

## Corporate Culture and Internal Communication Influence on Millennial Employee Engagement

### Pengaruh Budaya Perusahaan dan Komunikasi Internal Terhadap Keterlibatan Karyawan Milenial

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#### Abstract

*Employee engagement is a complex concept that includes employee's commitment, satisfaction, loyalty, and extra efforts in carrying out roles in daily life at work. Building employee engagement is not easy. The company is facing a shifting generation to millennials with unique characteristics. This was becoming a challenge yet an opportunity for the company. This study aimed to describe the influence of corporate culture and internal communication on employee engagement of millennial employees. This study used quantitative methods with millennial employees as the respondent and used multiple linear regression analysis techniques. The results of this study indicated that company culture has a positive and significant effect on millennial employee engagement. Then, internal communication has a positive and significant effect on millennial employee engagement. Finally, corporate culture and internal communication have a positive and significant influence on millennial employee engagement.*

**Keywords:** Corporate culture; Internal communication; Employee engagement; Millennials

#### Abstrak

*Employee engagement adalah konstruksi yang kompleks dan luas yang mencakup komitmen, kepuasan, loyalitas, dan perilaku ekstra karyawan dalam menjalankan peran dalam bekerja. Membangun keterlibatan karyawan bukanlah hal yang mudah, kemudian adanya pergeseran generasi ke generasi milenial yang memiliki karakteristik untuk pun menjadi tantangan dan juga peluang bagi perusahaan. Tulisan ini membahas tentang pengaruh budaya perusahaan dan komunikasi internal terhadap employee engagement karyawan milenial. Tulisan ini menggunakan metode kuantitatif dengan responden berasal dari karyawan milenial dan menggunakan teknik analisis regresi linear berganda. Hasil studi ini menunjukkan bahwa budaya perusahaan berpengaruh positif dan signifikan terhadap employee engagement karyawan milenial. Kemudian, komunikasi internal berpengaruh positif dan signifikan terhadap employee engagement karyawan milenial. Budaya perusahaan dan komunikasi internal secara bersama-sama berpengaruh positif dan signifikan terhadap employee engagement karyawan milenial.*

**Kata Kunci:** Budaya perusahaan; Komunikasi internal; Employee engagement; Milenial

## Introduction

Employee engagement is a complex concept that includes employee's commitment, satisfaction, loyalty, and extra efforts in carrying out roles in daily life at work. An employee will engage himself in developing the company's needs and being more initiative at work (Sundaray, 2011). According to Aon Hewitt (2015), a provider of human resources and management consulting services, employees who are getting involved will contribute to the company with their best performance and tend to speak positively about the company. This illustrates that employees are the front line for the company and have the potential to defending the company when the company is having problems. Besides, employees who are fully involved tend to stay working and be loyal to the company. It also makes them work more effectively every day (Aon Hewitt, 2015). Employee engagement is a measure of the emotional and intellectual employee's commitment to achieving a company or organization success (Aon Hewitt, 2015).

The employee who engages consistently to their company shows three common behaviors: (1) Say: engaged employees will consistently speak positive things about the company to their colleague, prospective employees, and customers; (2) Stay: engaged employees have a desire to remain part of the organization, even though they have the opportunity to work everywhere, and (3) Strive: engaged employees will take advantage of their excess energy, ideas, time and initiative to be able to contribute in organizational success (Aon Hewitt, 2015).

However, building employee engagement in the company is not an easy thing. The relevant departments need to make efforts based on a mature strategy to increase employee engagement. Reporting from a Deloitte report entitled "Becoming Irresistible: A New Model for Employee Engagement" (2015), Gallup research (2014) shows that only 13% of employees are highly engaged and 26% actively disengaged (not involved) in the company. Next, "Glassdoor" reports that only 54% of employees recommend their company as a place to work for others (Bersin, 2015).

The next challenge is millennial employees. Over time there has been a generational shift within the company. In terms of employee engagement, as reported by Marketeers.com (2017), a Dale Carnegie Indonesia survey entitled "Employee Engagement among Millennials" stated that only 25% of millennial employees are fully engaged or fully involved with the company. The study also revealed that 9% of millennial employees disengaged or refused to engage with the company at their work. The millennial generation is a great opportunity for companies because this generation is a unique generation with strong self-confidence and independence, is individualistic, technologically literate, and is socially active, and likes teamwork (Shih & Allen, 2007).

The millennial generation is often associated with a corporate culture that is contemporary, flexible, and not rigid. Perceived organizational support significantly increases the level of employee engagement. The assumption that millennials prefer such a corporate culture tends to lead to the statement that millennials prefer to work in startup companies for corporate culture that matches their personality (Abbas, 2017). Several previous studies have suggested that organizational culture affects employee engagement. The most important advantage of organizational culture is the creation of mutual understanding between employees and supporting each other during work (Abbas, 2017). The study of Kaliannan & Adjovu (2015) also shows that the prevailing culture in a particular organization determines the types of employees attracted to that company and how long they stay with the company (Kaliannan & Adjovu, 2015). Kang et al. (2020) explained that organizational culture shows a positive influence on

employee engagement. All values and organizational involvement are direct and indirect predictors of excellence and innovation (Kang et al., 2020). Brenyah & Darko (2017) have shown that organizational culture shows a significant and positive influence on employee engagement (Brenyah & Darko, 2017). Employees feel involved when the company has an organizational culture that is applied in daily life and healthy communication practices. If both atmospheres are created, employees can express their concerns and opportunities to grow and develop their potential within the company (Sarangi & Srivastava, 2012).

A company's culture needs to be communicated to all members of the organization, including the employees. Therefore, they can create an environment as company values. With communication, messages conveyed by superiors can be received by colleague and others. Internal communication supports company effectiveness because it contributes to positive internal relationships by enabling communication between senior managers and employees (Welch, 2012).

Previous research conducted by Karanges, Johnston, Beatson, and Lings (2015) explained that internal communication is an important concept that can affect a positive organizational and employee outcome, such as employee engagement (Karanges, et al, 2015). Mishra (2014) suggests that strong internal communication can build employee trust and commitment, leading to employee engagement (Mishra et al., 2014). Kang & Sung (2017) also suggest that internal communication affects employee engagement. Employee involvement increases employee communication behavior that supports and reduces employee intentions to resign (M. Kang & Sung, 2017).

This study examines the social exchange theory developed in 1958 by John Thibaut and Harold Kelley. This theory is used to explain and predict relationship maintenance. It also explains when and why an individual continues a relationship, develops personal relationships, and can also end relationships (West & Turner, 2008). Social exchange theory is one of the theoretical foundations for understanding workplace relationships (Cropanzano & Mitchell, 2005) and employee attitudes (DeConinck, 2010). One of the main assumptions of social exchange theory from workplace relations is exchange relationships, where resources are exchanged between individuals or groups (Cropanzano & Mitchell, 2005). Reciprocal interdependence occurs through a combination of efforts or efforts of several individuals instead of only one individual effort (Cropanzano & Mitchell, 2005). Reciprocal interdependence is an important aspect of this study because of social exchange's transactional and dependent nature (Karanges, 2014).

This study was conducted at a cement producing company in Indonesia, which has offices across Indonesia. This company has instilled the company's core values which are the embodiment of the corporate culture, which is known as ASIST, which stands for: (1) Accountability: The obligation and desire of individuals to accept and carry out tasks and take on responsibilities; (2) Integrity: Confidence to act correctly, honestly, transparently, and integrity; (3) Teamwork: Passion for working as a team and putting aside personal conflicts in order to achieve company goals; (4) Strive For Excellence: Passion to work beyond what is expected in order to achieve the best results; and (5) Service-Mindedness: Willingness to serve and fulfill customer needs. The five-point values are the basic foundation applied by the company to all employees in living their work-life in the company environment.

The theory of social exchange in the workplace is a relationship between interdependence and reciprocity between individuals and groups. In the context of

organizational communication, this theory explains the reciprocal relationship between companies and employees. So, the company's culture embodied in employees' work life is considered an effort that the company has made to provide a good and comfortable working atmosphere. Then, internal communication is one of the media to communicate the company's culture to all employees in the company. Therefore, in line with the explanation of social exchange theory, this paper aims to determine employee engagement. Employee involvement is something given by employees as a reciprocal effort from the company's efforts. The two aspects measured in this paper are corporate culture and internal communication, which are the main focus of the CHRD department of the cement company where this research is conducted.

The CHRD department, who is responsible for employee engagement in the company, faces difficulty when measuring because of the spread of employee work locations. This is a challenge for companies to control employees centrally. It is challenging to increase employee engagement with scattered plant locations and a large number of employees. This study focuses on millennial employees based on the results of pre-interviews. Companies' millennial employees are company assets that must be maintained and given attention because the millennial generation is the next generation who will become leaders in the future company. In addition, the company has also invested quite a lot in millennial employees, starting from the employee recruitment process to onboarding, so the company wants employees who are loyal and have satisfactory performance. Therefore, the company pays special attention to millennial employees to maintain employee retention. It exposes programs that are made based on the competency gap.

## Method

This study uses a quantitative approach. In quantitative research, outcome reveals using numbers, for example, in percentages or statistical coefficients. Quantitative research also explains how numerical data relates to hypotheses (Neuman, 2014). The data collection method used in this study is a survey method. This study refers to the research by Özçelik (2015) as a reference for the millennial age, namely the generation born between 1981 and 2000. The total population of this study was 895 people from millennial employees in cement producing companies in Indonesia, with the population in the head office and factory located in Bogor, West Java.

The sampling technique used in this study is a probability sampling technique. This sampling technique provides equal opportunities for each member of the research population to be selected as a sample member. The procedure depends on the mathematical calculation of probability (Neuman, 2014). The number of samples in this study was 276 people representing the total population.

The data analysis technique used by the researchers to test the hypothesis is multivariate analysis with a dependent technique involving more than two variables to determine the independent variable that has the most influence on the dependent variable with a causal relationship. In addition, multivariate analysis was run through multiple regression analysis. The purpose of multiple regression analysis is to see the effect of several independent variables on a dependent variable (Neuman, 2014).

The variable of company's culture used for this research company of cement producing is based on the definition of company's culture. It is described as values, beliefs, habits, and assumptions that exist in the organization. It can also be considered a pattern of behavior, rules, and traditions or habits in an organization or company that is

shared and obeyed by every organization member. The indicators include measuring innovation and risk-taking, attention to detail, individual orientation, team orientation, orientation yield, aggressiveness, and stability (Robbins, 2006).

The definition of internal communication that becomes the theoretical basis of this research is communication as a process of delivering or exchanging information that occurs within an organization (Ardana, 2004; Bovee & Thill, 2002; Jacobs, Yu, & Chavez, 2016) that occurs vertically or horizontally (Welch, 2012; Cornelissen, 2008) that lead to the goals of an organization.

Meanwhile, the dependent variable of this research is employee engagement. Hewitt (2015) defines employee engagement as a measure of employees' emotional and intellectual commitment to achieve organizational success. According to Hewitt, engaged employees will contribute to the organization at their best. They will tend to speak positively about the organization, stay with the organization and help the organization work more effectively every day. The definition of employee engagement from Hewitt (2015) is the definition of employee engagement which is the theoretical basis of this research, with indicators of measuring the company's brand, leadership, performance, work results, basic needs, and company practices.

## Results and Discussion

This study uses social exchange theory as the theoretical source for the research. Social exchange theory suggests that individuals participate in interdependent relationships in the world of work, an obligation is generated between individuals or groups involved in exchange relationships. Many scholars agree that this obligation is generated through a series of interactions between parties in a mutual dependence state. In its development, this theory also explains that interdependent interactions are also believed to foster quality relationships in the context of the work environment (Sluss et al., 2008). The following are the results obtained from this study, which have three main results.

Table 1. Table of t-Test Result

	t	Sig.
(Constant)	13,172	,000
Company's Culture	5,226	,000
Internal Communication	3,450	,001

H1: There is a positive and significant influence of the company's culture on employee engagement from millennial employees of cement manufacturers in Indonesia

The results of the t-test based on the table above obtained a significance value of 0.000 means that H1 is accepted. Thus, there is a positive and significant influence of corporate culture on employee engagement of millennial employees of cement producers in Indonesia. This study indicates that there is a positive and significant influence of company's culture on employee engagement of millennial employees of cement manufacturers in Indonesia.

The results of studies that show a positive and significant influence between company's culture on employee engagement are supported by several previous studies, such as Abbas's research (2017) entitled *The Effect of Organizational Culture and Leadership Style towards Employee Engagement and Their Impact towards Employee Loyalty* which suggests that culture organization affects employee engagement. The

most important advantage of organizational culture is the creation of mutual understanding between employees and supporting each other during work. In addition, this type of company's culture provides opportunities for employees to be comfortable with rules and regulations (Abbas, 2017).

Then, Kaliannan & Adjovu (2015) research also shows that the prevailing culture in a particular organization determines the types of employees attracted to that company and how long they stay with the company (Kaliannan & Adjovu, 2015). The next research that supports the results of this study is the research of Kang et al. (2020), who suggested that organizational culture shows a positive influence on employee engagement. All values and organizational involvement are direct and indirect predictors of excellence and innovation. (Kang et al., 2020).

Brenyah & Darko (2017) have also shown that organizational culture shows a significant and positive influence on employee engagement. They explain that when organizational members share values and assumptions in the environment in which their organization grows, they become highly committed to their work (Brenyah & Darko, 2017). Organizational culture affects employee satisfaction and commitment, performance, and employee engagement. Organizational goals also influence their respective organizations' culture and significantly affect employee morale, retention, and engagement levels. An effective corporate culture leads to a strong engagement level, which means strong productivity (Brenyah & Darko, 2017).

This study uses social exchange theory as a theoretical basis. Several studies have confirmed the relationship between organizational culture and employee engagement. Therefore, the relationship between organizational culture and employee engagement can be explained from the perspective of social exchange theory. According to the theory of social behavior resulting from the exchange process, when employees understand organizational culture, they are likely to have good relationships with other members of the organization. They have the support needed and among other things, and they tend to give everything, are dedicated, and work with passion (Brenyah & Darko, 2017).

Satisfied employees feel that the organization has provided support and facilitated them in a better way. In return, they seek to improve their performance, acting on the exchange principle in social exchange theory, suggesting that a well-maintained bilateral relationship between two parties carries about commitment, trust, and loyalty as long as the relationship continues (Cropanzano & Mitchell, 2005).

This study focuses on millennial employees as research subjects. This study indicates that there is a positive and significant influence between company's culture and employee engagement of millennial employees. The results of a study that focuses on millennials also strengthen the argument that the millennial generation is often associated with a corporate culture that is contemporary, flexible, and not rigid. Millennials also perceive their work as different from other generations that focus on qualities such as tasks, encouragement, and rewards (Stewart et al., 2017). Millennials are attracted to companies that offer flexible working hours, a fun work environment and provide excellent opportunities for study, career advancement, and learning and provide a balance for family, personal, and work life. In particular, millennials are also happy if they are allowed to work from home and are given flexible time management (Ozcelik, 2015).

This research was conducted in a cement-producing company in Indonesia, located in the head office and factory in Citeureup. Millennial employees who work in

these two different locations tend to have almost similar characteristics and work ethics, because cement producing companies in Indonesia are trying to instill core values that serve as company guidelines to all employees. Head office and factory have different personalities caused by the character of the work, not from the company culture. Then, the millennial generation is more open-minded and easier to adapt to the applied values. This explanation supports the results of the study where corporate culture affects employee engagement of millennial employees. A corporate culture that creates a mutually supportive and facilitating environment for workers tends to favor millennials. Millennials prefer such a corporate culture and this generation tends to lead to the statement that millennials prefer to work with corporate culture in accordance with their personality (Abbas, 2017). It can be concluded that the company's culture of cement-producing companies in Indonesia is in line with millennial employees' characteristics.

H2: There is a positive and significant influence between internal communications on employee engagement of millennial employees of cement manufacturers in Indonesia.

The results of the t-test based on the table above obtained a significance value of 0.001, means that H2 is accepted. So, there is a positive and significant influence between internal communications on employee engagement of millennial employees of cement-producing companies in Indonesia. Therefore, the results of this study indicate that there is a positive and significant influence between internal communications on employee engagement of millennial employees of cement producers in Indonesia.

The results of this study are supported by several previous studies such as research conducted by Ana Tkalac Verčič, Nina Pološki Vokić (2017), confirms that internal communication satisfaction has an important role in strong employee engagement. Karanges, Johnston, Beatson, dan Lings (2015) explained that internal communication is an important concept that can affect a positive organizational and employee outcome, one of which is employee engagement. Furthermore, Mishra (2014) suggests that solid internal communication can build employee trust and commitment, leading to employee engagement (Mishra et al., 2014). Kang & Sung (2017) also suggest that internal communication affects employee engagement. Employee involvement increases employee communication behavior and thus supports and reduces employee intentions to resign. (M. Kang & Sung, 2017).

Grunig (1992) suggests that companies need to approach their employee relations in the same way as companies' relationships with other key stakeholders. An excellent employee communication program is based on strategic management concepts, integrated communication functions, managerial roles, and both. Grunig (2001) argues that good employee communication can ultimately result in quality employee relationships and supportive employee behavior towards the organization (M. Kang & Sung, 2017).

Internal communication has a vital role in the functioning of the organization. It strategically influences the way employees talk about the organization with each other and with people outside the organization. This is important because organizational members are positioned to influence external stakeholders by championing or opposing their organization. Thus, instead of seeing communication as an additional tool to drive organizational activities, organizations would be better served using intentional and frequent communication with employees as companies do with external stakeholders. (Omilion-Hodges & Baker, 2014).

In line with social exchange theory, according to Smidts, Pruyn, and Van Reil

(2001, in Karanges 2015), internal communication facilitates interactions between organizations and their employees in creating social relationships based on meaning and value. Internal communication leads to increase productivity and encourages positive employee attitudes (Cropanzano & Mitchell, 2005).

Employees tend to perceive themselves as being in a social exchange relationship with their leaders because of the ethical treatment they receive and the trust they feel. When leaders care for their employees, they tend to reciprocate by increasing task performance (Karanges, 2009). When managers respect managers, they tend to think of their relationship with the manager in terms of social exchanges rather than economic exchanges. Furthermore, employees tend to react by giving extra effort into work or dedication at work and willing to become more engaged in work (Karanges, 2014).

This study focuses on millennial employees, showing a positive and significant influence between internal communications on millennial employee engagement. A study conducted by Walden et al. (2017) explained that workplace communication encourages the millennial generation's work engagement and commitment in the workplace. Therefore, companies must take into account millennial communication expectations by providing feedback related to performance, work, providing support for employees in various fields by providing training, and conveying messages where the company appreciates every work done by employees (Walden et al., 2017). In addition, communication with colleagues also has an important role in increasing the involvement of millennial employees in the work environment. Therefore, companies must create pleasant relations between employees because this is very important for millennial employees. Belief and support between millennials and co-workers will encourage them to become more engaged, committed, and perform better in the organizations they work at (Myers & Sadaghiani, 2010).

Table 2. Table of ANOVA Test Result

	F	Sig
Regression	20,230	,000

H3: There is a positive and significant influence of company's culture and internal communication on employee engagement of millennial employees of cement manufacturers in Indonesia.

The results of the F test based on the table above obtained a significance value of 0.000, which means that H3 is accepted. It means there is a positive and significant influence of company's culture and internal communication on employee engagement of millennial employees of cement producers in Indonesia. This study shows a positive and significant influence of the company's culture and internal communication on employee engagement of millennial employees of cement manufacturing companies in Indonesia.

The study conducted by Sarangi & Srivastava (2012) entitled Impact of Organizational Culture and Communication on Employee Engagement: An Investigation of Indian Private Bank in line with the result of this study. It suggests that organizational culture and communication are significant factors of employee engagement. For example, millennials mention the following things as things they want at work: good communication with co-workers and managers, a respectful and professional work environment, a good support system and facilities, and good management. Another desire express fair treatment for all employees and good culture



in the workplace (Hall, 2016).

This study shows that the significance value of the influence of the company's culture on employee engagement (Sig = 0.000;  $t = 5.226$ ) is greater than the significance value of the influence of internal communication on employee engagement (Sig = 0.001;  $t = 3.450$ ). The results of this study are supported by the results of research conducted by Sarangi & Srivastava (2012), which shows that the influence of a company's culture on employee engagement has a significance value (regression result) of 0.234 and a significance value (regression result) of the influence of organizational communication on employee engagement of 0.434. When the significance value of the research results is smaller, the influence of the independent variable on the dependent variable will be more significant.

The result shows that the company's culture has a more significant influence than internal communication. It caused by this research being conducted at two different locations in cement-producing companies in Indonesia, such as the head office and the Citeureup factory. It is because the risk and pressure of work are higher than in the head office. The working environment in the factory and head office is also different. Employees who work in factories have a harder work rhythm. The head office tends to be more moderate. In addition, employees who work in factories tend to find it more difficult to communicate with their superiors or department heads because department leaders work in the office and monitor work in factories. Therefore, communication does not occur from upstream to downstream. Then, millennial employees work in two different locations. They tend to have almost similar personalities because cement-producing companies in Indonesia are trying to instill the core values that are the company's guidelines to all employees.

Table 3. Table of Determination Coefficient Test Results

Model	R	R Square
1	,360	,130

The R-value simultaneously is 0.360, and the R Square ( $R^2$ ) value is 0.130. The values mean that the company's culture and internal communication variables have the predictive ability on millennial employee engagement by 13% ( $0.130 \times 100\%$ , the predictive power is very weak). Thus, it is influenced 87% by other variables which not examined in this study.

In this study, the independent variables that affect employee engagement are the company's culture and internal communication. These two factors are the factors studied in this study as the explanation of the social exchange theory. The context of organizational communication explains the reciprocal relationship between companies and employees. So, the company's culture is considered an effort by company to employees to provide a good and comfortable working atmosphere. Then, internal communication is one of the ways to communicate the company's culture toward employees in the company. Therefore, the two aspects measured in this study are the company's culture and internal communication, which are the main focus of the CHRD department.

Meanwhile, the factors that influence employee engagement itself are numerous. According to Federman (2009), employee engagement can be influenced by several things such as culture, success indicators, priority setting, communication, innovation, talent acquisition, talent enhancement, incentives and acknowledgment, and consumer-centered where other factors are not examined in this study.

According to Sundaray (2011), several factors that influence employee engagement are: recruitment process, job characteristics, career development opportunities, leadership, empowerment; equal opportunity and fair treatment, training and development, performance management, compensation, employee health and safety, job satisfaction, communication; and friendliness and kinship (Sundaray, 2011). Thus, it can be concluded why the variables of the company's culture and internal communication have a predictive power of 13% (very weak predictive power) on millennial employee engagement. Therefore, it is influenced 87% by other variables which not examined in this study.

To see company's culture and internal communication on employee engagement, multiple linear analyses is used with the following regression equation:

$$EE = 129,550 + 0,203 BP + 0,190 KI + 0,870$$

- Constant. When the company's culture and internal communication are constant or stable, the employee engagement of millennial cement producers in Indonesia is 129.550. It assumes that other factors are constant or zero.
- Company's Culture (X1). The regression coefficient of the company's culture is positively 0.203. This means that every time the company's culture changes with the assumption that the other variables are fixed, the possibility of employee engagement of millennial employees of cement-producing companies in Indonesia will increase by 0.203 times.
- Internal Communication (X2). The internal communication regression coefficient is positively 0.190. This means that every change in internal communication with the assumption of other variables is fixed. The possibility of employee engagement of millennial employees of cement producers in Indonesia will increase by 0.190 times.

### Level of Employee Engagement

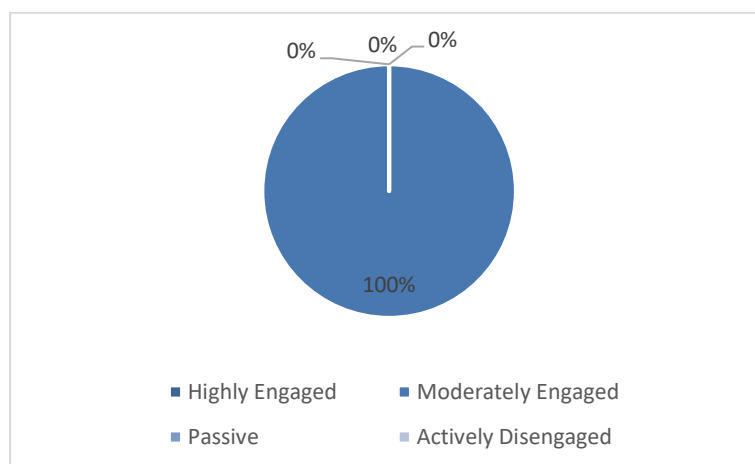


Figure 1. Employee Engagement Level of Millennial Employees of cement producers in Indonesia at the Head Office and Citeureup Factory, Bogor

Based on the results of quantitative data processing, 100% or a number of research samples is 276 millennial employees of cement producers in Indonesia at the Head Office and Factory Unit Citeureup Bogor. The results showed that the level of employee engagement was moderately engaged. It shows a minimum average score of 3.51 and a maximum average score of 4.38.

Employees with a moderately engaged level of employee engagement are the type of employees who are at a stage where they are already tied to the company but are not yet fully engaged with the company. According to Hewitt (2015), employees still need a sense of love and affection. These employees are at a breaking point between loyalty and lack of interest. In daily life, they are employees who feel proud of their work but still open the possibility to work elsewhere. They do this because they feel that their current job does not provide an opportunity to develop a career according to their wishes.

In general, the results of the employee engagement level of millennial employees in the research subject companies are included in the good category. However, companies need to increase the factors that employee of engagement drivers is an important effort that can be done to increase employee engagement.

Based on the data processing results related to employee engagement conducted for millennial employees of cement manufacturers in Indonesia at the Head Office and Citeureup Unit, most millennial employees feel that the company has a good reputation. Most of the employees feel proud to tell others in working for this cement manufacturing company. But, then, most of the millennial employees who were the sample of this study told other people great things about the company.

Based on data on the distribution of millennial employees based on lengths of work, millennial employees dominated with for more than five years of work in cement producing companies in Indonesia with 185 respondents. Then, 87 respondents are millennial employees who have worked for 1 - 5 years in a cement producing company in Indonesia and 4 respondents who have only worked for less than one year. This shows that most of the employees who are the sample of this study tend to be loyal.

However, there are some question items that get a few “disagree” answers. Although the percentage is not large, the company can consider some of these questions to focus on. Among them are job expectations clearly defined by the company so that employees can know the company’s expectations of them; the work done is beneficial for the employee; employees receive bonuses for their contributions and achievements; employees can work according to their potential; the company has appropriately placed employees according to their talents; and the company continuously checks every facility regularly related to infrastructure and security.

This study also shows that 100% of the number of research samples is 276 millennial employees of cement-producing companies in Indonesia at the Head Office and Citeureup Units. The results show that the level of employee engagement is moderately engaged. In life, the employees feel proud of their work but still open the possibility to work elsewhere. They do this because they feel that their current job does not provide an opportunity to develop a career according to their wishes.

Based on the results of a pre-interview with the company, all employees working in this company have applied the ASIST culture in their daily work lives. Then, in communicating both within the team and between divisions, communication between employees can be established well and smoothly. Many communication media, such as WhatsApp, can connect employees more quickly and share information related to work and other informal matters. For millennial employees who enter the company, the majority enters through the Management Trainee (staff) or Apprentice (Non-Staff) recruitment program. A new employee will be provided with training and OJT/Job Exposure sessions. This session helps new employees to explore the work environment and their colleagues. Then, when they are working, they have an idea and knowledge to

communicate with. So, we conclude that it will be quite good and great to communicate with millennial employees.

Research by Maslach et al. (2001) shows that employees can reciprocate with levels of engagement or involvement in their work and within the organization. Employees who are assigned jobs with strong or meaningful job characteristics are rather to reciprocate with greater job involvement. Then, employees who have stronger perceptions of fairness are more likely to reciprocate with greater engagement. Employees who feel engaged have strong quality relationships with their superiors. They also have more positive attitudes, intentions, and behaviors (Shuck, 2011).

Employee engagement is an intangible asset. While this is not a physical advantage, it is something very valuable an employee to offer an organization. Employee engagement is personified by how positively employees think about the organization, feel about the organization, and how proactive they are in achieving organizational goals (Cook, 2008).

The illustration regarding the level of employee engagement of millennial employees of cement producers in Indonesia are classified as moderately engaged. It is in line with the explanation about the millennial generation itself. Millennials have different characteristics with respect to their expectations of work experience with respect to learning requirements, attitudes towards career and self-development, work orientation, and engagement. It has been particularly observed the recent entry into the workforce, the employee turnover rate has become stronger than before (Özçelik, 2015).

Millennials are able to multitask and tend to have information technology. This generation is characterized as resilient and driven to learn and grow. Individuals in this era usually have problems with respectful communication and have adequate reading skills to navigate daily life and work, and they expect things to happen immediately (Birkman, 2013).

This study is quantitative research and focuses on the influence of corporate culture and internal communication on employee engagement. However, in the context of internal communication, the author does not discuss the further analysis about the media used to distribute messages to employees within the company and does not explain the internal communication climate as a research measuring tool itself.

## Conclusion

Based on the results that have been carried out, this paper shows that the theory of social exchange as a theoretical basis can explain reciprocal relationships. It can occur in the context of the company or work environment. The study results show that there is a positive and significant influence between a company's cultures on employee engagement. This study also shows that there is a positive and significant influence between employee engagement internal communications. Simultaneously, there is a positive and significant influence between the company's culture and employee internal communication on employee engagement.

As a reciprocal relationship, the company's efforts to embody company's culture in employees' daily work-life provide a good and comfortable working atmosphere to affect the employee engagement of millennial employees. Then, internal communication is one of the communications from the company's cultures to all employees. The atmosphere of internal communication shows an influence on employee engagement. This shows that employees will give something as a reciprocal effort to the company when they feel the good efforts made by the company for them.

This study obtained that their level of employee engagement from the company's millennial employees was moderately engaged. However, in daily life, the employees who feel proud of their work are still open to working elsewhere. They feel that their current job does not provide an opportunity to develop a career as their wishes. Based on the results of this study, the company has made efforts to improve employee engagement, especially millennial employees.

The results of this study have implications for company's practice. It is because of the results obtained, corporate culture and internal communication affect millennial employee engagement. Therefore, companies can develop effective strategies related to internal communication activities and the company's culture to increase employee engagement, especially millennials.

The further study can examine variables related to the factors driving employee engagement that have not been studied in this research. In addition, the current research used quantitative research methods to obtain more profound results. So, further analysis method can be conducted using qualitative or mixed-method. Hence, the results of the research can be enriched by interviews with the company or research subjects. Moreover, for further research, internal communication can also be used as an intervening variable to make a variable of internal communication in a company's culture. Finally, it also sees its effect on employee engagement in measuring indicators with a strong, medium, and low influence to obtain more complete research results.

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