

**TRANSFORMATIONAL STRATEGY FOR ORGANIZATIONAL  
COMMUNICATION IN INTERCULTURAL ENVIRONMENT**

**STRATEGI TRANSFORMASI KOMUNIKASI ORGANISASI DALAM  
LINGKUNGAN ANTAR BUDAYA**

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**ABSTRACT**

*This study aims to analyze how organizational communication strategies in a cross-cultural context influence job satisfaction and performance, as well as their impact on workplace engagement within a multinational corporate environment. The background for this research is the increasingly complex challenges of communication in global organizations, which are marked by cultural diversity, varying languages, and differing work values that can affect the effectiveness of employee collaboration and engagement. The study focuses on five key dimensions of organizational communication: sharing information, involvement, empowerment, intercultural communication, and language barriers. This study employs a quantitative approach utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis. Data were collected through questionnaires distributed to employees at a multinational automotive company. The findings reveal that the five dimensions of organizational communication positively and significantly influence job satisfaction and performance, with the Sharing Information and Empowerment variables contributing the most. Furthermore, the relationship between job satisfaction & performance has a strong impact on workplace engagement. These findings highlight the importance of enhancing internal communication strategies that are inclusive, open, and sensitive to cultural diversity, as they serve as a foundation for fostering high levels of work engagement. The managerial implications of this study suggest that organizations should develop adaptive communication systems, implement employee engagement programs, provide cross-cultural training, and utilize technological solutions to address language barriers. Additionally, this study contributes to the theoretical development of organizational communication models within an intercultural context and offers practical insights for sustainable human resource management in today's globalized environment.*

**Keywords:** *Organizational Communication, Cross-Cultural Environment, Job Satisfaction, Performance, Workplace Engagement, Empowerment, Intercultural.*

**ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh strategi komunikasi organisasi dalam konteks lintas budaya terhadap Job Satisfaction & Performance serta dampaknya terhadap Workplace Engagement di lingkungan perusahaan multinasional. Latar belakang dari penelitian ini adalah semakin kompleksnya tantangan komunikasi dalam organisasi global yang ditandai oleh keberagaman budaya, bahasa, dan nilai-nilai kerja yang dapat memengaruhi efektivitas kolaborasi dan keterlibatan karyawan. Penelitian ini mengkaji lima dimensi komunikasi organisasi yang relevan, yaitu: *Sharing Information, Involvement, Empowerment, Intercultural, dan Language Barrier*. Metode yang digunakan dalam penelitian ini adalah pendekatan kuantitatif dengan teknik analisis Partial Least Square – Structural Equation Modeling (PLS-SEM). Data dikumpulkan melalui kuesioner kepada karyawan di sebuah perusahaan multinasional bidang otomotif. Hasil analisis menunjukkan bahwa kelima dimensi komunikasi organisasi memiliki pengaruh positif dan signifikan terhadap Job Satisfaction & Performance, dengan kontribusi terbesar berasal dari variabel *Sharing Information* dan *Empowerment*. Selain itu, variabel *Job Satisfaction & Performance* memiliki pengaruh yang sangat kuat terhadap Workplace Engagement. Temuan ini menegaskan pentingnya penguatan strategi komunikasi internal yang bersifat inklusif, terbuka, dan sensitif terhadap keberagaman budaya sebagai fondasi dalam membangun keterlibatan kerja yang tinggi. Implikasi manajerial dari penelitian ini meliputi perlunya organisasi untuk mengembangkan sistem komunikasi yang adaptif, program pelibatan karyawan, pelatihan lintas budaya, serta solusi teknologi untuk mengatasi hambatan bahasa. Penelitian ini memberikan kontribusi teoretis pada pengembangan model komunikasi organisasi dalam konteks interkultural dan kontribusi praktis bagi pengelolaan sumber daya manusia yang berkelanjutan di era globalisasi.

**Kata Kunci:** Komunikasi Organisasi, Lingkungan Lintas Budaya, Job Satisfaction, Performance, Workplace Engagement, Empowerment, Interkultural.

## INTRODUCTION

The rapid development of globalization has fundamentally changed the dynamics of organizations and has become a central issue in the modern business world. Nowadays, companies operate in a volatile, uncertain, complex, and ambiguous environment, which requires them to be adaptable, innovative, and resilient in order to maintain a competitive advantage [Robbins Judge, 2024]. Organizations around the globe face significant challenges in sustaining a productive and emotionally engaged workforce. This global shift highlights the importance of "Future Skills" such as self-organization, adaptability, and collaborative competencies, to meet the increasing demands of both the workplace and organizations [Ehlers, 2020].

Developing soft skills such as collaboration, empathy, and self-leadership is becoming increasingly important, especially in what is known as the post-knowledge era. In this era, organizations must engage employees more deeply—beyond just remuneration—by creating meaning and value in their work [Ehlers, 2020]. Employee engagement within the workplace is an indicator of a company's overall success, while a high employee turnover rate can often reflect an organization's challenges in establishing a supportive and inclusive work environment. Engagement is characterized by the emotional and cognitive connections that employees have with their workplace and has been demonstrated to be closely associated with increased productivity, innovation, and organizational commitment [Turek et al., 2024]. However, engaging employees is becoming increasingly complex due to rising cultural diversity

in today's workplace. It is imperative for organizations to prioritize engagement to ensure sustainable business and a positive workplace culture [Ehlers, 2020].

Multinational companies in key sectors such as technology, manufacturing, and services face intense competition to attract and retain the best talent. The automotive manufacturing industry is a complex and dynamic ecosystem, where the success of innovation and production is highly dependent on the diversity of interest talents covering various scientific disciplines.

Expertise in automotive engineering, mechanical engineering and industrial engineering supports design processes and production optimization, while competencies in electronics and automation and digitalization in the context of Industry 4.0 increase operational efficiency through the integration of modern control systems and advanced technologies. In addition, the role of product design and research and development (R&D) is key in creating innovation and aesthetic value for vehicles, while supply chain management, quality assurance, and quality control ensure smooth production processes and high-quality standards. Apart from that, mastery of production management, application of occupational safety and health (K3) principles, as well as the development of human resources and leadership are essential supporting factors to maintain the competitiveness of the automotive industry in the global market.

They face the challenge of integrating a diverse workforce while ensuring consistent engagement across the organizational hierarchy [Liu et al.,

2023]. Likewise, intercultural communication in organizations also plays an important role in bridging cultural differences and encouraging collaboration between employees from various backgrounds. Effective organizational communication is critical to aligning employee goals with the company mission and cultivating a sense of belonging among employees [Bah et al., 2024].

Organizational communication has a very important role in maintaining operational effectiveness, especially in multinational companies in the automotive industry, which have complex organizational structures and are spread across various countries. In the context of globalization, multinational automotive companies face significant communication challenges, including language differences, cultures, and diverse managerial systems [Shockley-Zalabak, 2015]. Therefore, an effective communication strategy becomes a key factor in ensuring coordination, collaboration and appropriate decision making across the organizational network.

Multinational automotive companies such as Toyota, Volkswagen, and General Motors operate in a highly dynamic environment where technological innovation, industry regulations, and customer expectations are constantly evolving. In this environment, ineffective organizational communication can cause various problems such as misunderstandings between departments, disagreements about the company's vision and mission, and obstacles in implementing strategic policies [Clampitt, 2009]. Studies show that companies that have good communication systems tend to be more adaptive to change and more competitive in the global market [Keyton, 2004].

In multinational automotive companies, communication takes place in various forms, both formal and informal. Formal communication includes written reports, emails, official meetings, and policies and procedures that are implemented across all branches of the company. In contrast, informal communication happens through daily interactions among employees and leaders at different levels of the organization. The effectiveness of communication in multinational companies is significantly influenced by organizational culture, leadership, and the use of modern communication technologies such as intranets, digital collaboration platforms, and artificial intelligence [Daft, 2021].

Transforming organizational communications to strengthen collaboration and transparency is important in growing engagement. In addition, a work culture that supports the development of future skills, such as reflective competencies and innovation, greatly contributes to creating a work environment that encourages long-term employee retention [Ehlers, 2020].

In addition, cultural differences pose significant challenges in organizational communication within multinational companies. Referring to [Hofstede, 2010], in his study on cultural dimensions, demonstrates that each country has distinct communication characteristics that can influence workplace interactions. For example, Japanese companies typically have a more hierarchical communication style that emphasizes politeness, while American companies tend to be more open and direct in expressing opinions. If these differences are not effectively managed, they can lead to conflicts and hinder communication effectiveness.

In Indonesia, organizational dynamics are often influenced by

cultural diversity, cross-cultural communication, social norms, and generational differences in the workplace. So organizational communication becomes more complex when companies have to align global operational standards and local sensitivities [Hsu et al., 2008].

Referring to [Robbins Judge, 2024] The low emotional involvement of employees with company goals and a lack of understanding of individual aspirations often cause one of the problems of employee turnover. Transformation of internal organizational communications that focuses on increasing workplace engagement into a strategic solution to reduce turnover. This can be done through a participative leadership approach, where employees are empowered to convey ideas, provide input, and participate in the decision-making process [Ehlers, 2020].

This research seeks to explore how organizational communication transformation can be used to enhance workplace engagement as a step to increase retention levels in multinational companies. By using a data-based approach and insights from several literature and theories as outlined in Future Skills, such as collaborative competence, intercultural communication, and self-organization, can be utilized to strengthen workplace engagement, as well as a step to create sustainable added value for the company and its employees [Ketprapakorn and Kantabutra, 2022].

Based on Preliminary Interview, There is an alarming trend regarding employee retention within these companies, as many individuals tend to remain with the organization for only a short duration. A significant number of employees resign after just one or two years, and some leave even before

completing their first year of service. This high turnover rate posed challenges to business operations, particularly in the automotive sector, where projects often extend over long periods and necessitate personnel who could provide consistent oversight from initiation to completion.

The increase in the number of employees resigning certainly has an impact on the HR department as well, where the frequency of recruitment will be more frequent. Of course, the recruitment process will require more time, money, and energy. This condition is very costly for the company. And during the recruitment process, there will be job posts that are empty for several months; even if they are backed up by someone else, the results will still not be optimal, meaning the level of human error will increase.

From an external perspective, these frequent changes to the Person in Charge (PIC) will disrupt the company's service conditions for customers. Constantly having a new PIC creates a negative image for the business. Customers will need to adjust to the new PIC each time, and this transition will be even more challenging if the new PIC lacks expertise in their role. Consequently, we may hear complaints about slow responses or poor support of the new PIC. This indicates that the sustainable business is indeed being disrupted.

According to the company's internal data, the turnover rates for the past four years (2020 - 2023) have consistently exceeded the target of 10%. This trend has shown a year-over-year increase. In 2020, the turnover rate was 13.5%. In 2021, there was a slight decrease to 12.0%, yet it remained above the 10% target. However, in 2022, there was a significant jump to 17.13%, and in 2023, the rate continued to rise, reaching 17.19%. Please see Table 1.

**Table 1. Turnover of PT. Excell-Stembati (PESTI)**

Year	2020	2021	2022	2023
%	13.51%	11.97%	17.13%	17.19%

The decline in employee retention is influenced by several internal factors within the organization. Based on the results of the Preliminary Interview, the Researcher concluded several factors, namely employee dissatisfaction with information sharing/socialization, employee involvement, employee empowerment, language barriers, and cross-culture in PESTI are several factors might relate to declining in employee performance, which makes employee retention decrease.

The rising concern of high employee turnover at PESTI, particularly in intercultural environments, highlights the urgent necessity to address critical organizational communication issues related to employee engagement, empowerment, and satisfaction in the workplace. This research aims to conduct a thorough examination of these factors, with a particular focus on transformational communication strategies while recognizing the significance of cross-cultural dynamics. By identifying and analyzing these elements, the research seeks to offer practical insights that will enhance organizational practices and promote sustainable employee retention.

## LITERATURE REVIEW

### 1. Transformational Strategy

Transformational strategy in organizational communication refers to an approach that focuses on fundamental changes in the way organizations communicate, adapt to the global environment, and increase employee engagement to achieve business [Burns, 1978]. This strategy is often associated with transformational leadership, which

emphasizes inspiration, motivation, and innovation in managing organizational communication [Bass and Riggio, 2005]. In the context of multinational organizations, transformational strategies in organizational communication aim to address the challenges of cultural diversity, increase employee engagement (workplace engagement), and create a more inclusive and effective work environment [Miller, 2014].

According [Bass and Riggio, 2005] transformational leaders use effective communication to build shared vision and values in the organization, to inspire and motivate employees to perform beyond expectations, and to enhance innovation and adaptability in a dynamic work environment. Organizational communication strategies based on transformational leadership focus on building openness, trust, and collaboration in multinational teams.

Adaptive structuration theory by [DeSanctis and Poole, 1994] highlights how technology and organizational structure can influence communication and change within organizations. In the context of multinational organizations, the effective implementation of communication technology can increase employee engagement and overcome cultural barriers in cross-cultural communication. Refer to [Argenti, 2023] theory of strategic communication in his book states that effective strategic communication must be aligned with the organization's vision and support long-term business goals. In transformational strategy, organizational communication must be flexible, proactive, and based on employee participation to achieve competitive advantage. Then, according to [Kotter, 1996] in his theory of change management, he said the success of organizational transformation is highly

dependent on a communication strategy that is able to create urgency for change, build a clear vision, and ensure the involvement of all parties in the change process.

In multinational companies, organizational communication strategies based on transformation must consider cultural factors and the diversity of global teams. According to [Hofstede, 2010], differences in cultural values can affect the effectiveness of organizational communication and employee engagement. Therefore, companies must implement communication strategies that are inclusive, adaptive, and based on cross-cultural understanding to ensure the success of organizational transformation. A study by [Welch and Jackson, 2007] shows that effective internal communication in multinational organizations plays a role in increasing employee engagement, reducing cultural conflict, and accelerating the process of adaptation to organizational change.

The study by [Mishra et al., 2014] shows that effective internal communication, as part of a transformational strategy, plays a critical role in increasing employee engagement by ensuring transparency and openness of information. [Breevaart et al., 2014] in their study found that daily transformational leadership had a positive relationship with employee engagement, emphasizing the importance of inspirational communication and leader support in increasing engagement. Transformational leadership using strategic communication channels can increase employee satisfaction and engagement, demonstrating the important role of communication in transformational strategies [Men, 2014].

## 2. *Organizational Communication*

In the world of organizations, communication is the main foundation in shaping work culture and employee experience. According to [Keyton, 2004] organizational communication is not just the exchange of information, but is a complex process that involves interactions between individuals with diverse cultural backgrounds. This concept becomes especially relevant in the context of multinational companies in the automotive sector, where cultural differences can influence the way communication and collaboration between teams occur. Keyton emphasized that understanding communication in organizations is the key to creating an inclusive work environment and supporting the growth of innovation.

[Shockley-Zalabak, 2015] added that effective communication in organizations depends on the knowledge, sensitivity, skills, and values possessed by organizational members. These four elements are interrelated and form the basis of productive interactions in the workplace. Knowledge of cultural differences and the ability to adapt messages according to context are essential, especially in cross-cultural situations. Sensitivity to the norms and values of other cultures allows individuals to avoid conflict and create a harmonious work atmosphere. Communication skills, such as the ability to listen and provide constructive feedback, are key factors that drive successful collaboration between departments.

Strong organizational values also play an important role in uniting team members. When these values are internalized consistently, they create a framework that allows for mutual trust and commitment in achieving sustainable business goals. In the context of transformational strategy, effective

organizational communication becomes a strategic tool to increase engagement in the workplace, encourage innovation, and facilitate adaptation to changes in the global business environment. Thus, an in-depth understanding of the basic theory of organizational communication proposed by [Keyton, 2004] and [Shockley-Zalabak, 2015] is very important for multinational companies in optimizing performance and building sustainable competitive advantages.

Research by [Zafer et al., 2020] explored the relationship between communication, job satisfaction, and employee performance. The research results show that effective interpersonal communication between superiors and subordinates has a positive effect on job satisfaction, which in turn improves employee performance. A study by [Carrière and Bourque, 2009] explored the connection between organizational communication, job satisfaction, and organizational commitment. The findings indicate that effective communication within organizations significantly enhances employee job satisfaction and commitment, which ultimately leads to improved performance.

### 3. *Employee Involvement*

Employee involvement encompasses the degree to which employees participate in decision-making, work processes, and organizational policies. This engagement is essential for enhancing both individual performance and overall commitment to the organization. By fostering a culture of involvement, companies can better align their goals with the valuable insights and contributions of their workforce [Crossman, 2023]. According to [Robbins Judge, 2024] employee involvement includes employee

participation in strategic and operational aspects of the company, which contribute to increasing productivity and job satisfaction.

According to Likert's Participative Decision-Making (PDM) theory [Likert, 1967] companies with an open communication system and involving employees in decision making tend to be more innovative and have higher job satisfaction. In addition, Miller's organizational communication theory [Miller, 2014] emphasizes that employee involvement is an important aspect in modern organizational communication models, especially in culturally diverse multinational business environments.

In multinational companies that have a cross-cultural work environment, employee involvement becomes increasingly complex due to differences in perceptions, values and communication norms [Hofstede, 2010]. Effective communication between employees from various cultural backgrounds requires an intercultural communication competency-based approach [Gudykunst, 2007]. Therefore, employee involvement in a multicultural environment must be integrated with an inclusive organizational communication strategy.

Employee involvement has a direct correlation with workplace engagement, where active involvement in organizational processes increases employee motivation and loyalty to the company [Kahn, 1990]. The study by [May et al., 2004] in the *Journal of Occupational and Organizational Psychology*, it shows that communication that involves employees in a transparent manner contributes to increased emotional and cognitive involvement in work. Then, study [Harter et al., 2002] found that employee involvement contributes significantly to employee engagement and job

satisfaction. Analysis of more than 7,000 business units shows that employee engagement has a positive relationship with productivity, profitability and customer loyalty. [Saks, 2006] Employee involvement and effective organizational communication play a role in building emotional engagement and increasing job satisfaction. Employees who feel involved in organizational decision making tend to have higher loyalty to the company.

#### 4. *Employee Empowerment*

Employee empowerment refers to the process of giving authority, responsibility, and resources to employees to make more independent decisions in the work environment [Spreitzer, 1995]. This concept emphasizes increasing employee involvement in decision making, increasing a sense of ownership of work, and increasing intrinsic motivation [Robbins Judge, 2024]. Employee empowerment is not just delegation of tasks, but also provides psychological and structural support so that employees feel they have control over their work. In the context of organizational communication, employee empowerment is very dependent on openness of information, clarity of roles, and effective interaction between management and employees [Miller, 2014].

Spreitzer's Psychological Empowerment Theory [Spreitzer, 1995] explains that employee empowerment consists of four main dimensions: 1. Meaning – Employees feel that their work has meaning and contributes to organizational goals. 2. Competence – Employees have confidence in their ability to carry out their duties. 3. Self-determination – Employees have control over how they work. 4. Impact – Employees feel that their actions have an

influence within the organization. In addition, it emphasizes that organizations with an open and inclusive communication structure are able to increase employee empowerment through active employee participation in strategic decision making.

In multinational companies with culturally diverse work environments, employee empowerment is a challenge in itself. [Hofstede, 2010] explains that differences in cultural values such as power distance can influence the effectiveness of empowerment strategies. For example, in countries with high power distance, employees may be less accustomed to independent decision making, while in cultures with low power distance, employee empowerment is easier to implement. Therefore, organizational communication strategies in multinational companies must consider cultural factors so that employee empowerment can run optimally.

Many studies show that employee empowerment contributes to increased employee involvement (workplace engagement), job satisfaction, and individual and organizational performance [Kahn, 1990]. Studies by [Thomas and Velthouse, 1990] show that empowerment increases work motivation, which ultimately has a positive impact on employee creativity, productivity, and loyalty. [Spreitzer et al., 1997]'s research shows that psychological empowerment is positively related to work effectiveness and job satisfaction and negatively related to work pressure. Employees who feel empowered tend to be more effective and satisfied in their jobs.

#### 5. *Intercultural*

Intercultural in organizational communication refers to interactions between individuals or groups with



different cultural backgrounds in a work environment. In multinational companies, cultural differences can influence the way of communication, decision making, and employee involvement in the organization [Hofstede, 2010]. According to [Gudykunst, 2007] cross-cultural communication involves adapting to various social norms, values, and communication patterns that apply in a particular culture. Therefore, organizational communication strategies in multicultural work environments must take cultural factors into account to create effective and inclusive interactions.

Some of the main theories that explain the importance of cross-culture in organizational communication:

Hofstede's Cultural Dimensions Theory [Hofstede, 2010]. Hofstede developed five cultural dimensions that influence organizational communication, namely: 1). Power Distance (power distance); The level of hierarchy in a culture. 2). Individualism vs. Collectivism; A cultural preference for individual or group work. 3). Uncertainty Avoidance; The way a culture handles uncertainty. 4). Masculinity vs. Femininity; Cultural focus on achievement versus work-life balance. 5). Long-Term vs. Short-Term Orientation – Orientation towards long or short term planning. Understanding these dimensions helps multinational companies manage internal communications more effectively.

High-Context and Low-Context Communication Theory [Hall, 1976] in his book explains that High-context cultures (Japan, China, Middle Eastern countries) rely more on non-verbal communication and context in understanding messages, Low-context cultures (United States, Germany,

Scandinavia) prioritize direct and explicit communication. Understanding these differences helps in developing appropriate communication strategies in a multicultural work environment.

Intercultural Communication Adaptation Theory [Kim, 2001]. According to his book, individuals who work in a cross-cultural environment will go through an adaptation process that includes enculturation (adjustment to one's own culture), acculturation (adoption of values and norms from other cultures), intercultural identity (formation of a new identity through cross-cultural interactions).

In multinational automotive companies, cross-cultural communication is the main challenge in increasing workplace engagement. According to [House et al., 2004] in their book of Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, effective leadership and communication styles in multicultural organizations must consider cultural differences to build employee engagement and loyalty. Research by Trompenaars & Hampden-Turner [Trompenaars and Hampden, 1997] also shows that differences in cultural values can create communication barriers, but with inclusive communication strategies, organizations can overcome these challenges and increase employee engagement.

Transformational communication strategies in cross-cultural environments must be based on the principles of inclusivity, flexibility and cultural adaptation. According to Miller [Miller, 2014] in his book of Organizational Communication: Approaches and Processes, organizations must implement communication strategies that adapt to employee cultural needs so that engagement and collaboration can run optimally.

[Earley and Mosakowski, 2004] in their research introduce the concept of Cultural Intelligence (CQ), namely a person's ability to adapt and function effectively in various cultural contexts. The study results show that employees with high CQ are able to communicate more effectively in multicultural environments, which contributes to increased job satisfaction and performance. And according to [Ang et al., 2007] study found that Cultural Intelligence has a positive correlation with cultural adaptation, cross-cultural decision making, and task performance. Employees who have good cross-cultural communication skills tend to be more satisfied with their jobs and show higher performance.

Also the research by [Matveev and Nelson, 2004] shows that cross-cultural communication competence plays an important role in improving the performance of multicultural teams. Managers who are able to communicate effectively in cross-cultural contexts can increase team member engagement and job satisfaction. [Maznevski and Chudoba, 2000] study examines the dynamics of global virtual teams and finds that effective cross-cultural communication is key to team success. Good interaction between team members from different cultures increases engagement and overall team performance.

Cross-culture in organizational communication is a crucial element in multinational companies, especially in increasing workplace engagement and work effectiveness.

#### *6. Job Satisfaction & Performance*

Job satisfaction refers to the level of emotional and cognitive satisfaction that an individual feels with his or her job. According to [Robbins Judge, 2024] job satisfaction reflects employees'

perceptions of the work environment, compensation, interpersonal relationships, and career development opportunities. High job satisfaction is associated with increased productivity, loyalty and employee involvement in the organization. Meanwhile, job performance refers to the extent to which an employee carries out his duties and responsibilities in accordance with the standards set by the organization [Motowidlo, 2003]. High work performance contributes directly to organizational effectiveness and the achievement of overall business goals.

In a multinational work environment, cultural factors play an important role in shaping job satisfaction and employee performance. According to [Hofstede, 2010] revealed that cultural dimensions such as power distance and individualism vs. collectivism (individualism vs. collectivism) influence employee perceptions of job satisfaction. Research by [May et al., 2004] in their book of *The Psychological Conditions of Meaningfulness, Safety, and Availability and the Engagement of the Human Spirit at Work*, shows that effective and transparent organizational communication plays an important role in increasing job satisfaction and employee performance. Employees who feel heard and empowered are more likely to have high work motivation and make maximum contributions to the organization.

To achieve business sustainability, organizations need to ensure that employee job satisfaction remains high by creating an open communication environment, encouraging employee engagement, and providing opportunities for professional growth. According to [Miller, 2014] effective organizational communication plays a

key role in maintaining a productive and motivated workforce.

Research by [Harter et al., 2002] meta-analysis examines the relationship between employee satisfaction and engagement and business outcomes at the work unit level. The results show that business units with higher levels of employee satisfaction and engagement have better productivity, profitability, employee retention and customer satisfaction. [Saks, 2006] The research identifies the factors that influence employee engagement and its impact on work outcomes. The study results show that job satisfaction is one of the main factors that predict employee engagement, and this engagement contributes to increased performance and organizational commitment. Also, research by [Christian et al., 2011] finds that work engagement has a strong positive relationship with task performance and contextual performance. Employees who are actively involved in their work demonstrate higher performance and contribute positively to their work environment.

Job satisfaction and performance are fundamental aspects of organizational communication which directly impact workplace engagement and business sustainability.

Drawing from the foundational theories presented in a range of authoritative books and research journals, the researcher proposes the following compelling hypothesis:

(H1) Organizational communication is positively related to job satisfaction and employee performance.

(H2) Employee involvement is positively related to job satisfaction and employee performance.

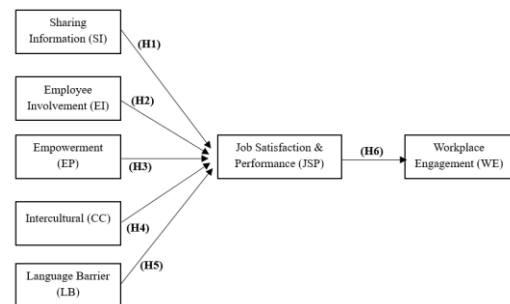
(H3) Employee empowerment is positively related to job satisfaction and employee performance.

(H4) Intercultural is positively related to job satisfaction and employee performance.

(H5) Language barrier is positively related to job satisfaction and employee performance.

(H6) Job Satisfaction & Performance is positively related to Workplace engagement.

This is the conceptual hypothesis, Figure 1.



**Figure 1. Conceptual Hypothesis**

## RESEARCH METHOD

The research employs quantitative methodology, collecting data through Preliminary Interviews, Internal Company data, and survey questionnaires with a Likert scale. Then, data analysis will be carried out using the Structural Equation Modeling Partial Least Squares (SEM-PLS) by SmartPLS4 to identify trends and fundamental problems effectively. By doing this, Researcher expects to identify actionable insights and recommend some strategic proposals to enhance workplace engagement at PESTI.

## Target Population and Sampling

The target population for this research includes employees from all departments within the organization. The population of interest consists of employees occupying various positions and levels throughout the organization. Reference [Bryman Bell, 2011] suggests that increasing the sample size enhances the result accuracy. For this research, the

target minimal sample size is calculated using a formula that considers the total population of 234 employees. The formula is as follows:

$$n = \frac{N}{1+N(e^2)}; n = \frac{234}{1+234(0.05^2)}$$

Note: n=target sample; N=total population; 1=constant; and e=precision at 95% confidence level.

Total of 148 employees have been identified as the target sample population.

### Data Collection

A survey is conducted to gather data on these variables. We created a questionnaire as primary data. We used Google Forms and distribute the link of

the Questionnaire to all employees through email and WA. After reviewing validated scales, understanding the related concepts, and using insights from relevant theories. The items for data collection are detailed in Table 2 of this research. Based on previous research and the design of the questionnaire, a five-point Likert scale is employed, ranging from 1 (strongly disagree) to 5 (strongly agree). We used 35 closed-ended questions to measure the relationships between the variables. Smart PLS 4 (PLS-SEM 4) is used for Structural Equation Modeling (SEM) with Partial Least-Squares (PLS) for data analysis purposes.

**Table 2.**

Variables	Measure Items	Literature Sources
Sharing Information	1. The information provided by the company is easy for all employees to understand. 2. I feel comfortable asking questions or seeking clarification if information is unclear. 3. I feel that the method of disseminating information within the organization is efficient and transparent. 4. Communication within the organization helps me understand the company's goals better. 5. Dissemination of information from management to employees is carried out consistently and without bias.	[Keyton, 2004], [Shockley-Zalabak, 2015], [Zafer et al., 2020], [Carrière and Bourque, 2009]
Employee Involvement	1. I feel motivated to make the best contribution to the company. 2. I am often invited to discuss decisions that impact my work. 3. I feel an emotional connection to my workplace. 4. I am willing to go above and beyond to help my team achieve goals. 5. I feel proud to be part of this organization.	[Robbins Judge, 2024], [Hofstede, 2010], [Harter et al., 2002], [Saks, 2006]
Empowerment	1. The company provides training that helps me improve my skills. 2. My manager provides support in improving my performance. 3. I feel that the trust given to me at work increasingly improves my performance.	[Spreitzer, 1995], [Thomas and Velthouse, 1990], [Robbins

	4. I have easy access to communicate with my superiors regarding decision-making. 5. I feel that the work system implemented allows me to develop professionally.	Judge, 2024], [Hofstede, 2010]
Cross Culture	1. I feel comfortable working with colleagues from different cultural backgrounds. 2. My company provides cross-cultural training to help understand cultural differences in the workplace. 3. I feel that cultural differences do not hinder cooperation within the team. 4. Company management is sensitive to cultural differences in decision making. 5. I feel the company has policies that support cultural diversity and inclusion.	[House et al., 2004], [Miller, 2014], [Ang et al., 2007], [Matveev and Nelson, 2004]
Language Barrier	1. I have experienced misunderstandings in communication due to language differences. 2. I have access to resources (e.g., translators) that help overcome language barriers. 3. Language barriers at work affect my work efficiency. 4. I feel comfortable communicating with superiors or colleagues even though there are language differences. 5. The company is active in seeking solutions to reduce language barriers in the workplace.	[House et al., 2004], [Miller, 2014], [Ang et al., 2007], [Matveev and Nelson, 2004]
Job Satisfaction & Performance	1. I feel satisfied with my current job. 2. I feel appreciated and recognized for my contribution to my work. 3. I feel like I have a good balance between work and personal life. 4. I get clear and constructive feedback from my superiors regarding my performance. 5. I feel my work environment supports my productivity and overall performance.	[Miller, 2014], [Robbins Judge, 2024], [Christian et al., 2011], [Harter et al., 2002]
Workplace Engagement	1. I feel actively involved in company activities and initiatives. 2. I feel that my work is meaningful and has a positive impact on the organization. 3. I have positive working relationships with my colleagues. 4. I feel that management supports my well-being and engagement at work. 5. I feel comfortable expressing my opinions and ideas in the work environment.	[Kahn, 1990], [May et al., 2004], [Crossman, 2023]

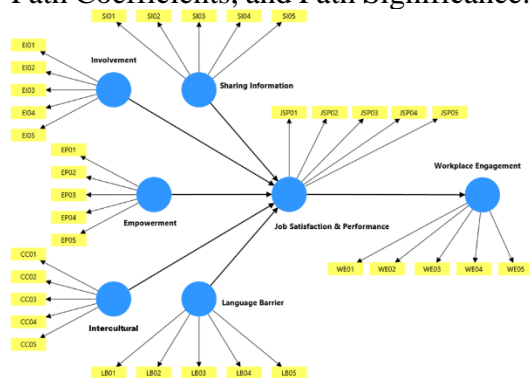
## RESULTS AND DISCUSSIONS

Inferential testing is a statistical method used to make conclusions or predictions about a population based on

data collected from a sample. The objective of this study is to determine whether the results obtained from the sample can be generalized to the entire

population or a larger group. The analysis was conducted using SmartPLS version 4 software, which utilizes Partial Least Squares (PLS) and Structural Equation Modeling (SEM) techniques based on variance. PLS is employed to analyze the relationships between variables in a complex model, while SEM is used to test the causal relationships among the variables involved. Figure 2 presents the latent variable model that was analyzed in this study.

There were two stages carried out in testing the research model, namely the Outer Model and the Inner Model. The Outer Model focuses on the validity and reliability of the indicators used to measure latent variables, with Convergent Validity, Discriminant Validity, and Construct Reliability tests. The Inner Model focuses on the relationship between latent variables and testing the strength and significance of the relationship, with tests such as  $R^2$ , Path Coefficients, and Path Significance.



**Figure 2. Latent Variables Model**

### 1. Outer Model

The outer model focuses on the relationship between latent variables and indicators. Testing on the outer model aims to ensure that the instrument used to measure the latent variables has good validity and reliability. There are three main types of testing in the outer model, namely Convergent Validity,

Discriminant Validity, and Construct Reliability.

### Convergent Validity

Convergent validity could be evaluated using two criteria: the loading factor value and the Average Variance Extracted (AVE) value.

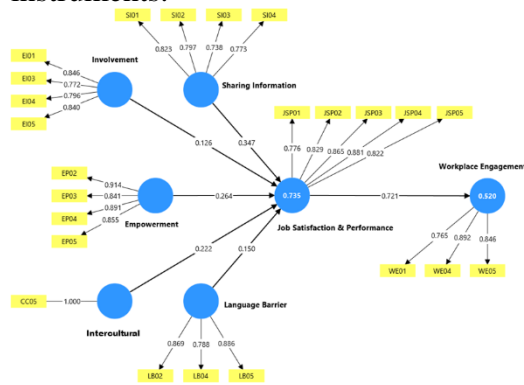
#### 1. Loading Factor

The output of the outer loading estimation results is measured from the correlation between the indicator score (instrument) and its construct (variable). An indicator is considered valid if it has a correlation value above 0.70. If there is an indicator that does not meet this requirement, it must be deleted. The results of the first stage of convergent validity in the study are:

The output of the loading factor value for the Sharing Information variable has one statement with a value of  $0.670 < \text{loading factor value of } 0.70$ . The Involvement and Empowerment variables have one statement each with a value of 0.623 and 0.658, then the Intercultural variable has four statements with values of 0.364, 0.628, 0.547, 0.562, then the Language Barrier variable has two statements with values of 0.134 and 0.103. Finally, two statements of the Workplace Engagement variable have values of 0.250 and  $0.388 < \text{loading factor value of } 0.70$ . So that statements that have a value  $< \text{loading factor } 0.7$  must be deleted and retested.

The output of the second stage of testing factor values, all variable statements have values  $> \text{loading factor } 0.7$ , so that all were said to be valid. This indicated that the indicators/statements used successfully measure the correlation between the indicator/statement scores and their constructs/variables, thus supporting the validity of the measurement model construct.

This is figure 3 for output algorithm after deleted unvalid instruments.



**Figure 3. Output model PLS-SEM**

## 2. Average Variance Extracted (AVE)

The output of the average variance extracted (AVE) estimation results can be seen in Table 5. A variable was said to be valid if it had an AVE value  $> 0.5$ .

**Table 3. Result of AVE**

Variables	Average variance extracted (AVE)	Remark
Sharing Information	0.614	Valid
Involvement	0.662	Valid
Empowerment	0.767	Valid
Language Barrier	0.720	Valid
Job Satisfaction & Performance	0.698	Valid
Workplace Engagement	0.698	Valid

Based on table 3, The result of AVE value of each variables had a value  $> 0.50$  meaning that all variables were categorized as valid.

## Discriminant Validity

Discriminant validity is essential for confirming that the variables in a measurement model measure distinct constructs and do not overlap. It effectively assesses how well different variables can be distinguished from one another. In this evaluation, we focused on the cross-loading value to determine the degree of discriminant validity.

Indicators or statements were considered valid when the relationship between the indicator or statement and the variable (measured through the cross-loading value) was stronger than its relationship with any other variables. Below are the results of data processing using SmartPLS version 4, along with

the corresponding cross-loading results presented in the table 4 below.

Instrument	Sharing Information	Involvement	Empowerment	Cross Culture	Language Barrier	Job Satisfaction & Performance	Workplace Engagement	Remark
SI01	<b>0.823</b>	0.661	0.396	0.298	0.415	0.685	0.641	Valid
SI02	<b>0.797</b>	0.433	0.335	0.243	0.274	0.508	0.419	Valid
SI03	<b>0.728</b>	0.486	0.381	0.243	0.365	0.465	0.493	Valid
SI04	<b>0.775</b>	0.649	0.438	0.156	0.249	0.485	0.470	Valid
EI01	0.607	<b>0.846</b>	0.422	0.358	0.484	0.612	0.532	Valid
EI03	0.603	<b>0.772</b>	0.477	0.336	0.257	0.541	0.536	Valid
EI04	0.528	<b>0.796</b>	0.630	0.459	0.510	0.602	0.637	Valid
EI05	0.610	<b>0.840</b>	0.449	0.263	0.330	0.542	0.471	Valid
EP02	0.386	0.513	<b>0.914</b>	0.342	0.535	0.615	0.613	Valid
EP03	0.428	0.540	<b>0.841</b>	0.379	0.425	0.529	0.581	Valid
EP04	0.382	0.546	<b>0.891</b>	0.361	0.568	0.583	0.618	Valid
EP05	0.508	0.535	<b>0.885</b>	0.421	0.522	0.687	0.620	Valid
CC05	0.306	0.439	0.431	<b>1.000</b>	0.483	0.570	0.598	Valid
LB02	0.389	0.376	0.541	0.326	<b>0.869</b>	0.515	0.546	Valid
LB04	0.314	0.407	0.453	0.394	<b>0.788</b>	0.454	0.430	Valid
LB05	0.371	0.466	0.504	0.570	<b>0.886</b>	0.600	0.567	Valid
JSPO1	0.527	0.647	0.408	0.348	0.371	<b>0.776</b>	0.466	Valid
JSPO2	0.652	0.600	0.544	0.470	0.398	<b>0.829</b>	0.588	Valid
JSPO3	0.603	0.632	0.672	0.520	0.594	<b>0.865</b>	0.619	Valid
JSPO4	0.574	0.525	0.707	0.685	<b>0.851</b>	0.713	0.547	Valid
JSPO5	0.565	0.559	0.522	0.429	0.499	<b>0.822</b>	0.547	Valid
WE01	0.569	0.580	0.394	0.389	0.357	0.527	<b>0.765</b>	Valid
WE04	0.532	0.591	0.620	0.509	0.543	0.657	<b>0.892</b>	Valid
WE05	0.497	0.519	0.734	0.590	0.613	0.615	<b>0.846</b>	Valid

**Table 4. Result of Cross Loading**

The cross-loading values for all variables indicated that the correlation between each instrument indicator and its corresponding variable was greater than the correlation with other variables. The results from the convergent and discriminant validity tests were consistent, showing that all indicators were deemed valid. This suggested that the model employed had a good fit and effectively distinguished between different variables. Therefore, it could be concluded that the measuring instrument used in this study was valid.

## Construct Reliability

Construct reliability could be analyzed using Cronbach's Alpha and Composite Reliability. Both were used to test the reliability of instruments for a variable.

Cronbach's Alpha is a key indicator for assessing the reliability of variables in the PLS-SEM model. A high Cronbach's Alpha value suggests that the variable is effectively measured and aligns well with the validity of the measurement in PLS analysis. On the other hand, a low Cronbach's Alpha value may indicate that the instrument or statement used is unreliable and may require improvement or replacement.

Composite Reliability is used to assess the internal consistency of the instruments that comprise latent variables. In SmartPLS, Composite Reliability serves as the primary metric

for measuring reliability. A Composite Reliability value of 0.70 or higher is deemed acceptable for research purposes.

Table 5 analysis revealed that all Cronbach's Alpha and Composite Reliability values are  $\geq 0.70$ , indicating that all variables demonstrated good reliability.

**Table 5. Result of Cronbach's Alpha and Composite Reliability**

Variables	Cronbach's Alpha	Composite Reliability	Remark
Sharing Information	0.792	0.864	Reliable
Involvement	0.830	0.887	Reliable
Empowerment	0.899	0.929	Reliable
Language Barrier	0.806	0.885	Reliable
Job Satisfaction & Performance	0.892	0.920	Reliable
Workplace Engagement	0.783	0.874	Reliable

### Model Fit Validation

The model fit test was conducted by comparing the results of the SmartPLS version 4.0 output estimation against the specified criteria.

**Table 6. Result of Model Fit Validation**

Parameter	Rule of Thumb	Score	Remark
SRMR	$< 0.10$	0.099	Fit
d-ULS	$> 0.05$	2.942	Fit
d-G	$> 0.05$	1.694	Fit
Chi-Square	$X^2 \text{ statistic} \geq X^2 \text{ table}$	$1226.104 \geq 35.172$	Fit
NFI	Close to 1	0.618	Fit

The results from the model fit test conducted in this study indicated that the model was suitable for analyzing the relationship between latent variables. It demonstrated that the model accurately reflects the data and possesses relevant predictive capabilities:

1. SRMR (Standardized Root Mean Square Residual): The SRMR value of 0.099 was below the maximum limit of 0.10, suggesting that the model fitted the observed data well. This indicated that the difference between the observed covariance matrix and the model covariance matrix was small, which meant the model was considered a good fit.
2. d-ULS (Unweighted Least Squares Discrepancy): The d-ULS value of 2.942, exceeding the limit of 0.05, indicated that the model structure showed no significant deviations and

was acceptable. This suggested that the model closely approached the ideal relationship expected from the data.

3. d-G (Geodesic Discrepancy): The d-G value of 1.694, which was significantly greater than the limit of 0.05, indicated that the model had a good global fit and that the relationships in the model did not show significant differences compared to the actual data.
4. Chi-Square: The Chi-Square statistical value of 1226.104 exceeded the Chi-Square table value of 35.172, indicating that the model was a good fit. This suggested that the model significantly reflected the sample data and effectively explained the relationships between the variables.
5. NFI (Normed Fit Index): The value of 0.618, which is close to the ideal value of 1, indicated that the model had a fairly good level of suitability, although not optimal. This indicated that the model was still acceptable for describing the data.

### 2. Inner Model

The inner model in PLS-SEM outlines the relationships among latent variables and is assessed for the strength and significance of these relationships. The evaluation covered three primary aspects: R Square ( $R^2$ ), Significance of the relationship (Hypothesis Testing), and Effect Size ( $f^2$ ).

#### R Square ( $R^2$ )

R Square in PLS-SEM measures how well the latent independent variables in the model can explain the variability of the latent dependent variable. The  $R^2$  value indicated the overall predictive power of the model.  $R^2$  values range from 0 to 1, where higher values indicate a better model in



explaining variation. Here are the  $R^2$  values in this analysis.

**Table 7. Result of  $R^2$**

Var. Dependent	R-square	R-square adjusted
Job Satisfaction & Performance	0.735	0.726
Workplace Engagement	0.520	0.516

Based on the analysis results in Table 7, the  $R^2$  value of 0.735 for the Job Satisfaction and Performance variable indicated that 73.5% of the variation in this variable could be explained by the independent variables in the model. In contrast, the remaining 16.5% was influenced by external factors not included in the model. Additionally, the  $R^2$  value of 0.520 for the Workplace Engagement variable suggested that 52.0% of the variation in this variable could also be explained by the independent variables within the model, while 48.0% is affected by other external influences. This value indicated a moderately strong relationship, meaning that the model explained a significant portion of the factors that influence Workplace Engagement, although many external factors still play a role.

### Significance (Hypothesis Testing)

The significance test for the relationships in PLS-SEM was conducted to determine whether the connections between latent variables in the model are statistically significant. This process typically employs the bootstrapping technique, which involves resampling the data to calculate the path coefficients and their standard errors. The results are presented as t-statistics or p-values. A relationship is deemed significant if the p-value is less than the specified significance level, which in this study is set at 0.05. A significant path coefficient indicates that the relationship between the latent independent and dependent variables is strongly supported by statistical evidence, allowing us to accept the proposed hypothesis. Below are the

bootstrapping results for this research model.

**Table 8. Result of Path Coefficient Bootstrapping**

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Remark
Sharing Information -> Job Satisfaction & Performance	0.347	0.348	0.058	6.006	0.000	Confirmed
Involvement -> Job Satisfaction & Performance	0.126	0.126	0.061	2.085	0.019	Confirmed
Engagement -> Job Satisfaction & Performance	0.264	0.269	0.063	4.219	0.000	Confirmed
Intercultural -> Job Satisfaction & Performance	0.222	0.223	0.050	4.431	0.000	Confirmed
Language Barrier -> Job Satisfaction & Performance	0.150	0.151	0.062	2.405	0.008	Confirmed
Job Satisfaction & Performance -> Workplace Engagement	0.721	0.721	0.051	14.087	0.000	Confirmed

### 1. The Influence of Sharing Information on Job Satisfaction & Performance

The results indicated that Sharing Information had a positive and significant impact on Job Satisfaction and Performance, with a coefficient value of 0.347. The T statistics were 6.006 (which exceeds the threshold of 1.96), and the P value is 0.000 (which was below the 0.05 significance level). This evidence demonstrated that the Sharing Information variable significantly enhances Job Satisfaction and Performance. Specifically, as the level of openness and information exchange within the organization increased, so did employee satisfaction and performance. Therefore, open and effective communication practices, particularly through active information sharing, were crucial for improving employee job satisfaction and performance in the workplace.

### 2. The Influence of Involvement on Job Satisfaction & Performance

The results indicated that involvement had a positive and significant impact on both job satisfaction and performance, with a coefficient value of 0.126. The T statistic is 2.085 (exceeding the threshold of 1.96), and the P value was 0.019 (which is less than 0.05). These findings suggested that increasing employee involvement in organizational processes, such as decision-making, team discussions, and contributions to shared goals, can enhance their job satisfaction and performance, although the strength of this influence is relatively moderate.

### 3. *The Influence of Empowerment on Job Satisfaction & Performance*

The results indicated that empowerment had a significant positive impact on job satisfaction and performance. The coefficient value for this influence was 0.264, with a T statistic of 4.219 (which was greater than 1.96) and a P value of 0.000 (which was less than 0.05). This suggests that when employees receive a higher level of empowerment through managerial practices, such as skill enhancement via training, work autonomy, and trust in their abilities, they experience greater job satisfaction and increased productivity.

### 4. *The Influence of Intercultural on Job Satisfaction & Performance*

The results indicated that Intercultural had a positive and significant impact on job satisfaction and performance. The influence coefficient was 0.222, with a T statistic of 4.431 (which exceeds the threshold of 1.96) and a P value of 0.000 (which was less than 0.05). This evidence suggested that organizations that effectively manage cultural diversity in the workplace by promoting intercultural tolerance, understanding cross-cultural values, and implementing inclusive communication tend to enhance job satisfaction and employee performance. This effect is particularly pronounced in multinational companies or organizations with high levels of diversity.

### 5. *The Influence of Language Barrier on Job Satisfaction & Performance*

The results indicated that language barriers had a positive and significant impact on job satisfaction and performance. The coefficient value for this influence was 0.150, with a T statistic of 2.405 (which was greater than 1.96) and a P value of 0.008 (which was

less than 0.05). This suggested that if language barriers are managed effectively, through measures such as language training, translation services, or enhancing language communication skills, they can lead to increased employee satisfaction and performance. This finding highlights that language barriers are not merely obstacles to performance; instead, they present an opportunity to improve communication systems, ultimately benefiting employee productivity.

### 6. *The Influence of Job Satisfaction & Performance on Workplace Engagement*

The results showed that job satisfaction and performance had a very strong and significant positive effect on workplace engagement, with a coefficient value of 0.721. The T statistic was 14.087, which exceeds the threshold of 1.96, and the P value was 0.000, which was less than 0.05. This indicated that employee job satisfaction & performance play a crucial role in improving their level of engagement in the workplace. As employee satisfaction and performance increase, so does their commitment, enthusiasm, and active participation in organizational activities.

### **Effect Size ( $f^2$ )**

Effect size ( $f^2$ ) is a measure used to assess the specific impact of independent variables on the prediction of dependent variables. This measurement involves examining the change in the  $R^2$  value when a particular independent variable is removed from the model. The interpretation of the  $f^2$  value is as follows: it is considered insignificant if it is less than 0.02, small if it falls between 0.02 and 0.15, middle if between 0.15 and 0.35, and big if it exceeds 0.35. By calculating  $f^2$ , the researchers can determine which independent variables have the most significant influence on

the dependent variable in the model, thereby gaining a deeper understanding of the relationships between latent variables.

**Table 9. Result of Effect Size ( $f^2$ )**

Variables	Sharing Information	Involvement	Empowerment	Cross Culture	Language Barrier	Job Satisfaction & Performance	Workplace Engagement	Effect
Sharing Information						0.214		moderate
Involvement						0.023		small
Empowerment						0.134		small
Intercultural						0.131		small
Language Barrier						0.048		small
Job Satisfaction & Performance							1.082	large
Workplace Engagement								

#### 1. The Effect of Sharing Information on Job Satisfaction & Performance

The analysis results indicated that sharing information had a moderate influence on job satisfaction and performance, evidenced by an  $f^2$  value of 0.214. This value falls within the range that defines a middle effect (0.15 - 0.35). This suggests that active information sharing within the organization significantly contributes to employee satisfaction and performance.

#### 2. The Effect of Involvement on Job Satisfaction & Performance

The analysis results indicated that employee involvement had a minor impact on job satisfaction and performance, with an  $F^2$  value of 0.023. This value falls within the small effect category, which ranges from 0.02 to 0.15. This suggests that while employee participation does have some influence, it is relatively less significant compared to other variables.

#### 3. The Effect of Empowerment on Job Satisfaction & Performance

The analysis results demonstrated that empowerment had a minor influence on job satisfaction and performance, with an  $f^2$  value of 0.134, which falls at the upper limit of the small effect category (0.02 - 0.15). This indicates that employee empowerment contributes significantly, approaching a moderate level, to both satisfaction and performance.

#### 4. The Effect of Intercultural on Job Satisfaction & Performance

The analysis results indicated that intercultural factors had a modest influence on job satisfaction and performance, demonstrated by an  $f^2$  value of 0.131, which falls at the upper limit of the small effect category (0.02 - 0.15). This suggests that effectively managing cultural diversity significantly impacts both job satisfaction and performance.

#### 5. The Effect of Language Barrier on Job Satisfaction & Performance

The analysis results indicated that the Language Barrier had a small influence on Job Satisfaction and Performance, with an  $f^2$  value of 0.048, which falls at the lower end of the small effect range (0.02 - 0.15). This suggests that while language barriers do impact satisfaction and performance, their contribution is less significant compared to other factors.

#### 6. The Effect of Job Satisfaction & Performance on Workplace Engagement

The results of the analysis indicated that both Job Satisfaction and Performance have a very large and significant impact on Workplace Engagement. The  $f^2$  value was 1.084, significantly exceeding the threshold for a large effect, which is 0.35. This demonstrates that job satisfaction and performance strongly influence employees' level of engagement in their work.

Based on the results of this effect, the researcher concluded that all independent variables positively contributed to Job Satisfaction & Performance, although with variations in the strength of the effect. The variable with the most significant influence on Job Satisfaction & Performance is Sharing Information, followed by

Empowerment and Intercultural. The Job Satisfaction & Performance variable has a dominant influence on Workplace Engagement, with a very high effect size.

### **BUSINESS SOLUTION**

This study revealed a significant relationship between organizational communication and both job satisfaction & performance, which subsequently had a strong impact on workplace engagement. A key finding is that job satisfaction and performance greatly influence workplace engagement. This influence is further enhanced by five key communication elements: sharing information, involvement, empowerment, intercultural communication, and addressing language barriers. Therefore, a recommended strategic business solution is to strengthen the organizational communication strategy with a focus on engagement across different cultures at PESTI.

This solution is designed to address the real challenges faced by multinational companies in managing cultural and linguistic diversity in the workplace and increasing employee engagement through an inclusive and empowering communication approach. This strategy emphasizes the need to build an internal communication system that is not only efficient but also adaptive to intercultural complexity. The following is a description of the focus of the proposed solution:

1. Enhancing Transparency in Information Sharing: When information is not shared evenly or transparently, it can lead to communication gaps and diminish employee trust in the organization. To address this, organizations should establish open communication channels using digital technology, such as internal portals, email

newsletters, and regular interdepartmental meetings, to ensure that all employees are informed at every level.

2. Creating a Culture of Empowerment: Employees who are trusted and given responsibility tend to perform better. Empowerment programs can include offering autonomy in decision-making, providing training for skill development, and facilitating regular coaching sessions between managers and staff to cultivate leadership at all levels of the organization.
3. Managing Cultural Differences Strategically in a Cross-Cultural Context: Multinational companies frequently encounter communication challenges stemming from differing values, norms, and communication styles across cultures. To address these challenges, it is essential to conduct cultural competence training, integrate cross-cultural values into company policies, and form cross-country work teams that promote global collaboration.
4. Addressing Language Barriers Effectively: Language barriers can lead to miscommunication and conflict if not handled properly. Companies should offer support through internal language training, provide translation tools and applications, and adopt AI-based technologies.
5. Encouraging Employee Involvement: Involving employees in both operational and strategic decision-making can help them feel a stronger sense of belonging within the organization. Strengthening internal discussion forums, implementing two-way feedback mechanisms, and involving employees in project planning are effective steps in cultivating a participatory culture.

This solution aims to create an organizational communication ecosystem that is efficient, structured, inclusive, adaptive, and human-centered. Over the long term, this strategy will foster a collaborative work environment, enhance employee engagement, and contribute to sustainable business.

## CONCLUSION

This study aims to analyze how different aspects of organizational communication affect job satisfaction and performance within cross-cultural environments, and how these factors influence workplace engagement in multinational companies. Based on the results of the data analysis, the following conclusions were drawn:

Sharing information, encouraging employee involvement, and fostering empowerment have a significant positive impact on job satisfaction and performance. This highlights the importance of openness in communication, active participation from employees, and appropriate levels of empowerment in creating a motivating and productive work environment.

Intercultural factors, such as cultural differences and language barriers, significantly positively influence job satisfaction and performance. Effectively managing cultural diversity and multilingual communication is essential for the success of multinational organizations that employ workers from diverse cultural backgrounds.

Job satisfaction & performance have a strong influence on workplace engagement. Employees who are satisfied with their jobs and feel capable of performing their duties well tend to show high involvement in the organization.

This study supports a transformation of organizational communication strategies that can significantly enhance employee performance and workplace engagement, particularly in complex intercultural contexts.

## SUGGESTIONS

Considering the research findings and the challenges faced during implementation, future researchers can take several suggestions into account to expand the scope and enhance understanding of this topic:

1. **Research Variable Expansion:** This study examines five aspects of organizational communication within a cross-cultural framework. For future research, it is suggested to incorporate additional variables that may influence workplace engagement, such as leadership styles, organizational transformation, or the effectiveness of digital communication, particularly in the context of hybrid or remote work.
2. **Research at the Team or Business Unit Level:** This study focused on individual employees. Future research could be conducted at the team or organizational unit level to explore the overall impact of cross-cultural communication on group performance, team synergy, and engagement at a larger scale.

Future research is expected to make a broader contribution to the development of organizational communication science and human resource management, particularly regarding intercultural and global business sustainability.

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