

TABLE OF CONTENTS

COVER	i
STATEMENT OF ORGINALITY OF FINAL PAPER	ii
AGREEMENT OF MENTORING GUIDANCE FOR THESIS.....	iii
THESIS EXAMINING COMMITEE	iv
ABSTRACT	v
ACKNOWLEDGEMENTS.....	vi
TABLE OF CONTENTS.....	ix
LIST OF ACRONYMS.....	xiv
LIST OF TABLES	xv
LIST OF FIGURES	xvi
CHAPTER 1: INTRODUCTION	
1.1 Backgroud	1
1.2 Problem Statement	10
1.3 Research Purpose	11
1.4 Research Limitation	12
1.5 Research Benefit	12
1.6 Systematically Writing.....	13
CHAPTER 2: THEORATICAL FRAMEWORK	
2.1 Human Resource Management	15
2.2 Organization Behavior	18
2.3 Employee Communication	23
2.3.1 Information Flow	31

2.3.2 Information Adequacy.....	35
2.3.3 Interaction Supportiveness	38
2.4 Job Engagement	42
2.4.1 Intellectual Engagement.....	45
2.4.2 Affective Engagement	45
2.4.3 Social Engagement.....	47
2.5 Organizational Commitment	48
2.5.1 Affective Commitment	51
2.5.2 Continuance Commitment	53
2.5.3 Normative Commitment	55
2.6 Generational Gap.....	57
2.7 Previous Research	58
2.8 The Relationships Between Variables	60
2.8.1 Employee Communication and Job Engagement	61
2.8.2 Informational Flow and Job Engagement	61
2.8.3 Informational Adequacy and Job Engagement	62
2.8.4 Interaction Supportiveness and Job Engagement	62
2.8.5 Employee Communication and Organizational Commitment	63

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Target	67
3.2 Research Subject and Object.....	67
3.3 Conceptual and Operational Definition and Research Model	68
3.4 Source of Data.....	77
3.5 Data Collection Method	78

3.6 Sampling Method	79
3.6.1 Determine the sample size.....	81
3.6.2 Measurement Scale	81
3.7 Data Collection Method	83
3.8 Instrument Test.....	84
3.8.1 Validity	84
3.8.2 Reliability	85
3.8.3 R ² Test	86
3.8.4 Hypothesis Testing.....	86
3.9 Descriptive Statistic.....	87
3.10 Validity and Reliability Pretest Result	87

CHAPTER 4: RESULTS AND DISCUSSIONS

4.1 Respondent Characteristic	93
4.2 Descriptive Statistics	99
4.2.1 Information Flow Descriptive Statistics	100
4.2.2 Information Adequacy Descriptive Statistics.....	101
4.2.3 Information Supportiveness Descriptive Statistics	104
4.2.4 Job Engagement Descriptive Statistics	106
4.2.5 Organizational Commitment Descriptive Statistics	108
4.3 Actual Data Analysis	109
4.3.1 Outer Model	110
4.3.2 Inner Model.....	116
4.3.3 Hypothesis Testing.....	117

4.4 Hypothesis Testing Conclusion	121
4.4.1 Hypothesis H1: Information flow will be positively related to job engagement	123
4.4.2 Hypothesis H2: Information adequacy will be positively related to job engagement	124
4.4.3 Hypothesis H3: The level of interaction support at work will be positively related to job engagement.....	126
4.4.4 Hypothesis H4: information-flow quality will be positively related to employee perception of commitment to their organizations.....	128
4.4.5 Hypothesis H5: Information adequacy will be positively related to employee perception of commitment to their organizations.....	130
4.4.6 Hypothesis H6: The level of perceived support at work will be positively related to employee perception of commitment to their organizations.....	132
4.4.7 Hypothesis H7: Employees' level of job engagement will mediate the relationship between perceived quality of employee communication and organizational commitment.....	133
4.5 Comparison between Past Study and Present Study	135
CHAPTER 5: CONCLUSION	
5.1 Conclusion.....	139
5.2 Research Limitation	141
5.3 Recommendation For Further Research.....	142
5.4 Managerial Implication	144
REFERENCES	146
APPENDIX	



LIST OF ACRONYMS

OB: Organizational Behavior

HRM: Human Resource Management



LIST OF TABLES

Table 3.1 Conceptual and Operational Definition	69
Table 3.2 Reliability Pre-Test	88
Table 3.3 Convergent Validity Result.....	89
Table 3.4 Discriminant Validity.....	91
Table 4.1 Respondent Characteristic.....	93
Table 4.2 Information Flow Descriptive Statistics	100
Table 4.3 Information Adequacy Descriptive Statistics	101
Table 4.4 Interaction Supportiveness Descriptive Statistics	104
Table 4.5 Job Engagement Descriptive Statistics	106
Table 4.6 Organizational Commitment Descriptive Statistics.....	108
Table 4.7 Convergent Validity	110
Table 4.8 Discriminant Validity.....	115
Table 4.9 Composite Reliability	115
Table 4.10 Table R-Square	116
Table 4.11 Hypothesis Test Result.....	118
Table 4.12 Hypothesis Result	122
Table 4.13 Difference Between Past Research and Present Research	135

LIST OF FIGURES

Figure 1: Employee Engagement in 2017	4
Figure 1.2: Data of Millennials who are engaged in their workplace in Indonesia	5
Figure 1.3: Millennials expectant period on leaving the organization.....	6
Figure 1.4: Organizational commitment of Millennials in countries around the world	7
Figure 1.5 Demographic of Indonesia based on generations	9
Figure 2.3 Information Richness and Communication Channels	29
Figure 2.8.5 Conceptual Model	65
Figure 3.1 Research Model	76
Figure 4.1 Hypothesis Structural Model	119