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## The Effect of Interpersonal Communication and Organizational Trust on Employee Engagement and Their Impact on Job Performance

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**Abstract:** This pre-research was conducted with the aim of building a research hypothesis using a descriptive method. In knowing the variables that affect Employee Engagement and Job Performance, a review of previous research is carried out. The preparation of this article for the authors is intended to build hypotheses in seeking influence among several variables that can be used as objects of further research. The results of writing this article show that: 1) Interpersonal Communication has an influence on Employee Engagement; 2) Interpersonal Communication influences Job Performance; 3) Organizational Trust affects Employee Engagement; 4) Organizational Trust has an influence on Job Performance; 5) Employee Engagement has an influence on Job Performance.

**Keyword:** Employee Engagement, Job Performance, Interpersonal Communication, Organizational Trust

### INTRODUCTION

One of the factors that influence and have a positive impact on increasing work productivity is the increase in employee performance. Jankingthong & Rurkkhum (2012), defines employee performance including the main factors that an organization wants to improve to achieve their goals. An organization requires employees who are involved (engaged) to achieve organizational values and goals, and show their maximum potential (Meyer and Allen, 1997), (Cauldron, 1996).

In an effort to realize an increase in work productivity through increased employee performance, organizations or companies believe that effective and efficient interpersonal communication plays an important role and is expected to be achieved by the company. Much employee performance is associated with how interpersonal communication is built in the company (Gustyawan et al., 2015), (Diah Musirin & Irwansyah, 2019), (Afridhamita &

Efendi, 2020). Employee engagement has also been linked to many positive outcomes such as interpersonal communication (Ponti, 2019), (Khalimah, 2021), (Gift & Hadi, nd) as well as organizational trust (Alzyoud, 2018), (Ogwu, et.al., 2013), (Lienardo & Setiawan, 2017).

Research developed by (Lienardo & Setiawan, 2017) said that organizational trust has a significant effect on employee engagement. This is in line with research developed by (Akbar, 2020a) say that organizational trust has a positive influence on Employee Engagement. While the research developed by (Saroh & Ekhsan, 2021) said Organizational trust has a positive and significant influence on job performance.

To compile relevant research articles, a theory is needed that can strengthen the research model that is built and the relationship between variables in making hypotheses that are included in the discussion of research results. Specifically, this article discusses the influencing factors Employee Engagement and Job Performance, as part of the human resource management literature study. There are many influencing variables Employee Engagement and Job Performance therefore in this article not all of these factors are discussed but only some of the dominant factors which will be the focus of study in this article.

From latar Back in writing this article, the authors formulated the problems to be discussed in order to build hypotheses for further research, namely:

1. Is Interpersonal Communication effect on Employee Engagement?
2. Is Interpersonal Communication effect on Job Performance?
3. Is Organizational Trust effect on Employee Engagement?
4. Is Organizational Trust effect on Job Performance?
5. Is Employee Engagement effect on Job Performance?

## **THEORITICAL REVIEW**

### **Employee Engagement**

Employees are the prime mover of a company, therefore employee involvement cannot be separated from company performance. Employees who have high enthusiasm, are actively involved in it, and are willing to give their best time and effort, and are proactive in the work environment will be more productive when compared to other employees. Employee Engagement is a very important factor for the success of a company. Those who have high engagement will spend longer time doing productive work.

Employee engagement is a person's enthusiasm for a job, passionate and enthusiastic and involved in work activities, loves work and is motivated by work, has a tendency to work harder, and feels himself an important part of the organization so as to produce satisfactory performance (Muliana & Rahmi, 2019). Another similar opinion from Robinson et al., (2004) which states that employee engagement is any positive attitude from employees on the values of the organization and the company where they work.

Furthermore, Febriansyah and Ginting (2020) provide an explanation that there are 7 dimensions of employee engagement, including:

- a. Energy, both in the form of physical and psychological energy.
- b. Pride of the institution
- c. Intention to stay with the company
- d. Proactive attitude
- e. Constructive criticism
- f. Durability
- g. Promote the institution

In previous studies, variables Employee Engagement has often become a variable that is the object of research, some of which are carried out by (Ponti, 2019), (Khalimah, 2021), (Gift & Hadi, nd).

## **Job Performance**

Job Performance is the overall expected value of an employee's behavior within a certain period of time (Motowidlo, 1997). Bernardin & Russel (1998) defines performance as a record of the results obtained from certain job functions or certain activities within a certain period of time. This definition refers to an individual's ability to meet the requirements of a job.

According to Mathis and Jackson in (Efendi et al., 2020) states that there are 5 dimensions that can be used to measure performance, namely:

- a. Quantity (the amount of individual work),
- b. Quality (work results),
- c. Accuracy (work time),
- d. Attendance (doing work with discipline),
- e. Ability to work together (as a team at work).

Research conducted by (Gustyawan et al., 2015), (Diah Musirin & Irwansyah, 2019), (Afridhamita & Efendi, 2020) has become one of the many studies that make Job Performance the object of research.

## **Interpersonal Communication**

As social beings, in essence humans need other people to communicate with each other. Interpersonal relationships are born with the existence of communication that is built with each other. Interpersonal communication is face-to-face communication between people, mutually influencing the perceptions of their respective communication partners on the people involved in the communication. (Sapril, 2011). Stephens & Rains in Diah Musirin & Irwansyah (2019) provides a definition of interpersonal communication as communication carried out between one person and another in an organization or society, using certain communication media and using language that is easy and understandable to achieve certain goals.

There are two main elements to be able to understand what interpersonal communication is, namely how the content of a message and the relationship of the message (Adler and Rodman in Nurdin, 2020). The content of the message relates to the theme that is the subject of discussion, while the relation of the message relates to all the statements from both parties that create a sense of connection or relationship between the two. The dimensions related to interpersonal communication include:

### **a. Affinity**

This dimension relates to the extent to which people are mutually attracted or like each other even though they do not know the contents of the message being discussed.

### **b. Respect**

This dimension is related to admiring others and they feel admired.

### **c. Immediacy**

This dimension relates to the closeness of a person when communicating with others.

### **d. Control**

This dimension is related to how communication control is carried out when communicating with each other. Control can be done on the communicator or communication participants.

There have been many studies that make Interpersonal Communication as a variable studied as research conducted by (Gustyawan et al., 2015), (Diah Musirin & Irwansyah, 2019), (Afridhamita & Efendi, 2020).

### Organizational Trusts

Trust in the organization is so important to the progress of the organization and members of the organization can continue to contribute. Trust is defined as a sense of comfort in a relationship of interdependence based on the belief that the other party is reliable, honest, kind, open, and competent to fulfill whatever we rely on him to provide (Tschannen-Mora, 2011). Trust as a form of personality which is an expectation on which the words and actions of others can be relied upon (Rotter, 1967).

There are 5 dimensions related to Organizational Trust according to Robbin and Judge (2008), among others:

- a. Integrity  
Honesty and truth
- b. Competence  
Ability in terms of knowledge and have the ability good interpersonal skills and can carry out what is said.
- c. Consistency  
Congruence between actions and what is said, reliable, and has good judgment in handling problem.
- d. Loyalty  
Desire in terms of protecting and covering the disgrace of others.
- e. Openness  
Desire in sharing opinions or ideas and information freely.

Organizational trust described by Zalabak, Moreale, Hackman (2010) is the complete trust of employees in the organization in communicating and behaving competently, full of openness and honesty, caring, reliable, worthy of identifying with goals, norms, and values score. This shows that when an employee believes in his organization, he will work hard and will show initiative to achieve organizational benefits.

Variable Organizational trust has been studied as an object in many previous studies, such as those conducted by (Alzyoud, 2018), (Ogwu, et.al., 2013), (Lienardo & Setiawan, 2017).

**Table 1: Previous Research**

No	Author (year)	Previous research results	Similarity to this article	difference with this article
1.	Hury Soraya Ponti (2019)	Interpersonal Communication has a significant influence on Employee Engagement	Interpersonal Communication has a significant effect on Employee Engagement	Interpersonal Communication and Organizational Trust have a significant effect on Employee Engagement
2.	Putri Karunia and A. Sigit Pramono Hadi (2022)	Interpersonal Communication has a significant effect on Employee Engagement	Interpersonal Communication has a significant effect on Employee Engagement	Interpersonal Communication and Organizational Trust have a significant effect on Employee Engagement
3.	Vrydita Yesri Putri and Ika Zenita Ratnaningsih (2018)	Interpersonal Communication has a significant effect on Employee Engagement	Interpersonal Communication has a significant effect on Employee Engagement	Interpersonal Communication and Organizational Trust have a significant effect on Employee Engagement
4.	Reindy Gustyawan, Yuliani Rachma Putri, and Early Salmiyah Fithrah Ali (2015)	Interpersonal Communication has a significant effect on Job Performance	Interpersonal Communication has a significant effect on Job Performance	Interpersonal Communication has a significant effect on Employee Engagement and Job Performance

No	Author (year)	Previous research results	Similarity to this article	difference with this article
5.	Saraswati Diah Musirin and Irwansyah (2019)	Interpersonal communication has significant and positive influence on employee performance	Interpersonal Communication has a significant effect on Job Performance	Interpersonal Communication and Organizational Trust have a significant effect on Job Performance
6.	Chellsa Afridhamita and Suyono Efendi (2020)	Interpersonal communication has a positive and significant effect on employee performance	Interpersonal Communication has a significant effect on Job Performance	Interpersonal Communication and Organizational Trust have a significant effect on Job Performance
7.	Ivar Nabilatul Akbar (2020)	Organizational trust has a positive influence on Employee Engagement	Organizational trust affects Employee Engagement	Interpersonal Communication and Organizational Trust have a significant effect on Employee Engagement
8.	Sylvia Lienardo and Roy Setiawan (2017)	Organizational trust and job satisfaction have a significant effect on employee engagement	Organizational trust has an effect on employee engagement	Interpersonal Communication and Organizational Trust have a significant effect on Employee Engagement
9.	Tri Ratna Herawati (2020)	There is a significant influence between Organizational trust and job satisfaction on employee engagement	Organizational trust has an effect on employee engagement	Interpersonal Communication and Organizational Trust have a significant effect on Job Performance
10.	Adella Devi Hardiani (2018)	Organizational trust has a positive and significant influence on job performance	Organizational trust effect on job performance	Organizational trust effect on employee engagement and job performance
11.	Tim Saroh and Muhammad Ekhsan (2015)	Organizational trust significant effect on job performance	Organizational trust effect on job performance	Organizational trust effect on employee engagement and job performance
12.	Rahma Dhani K. Lubis (2018)	Organizational Trust and Employee Engagement have a significant effect on Job Performance	Organizational Trust and Employee Engagement affect Job Performance	Interpersonal Communication and Organizational Trust have a significant effect on Job Performance
13	Agnes Wahyu Handoyo and Roy Setiawan, (2017)	Employee engagement has a positive and significant effect on job performance	Employee engagement has an effect on job performance	Employee engagement influences job performance on different dimensions
14	Onky Dwi Setiawan, Deborah Christine Widjaja (2018)	There is a significant positive effect between employee engagement and job satisfaction and job performance	Employee engagement has an effect on job performance	Employee engagement influences job performance on different dimensions
15	Ulin Nuha (2019)	Employee engagement has a positive and significant effect on job performance	Employee engagement has an influence on job performance	Employee engagement influences job performance on different dimensions

## WRITING METHOD

The author uses qualitative methods and Library Research for the preparation of this article. Specifically conducting theoretical studies and looking for relationships or influences between one variable and another variable sourced from books and journals both offline in

the library and online from the Mendeley search engine, Scholar Google, and other online media.

Literature review has a very important role in a research. Literature review is a fundamental reference for researchers before conducting research. It can also be said that literature review is the first entry point for researchers in observing phenomena in the field. In qualitative research, literature is a link for researchers in obtaining a theoretical basis for construction, literature review or theoretical studies.

## DISCUSSION

The discussion of this literature review article is based on relevant theoretical studies and previous research, therefore the discussion in the Human Resource Management concentration includes:

### 1. The Effect of Interpersonal Communication on Employee Engagement

Interpersonal Communication has an effect on Employee Engagement, where the dimensions or indicators of Interpersonal Communication (Affinity, Respect, Immediacy, Control) influence on the dimensions or indicators of Employee Engagement (Energy both physically and psychologically, pride in the institution, intention to stay in the company, proactive attitude of employees, constructive criticism, endurance, promoting the institution).

According to Macleod and Clarke in Gift & Hadi, nd (2022), engagement starts from the company's internal communication. One of the challenges in communication is Employee Engagement. This is because within the company's internal engagement is related to behavior and communication. Interpersonal Communication is a very important part of building connections between one another, such as communication between managers, employees, and others. The lack of communication built within the corporate environment will result in low employee engagement.

Interpersonal Communication has an effect on Employee Engagement, this is in line with research that has been conducted by: (Muhammad Aris, 2014), (Khalimah, 2021), (Ponti, 2019), (Gift & Hadi, nd, 2022).

### 2. The Effect of Interpersonal Communication on Job Performance

Interpersonal Communication has an effect on Job Performance, where the dimensions or indicators of Interpersonal Communication (Affinity, Respect, Immediacy, Control) effect on the dimensions or indicators of Job Performance (The quantity or amount of individual work, the quality of employee work, the timeliness of employees working, the presence of employees in carrying out work with discipline, and the ability of employees to work together as a team at work).

Interpersonal Communication is an effective way to change a person's behavior, attitudes, opinions, and actions. This is because dialogues occur with each other and the expressions of the other person can be seen directly. Important role Interpersonal communication in an effort to improve the performance of employees in the company is absolutely necessary. According to Suwatno and Priansa (2011), the function of communication in this case is an effort to improve employee performance.

Interpersonal Communication has an effect on Job Performance, this is in line with research conducted by: (Gustyawan et al., 2015), (Diah Musirin & Irwansyah, 2019), (Afridhamita & Efendi, 2020).

### 3. The Effect of Organizational Trust on Employee Engagement

Organizational Trust, with the dimensions or indicators contained therein (Integrity, Competence, Consistency, Loyalty, Openness) has a strong influence on the dimensions or



indicators of Employee Engagement (Energy both physically and psychologically, pride in the institution, intention to stay in the company, proactive attitude of employees, constructive criticism, endurance, promoting the institution).

Colquitt, LePine and Wesson in (Asikin, 2015), stated that Employee Engagement is the desire of employees to continue to join the organization. The relationship that exists between employees emotionally with the company will increase commitment and encourage them to remain part of the company's organization, as well as the growth of Organizational Trust and acceptance of organizational values and goals.

Organizational Trust has an effect on Employee Engagement, this is in line with research conducted by: (Akbar, 2020a), (Herawati, 2020), (Maui & Mukaram, 2016), (Lienardo & Setiawan, 2017)

#### **4. The Effect of Organizational Trust on Job Performance**

Organizational Trust affects Job Performance, where the dimensions or indicators of Organizational Trust (Integrity, Competence, Consistency, Loyalty, Openness) effect on the dimensions or indicators of Job Performance (The quantity or amount of individual work, the quality of employee work, the timeliness of employees working, the presence of employees in carrying out work with discipline, and the ability of employees to work together as a team at work).

Organizational trust described by Zalabak, Moreale, Hackman (2010) is the complete trust of employees in the organization in communicating and behaving competently, full of openness and honesty, caring, reliable, worthy of identifying with goals, norms, and values score. This shows that when an employee believes in his organization, he will work hard and will show initiative to achieve organizational benefits.

Organizational Trust has an effect on Job Performance, this opinion is in accordance with what was conveyed by (Saroh & Ekhsan, 2021), (Hardiani & Prasetya, 2018), and (Lubis, 2018) in his research.

#### **5. The Effect of Employee Engagement on Job Performance**

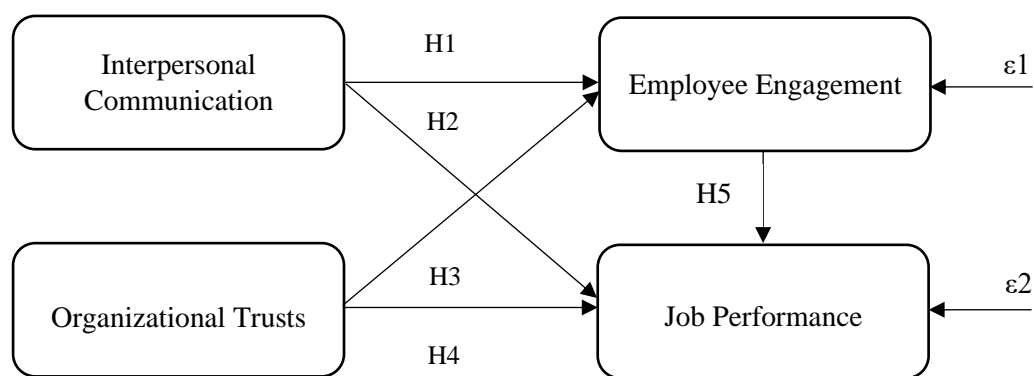
Employee Engagement has an effect on Job Performance, where the dimensions or indicators of Employee Engagement (Energy both physically and psychologically, pride in the institution, intention to stay in the company, employee proactiveness, constructive criticism, endurance, promoting the institution)effect on the dimensions or indicators of Job Performance (The quantity or amount of individual work, the quality of employee work, the timeliness of employees working, the presence of employees in carrying out work with discipline, and the ability of employees to work together as a team at work).

Employees who are engaged in work are those who feel truly involved and enthusiastic about their work and organization. Employee Engagement, namely the willingness of employees' abilities to be involved in the company's success, namely when employees want to try their best to complete their work and are able to use all their energy and thoughts and are willing and willing to work overtime, (Handoyo & Setiawan, 2017).

Employee Engagement has an effect on Job Performance, other research that is in line and supports this opinion includes: (Siswono, 2016), (Setiawan & Widjaja, 2018), (Nuha, 2019), (Handoyo & Setiawan, 2017).

### **Conceptual Framework**

Based on the problem formulation above, reinforced by theoretical studies of relevant previous research results, and discussion of the relationship between one variable and another, a framework for thinking in this article is obtained as shown in the image below.



**Figure 1: Thinking Framework**

Based on the relationship between variables shown in Figure 1 above, it can be said that: Interpersonal Communication and Organizational Trust influences both directly and indirectly on Employee Engagement and Job Performance.

Not only variables Interpersonal Communication and Organizational Trust, there are several other variables that also affect Employee Engagement and Job Performance as examples including:

- 1) Motivation: (Kezia et al., 2021), (Bastari et al., 2020), (Chauhan et al., 2019), (Somantri & Aga, 2018), (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Aima et al., 2017), (Timms & Brough, 2013).
- 2) Organizational Culture: (Wilianto & Indriyani, 2021), (Harini et al., 2020), (Akbar, 2020b), (Elmi et al., 2016), (Ugwu et al., 2014).
- 3) Knowledge: (Prayetno & Ali, 2020), (Toto Handiman & Ali, 2019), (Desfiandi et al, 2017), (Mukhtar et al., 2016).
- 4) Leadership: (Bastari et al., 2020), (Anwar et al., 2020), (Chauhan et al., 2019), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Elmi et al., 2016),(Limakrisna et al., 2016),(Ali et al., 2016).
- 5) Job Satisfaction: (Muayyad & Gawi, 2017), (Sausan et al., 2021), (Andorra, 2019), (Katili, Putiri Bhuana, 2017), (Muliana & Rahmi, 2019), (Katili, Putiri Bhuana, 2017), (Christen et al., 2006)

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on theoretical studies, relevant articles and the results of the discussion above, hypotheses can be formulated for further research:

1. Interpersonal Communication influences Employee Engagement.
2. Interpersonal Communication influences Job Performance.
3. Organizational Trust influences Employee Engagement.
4. Organizational Trust influences Job Performance.
5. Employee Engagement has an effect on Job Performance.

### Suggestion

From the conclusions above, it is said that Interpersonal Communication and Organizational Trust are one of the many factors that have a strong influence on Employee Engagement and Job Performance in an organization or company, but not only that, there are many other factors that influence it. Therefore, the suggestion in this article is that further



studies are needed to find out what other factors can affect Employee Engagement and Job Performance apart from those examined in this article.

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