

Laissez-Faire Leadership Style and Internal Communication on Performance Through Employee Engagement

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ABSTRACT: *The purpose of this study is to determine the effect of laissez faire leadership style has a significant effect on employee engagement; to determine the effect of internal communication on employee engagement; to determine the effect of employee engagement on performance; to determine the laissez faire leadership style on performance; to determine the effect of internal communication on performance; to determine the effect of laissez faire leadership style on performance through employee engagement; and to determine the effect of internal communication has a significant effect on performance through employee engagement. The population in this study was the village apparatus of Kenohan District in Kutai Kartanegara Regency with a sample of 100 respondents. The data analysis used was PLS-SEM or Path SEM Modeling based on variants with the help of the SmartPLS 4 program in data processing. The findings indicate that laissez faire leadership style has a positive and significant effect on employee engagement; internal communication has a positive and significant effect on employee engagement; employee engagement has a positive and significant effect on performance; laissez faire leadership style has a positive and significant effect on performance; internal communication has a negative and insignificant effect on performance; laissez faire leadership style has a positive and significant effect on performance through employee engagement; and internal communication has a positive and insignificant effect on performance through employee engagement.*

Keywords: *Laissez faire Leadership Style; Internal Communication; Employee Engagement; and Performance.*

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I. INTRODUCTION

Overall, the performance of village apparatus in Kenohan District shows good achievements with realistic targets and achievements that are close to or even exceed the target in a few months. The efforts made in these three main indicators show the commitment and success of the village apparatus in serving and improving the quality of life of the community. Performance Village apparatus is one of the main indicators of the success of the village government in implementing various programs and activities aimed at improving community welfare. High performance reflects effectiveness and efficiency in the use of resources, both human and budgetary, which ultimately has an impact on better village development. Therefore, understanding the factors that affect the performance of village apparatus is essential to ensure that Human Resources can work optimally. One of the factors that can affect the performance of village apparatus is the involvement of employees or employees or employees engagement. Employee engagement is a concept that describes the level of enthusiasm; commitment; and the dedication of employees to their work and the company they work for. This includes how motivated and excited employees are to do their jobs and how much they feel they contribute to the organization's goals. Employee engagement is an important factor in determining employee performance. Engaged employees not only make a greater contribution, but also create a more positive and productive work environment. Therefore, the company In this case, the village government It is necessary to develop strategies to increase employee engagement, such as providing training and development, providing constructive feedback, and creating an inclusive and supportive work culture. Employee engagement (employee involvement) with employee performance is very close and significant. Employee engagement affects various aspects of work that directly impact the performance of individuals and the organization as a whole. In accordance with research conducted by Adeniji et al., (2020) proving that employee engagement has a positive and significant effect on performance. Then, a similar study from Hanafi (2020) proving that employee engagement has a positive and significant effect

on performance. And other research reinforces the same from Mohammad et al., (2022) It also proves that employee engagement has a positive and significant effect on employee performance. For this, to further maintain and increase productivity or performance to be even better, this employee engagement should continue to be carried out in an organization because employees Those who feel engaged are usually more motivated and passionate about their work So having high motivation encourages better performance and higher productivity.

Village apparatus as administrative and executive implementers at the most basic level of government has a very vital role in carrying out various government programs and policies. However, the performance of village officials is often in the spotlight, especially in the context of management and leadership applied. One leadership style that is often applied in various organizations, including village government, is the laissez-faire leadership style. Style This leadership is characterized by leaders who give their subordinates full freedom in making decisions and carrying out tasks without much interference. While this style can encourage creativity and innovation, there are concerns that a lack of direction and oversight from leaders can lead to decreased performance. Based on observations on the village government in Kenohan District in Kutai Kartanegara Regency, in this case village Leadership Style laissez-faire is less assertive and waiting to be told to manage village funds and expenditures used for services Public and village development. Jika leadership style laissez-faire It is applied in village government as well as human Resources Those within the scope of the village government, especially the village head, will be able to affect the performance carried out by each element in the environment. Laissez-faire leadership style also directly affects employee engagement and also indirectly factor Employee engagement is involved in influencing employee performance. EMPLOYEE engagement can increase when employees have supportive leadership. Leadership skills and leadership style are very directly or indirectly affected as factor Engagement Drivers. The laissez-faire leadership style has a complex influence on performance, with its influence often being indirect through employee engagement. The freedom and autonomy provided by this leadership style can increase creativity, innovation, engagement, and job satisfaction, all of which contribute to improved performance. However, a lack of direction and support can also create uncertainty and uncertainty, which can lower employee engagement and performance levels. Therefore, it is important for leaders who implement the laissez-faire style to continue to provide general guidance and support when needed, to ensure employees stay engaged and performance remains optimal. Complies with research conducted by Hanafi (2020) proving that leadership style has a positive and significant effect on employee engagement. More research from Mohammad et al., (2022) reinforcing the evidence that leadership style laissez faire have a positive and significant effect on Employee Engagement. Then research conducted by Adeniji et al., (2020) proving that Laissez Faire's leadership style has a positive and significant effect on performance through employee engagement. Meanwhile, research from Mohammad et al., (2022) It also strengthens the evidence that employee engagement mediates Laissez Faire's leadership style which has a positive and significant effect on employee performance. Based on this, laissez faire's leadership style directly affects employee engagement and this employee engagement indirectly mediates or mediates the influence of laissez faire's leadership style on performance.

Besides factor Leadership Style In particular, laissez faire used or applied by Village head Kenohan District, Kutai Regency Kartanegara in influencing the performance of individuals within the organization, internal communication within the organization also plays an important role in determining work effectiveness. Internal communication plays a very important role in increasing the level of employee engagement within an organization. Directly, effective internal communication helps create an open, transparent, and inclusive work environment. This contributes to increasing employees' sense of ownership and involvement in the company's goals and values. Research conducted by Purnamasari & Netra, (2020) It directly proves that internal communication has a positive and significant effect on employee engagement. Then, research from Asjari & Gunawan, (2022) reinforce that internal communication has a positive and significant effect on employee engagement. And, other research from Haryanto et al., (2024) It also proves that internal communication has a positive and significant effect on employee engagement. Employee engagement acts as a mediator or intervening in a relationship between internal communication and employee performance because good communication increases engagement, which in turn improves performance. When employees are engaged, they are more committed and motivated to give their best performance, which is the result of effective internal communication. Effective internal communication plays a key role in improving employee performance through increased employee engagement. By ensuring that employees feel adequately informed and that their voices are heard, organizations can increase employee engagement and motivation levels. Engaged employees tend to work harder, be more proactive, and be more motivated, all of which contribute to better performance. In accordance with research conducted by Asjari & Gunawan, (2022) proves that employee Engagement mediates the positive and significant influence of internal communication on employee performance. Then, research from Milisani et al., (2024) It also indirectly proves that organizational commitment has a positive and significant effect on employee performance mediated by employee engagement. From the results of this previous study, it is evidence that employee engagement can be influenced by internal communication. In addition, employee engagement plays a role as a through or mediating variable between its influence on internal communication on performance.

In this study, we investigate (1) Does the laissez faire leadership style have a significant effect on employee engagement?; (2) Does internal communication have a significant effect on employee engagement?; (3) Does employee engagement have a significant effect on the performance?; (4) Does the leadership style of laissez faire have a significant effect on the performance?; (5) Does internal communication have a significant effect on the performance?; (6) Does the laissez faire leadership style have a significant effect on performance through employee engagement?; and (7) Does internal communication have a significant effect on performance through employee engagement?.

II. LITERATURE REVIEW

Laissez Faire's Leadership Style

According to Robbins, (2015:262), Laissez Faire's leadership style is a very passive leadership style, therefore it is the least effective of the leader's behavior. Then, according to Sutrisno, (2016:213), leadership is a process of a person's activities to move others by leading, guiding, influencing others, to do something to achieve the expected results. Meanwhile, according to Adiwilaga, (2018:68), Laissez Faire's leadership style is a leadership style by giving complete freedom to subordinates. This style assumes that tasks are presented to groups in order for them to determine techniques in Settlement individually in order to achieve goals and also achieve the policy objectives of an organization.

Internal Communication

According to Ruliana, (2016:94), Internal communication is the exchange of ideas between administrators and employees in a company or organization in order to realize organizational goals with its distinctive structure and the exchange of ideas takes place horizontally and vertically in the organization that causes the work to take place. Then, according to Siregar et al., (2021:106), internal communication is the exchange of ideas between leaders and members of the organization which can be carried out vertically or horizontally within the organization that can complete a job. Meanwhile, according to Tarore, (2023:71), internal communication of the organization is the process of conveying messages between members of the organization that occurs for the benefit of the organization, such as communication between the leadership and the community and so on. This internal communication process can be in the form of interpersonal or group communication.

Employee Engagement

According to Shuck, (2019:81), employee engagement as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption. Then, according to Dessler, (2020:18), Employee engagement psychologically refers to involvement, connectivity with work, and increased commitment to complete a job. Employees will have a high connection to their work and that's why they're willing to work hard to achieve the target so employee engagement is very important for employers today as it drives performance. Similar opinions were expressed by Haski-Leventhal et al., (2020:39), employee engagement is the employee's willingness and ability to contribute to the company on an ongoing basis. Other opinions were conveyed by Segalla, United States (2021:41), employee engagement is about how to achieve the company's strategic goals by creating developing human resources, and every level starting from staff, managers, and executives is fully activated in their work so they can give their best effort.

Performance

According to Moehariono (2012:95), performance is an overview of the level of achievement in the implementation of a program of activities or policies in realizing the goals, objectives of the organization's vision and mission outlined through the strategic planning of an organization. Opinion Mulyadi (2014:63), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him to achieve work results. The process of achieving employee work results includes employee behavior in the work environment and employee conditions both inside the company and outside the company. Meanwhile, according to Priansa, (2018:271), revealed that employee performance is basically measured according to the interests of the organization, so that the indicators in the measure are adjusted to the interests of the organization itself. Then, according to Adiyadnya, (2022:43), Employee performance is a means to get better results from organizations, teams and individuals by understanding and managing performance within the framework of goals and standards, and agreed attribute requirements.

Development Hypotheses

The Influence of Laissez Faire's Leadership Style on Employee Engagement

The laissez faire leadership style is a leadership style that focuses more on the leader giving trust to subordinates in carrying out every job, so that in the implementation and responsibility is also given to subordinates. This laissez faire leadership style in its measurement to improve and increase employee engagement

uses delegation of authority which provides freedom and responsibility in making decisions related to work without leadership intervention; then, job responsibility which refers to the extent of responsibility given in carrying out the job; as well as the ability to work refers to the independence of employees in carrying out work without control from the leadership.

Complies with research conducted by Hanafi (2020) proving that leadership style has a positive and significant effect on employee engagement. Then, other research from Mohammad et al., (2022) reinforcing the evidence that leadership style laissez faire have a positive and significant effect on Employee Engagement. Based on the theoretical and empirical studies formulated, the hypothesis first that was proposed, is.

H1 : Laissez Faire's leadership style has a positive and significant effect on employee engagement

The Effect of Internal Communication on Employee Engagement

Effective internal communication helps build a strong relationship between management and employees. When information flows freely and transparently, employees feel more valued and trusted. This increases their sense of trust in management and the organization as a whole. Employee engagement in the decision-making process through communication, especially open internal communication, makes employees feel like an important part of the organization. When employees feel their voices are heard and their contributions are valued, they tend to be more committed and motivated. This increases their engagement rates with work and the organization so it is clear that internal communication can have a direct effect on increasing employee engagement

In accordance with research conducted by Purnamasari & Netra, (2020) It directly proves that internal communication has a positive and significant effect on employee engagement. Then, research from Asjari & Gunawan, (2022) reinforce that internal communication has a positive and significant effect on employee engagement. And, other research from Haryanto et al., (2024) It also proves that internal communication has a positive and significant effect on employee engagement. Based on the theoretical and empirical studies formulated, the hypothesis second that was proposed, is.

H2 : Internal communication has a positive and significant effect on employee engagement

The Effect of Employee Engagement on Performance

Behaviors that lead a person and are tied to their work are called employee engagement. Employees with high attachment tend to have energy and have an affective relationship with their work activities and feel able to complete all the demands of the given work so that this has an impact on improving their performance. In improving performance through employee engagement, we can use vigor where the employee's desire to work hard to complete his or her work dedication where a strong feeling of attachment to his or her work; and absorption where the level of concentration and full involvement in the work.

In accordance with research conducted by Adeniji et al., (2020) proving that employee engagement has a positive and significant effect on performance. Then, a similar study from Hanafi, (2020) proving that employee engagement has a positive and significant effect on performance. And other research reinforces the same from Mohammad et al., (2022) It also proves that employee engagement has a positive and significant effect on employee performance. Based on the theoretical and empirical studies formulated, the hypothesis third that was proposed, is.

H3 : Employee engagement has a positive and significant effect on performance

The Influence of Laissez Faire's Leadership Style on Performance

In the laissez-faire leadership style, leaders tend to give full delegation of authority and responsibility to their subordinates, without giving much direction or supervision. In some situations, this leadership style can increase an individual's sense of responsibility and initiative, as they are given the freedom to carry out their own duties. However, in situations where a stronger structure and direction are needed, the laissez-faire leadership style can lead to confusion, lack of coordination, and decreased performance.

Research conducted by Dharejo et al., (2021) proving that Laissez Faire's leadership has a positive and significant effect on employee performance. Then, research from Donkor et al., (2021) Revealing that Laissez Faire's leadership style has a positive and significant effect on employee performance. And, other research from Sulistiyani et al., (2022) reinforcing evidence that Laissez Faire's leadership has a positive and significant effect on employee performance. Based on the theoretical and empirical studies formulated, the hypothesis fourth that was proposed, is.

H4 : laissez faire's leadership style has a positive and significant effect on performance

The Influence of Internal Communication on Performance

Internal communication is one of the important components in organizational management that functions to ensure that information, instructions, and feedback can flow smoothly between different levels of the organization. The effectiveness of internal communication greatly affects the performance of individuals and groups, as good

communication allows for better coordination, collaboration, and understanding of organizational goals. Effective internal communication creates a transparent and open work environment, where employees feel engaged and heard. This can improve their motivation, job satisfaction, and ultimately, performance. Conversely, poor communication can lead to misunderstandings, conflicts, moral degradation, and low performance.

Research conducted by Sumarno & Iqbal, (2022) proving that internal communication has a positive and significant effect on employee performance. Then, research from Karsikah et al., (2023) proving that internal communication has a positive and significant effect on employee performance. And, other research from Mappuji et al., (2023) reinforcing evidence that internal communication has a positive and significant effect on employee performance. Based on the theoretical and empirical studies formulated, the hypothesis fifth that was proposed, is.

H5 : Internal communication has a positive and significant effect on performance

The Influence of Laissez Faire's Leadership Style on Performance Through Employee Engagement

This leadership style, especially laissez faire, is considered that the lack of leaders in making decisions will have an impact on overall employee performance. Just like a leader who is less motivated by his team and rarely rewards the good performance of his employees, but can scold his team if the employee has a few mistakes, even though the bonded employee will be motivated to improve his performance, willing to accept challenges and feel that his work gives meaning to him. This will have a positive impact on employee performance and better organizational development.

In accordance with research conducted by Adeniji et al., (2020) proving that Laissez Faire's leadership style has a positive and significant effect on performance through employee engagement. Then, research from Mohammad et al., (2022) reinforcing evidence that employee engagement mediates Laissez Faire's leadership style which has a positive and significant effect on employee performance. So it can be concluded that employee engagement can play a role as a through or intervening variable that affects the leadership style of laissez faire on performance. In other words, laissez faire leadership style can indirectly improve employee performance through increased employee engagement or employee engagement. Based on the theoretical and empirical studies formulated, the hypothesis fourth that was proposed, is.

H6: laissez faire leadership style has a positive and significant effect on performance through employee engagement

The Influence of Internal Communication on Performance through Employee Engagement

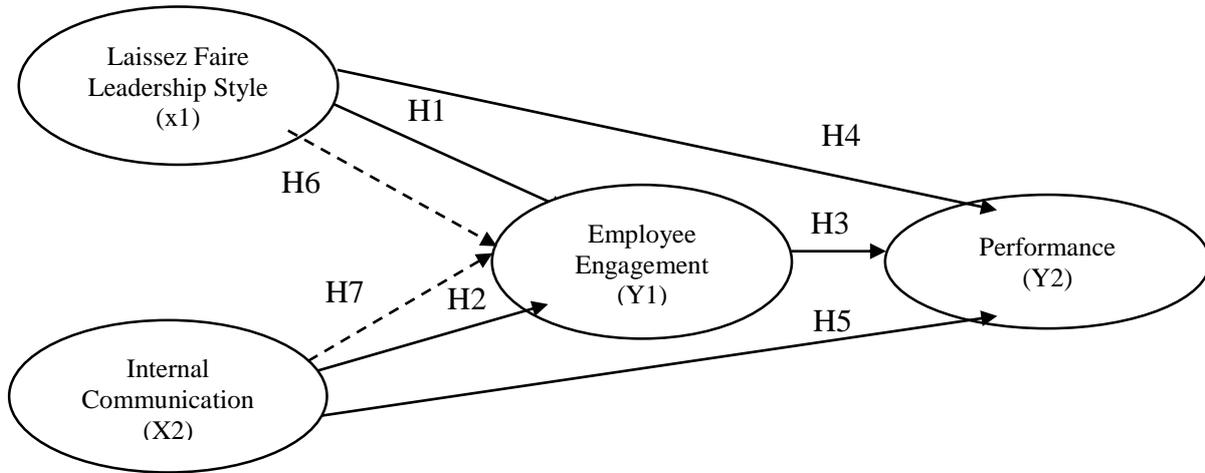
Internal communication refers to the exchange of information, ideas, and messages between members of an organization. If internal communication is effective, it will affect employee performance, which means that employee involvement is needed in carrying out their work. Effective internal communication ensures that important information is conveyed clearly and in a timely manner. It helps employees understand the organization's goals, their duties, and how to achieve those goals. When employees have the information they need, they are better able to work efficiently and effectively, which in turn improves their performance. Good internal communication increases employee engagement by making them feel valued and heard. When employees feel that they are well informed and that their voices are heard by management, they tend to feel more engaged and motivated. Employee engagement itself refers to the extent to which employees feel committed and emotionally involved in their work.

In accordance with research conducted by Asjari & Gunawan, (2022) proving that Meployee Engagement mediates the positive and significant influence of internal communication on employee performance. Then, research from Milisani et al., (2024) It also indirectly proves that organizational commitment has a positive and significant effect on employee performance mediated by employee engagement. Based on the theoretical and empirical studies formulated, the hypothesis fifth that was proposed, is.

H7 : Internal communication has a positive and significant effect on performance through employee engagement

Research Conceptual Model

Figure 1. Research Conceptual Model



Source : Developed by Researcher, Processed in 2024.

Remarks:
 —————> Indirect or Through Influence
 —————> Direct Influence

III. RESEARCH METHOD

Operational Definition

Table 1. Operational Definition and Research Variable Parameters

No	Variable	Indicators	Measurement Items (Parameters)
1.	Laissez faire leadership style (X1)	a. Delegation of authority b. Job responsibilities c. Workability	a. Freedom for me to make my own decisions b. The flexibility to manage my own tasks without direct direction from the leader c. Give full responsibility for the tasks performed d. Trusted to use my abilities to the fullest in completing tasks e. Use my abilities to the fullest in completing tasks f. Rarely intervenes
2.	Internal communication (X2)	a. Vertical communication b. Horizontal communication	a. The information provided is very good b. Conveying ideas or ideas related to government policies c. Communication in one unit is excellent d. Be able to talk about work-related topics with colleagues
3.	Employee engagement (Y1)	a. Vigor b. Dedication c. Absorption	a. Have high energy and enthusiasm b. Able to continue working despite difficulties at work c. Spend more time completing tasks well d. Enthusiastic every time you start your workday e. Focus while working on tasks f. Committed to work seriously and responsibly
4.	Performance (Y2)	a. Quality of work b. Working Quantity c. Responsibility d. Cooperation e. Initiative	a. Able to complete work neatly and meticulously b. Able to complete work in accordance with set standards and targets c. Carrying out duties with full responsibility for the work given d. Able to work in a team with colleagues e. Have the initiative to solve problems or tasks that have not yet been identified

Population & Sampling

The population that will be used as a sample in this study is all village apparatus in Kenohan District, Kutai Kartanegara Regency with 100 respondents.

Data Analysis

In this study, data analysis uses the Partial Least Square (PLS) approach based on one var component (an). According to Ghozali (2014:30) PLS is an approach that shifts from the covariant-based SEM approach, generally testing causality or theory. While PLS is more predictive model. PLS is an analysis method that Powerful because

it is not based on many assumptions. In addition to being used to confirm theories, PLS can also be used to explain the existence or absence of relationships between latent variables. PLS can simultaneously analyze constructed constructs formed with reflective and formative indicators.

IV. ANALYSIS AND DISCUSSION

Respondent Cumulative Frequency Description

**Table 2.
Cumulative Frequency of Respondents**

		Count	Table Valid N %
Gender	Man	52	52.00%
	Woman	48	48.00%
	Total	100	100.00%
Age	23-27	5	5.00%
	28-32	39	39.00%
	33-37	14	14.00%
	38-42	31	31.00%
	Over 43	11	11.00%
	Total	100	100.00%
Education Level	Graduate	47	47.00%
	Bachelor (S1)	48	48.00%
	High School	5	5.00%
	Total	100	100.00%
Length of Work	10 - 13 Years	43	43.00%
	2 - 5 Years	24	24.00%
	6 - 9 Years	22	22.00%
	Above 14 Years	11	11.00%
	Total	100	100.00%

Source : Processed IBM SPSS 29, Year 2024.

Based on Table 2, the dominant respondents in the sample are males. Then, most of the respondents were in young adulthood, especially in the range of 28 to 32 years. In terms of education level, the majority of respondents are classified as having a "high" educational background with the majority of respondents having a "fairly high" level of work experience, especially in the range of 10 to 13 years. This shows that most of the respondents are individuals who are quite experienced in their fields.

Structural Equation Modelling (PLS-SEM)

Evaluation of Measurement Model (Outer Model)

1. Convergent validity test

The convergent validity test aims to determine the validity between the indicator and each construct or latent variable. To assess the results of the convergence validity test, it can be seen from the value of the loading factor reflected in the outer loading results as shown in Table 3 below.

**Table 3.
Results of Convergent Validity Test Using Outer Loading**

	Laissez-Faire Leadership Style (X1)	Internal Communication (X2)	Employee _Engagement (Y1)	Performance (Y2)
X1.1	0.579			
X1.2	0.669			
X1.3	0.766			
X1.4	0.827			
X1.5	0.833			
X1.6	0.867			
X2.1		0.830		
X2.2		0.820		
X2.3		0.827		
X2.4		0.833		
Y1.1			0.743	
Y1.2			0.702	
Y1.3			0.822	

	Laissez-Faire Leadership Style (X1)	Internal Communication (X2)	Employee _Engagement (Y1)	Performance (Y2)
Y1.4			0.782	
Y1.5			0.671	
Y1.6			0.779	
Y2.1				0.757
Y2.2				0.774
Y2.3				0.700
Y2.4				0.687
Y2.5				0.683

Source : SmartPLS 4 output, 2024.

According to Table 3 above, the results are obtained that the indicators used to measure each variable in this study mostly have a loading factor value above 0.7 which means that the indicator has a strong correlation with its construction. However, there are also indicators that have an outer loading value between the range of 0.5 to 0.6 which is still considered sufficient for exploratory research , which means that this indicator can still be maintained or accepted in the model, especially in the early stages of scale development or in exploratory research So it is still maintained to be run or further analysed unless the loading factor is below 0.4. So it can be concluded that because the research is exploratory and the treshold limit is above 0.5, the indicator used can still be able to explain the latent variable or its construct and overall the indicator items are valid to measure the validity of the construct. In addition, the highest loading factor value shows the strongest and dominant factor in forming variables. In addition, the outer loading to see the validity of the construct can also be reported the results of other convergent vality tests which are reflected in the AVE (average variance extracted) value where the limit value is 0.50 as shown in Table 4.

Table 4.
Average Variance Extracted (AVE) Results

	Average variance extracted (AVE)
Laissez-Faire Leadership Style (X1)	0.583
Internal Communication (X2)	0.684
Employee _Engagement (Y1)	0.565
Performance (Y2)	0.520

Source : SmartPLS 4 output, 2024.

According to Table 4, it shows that the AVE value is greater than the threshold of 0.50 so that it can be concluded that the validity of the construct has a good validity convergence, which describes the magnitude of the variant or diversity of manifest variables that can be possessed by the latent construct. Thus, the greater the variant or diversity of manifest variables that can be contained by the latent construct, the greater the representation of the manifest variable to its latent construct.

2. Discriminant validity test

Discriminatory validity is used to see the extent to which a construct is completely different from another. Therefore, to evaluate the discriminant validity test, the researcher uses the heterotrait-monotrait ratio (HTMT) because of the recommended method to assess the validity of the discriminant. To assess the validity of discrimination using the threshold value must be below 0.90. The following are the results of the heterotrait-monotrait ratio (HTMT) test as seen in Table 5 below.

Table 5.
Results of Discrimination Validity Test Using Heterotroit-Monotrait Ratio (HTMT)

	Employee _Engagement (Y1)	Laissez-Faire Style (X1)	Performance (Y2)	Internal Communication (X2)
Employee _Engagement (Y1)				
Laissez-Faire Leadership Style (X1)	0.790			
Performance (Y2)	0.529	0.546		
Internal Communication (X2)	0.852	0.912	0.402	

Source : SmartPLS 4 output, 2024.

According to Table 5, most of the HTMT values are below 0.85 which means that it has the best discriminatory validity. However, there is also a correlation of HTMT values which is in the range of 0.85 to 0.90 which means that it is still acceptable to have a value whose conceptual construction is very similar. And there is also an HTMT value above 0.90 which occurs in the correlation of the variable of Laissez Faire's Leadership Style (X1) with Internal Communication (X2), which is 0.912. This means that there is a redundant correlation between the constructs in the model. Redundant correlation means that two or more constructs in a model have a very similar or overlapping relationship, so that indicators that are supposed to measure different constructs measure the same thing against each other. Redundant correlation occurs when two constructs in a model have too similar definitions, scopes, or indicators. As a result, the constructs are no longer distinguishable from each other, which violates the principle of discriminant validity. In the context of HTMT, redundant correlation can lead to high HTMT values because the indicators of one construct will be very similar to those of other constructs. This suggests that the two constructs may not be completely different, but overlap each other. Because of this, the researcher evaluates the relationship of indicators that have a high correlation by discarding them if there is a high correlation even though the validity of the construct is declared valid. The following is the HTMT value after removing the high correlation value as in Table 6 below.

Table 6.
HTMT Value Results After Dropping High Indicator Correlation

	Employee_Engagement (Y1)	Laissez-Faire Leadership Style (X1)	Performance (Y2)	Internal Communication (X2)
Employee_Engagement (Y1)				
Laissez-Faire Leadership Style (X1)	0.792			
Performance (Y2)	0.529	0.537		
Internal Communication (X2)	0.852	0.892	0.402	

Source : SmartPLS 4 output, 2024.

As per Table 6, obtained the HTMT value after dropping the high correlation of the indicator as a whole to below 0.90 which means that it already has a good discrimination value. As recommended by Henseler, et. Al (2015) suggest a threshold value of 0.90 if the path model includes constructs that are conceptually very similar. An HTMT value above 0.90 indicates a lack of validity of discrimination. When the constructs in the model path are conceptually more different, the threshold value is lower or less than 0.90 Heterotrait Monotrait Ratio (HTMT) then the discriminant validity is accepted and it is recommended that the HTMT < 0.85. and also in accordance with Hair et al., (2019), if the HTMT < 0.90 then the relationship or correlation between a construction is conceptually similar.

3. Test for consistency of reality

The test of realism used for cronbach's alpha must be greater than 0.6 and composite realism must be greater than 0.7 which can be seen in Table 7 below.

Table 7.
Reliability Consistency Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee_Engagement (Y1)	0.845	0.851	0.886
Laissez-Faire Leadership Style (X1)	0.805	0.825	0.865
Performance (Y2)	0.775	0.772	0.843
Internal Communication (X2)	0.846	0.847	0.897

Source : SmartPLS 4 output, 2024.

According to Table 7, Cronbach's alpha value is greater than 0.6 which means that the construct can be said to be reliable as an instrument to measure the variable while the composite reliability (rho_a) is greater than 0.7 which indicates the consistency of the measuring instruments used uniformly or similarly.

Structural Model Evaluation (Inner Model)

1. Coliniernity test of structural models

The collinearity test is used to see the conditions that arise when there are two independent variables that are

interrelated. In the structural model coliniference test, using the Inner VIF with the threshold must be below 5 as seen in Table 8 below.

Table 8.
Results of the Statistical Colinierity Test (Inner VIF Values)

	Employee _Engagement (Y1)	Laissez-Faire Leadership Style (X1)	Performance (Y2)	Internal Communication (X2)
Employee _Engagement (Y1)			2.262	
Laissez-Faire Leadership Style (X1)	2.358		2.550	
Performance (Y2)				
Internal Communication (X2)	2.358		2.927	

Source : SmartPLS 4 output, 2024.

According to Table 8, the results of the structural colinierity test (inner values) obtained an inner VIF (variance Inflated Factor) value of less than 5, so it can be concluded that there is no multicolligality between variables that affect employee engagement and performance.

2. Coefficient of determination (R-Square)

Value R-squares are used as explanatory forces for any endogenous latent variable. According to Hair et al., (2022:183), in scientific research focused on marketing issues, the value of R² around 0.75; 0.50; or 0.25 which is described as substantial; keep; or weak. The following are the results of the determination coefficient (R-Square) tester as seen in the Table 9.

Table 9.
R2 Test Result (R square)

	R-square	R-square adjusted
Employee _Engagement (Y1)	0.558	0.549
Performance (Y2)	0.259	0.236

Source : SmartPLS 4 output, 2024.

According to Table 4.15, the value of R2 (R square) for employee engagement (Y1) is 0.558 or 55.8% where the category for this variable is "moderate" while for performance (Y2) is 0.259 or 25.9% which is the category for this variable is "weak". Then the R-square adjusted value of employee engagement (Y1) is 0.549 or 54.9% means about 45. The remaining 1% is influenced by other factors. Likewise, performance (Y2) is 0.236 or 23.6% which means 76.4% is influenced by other factors outside the model.

3. Effect size (f-Square)

Effect size (f2 or f square) is used to evaluate the magnitude of the direct influence of endogenous variables in a structural model with the threshold values of effect size (f²) being 0.02; 0.15; and 0.35 which are interpreted as small; medium; and large, respectively. The following are the results of the effect size or f-sqaure test in Table 10.

Table 10.
Effect Size Test Results (f2Test)

	Employee _Engagement (Y1)	Laissez-Faire Leadership Style (X1)	Performance (Y2)	Internal Communication (X2)
Employee _Engagement (Y1)			0.089	
Laissez-Faire Leadership Style (X1)	0.076		0.065	
Performance (Y2)				
Internal Communication (X2)	0.189		0.022	

Source : SmartPLS 4 output, 2024.

According to Table 10, the amount of influence or effect on the leadership style variable laissez faire (X1) on employee engagement (Y1) is 0.076 which means the amount of influence is small; and the influence or effect on the internal communication variable (X2) on employee engagement (Y1) is 0.189 which means the amount of influence is large. Then, the influence or effect of the employee engagement variable (Y1) on

performance (Y2) is 0.089 which means the amount of influence is small; the influence or effect of the leadership style variable laissez faire (X1) on performance (Y2) is 0.065 which means the amount of influence is small or no effect at all; and the influence or effect on the internal communication variable (X2) on performance (Y2) is 0.022 which means the amount of influence is small.

4. Predictive Relevance (Q-Square / Q²) and Effect Size (q²)

The Q² value is useful for validating the ability to predict the model where this model is only suitable for use in endogenous constructs that have reflective indicators. To test the predictive relevance value (Q square test) using a blindfolding procedure which can be seen in the construct cross validated redundancy section in SmartPLS. The following are the results of the predictive relevance test or Q-squares test as seen in Table 11 below.

Table 11.
Predictive Relevance Test Results (Q-Square Test)

	SSO	SSE	Q ² (=1-SSE/SSO)
Employee_Engagement (Y1)	600.000	425.288	0.291
Laissez-Faire Leadership Style (X1)	500.000	500.000	0.000
Performance (Y2)	500.000	449.544	0.101
Internal Communication (X2)	400.000	400.000	0.000

Source : SmartPLS 4 output, 2024.

According to Table 11 above, the results are obtained that the endogenous variable or construct has a value of Q² > 0 which indicates that the model model has met the predictive relevance where the model has been well reconstructed. From these results, the value of q² predictive relevance can also be determined as a measure or effect size that has an impact relative to the structural model that can be measured by a formula, namely.

$$\begin{aligned}
 q^2 &= \frac{Q^2_{included} - Q^2_{excluded}}{1 - Q^2_{included}} \\
 &= \frac{0.291 - 0.101}{1 - 0.291} \\
 &= \frac{0.190}{0.709} = 0.268 \text{ reviews}
 \end{aligned}$$

According to this manual calculation, the Q² value is 0.268, which indicates that the model has good predictive relevance. Although not very high, this value indicates that the model can predict endogenous variables quite well. In a more general context, the value is 0.268 falls into the category of moderate predictive relevance.

Model Fit Evaluation (Goodness of Fit / GoF)

1. Kecocokan model (goodness of fit / GoF)

Goodness of Fit (GoF) is used to test the feasibility of a model where this test is carried out for the validation of the model as a whole, namely a combination of the inner model and the outer model. The goodness of Fit (GoF) value is measured by the average communality index and the average R-square where to find the communality value of each variable can be found from the model measurement with the blindfolding technique in the construct cross validated communality section as in Table 12 below.

Table 12.
Communality Index Results

	SSO	SSE	Q ² (=1-SSE/SSO)
Employee_Engagement (Y1)	600.000	368.213	0.386
Laissez-Faire Leadership Style (X1)	500.000	324.708	0.351
Performance (Y2)	500.000	368.537	0.263
Internal Communication (X2)	400.000	215.001	0.462

Source : SmartPLS 4 output, 2024.

According to the 12 above, the average value of the communality index is 0.399 while the average value of R-square is 0.409 obtained from the value of the R-square (R1 + R2/2 or 0.558 + 0.259/2). From this value, the feasibility test of the model (godness of fit) can also be determined by a formula, namely.

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{com} \times R^2} \\
 &= \sqrt{0.366 \times 0.409}
 \end{aligned}$$

$= \sqrt{0.149} = 0.386$ or 38.6%.

Based on manual calculations related to the GoF value, a result of 0.386 or 38.6% was obtained. This provides an understanding that the resulting model is good or fit in explaining the distribution of data. Then, in addition to the Goodness of Fit (GoF) above, the following are the results of the SRMR test that need to be reported in evaluating whether the model matches the distribution of empirical data as reflected in the SRMR value in Table 13 below.

Table 13.
SRMR Value Test Results

	Saturated model	Estimated model
SRMR	0.098	0.098
d_ ULS	2.231	2.231
d_ G	1.006	1.006
Chi-square	501.638	501.638
NFI	0.640	0.640

Source : SmartPLS 4 output, 2024.

According to Table 13 above, the SRMR value is $0.098 < 0.10$ which means that the model formed is acceptable and matches or conforms to empirical data. Although the SRMR value obtained is not below 0.08. However, according to the recommendation of Schermelleh-Engel & Moosbrugger, (2003:38), SRMR less than 0.10 is still an acceptable fit or a fit is still acceptable.

PLS Predict Evaluation

PLS predict is used to assess the extent to which the proposed PLS model has good predictive power. The following are the results of the PLS predict test as shown in Table 14.

Table 14.
PLS Predict Test Results

	Q ² predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
Y1.1	0.312	0.504	0.395	0.543	0.408
Y1.2	0.303	0.500	0.390	0.523	0.399
Y1.3	0.349	0.486	0.354	0.515	0.381
Y1.4	0.222	0.558	0.403	0.602	0.442
Y1.5	0.251	0.474	0.335	0.517	0.355
Y1.6	0.296	0.481	0.351	0.520	0.371
Y2.1	0.040	0.538	0.484	0.548	0.481
Y2.2	0.029	0.583	0.516	0.603	0.518
Y2.3	0.034	0.585	0.509	0.631	0.544
Y2.4	0.087	0.557	0.439	0.592	0.469
Y2.5	0.131	0.595	0.510	0.642	0.528

Source : SmartPLS 4 output, 2024.

According to Table 14, it shows that overall the measurement items of endogenous variables (employee engagement and performance) in the proposed PLS model have lower RMSE and MAE values than the LM (linear regression) model, which means that the proposed PLS model has **"high prediction" power**.

Hypothesis Testing

The structural model of the path coefficient was tested using the bootstrapping method using the threshold if the relationship or influence was significant by looking at the t-value > 1.96 and the p-values < 0.05 . The following are the test results which can be seen in Table 15 below.

Table 15.
Path Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Employee _Engagement (Y1) -> Performance (Y2)	0.381	0.387	0.136	2.814	0.005
Laissez-Faire Leadership Style (X1) -> Employee _Engagement (Y1)	0.304	0.322	0.108	2.805	0.005
Laissez-Faire Leadership Style (X1) -> Performance (Y2)	0.375	0.388	0.126	2.971	0.003
Internal Communication (X2) -> Employee _Engagement (Y1)	0.480	0.470	0.115	4.182	0.000
Internal Communication (X2) -> Performance (Y2)	-0.228	-0.232	0.138	1.658	0.097

Source : SmartPLS 4 output, 2024.

According to Table 15, it shows the overall direct influence of which from the relationship there are 4 that are acceptable, namely the influence of laissez faire leadership style (X1) on employee engagement (Y1); the influence of internal communication (X2) on employee engagement (Y1); the influence of employee engagement (Y1) on performance (Y2); and the influence of laissez faire's leadership style (X1) on performance (Y2). Then, 1 influence that was rejected was the influence of internal communication (X2) on performance (Y2).

Mediation Testing

Furthermore, with the existence of mediation variables or indirect influences which are reflected in the specific indirect effects in SmartPLS. The following are the test results as seen in Table 16 below.

Table 16.
Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Laissez-Faire Leadership Style (X1) -> Employee _Engagement (Y1) -> Performance (Y2)	0.116	0.125	0.062	1.863	0.062
Internal Communication (X2) -> Employee _Engagement (Y1) -> Performance (Y2)	0.183	0.182	0.081	2.271	0.023

Source : SmartPLS 4 output, 2024.

Discussion

1. The Influence of Laissez Faire's Leadership Style on Employee Engagement

The results of the study show that the laissez faire leadership style (X1) has a positive and significant effect on employee engagement (Y1) of the village apparatus of Kenohan District in Kutai Kartanegara Regency which means that the influence is positive or unidirectional and significant in supporting employee engagement. These results indicate that the laissez-faire leadership style is effective in increasing the involvement of village employees in Kenohan District. This leadership style that gives flexibility or autonomy to employees turns out to be in line with increased engagement, where employees become more engaged, motivated, and enthusiastic in carrying out their duties. These findings show that the majority of male respondents with long work experience support the application of the laissez-faire leadership style.

The dominant indicator on the Laissez Faire's Leadership Style (X1) is Workability Because the loading value factor is the highest with The parameter is that village leaders rarely intervene, so that they can make optimal use of their abilities. This indicates that the factor Workability In the leadership style, Laissez-Faire shows that village officials are more productive and engaged when they are given the freedom to work without much intervention from the leader. Ini underlining the importance of providing space for employees to work independently, which can improve performance and make optimal use of their abilities. These findings support the research Hanafi (2020) which proves that leadership style has a positive and significant effect on employee engagement and other research from Mohammad et al., (2022) which strengthens the evidence that leadership style laissez faire have a positive and significant effect on Employee Engagement. However, these findings and the study contradict research conducted by Adeniji et al., (2020) which proves that Laissez Faire's leadership style has a negative and significant effect on employee engagement.

2. The Influence of Internal Communication on Employee Engagement

The results of the study showed that internal communication (X2) had a positive and significant effect on employee engagement (Y1) of the village apparatus of Kenohan District in Kutai Kartanegara Regency, which means that the influence was positive or unidirectional and significant in supporting employee engagement. These results indicate that effective internal communication plays an important role in increasing employee engagement among village officials in Kenohan District, Kutai Kartanegara Regency. When internal communication goes well, especially clear, open, and responsive communication, employees tend to feel more engaged, listened to, and valued in their work environment. The results of these findings show that the village apparatus in Kenohan District consists of the majority of men with significant work experience and higher education levels which creates a strong foundation for effective communication, employee engagement, and achievement of organizational goals. The dominant indicator on the Internal Communication (X2) is Horizontal communication Because the loading value factor is the highest with The parameter is to be able to discuss work-related topics with colleagues. This indicates that interaction and collaboration between colleagues are key elements that support work effectiveness and employee engagement. This shows the importance of creating a work culture that encourages openness, collaboration, and support between colleagues, which in turn can improve overall employee engagement. These findings support the research Purnamasari & Netra, (2020) It directly proves that internal communication has a positive and significant effect on employee engagement. Then, research from Asjari & Gunawan, (2022) reinforce that internal communication has a positive and significant effect on employee engagement. And, other research from Haryanto et al., (2024) It also proves that internal communication has a positive and significant effect on employee engagement. However, the results of this finding and other studies are different from the research conducted by Sumarno & Iqbal, (2022) which reveals that internal communication has a positive and insignificant effect on employee engagement.

3. The Influence of Employee Engagement on Performance

The results of the study showed that employee engagement (Y1) had a positive and significant effect on the performance (Y2) of village apparatus in Kenohan District, Kutai Kartanegara Regency, which means that the influence was positive or unidirectional and significant in supporting performance. High employee engagement directly contributes to improving the performance of village apparatus in Kenohan District, Kutai Kartanegara Regency. In other words, the more involved and enthusiastic employees are in their work, the better the performance they show in carrying out the tasks given. The findings highlight that high engagement among employees who are relatively young and have long work experience contributes to better performance. Employees in this age group are likely to have a combination of high energy and mature experience, so they are able to work effectively and efficiently.

The dominant indicator on the Employee Engagement (Y1) is dedication Because the loading value factor is the highest with The parameters are ready to spend more time to complete tasks well in village office in the sub-district Kenohan Kutai Kartanegara Regency. This indicates that employees in the village apparatus of Kenohan District have a high commitment to give their best in their work. Village apparatus ready to invest extra time and effort to achieve good results. This reflects the employee's sense of responsibility and dedication to their tasks, which can contribute positively to the achievement of organizational goals. These findings support research conducted by Adeniji et al., (2020) proving that employee engagement has a positive and significant effect on performance. Then, a similar study from Hanafi (2020) proving that employee engagement has a positive and significant effect on performance. And other research reinforces the same from Mohammad et al., (2022) It also proves that employee engagement has a positive and significant effect on employee performance. However, the results of these findings and the study are different or contradictory to the research conducted by Jindain & Gilitwala, (2024) which reveals that employee engagement has a non-significant effect on performance.

4. The Influence of Laissez Faire's Leadership Style on Performance

The results of the study showed that the leadership style of laissez faire (X1) had a positive and significant effect on the performance (Y2) of the village apparatus of Kenohan District in Kutai Kartanegara Regency, which means that the influence was positive or unidirectional and significant in supporting performance. These results indicate that the laissez-faire leadership style is effective in improving the performance of village officials in Kenohan District, Kutai Kartanegara Regency. This leadership style, which gives employees the freedom and autonomy to manage their own tasks without direct intervention from the leader, turns out to be in line with improved performance. The laissez-faire leadership style can be an effective approach to improving employee performance, especially in an environment where employees have high abilities and motivation to work independently. In the context of the village apparatus in Kenohan District, this leadership style has been shown to support better performance through the granting of greater freedom and responsibility to employees. The findings suggest that laissez-faire's leadership style, which emphasizes freedom and autonomy, fits well with respondents' demographic profiles. Younger, more well-educated employees are more comfortable and effective in a work environment that

gives them greater responsibility and freedom. With a background of undergraduate education and long work experience, these employees already have sufficient abilities and skills to work independently. This leadership style allows them to maximize their potential without the need for direct direction, which in turn improves their performance.

The dominant indicator on the Performance (Y2) is Working Quantity Because the loading value factor is the highest with The parameters are be able to complete the work in accordance with the standards and targets set by the leadership in the Kenohan District area, Kutai Kartanegara Regency. This indicates that Village officials have good abilities in completing work in accordance with the set targets and standards. It demonstrates high efficiency, a focus on measurable results, and the ability to work independently, all of which contribute to increased productivity and overall organizational performance. Management should continue to support and facilitate a work environment that allows village officials to continue to maintain and increase their work quantity. Given that the laissez-faire leadership style has a positive effect on performance, these findings suggest that the freedom and autonomy granted to village officials allows them to organize their own work and achieve predetermined targets. This indicates that the village apparatus feels confident in working independently and is able to take the initiative to ensure that the work is completed in accordance with organizational standards. These findings support research conducted by Dharejo et al., (2021) proving that Laissez Faire's leadership has a positive and significant effect on employee performance. Then, research from Donkor et al., (2021) Revealing that Laissez Faire's leadership style has a positive and significant effect on employee performance. And, other research from Sulistiyani et al., (2022) reinforcing evidence that Laissez Faire's leadership has a positive and significant effect on employee performance. However, the results of these findings and the study are different or contradictory to the research conducted by Mohammad et al., (2022) which revealed that Laissez Faire's leadership style has a positive and insignificant effect on supporting employee performance.

5. The Influence of Internal Communication on Performance

The results of the study showed that internal communication (X2) had a negative and insignificant effect on the performance (Y2) of the village apparatus of Kenohan District in Kutai Kartanegara Regency, which means that the influence was negative or not unidirectional and also insignificant in supporting its influence on performance. These results indicate that internal communication in the village apparatus of Kenohan District, Kutai Kartanegara Regency, does not have a significant impact on employee performance. In fact, the detected influence is negative, which means that the higher the intensity or quality of internal communication, it does not support or even decrease employee performance. The quality of internal communication that occurs in the village apparatus is not effective in supporting performance. For example, excessive, unclear, or off-target communication can cause confusion or burden employees, thus reducing productivity. This shows the need for evaluation and improvement in the way communication is carried out in this work environment in order to be more effective in supporting employee performance. This finding was in the condition of respondents who were mostly young adults (28 to 32 years old) and had a fairly high level of work experience (10 to 13 years). This experience makes employees more sensitive to the quality of communication, so ineffective communication can have a more negative impact on overall performance.

The dominant indicator on the Internal Communication (X2) is Horizontal communication Because the loading value factor is the highest with The parameter is to be able to discuss work-related topics with colleagues. Although horizontal communication is the dominant form of internal communication in the sub-district village apparatus However, the results showed that this type of communication did not significantly contribute to improved performance. This indicates the need for revisions and improvements in the way horizontal communication is carried out, to ensure that it can truly support the organization's goals and improve employee performance. These findings contrary to research conducted by Sumarno & Iqbal, (2022) which revealed that internal communication has a positive and significant effect on employee performance. Research from Karsikah et al., (2023) proving that internal communication has a positive and significant effect on employee performance. Then, other research from Mappuji et al., (2023) It is also agreed that internal communication has a positive and significant effect on employee performance. However, the results of these findings support research conducted by Hasanudin & Pratama, (2023) which proves that internal communication has a negative and insignificant effect on performance. And this is also strengthened by research conducted by Ramdhani & Djamil, (2024) which proves that communication does not have a significant effect on employee performance.

6. The Influence of Laissez Faire's Leadership Style on Performance Through Employee Engagement

The results of this study show that the laissez faire leadership style (X1) has a positive and insignificant effect on performance (Y2) through employee engagement (Y1) of the village apparatus of Kenohan District in Kutai Kartanegara Regency which means that the leadership style that gives freedom and autonomy to employees tends to support them to be more involved and, in turn, improve performance. Leaders who apply the laissez-faire style give the village apparatus the confidence to work independently, which can encourage them to feel more

responsible and motivated in their work. However, this happens only potentially, as the effect is not significant. Insignificant influence suggests that despite positive tendencies, the relationship between laissez-faire leadership style and performance through employee engagement is not strong or consistent enough to be considered a major factor influencing performance. While this leadership style may have a positive impact, the effect is not strong enough to make a meaningful difference in the performance of the village apparatus.

In accordance with research conducted by Adeniji et al., (2020) proving that Laissez Faire's leadership style has a positive and significant effect on performance through employee engagement. Then, research from Mohammad et al., (2022) reinforcing evidence that employee engagement mediates Laissez Faire's leadership style which has a positive and significant effect on employee performance. So it can be concluded that employee engagement can play a role as a through or intervening variable that affects the leadership style of laissez faire on performance. In other words, laissez faire leadership style can indirectly improve employee performance through increased employee engagement or employee engagement.

7. The Influence of Internal Communication on Performance through Employee Engagement

The results of the study show that Internal Communication (Y2) positively and significantly affects Performance (Y2) through employee engagement (Y1) village apparatus of Kenohan District in Kutai Kartanegara Regency> this means Improvements in internal communication tend to improve the performance of village apparatus. This means that when internal communication goes well, it will support improving the performance of village officials through increased employee engagement. Effective internal communication, such as the delivery of clear information, open two-way communication, and good cooperation between colleagues, can increase employee engagement. When employees feel more engaged and valued, they tend to perform better, thus improving overall performance. Significant influence shows that this relationship between internal communication and performance is quite strong and consistent. This means that internal communication plays an important and reliable role in improving performance through increased employee engagement. In accordance with research conducted by Asjari & Gunawan, (2022) proving that Meployee Engagement mediates the positive and significant influence of internal communication on employee performance. Then, research from Milisani et al., (2024) It also indirectly proves that organizational commitment has a positive and significant effect on employee performance mediated by employee engagement.

V. CLOSING

Conclusion and Recommendation

Conclusion

1. The laissez faire leadership style has a positive and significant effect on the employee engagement of village officials. This means a leadership style that gives flexibility or autonomy to employees where employees become more involved, motivated, and enthusiastic in carrying out work tasks so that they can increase employee involvement.
2. Internal communication has a positive and significant effect on the employee engagement of village apparatus. This means that communication that discusses work-related topics with colleagues can increase employee involvement at work.
3. Employee engagement has a positive and significant effect on the performance of village apparatus. A factor in the involvement of the work indicated by completing the tasks of the work well can improve performance.
4. The leadership style of laissez faire has a positive and significant effect on the performance of village officials. This means that there is no leadership, which gives freedom or flexibility to employees to manage tasks without direct intervention from the leader can be indicated to be able to complete work in accordance with the standards and targets set by the leader.
5. Internal communication has a negative and insignificant effect on the performance of the village apparatus of Kenohan District in Kutai Kartanegara Regency. This means that the internal communication of the village apparatus with its colleagues in discussing work-related topics does not contribute positively to the improvement of performance because even though interaction and discussion about work occur, other factors that are more decisive in influencing the performance of the village apparatus need to be considered and improved.
6. Employee engagement cannot mediate the influence of laissez faire leadership style on the performance of village officials.
7. Employee engagement can mediate the influence of international communication on performance. This means that it is proven that employee engagement functions as a mediator between internal communication and performance, which means that good communication not only directly affects performance, but also increases the level of involvement of village officials.

Recommendation

1. If the managerial party wants to maintain employee engagement through a laissez faire leadership style, the priority of attention is to provide flexibility or autonomy to employees where employees become more involved, motivated, and enthusiastic in carrying out work tasks so that they can increase employee engagement.
2. If the managerial party wants to maintain employee engagement through internal communication, the priority of attention is that employees discuss work-related topics only with colleagues so that they can increase employee involvement at work
3. If the managerial party wants to maintain performance through employee engagement, then the priority of attention is to take the time to complete the tasks of the work well so that it can improve performance.
4. If the managerial party wants to maintain employee engagement through the influence of laissez faire's leadership style, then the priority of attention is to give employees the freedom or flexibility to manage tasks without direct intervention from the leader who can be indicated to be able to complete the work in accordance with the standards and targets set by the leadership.
5. If the managerial party wants to maintain employee engagement through the influence of internal communication on performance, then the priority of attention is openness in communication, increased understanding of tasks, building strong relationships, constructive feedback, and encouraging emotional engagement.

For Further Research

1. For further research, related to the results that show that internal communication has a negative and insignificant effect on performance, researchers should conduct a more in-depth exploration of various types of communication that occur in organizations, including horizontal and vertical communication. Understanding the dynamics of communication between peers (horizontal) and between superiors and subordinates (vertical) can provide a clearer picture of how each type of communication affects the performance of village apparatus.
2. For further research, regarding the results that show that laissez faire's leadership style has a positive and insignificant effect on performance through employee engagement, it is better to explore various other leadership styles, such as transformational leadership styles which can also help to understand how each leadership style affects the involvement and performance of village apparatus, as well as to identify the most effective leadership styles in the context of village governance.

Research Limitations

1. This study does not explore in depth the types of communication that are carried out only limited to internal communication, not horizontal communication and how each type of communication contributes to performance. These limitations indicate the need for further research that can explore these aspects in more detail.
2. The absence of a mediation role in employee engagement indicates the need to investigate how different leadership styles can affect engagement and performance, so as to provide more appropriate recommendations for leadership development.

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