope

This study only examines how leader's emotional intelligence and internal communication organization affect employee engagement in one of state-owned company in Indonesia. Thus, there are many factors that can influence employee engagement such as work environment, culture, job satisfaction, compensation that can be examined in future study. Future study can broaden the scope of the study to other state-owned company in Indonesia.

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