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Fostering Employee Engagement through Organizational Climate and Reward Systems: Exploring the Mediating Role of Work-Life Balance and Employee Satisfaction among Millennial Employees in the Property Industry

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Abstract: Companies are increasingly concerned about millennials due to their growing presence in the workplace and their distinct perspectives compared to previous generations. In the property industry, a highly competitive and dynamic sector, attracting and retaining talent is a significant challenge for many companies. A positive organizational climate and an effective reward system are crucial to achieving company goals. When employees are content with the reward system and organizational climate, it leads to higher employee engagement, which can drive the achievement of organizational objectives. This study explores the relationship between the reward system and organizational climate in promoting employee engagement, with work-life balance and employee satisfaction mediating at PT. X, a company in the property industry. The research is based on a survey of 109 millennial employees working at PT. X. Employee satisfaction serves as a mediator for the impact of the reward system on employee engagement and mediates the effect of organizational climate on employee engagement.

Keyword: Millennial Employees, Employee Engagement, Organizational Climate, Reward System, Work-Life Balance, Employee Satisfaction.

INTRODUCTION

By 2025, Millennials (Generation Y) will make up three-quarters of the global workforce. They come from a time of demographic upheaval, where they entered the workforce alongside older generations and are comfortable working with computers and technology. They are more adaptable to communication technologies (Akhavan Sarraf, 2019). Islam et al. state that millennials are a digital generation, who grew up with cell phones and computers, and are familiar with social networking and direct communication. They are more optimistic, realistic, globally aware and inclusive. In the workplace, they have an entrepreneurial spirit, are goal-oriented and always looking for answers. They have personal accountability and need feedback. Millennials can cooperate and work well as long

as there are enough challenges and opportunities to keep them interested. (Herlina et al., 2022).

The commercial property market in Indonesia's major cities has undergone significant changes as a result of the Covid-19 pandemic. Market recovery will require comprehensive strategic adaptation from stakeholders to overcome challenges and capitalize on opportunities in a changing environment. (Nurpita & Wisnu Wardhani, 2021). With population growth and increasing demand for homes, retail centers, offices, hospitals, and other facilities, property and *real estate* companies are experiencing rapid expansion. This is due to the rising prices of buildings and land as the availability of land remains fixed while its demand continues to increase. Based on this premise, investing in property and *real estate is* considered very attractive and long-lasting. (Sulthan et al., 2023)

Employees are important contributors to the successful achievement of company goals, especially in the Indonesian property sector. Every company wants its employees to have a harmonious relationship with the company, where both parties have a clear understanding of each other's expectations and needs. To do this, organizations often make efforts to pay attention to their employees to foster a sense of belonging and foster strong attachments. The relationship between employees and the company is expected to produce optimal performance for the organization. (Hastuti, 2022).

A person who is *fully immersed* in their activity will feel a sense of oneness with every part of the activity. For example, a highly committed employee may be willing to dedicate his or her thoughts, emotions, energy, time to complete a work-related task or activity. Thus, individuals are not only constrained, but they also appear to be integrated and incorporated into the task at hand. The work, and its various components, will function as a cohesive force, while the personnel responsible for its execution will be closely associated with the work. Therefore, in this paper, the term "*engagement*" is defined as "*attachment*". (Ridho, 2023).

The organizational atmosphere has the potential to influence employee behavior. The positivity of this behavior depends on the creation of a conducive organizational atmosphere, which is characterized by employees' enthusiasm for their work, active contribution of ideas and innovations to the company, and their ability to foster pleasant relationships with colleagues at work. However, if the organizational climate is not supportive, it can trigger the development of undesirable work behavior, such as work unhappiness. (Yuliendri, 2019).

(Anwar et al., 2023) defines work-life balance as a balance between individual responsibilities in both professional and personal life, which includes aspects of family, friends, and culture. When a person is unable to maintain a healthy balance between their personal life and work responsibilities, coupled with an unsupportive work environment, this can increase the likelihood of employees leaving their jobs.

Reward systems or compensation are a means of recognizing and rewarding workers for their efforts and ideas in moving the company forward towards predetermined goals, both short and long term. Performance-based rewards offer two distinct advantages: informing and motivating. Awards have the ability to capture employees' attention and effectively convey information or serve as a reminder of the importance of a given item in relation to others. Rewards increase employee motivation in relation to performance measures, thus influencing how employees distribute their time and effort. (Layaman & Fauziyah, 2018).

Previous research shows that *employee satisfaction* specifically affects *employee engagement* in the workplace. (Nafis et al., 2023).. *Reward system* is one of the preferred factors in creating *employee satisfaction*. Non-financial rewards and job satisfaction are positively and significantly related. When there is an increase in financial and non-financial rewards, there is also a comparable increase in *employee* satisfaction. (Gunawan & Dewi, 2020).

This research has the purpose of

1. Analyzing the relationship between *Organizational Climate* and *Work-Life Balance*.
2. Analyzing the relationship between *Work-Life Balance* and *Employee Engagement*.
3. Analyzing the relationship between *Organizational Climate* and *Employee Engagement*.
4. Analyzing the relationship between *Reward System* and *Employee Satisfaction*.
5. Analyzing the relationship between *Employee Satisfaction* and *Employee Engagement*.
6. Analyzing the relationship between *Reward System* and *Employee Engagement*.
7. Analyzing the relationship between *Organizational Climate* and *Employee Engagement*.
8. Analyzing the relationship between *Reward System* and *Employee Engagement*.
9. Analyzing the relationship of *Employee Satisfaction* has a *mediating* influence on *Organizational Climate on Employee Enagagement.*
10. Analyze the relationship between *Employee Satisfaction* has a mediating influence *Reward System* on *Employee Engagament*
11. Analyzing the relationship between *Work-Life Balance* and the mediating influence of *Organizational Climate* on *Employee* Engagement.
12. Analyzing the relationship of Work-Life *Balance* has a mediating influence on *Reward System* on *Employee* Engagement.

This research is crucial to be carried out, because the achievements of this research are expected to be a very meaningful picture and input material for companies engaged in the property sector in determining the direction of policies in order to increase *employee engagement in the* company.

METHOD

This research can be classified as quantitative research based on its methodology. This research aims to investigate items through the collection and analysis of quantitative data, as well as the application of statistical tests.

This research will be conducted using a *purposive sampling* method on 109 millennial employees who work at PT X which is a property company that has been established for more than 40 years. This research will take place in March 2024.

The research strategy will use a survey method to collect data, using a questionnaire as the data collection instrument. The questionnaire will be disseminated using an electronic form on the internet (*google form*). The purpose of the questionnaire is to collect participants' responses regarding corporate climate, work-life balance, reward system, employee satisfaction, and employee engagement.

Furthermore, the survey data provided by respondents was evaluated through SmartPLS. The purpose of utilizing SmartPLS is to validate the theory and ensure the correlation between latent variables. *Partial Least Square* (PLS) was used as a variance-based SEM technique that allows simultaneous testing of measurement models and structural models. The measurement model is used to assess validity and reliability. The structural model is used for the purpose of conducting causality testing.

RESULTS AND DISCUSSION

Results

Organizational Climate

Organizational climate encompasses the entire social environment. Provided that the working environment conditions are favorable, personnel can carry out their duties efficiently, safely, and comfortably. Employees who perceive a positive organizational atmosphere in their company are more likely to be engaged in their work. Many employees seek an environment that allows them to actively participate and feel a valuable impact on a larger scale. (Musoli & Yamini, 2020). A good organizational climate creates an environment where employees feel supported and comfortable in their work, thus increasing attachment to

the company. (Monica & Mulyana, 2019)The Organizational Climate variable was assessed using Swift & Campbell's (1998) approach which consists of six dimensions, namely support, autonomy, recognition, cohesion, innovation, and pressure.

Work-Life Balance

Everyone wants to achieve a harmonious balance between their professional and personal lives. However, this aspiration is difficult to fulfill due to the many obligations that must be met at work. Employees who experience significant conflict between their work and personal lives tend to be less engaged in their work and more likely to participate in activities related to the development of other employees. This conflict has a negative impact on job satisfaction, loyalty to the company, employee well-being, and leads to increased rates of absenteeism and employee turnover. (Wicaksana et al., 2020).. Measurement of Work-Life Balance variables is based on the approach proposed by Fisher, Bulger, & Smith (2009). Based on this approach, work-life balance consists of two dimensions: demands and resources.

Reward System

Rewards are a central concept in relation to work. Thus reward system management plays an important role in attracting and retaining employees. Employees tend to work more effectively if their pay is matched to their performance. Financial rewards are not the only way to motivate employees to achieve higher levels of performance. (Mosquera et al., 2020)..

Extrinsic rewards given to employees can significantly influence employee attitudes as job satisfaction factors are found to be active in employee motivation. Then, monetary rewards play an important role in increasing employees' efforts at work. Extrinsic rewards count as the value of compensation, add extra effort to employees' work and increase their perception of organizational commitment and employee satisfaction. Employee expectations of rewards should be similar to the rewards that the organization gives to its employees because, the rewards should be similar to the rewards that the organization gives to its employees because, otherwise it will lead to dissatisfaction and conflicting attitudes towards their work. (Sunarta, 2019). Research results (Hudin & Budiani, 2021) shows that extrinsic rewards have a major influence on employee perceptions of organizational support, so that employee loyalty and attachment increase. This reward system variable is measured using the dimensions proposed by Gibson, Ivancevich, & Donnelly (1991) which consist of intrinsic rewards (achievement, autonomy, task completion, & personal growth) and extrinsic rewards (salary & wage, fringe benefits, interpersonal rewards & promotion).

Employee Satisfaction

Employee satisfaction is a measure of how happy employees are with their jobs and work environment. Employee satisfaction refers to the positive emotions they feel after evaluating the situation in which they work. Employee satisfaction is an affective combination of differences in perceptions of what they want to receive. Employee satisfaction can be described as how happy an employee is with his position at work. Achieving employee satisfaction in an organization is a means of avoiding problems or supporting work productivity, based on the assumption that happy employees are productive. (Riratanaphong & Chaiprasien, 2020)..

Employee Engagement

Job attachment has been studied (Hackman & Oldham, 1975) which then the discussion was continued by (Kahn, 1990). The theme of work engagement has become very interesting to discuss in the last decade (Saks & Gruman, 2014; Sonnentag et al., 2017). The assessment

of work engagement has always been important, in line with the importance of focusing on human resources as the main participants in business. According to (Schaufeli & Taris, 2014) there are two main points to note. First, there is a growing trend to get more work done with fewer human resources, thanks to the use of information technology. Second, modern organizations will need employees who are able and willing to invest their psychological resources. Psychological resources are commonly known as psychological capital (Luthans et al., 2015).. In addition, effective engagement management involves adjusting to employees' personality qualities and the types of activities allocated to them, which helps maintain their mental health (Liao et al., 2013). (Liao et al., 2013).

The job demands-resources (JD-R) model has been discussed in the works of (A. Bakker et al., 2003; A. B. Bakker & Demerouti, 2007; Demerouti et al., 2001).. JD-R emphasizes performance engagement as a beneficial characteristic, contrasting it with the unfavorable characteristic of burnout (Schaufeli & Taris, 2014).. The JD-R and PEM models were modified by (Saks & Gruman, 2014) and emphasized by (Saks, 2019) to create the OEM model. This model incorporates the work engagement model in a multidimensional framework, specifically considering the work dimension and the organizational dimension. Employee engagement is a work-related state that includes rational as well as emotional factors, such as passion, enthusiasm, confidence, satisfaction, positive attitude, and empowerment. It is related to work and organization and is characterized by proactive behavior at work and towards the organization. (Turner, 2020)

Employee engagement is given a definition as a positive state of mind, doing fulfillment and everything that is marked with dedication, passion, absorption. Engagement refers to a more persistent cognitive-affective state. Passion is characterized by a high level of energy and mental resilience at work, a desire to invest effort in work and perseverance in the face of difficulties. Dedication refers to strong engagement in one's work and feelings of enthusiasm, urgency, inspiration, challenge and pride. Absorption or absorption is characterized by concentrating fully and enjoying work, time passes quickly and a person finds it difficult to leave work. Thus, employee engagement is signaled by a high level of energy and strong identification with the work that a person has. With strong employee engagement, employees will feel motivated, enthusiastic and highly committed to advancing the company. (Schaufeli & Bakker, 2010)..

Organizational Climate - Work-Life Balance

Achieving a state of psychological, emotional, and cognitive stability is essential for employees to increase organizational productivity. This can be achieved through maintaining a healthy work-life balance. The implementation of a "flexibility" or work-life balance system can increase greater employee engagement. (Mulyana et al., 2022). Implementing work-life balance practices can contribute significantly to employee retention by attracting and retaining talented individuals who possess valuable skills and competencies. Employees will have a sense of comfort and derive pleasure from every task assigned to them. Ultimately, achieving work-life balance will allow companies to retain top performers, thereby increasing the overall effectiveness and productivity of the organization. A positive and pleasant organizational climate for employees is determined by a good evaluation or interpretation of several factors or dimensions of organizational climate, including structure, standards, tasks, rewards, support, and commitment. (Rizqi & Qamari, 2022).

Work-Life Balance - Employee Engagement

Research conducted by (Ratnasari et al., 2023) concluded that there is a favorable correlation between work-life balance and employee engagement. The findings of this study are reinforced by research (Sabeh, 2022) which shows a significant and positive impact.

Sabeh's research also shows that work-life balance plays an important role in improving employee engagement.

Organizational Climate - Employee Engagement

Research conducted by (Dwiputri et al., 2022) revealed that there is a direct correlation between workers' perceptions of a positive organizational climate and their level of work engagement. In other words, when employees see their work environment as positive, they tend to be more engaged in their work. Organizational climate has a major impact on work engagement. In addition, research (Jishanis Mae G. Becaro, 2022) stated that overall organizational climate significantly affects employee engagement, with clarity and reward being the dimensions that have a significant impact on employee engagement.

Reward System - Employee Engagement

Ali et al.'s research shows that rewards and recognition have a significant effect on employee engagement. These two aspects are important elements that motivate and engage employees in improving their performance. An imbalance in these aspects slows down business, increases employee turnover, and decreases employee engagement, which consequently leads to low employee performance. (Ali et al., 2019). In addition, research found that the total reward components of monetary, non-monetary, and material rewards influence employee happiness and engagement. Perceived total rewards have a significant effect on work engagement and happiness at work. (Rai et al., 2019). Thus, a positive correlation between total rewards and engagement was also found in the study.

Reward System - Employee Satisfaction

Reward System is usually applied to organizations for the main management tool that can contribute to the effectiveness of the company through influencing employee behavior, motivating them at work and creating employee satisfaction. Research results (Bustamam et al., 2014) showed that financial rewards are positively and significantly related to job satisfaction. When employees are satisfied at work, they tend to be more stable and productive and able to achieve organizational goals. Related achievements are also reinforced by research (Siregar et al., 2023) which shows that there is a significant correlation between salary, promotion, benefits, and job satisfaction. The purpose of wage and salary programs in organizations is to retain and attract qualified employees, provide equal pay for equal work, reward good performance, control labor costs, and maintain cost balance with direct competitors. An efficient system should be considered to produce employees who are satisfied, productive and committed to the organization. Research conducted by Samatha Anku et al., (2018) explains the effect of the reward system on improving performance and job satisfaction. Related research concludes that there is a positive relationship between rewards (extrinsic and intrinsic) on job performance and satisfaction.

Employee Satisfaction - Employee Engagement

Job satisfaction has a significant relationship with employee engagement. Garg et al., (2018) stated that if employees feel satisfied with their workplace, then they will feel more engaged. Satisfied employees will be more involved in their work. and (Garg et al., 2018) research shows that if employees feel satisfied with their workplace then having a sense of engagement will grow. Thus, they will work optimally for the company. Employees who are engaged in their organization are more likely to experience job satisfaction. (Akingbola & van den Berg, 2019).

Work-Life Balance & Employee Satisfaction as Mediating Variables

In research (Elrehail et al., 2020) there is a role for employee satisfaction as a mediator between competitive advantage rewards and compensation. An expertly crafted compensation and reward system can increase employee satisfaction and encourage the retention of skilled personnel, thereby contributing to the organization's success in achieving competitive advantage. Implementing effective compensation and reward strategies in companies has the potential to increase employee job satisfaction, thus leading to improved organizational performance. There is a direct correlation between organizational performance and the likelihood of an organization gaining a competitive advantage. The results of this study indicate that employee satisfaaction can mediate the relationship between compensation and human resources (HR) and competitive advantage. In this study, the independent variable has a significant relationship with the mediator but not with the dependent variable.

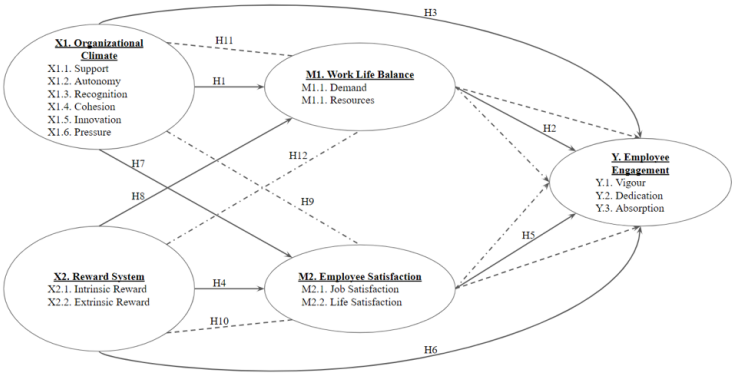


Figure 1. Research conceptual framework

1. H1: Organizational Climate affects Work-Life Balance
2. H2: Work-Life Balance affects Employee Engagemen
3. H3: Organizational Climate affects Employee Engagement
4. H4: Reward System affects Employee Satisfaction
5. H5: Employee Satisfaction affects Employee Engagement
6. H6: Reward System affects Employee Engagement
7. H7: Organizational Climate affects Employee Satisfaction
8. H8: Reward System affects Work-Life Balance
9. H9: Employee Satisfaction has a mediating influence on Organizational Climate on Employee Enagagement.
10. H10: Employee Satisfaction has a mediating influence on the Reward System on Employee Engagement
11. H11: Work-Life Balance has a mediating influence on Organizational Climate on Employee Engagement
12. H12: Work-Life Balance has a mediating influence on Reward System on Employee Engagement

Discussion

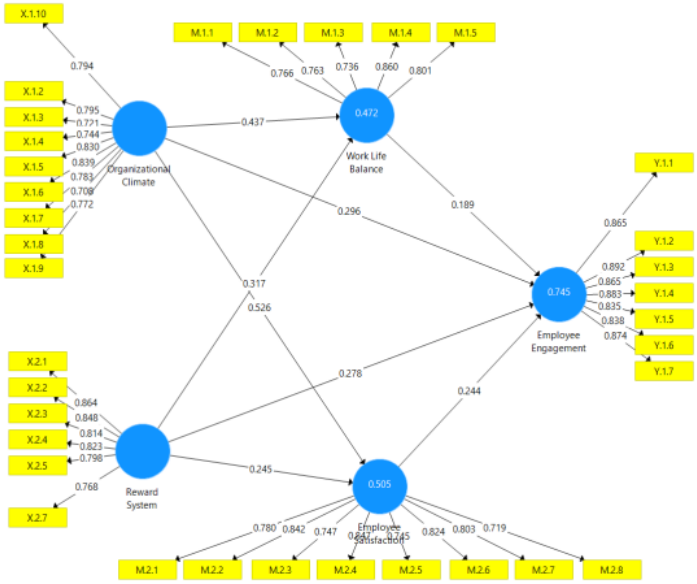
Data analysis in this study used *Partial Least Square* (PLS), an alternative technique based on variants of the SEM method. The SEM-PLS model is a statistical method for testing causal and correlation models between observed variables and related latent variables.

This technique is a multivariate technique that combines variance, covariance, factor analysis, and multiple regression analysis to predict the dependence between variables in a

model, especially when testing for causal or causal relationships. (Hair et al., 2018). There are several analyses to test the hypotheses formulated in this study:

Outer model in the context of path analysis is a component of the structural equation model used in the *Partial Least Squares Path Modeling* analysis method. This model aims to measure construct validity, namely the extent to which latent variables are represented by observable measurement indicators. The outer model serves to evaluate the quality of measurement of variables that cannot be observed directly by utilizing observable variables that can be measured directly. The significance of this function in SEM analysis is crucial because it supports the understanding and validation of latent variable constructs, which is an important aspect of research. (Hair et al., 2022). The *outer* model analysis in SmartPLS involves three main aspects, namely *outer loading*, construct validity and reliability, and discriminant validity.

Outer loading refers to the coefficient that measures the extent to which the measurement indicator represents the latent variable (construct) involved in partial path analysis. It describes the strength of the relationship between the indicator and the latent variable being measured. *Outer loading is* calculated as the regression coefficient between the indicator and the latent variable, and its value ranges between 0 and 1. A higher value indicates that the indicator has a greater contribution in measuring the latent variable. The *outer loading* value is considered good if it has a value above 0.7. Then, indicators that have an *outer loading* value of less than 0.7 must be removed from the research model framework (Hair et al., 2017). The *outer loading* value of each indicator in this study is shown in the following table:



(Source: SmartPLS output, 2024)

Figure 2. *Outer* Model Testing

Table 1. *Outer Loading* Value of Each Indicator (Source: SmartPLS, 2024)

No.	Indicator	Outer Loading	Description	No.	Indicator	Outer Loading	Description
1	M.1.1	0,766	Valid	19	X.1.6	0,839	Valid
2	M.1.2	0,763	Valid	20	X.1.7	0,783	Valid
3	M.1.3	0,736	Valid	21	X.1.8	0,708	Valid
4	M.1.4	0,860	Valid	22	X.1.9	0,772	Valid
5	M.1.5	0,801	Valid	23	X.2.1	0,864	Valid
6	M.2.1	0,780	Valid	24	X.2.2	0,848	Valid
7	M.2.2	0,842	Valid	25	X.2.3	0,814	Valid

8	M.2.3	0,747	Valid	26	X.2.4	0,823	Valid
9	M.2.4	0,847	Valid	27	X.2.5	0,798	Valid
10	M.2.5	0,745	Valid	28	X.2.7	0,768	Valid
11	M.2.6	0,824	Valid	29	Y.1.1	0,865	Valid
12	M.2.7	0,803	Valid	30	Y.1.2	0,892	Valid
13	M.2.8	0,719	Valid	31	Y.1.3	0,865	Valid
14	X.1.10	0,794	Valid	32	Y.1.4	0,883	Valid
15	X.1.2	0,795	Valid	33	Y.1.5	0,835	Valid
16	X.1.3	0,721	Valid	34	Y.1.6	0,838	Valid
17	X.1.4	0,744	Valid	35	Y.1.7	0,874	Valid
18	X.1.5	0,830	Valid				

Table 1 shows that the *outer loading* value of each indicator shows a value> 0.7, thus all indicators are declared valid in this study.

In SmartPLS, *Construct Validity and Reliability* can be assessed through *Cronbach's Alpha, Composite Reliability*, and AVE (*Average Variance Extracted).* (Hair et al., 2018). *Cronbach's alpha is* used to test whether the indicators used to measure constructs have sufficient consistency. A higher *alpha* value displays that the related indicators have a better level of uniformity in measuring the same construct. *Cronbach's alpha* is one of the common methods used in quantitative analysis to measure the reliability of a questionnaire or measurement instrument. (Hair et al., 2022). If the value exceeds 0.7, then the variable is considered to meet the test reliability requirements, thus it can be used in the research being carried out. (Garson, 2016). The *Cronbach's Alpha, Cronbach's Alpha, Composite Reliability*, and AVE (*Average Variance Extracted)* values for each variable in this study are shown in Table 2:

Table 2. *Construct Validity and Reability* (Source: SmartPLS *Output*, 2024)

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0,944	0,954	0,748
Employee Satisfaction	0,913	0,930	0,624
Organizational Climate	0,918	0,932	0,605
Reward System	0,902	0,925	0,672
Work-Life Balance	0,850	0,890	0,618

The table shows that all variables have a value above 0.7. Therefore, all variables applied in this study show a good level of consistency in each measurement. Thus, all indicators can be included in the research and do not need to be excluded from the research process.

Decisions regarding *Composite Reliability* are made by checking whether a variable has a *Composite Reliability* value of less than 0.7. This indicates that the variable has a low correlation between its indicators and requires improvement. In some cases, reconsideration of the use of these variables in the research model may be required (Hair et al., 2018). Based on the *Composite Reliability value*, all variables have a value above 0.7 so that each variable used in this study meets the standard. Thus, all indicators can be included in the study.

AVE in SmartPLS is a statistical measure used to measure how far the variation in the indicators used to measure a construct can be explained by the construct itself. AVE illustrates how much the latent variable contributes to the variance of the indicators that measure it (Hair et al., 2018). (Hair et al., 2018). When the AVE value is high, this indicates that the observational variables used to measure the latent variable can effectively explain most of the variance in the latent variable. Therefore, the latent variable is considered to have a high level of validity. However, a low AVE value indicates that the observed variables may

not accurately represent the underlying factors, raising concerns about construct validity. (Garson, 2016). Considerations in making decisions based on AVE, if the AVE value exceeds 0.5, the variable is considered not to face reliability problems so that the variable is suitable for use in research.

Various techniques can be used in SmartPLS to assess Discriminant Validity. Popular techniques include *Fornell-Larcker* Criterion, *Heterotrait-Monotrait* (HTMT), and cross-loading.

Table 3. *Fornell-Larcker Criterion* Test

Variables	Employee Engagement	Employee Satisfaction	Organizational Climate	Reward System	Work-Life Balance
Employee Engagement	0,865				
Employee Satisfaction	0,739	0,790			
Organizational Climate	0,767	0,686	0,778		
Reward System	0,729	0,588	0,652	0,820	
Work-Life Balance	0,712	0,676	0,644	0,602	0,786

Based on the available data, it can be seen that the correlation value between this variable and other variables is relatively high. Thus, it can be concluded that the *Fornell-Larcker* test conditions have been met.

This method calculates the ratio of heterotrait-mono properties, which is the ratio between the correlation of a variable with other variables and the correlation of the variable with itself. If the ratio is less than 0.9, which is the set threshold, then Discriminant Validity is satisfied. (Garson, 2016).

Table 4. *Heterotrait-Monotrait* (HTMT)

Variables	Employee Engagement	Employee Satisfaction	Organizational Climate	Reward System	Work-Life Balance
Employee Engagement					
Employee Satisfaction	0,792				
Organizational Climate	0,817	0,737			
Reward System	0,784	0,639	0,714		
Work-Life Balance	0,761	0,738	0,684	0,645	

Based on the table provided, the HTMT value of each variable is below 0.9 which indicates that each variable meets the HTMT prerequisite and demonstrates Discriminant Validity.

Cross loading occurs when an indicator shows a strong relationship with several latent variables. Significant *cross loading of* a variable indicator indicates that the indicator does not solely represent a particular latent variable. This can lead to uncertainty about the authenticity of the construct assessed by this variable (Hair et al., 2022). (Hair et al., 2022). If an indicator shows strong cross-loading on several latent variables, it may be necessary to consider removing the associated indicators (Garson, 2016). (Garson, 2016). An indicator is considered to have a good *cross loading* value when it exceeds 0.700 and shows the highest correlation with the latent variable. The table below displays the *cross loading* value of each indicator.

Table 5. *Cross Loading* Value of Each Indicator

Indicator	Employee Engagement	Employee Satisfaction	Organizational Climate	Reward System	Work-Life Balance
M.1.1	0,471	0,489	0,466	0,409	0,766
M.1.2	0,469	0,452	0,387	0,334	0,763
M.1.3	0,403	0,377	0,328	0,333	0,736

M.1.4	0,698	0,631	0,659	0,636	0,860
M.1.5	0,656	0,625	0,578	0,542	0,801
M.2.1	0,558	0,780	0,595	0,431	0,584
M.2.2	0,576	0,842	0,564	0,557	0,604
M.2.3	0,605	0,747	0,487	0,479	0,564
M.2.4	0,653	0,847	0,654	0,490	0,557
M.2.5	0,578	0,745	0,453	0,473	0,429
M.2.6	0,649	0,824	0,620	0,502	0,515
M.2.7	0,512	0,803	0,463	0,395	0,528
M.2.8	0,507	0,719	0,451	0,361	0,482
X.1.10	0,553	0,566	0,794	0,474	0,485
X.1.2	0,678	0,568	0,795	0,534	0,555
X.1.3	0,667	0,512	0,721	0,505	0,508
X.1.4	0,544	0,420	0,744	0,540	0,426
X.1.5	0,576	0,509	0,830	0,550	0,480
X.1.6	0,640	0,580	0,839	0,595	0,582
X.1.7	0,527	0,563	0,783	0,467	0,479
X.1.8	0,625	0,564	0,708	0,439	0,552
X.1.9	0,506	0,476	0,772	0,440	0,382
X.2.1	0,679	0,538	0,520	0,864	0,559
X.2.2	0,616	0,472	0,517	0,848	0,479
X.2.3	0,539	0,411	0,551	0,814	0,479
X.2.4	0,630	0,510	0,592	0,823	0,543
X.2.5	0,535	0,418	0,481	0,798	0,400
X.2.7	0,563	0,523	0,543	0,768	0,479
Y.1.1	0,865	0,681	0,674	0,571	0,595
Y.1.2	0,892	0,669	0,700	0,623	0,607
Y.1.3	0,865	0,660	0,675	0,714	0,604
Y.1.4	0,883	0,587	0,651	0,672	0,661
Y.1.5	0,835	0,615	0,611	0,645	0,704
Y.1.6	0,838	0,649	0,602	0,601	0,559
Y.1.7	0,874	0,610	0,724	0,577	0,579

Based on the *cross-loading* value of each indicator used in this study, all indicators have a *cross loading* value above 0.700 and have the highest correlation with other variables.

Collinearity Statistics, more commonly known as *Variance Inflation Factor* (VIF), is a method used to identify the level of multicollinearity between variables in a measurement or structural model developed using SmartPLS. Multicollinearity occurs when two or more variables in the model have a significant correlation between them. This situation can result in difficulties in interpreting the results, reduce the reliability of the regression coefficients, and cause instability in the model.

Variables with VIF (*Variance Inflation Factor*) values between 1 and 5 indicate that their effect on multicollinearity is negligible and can be considered acceptable in the model. A VIF score that ranges from 3 to slightly below 3 is considered the benchmark of choice in research (Hair et al., 2018). However, if the VIF number exceeds 5 or even 10, it means that the variable is affected by multicollinearity.

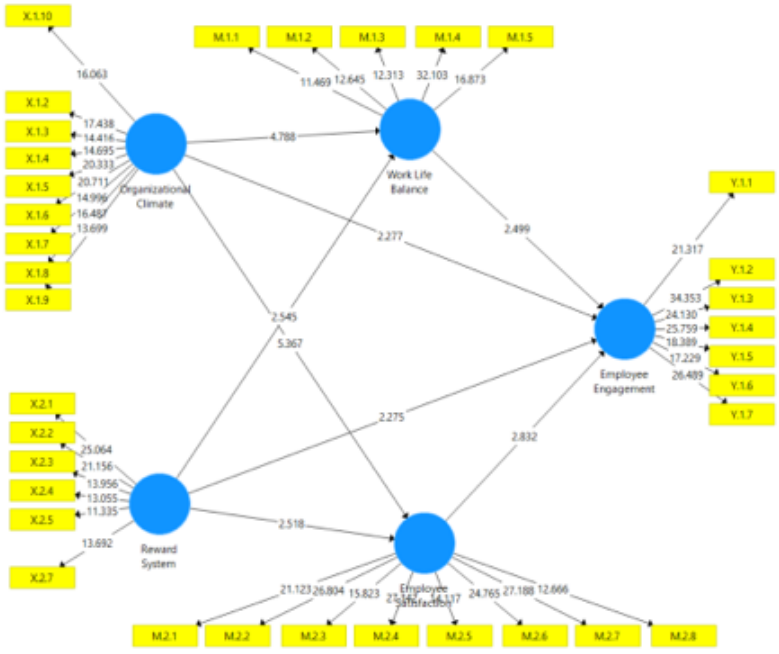
Table 6. *Collinearity Statistics* (VIF) Test Results

No.	Indicator	VIF	Description	No.	Indicator	VIF	Description
1	M.1.1	2,221	Valid	19	X.1.6	3,459	Valid
2	M.1.2	2,661	Valid	20	X.1.7	2,440	Valid
3	M.1.3	2,109	Valid	21	X.1.8	2,089	Valid
4	M.1.4	2,818	Valid	22	X.1.9	2,692	Valid
5	M.1.5	2,422	Valid	23	X.2.1	3,923	Valid
6	M.2.1	2,254	Valid	24	X.2.2	3,810	Valid

7	M.2.2	2,863	Valid	25	X.2.3	2,250	Valid
8	M.2.3	2,176	Valid	26	X.2.4	2,234	Valid
9	M.2.4	2,790	Valid	27	X.2.5	2,346	Valid
10	M.2.5	2,339	Valid	28	X.2.7	2,149	Valid
11	M.2.6	3,177	Valid	29	Y.1.1	4,323	Valid
12	M.2.7	2,415	Valid	30	Y.1.2	4,708	Valid
13	M.2.8	1,772	Valid	31	Y.1.3	3,247	Valid
14	X.1.10	2,620	Valid	32	Y.1.4	4,281	Valid
15	X.1.2	2,482	Valid	33	Y.1.5	3,629	Valid
16	X.1.3	1,907	Valid	34	Y.1.6	3,227	Valid
17	X.1.4	2,371	Valid	35	Y.1.7	3,836	Valid
18	X.1.5	3,570	Valid				

Based on the data in table 6, all indicators have VIF values below 5. Thus, it can be concluded that there is no multicollinearity problem in any of the variables in the construct.

The inner model focuses on the interconnections between constructs in the research model. The inner model facilitates the examination of hypotheses about the relationship between latent variables and assesses the level of significance of the relationship. The purpose of *Inner* Model analysis is to understand the complex interrelationships between variables in a research model. By testing the internal model, it can be seen the significance of the relationship between variables based on the hypothesis that has been compiled. The *inner* model in this study uses the *R Square* test, *T Statistic* or hypothesis test, and *Q Square*.



(Source: SmartPLS output, 2024)

Figure 3. Inner Model Test

R Square is a metric that quantifies the extent to which changes in the dependent variable can be accounted for by the independent variables in a research model. (Sarstedt et al., 2017).. The *R Square* value varies from 0 to 1, with a value of 1 indicating perfect prediction of the dependent variable by the independent variable.

Based on the results of the *R Square* test above, it can be concluded that the *Employee Engagement* variable is given an influence by the independent variable as much as 74.5%. Meanwhile, the remaining 25.5% is influenced by other factors that are not in the scope of this research. Then, the *Employee Satisfaction* variable is influenced by the independent

variable as much as 50.5%. Meanwhile, the remaining 49.5% is influenced by other factors that are not in the scope of this study. Next, the *Work-Life Balance* variable is influenced by its independent variables by 47.2%. Meanwhile, the remaining 52.8% is influenced by other factors that are not within the scope of this study. f^2 is a measure used in the context of PLS-SEM analysis to measure the extent to which *structural* or exogenous variables affect dependent or endogenous variables in the research model.

The results of the *F Square* (f^2) test in this study show the results of :

1. *Employee Satisfaction -> Employee Engagement,* $f^2 = 0.100$, showing a small effect.
2. *Organizational Climate -> Employee Engagement,* $f^2 = 0.142$, showing a small effect.
3. *Reward System -> Employee Engagement,* $f^2 = 0.154$, which indicates a medium effect.
4. *Work-Life Balance -> Employee Engagement,* $f^2 = 0.064$, showing a small effect.
5. *Organizational Climate -> Employee Satisfaction,* $f^2 = 0.321$, indicating a medium effect.
6. *Reward System -> Employee Satisfaction,* $f^2 = 0.070$, showing a small effect.
7. *Organizational Climate -> Work-Life Balance,* $f^2 = 0.208$, indicating a medium effect.
8. *Reward System -> Work-Life Balance,* $f^2 = 0.109$, showing a small effect.

Q Square refers to a statistical test used in multivariate statistical analysis. The *Q Square* test is used in the context of SEM or PLS to measure the significance of differences between the measurement model and the structural model. This test helps researchers to determine whether there is a significant difference between the measurement parameters and structural parameters in the model. In this study, the *Q Square* value on the *Employee Engagement* variable = 0.537, which means that the value is> 0, thus a conclusion can be drawn that the independent variable is able to explain the *Employee Engagement variable*. Furthermore, the *Q Square* value on the *Employee Satisfaction variable* = 0.302 which means that the value is> 0, so it can be concluded that the independent variable is able to explain the *Employee Satisfaction variable*. Then, the *Q Square* value on the *Work-Life Balance variable* = 0.255, which means that the value is> 0, so it can be concluded that the independent variable is able to explain the *Work-Life Balance variable*.

The Fit Model used in this study uses the SRMR value, SRMR measures the suitability between the resulting path model and the observed data. SRMR serves to assess how well the resulting model is able to reflect the relationship between observed variables in actual data. SRMR has a value range from 0 to infinity, and the closer to zero, the better. The SRMR value between 0.06 to 0.08 is considered the best value and indicates that the model has a decent level of fit with the observational data (Henseler et al., 2016). The following are the results of Model Fit testing:

Table 7. *Model Fit Output*

Indicator	Saturated Model	Estimated Model
SRMR	0,079	0,084
d_ULS	3,922	4,396
d_G	2,556	2,606
Chi-Square	1285,408	1294,547
NFI	0,661	0,658

(Source: SmartPLS Output, 2024)

Based on table 7, it can be seen that the SRMR value in the *saturated model is* 0.079 and the *estimated model is* 0.084, so the model formed is declared to meet the feasibility of the model.

In SmartPLS, hypothesis testing is carried out using the path coefficient which is used to determine the strength and direction of the influence of the independent variable on the dependent variable. The following are the results of the path coefficient evaluation:

Table 8. Hypothesis Test Results (Sumer: SmartPLS Output, 2024)

Construct	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Hypothesis	Description
Organizational Climate -> Work-Life Balance	0,437	4,788	0,000	H1	Accepted
Work-Life Balance -> Employee Engagement	0,189	2,499	0,012	H2	Accepted
Organizational Climate -> Employee Engagement	0,296	2,277	0,023	H3	Accepted
Reward System -> Employee Satisfaction	0,245	2,518	0,012	H4	Accepted
Employee Satisfaction -> Employee Engagement	0,244	2,832	0,005	H5	Accepted
Reward System -> Employee Engagement	0,278	2,275	0,023	H6	Accepted
Reward System -> Work-Life Balance	0,317	2,545	0,011	H7	Accepted
Organizational Climate -> Employee Satisfaction	0,526	5,367	0,000	H8	Accepted
Organizational Climate -> Employee Satisfaction -> Employee Engagement	0,128	2,242	0,025	H9	Accepted
Reward System -> Employee Satisfaction -> Employee Engagement	0,060	2,341	0,019	H10	Accepted
Organizational Climate -> Work-Life Balance -> Employee Engagement	0,083	2,316	0,021	H11	Accepted
Reward System -> Work-Life Balance -> Employee Engagement	0,060	1,625	0,104	H12	Rejected

Based on the table above, the following conclusions can be drawn:

1. The effect of *Organizational Climate* on *Work-Life Balance* has an Original Sample value of 0.437, a *t statistic* value of 4.788> 1.96, and a *P Value of* 0.000 <0.05. So, it can be concluded that *Organizational Climate has a* significant positive effect on *Work-Life Balance*, so H1 is accepted.
2. The effect of *Work-Life Balance* on *Employee Engagement* has an *Original Sample* value of 0.189, a *t statistic* value of 2.499> 1.96, and a *P Value of* 0.012 < 0.05. Thus, it can be concluded that *Work-Life Balance has a* significant positive effect on *Employee Engagement*, so H2 is accepted.
3. The effect of *Organizational Climate* on *Employee Engagement* has an *Original Sample* value of 0.296, a *t statistic* value of 2.277> 1.96, and a *P Value of* 0.023 < 0.05. Therefore, it can be concluded that *Organizational Climate has a* significant positive effect on *Employee Engagement*, thus H3 is accepted.
4. The effect of the *Reward System* on *Employee Satisfaction* has an *Original Sample* value of 0.245, a *t statistic* value of 2.518> 1.96, and a *P Value of* 0.012 < 0.05. So, it can be concluded that the *Reward System* gives a significant positive on *Employee Satisfaction, so* H4 is accepted.
5. The effect of *Employee Satisfaction* on *Employee Engagement* has an *Original Sample* value of 0.244, a *t statistic* value of 2.832> 1.96, and a *P Value of* 0.005 < 0.05. Thus, it can be concluded that *Employee Satisfaction has a* significant positive effect on *Employee Engagement*, so H5 is accepted.
6. The effect of *Reward System* on *Employee Engagement* has an *Original Sample* value of 0.278, a *t statistic* value of 2.275> 1.96, and a *P Value of* 0.023 < 0.05. Therefore, it can

be concluded that the *Reward System has a* significant positive effect on *Employee Engagement*, so H6 is accepted.

7. The effect of *Reward System* on *Work-Life Balance* has an *Original Sample* value of 0.317, a *t statistic* value of 2.545> 1.96, and a *P Value of* 0.011 < 0.05. So, it can be concluded that the *Reward System has a* significant positive effect on *Work-Life Balance*, so H7 is accepted.
8. The effect of *Organizational Climate* on *Employee Satisfaction* has an *Original Sample* value of 0.526, a *t statistic* value of 5.367> 1.96, and a *P Value of* 0.000 <0.05. Thus, it can be concluded that *Organizational Climate has a* significant positive effect on *Employee Satisfaction*, thus H8 is accepted.
9. The effect of *Employee Satisfaction* in mediating the influence between *Organizational Climate* on *Employee Engagement* has an *Original Sample* value of 0.128, a *t statistic* value of 2.242> 1.96, and a *P Value of* 0.025 <0.05. Therefore, it can be concluded that *Employee Satisfaction* can mediate the influence between *Organizational Climate* on *Employee Engagement,* so H9 is accepted.
10. The effect of the *Reward System* in mediating the influence between *Organizational Climate* on *Employee Satisfaction -> Employee Engagement* has an *Original Sample* value of 0.060, a *t statistic* value of 2.341> 1.96, and a *P Value of* 0.019 <0.05. So, it can be concluded that the *Reward System is* able to mediate the influence between *Organizational Climate* on *Employee Satisfaction -> Employee Engagement, so* H10 is accepted.
11. The effect of *Organizational Climate* in mediating the influence between *Work-Life Balance -> Employee Engagement* has an *Original Sample* value of 0.083, a *t statistic* value of 2.316> 1.96, and a *P Value of* 0.021 <0.05. Therefore, it can be concluded that *Organizational Climate is* able to mediate the influence between *Work-Life Balance -> Employee Engagement*, so H11 is accepted.
12. The effect of *Reward System* in mediating the influence between *Work-Life Balance -> Employee Engagement* has an *Original Sample* value of 0.060, a *t statistic* value of 1.625 < 1.96, and a *P Value of* 0.104 > 0.05. So, it can be concluded that the *Reward System is* not able to mediate the influence between *Work-Life Balance -> Employee Engagement*, so H12 is rejected.

CONCLUSION

In general, this study confirms the *Dymanic Engagement* theory (J.A., R.E. Freeman & D.R. Gilbert Jr., 1995) which is concerned with how the organizational environment, particularly in the property industry, affects employee engagement. Organizations that create a conducive climate for employees, such as paying attention to work-life balance and employee satisfaction, tend to have higher levels of engagement.

The results of the study have revealed the mediating role of *Work-Life Balance* and *Employee Satisfaction* in increasing *Employee Engagement* in millennial employees working in property companies. *Work-Life Balance* plays a role in mediating *Organizational Climate* on *Employee Engagement*. However, *Work-Life Balance* does not successfully mediate the *Reward System* on *Employee Engagement*. *Employee Satisfaction* plays a role in mediating the *Reward System* on *Employee Engagement*. In addition, *Employee Satisfaction* also successfully mediates *Organizational Climate* on *Employee Engagement*.

Based on the achievements of this research, efforts to increase *employee engagement* in millennial workers in property companies can be formulated as follows: (1) Improving *Work-Life Balance* is done by improving the quality of *Organizational Climate*. (2) Increasing *Employee Satisfaction* can be done by accommodating a good *Reward System* and *Organizational Climate.*

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