



+62 813 8765 4578

+62 813 8765 4578

<https://dinastipub.org/DIJMS>

dinasti-info@gmail.com

**THE REACTIONS OVER EMPLOYEE ENGAGEMENT THAT VIEWED FROM
COMPENSATION, ORGANIZATIONAL JUSTICE AND WORK-LIFE BALANCE
AND MEDIATED BY JOB SATISFACTION VARIABLE AT BRI BANK
KEMAYORAN BRANCH**

Intan Wachyuni¹, Charles Bohlen Purba²

¹⁾ Student of Magister Management in Mercu Buana University, Jakarta, Indonesia

²⁾ Lecturer of Postgraduate in Mercu Buana University, Jakarta, Indonesia

ARTICLE INFORMATION

Received: 12nd May 2020

Revised: 20th June 2020

Issued: 19th July 2020

Corresponding author: first author

E-mail:

wachyuni.iw@gmail.com

charles.bohlen@mercubuana.ac.id



DOI:10.31933/DIJMS

Abstract: The aim of these research was to discover the main influence factors to employee engagement, Such as: compensation, organizational justice, work life-balance and job satisfaction. This research also wants to know the role of mediation satisfaction on the effect of compensation, organizational justice, work life-balance towards employee engagement. The research method by quantitative explanatory with SEM-PLS. The research sample was 98 BRI Bank Kemayoran Branch employees. Those sampling technique used saturated sampling (census). The results showed that compensation, organizational justice has an influence over job satisfaction, while work life-balance does not relate to it. Work-life balance, organizational justice and job satisfaction has affect towards employee engagement, while compensation does not affect those employee engagement. In addition, job satisfaction could mediates the effect of compensation and organizational justice variables on employee engagement, while not on the effect of work life-balance on employee engagement.

Keywords: Compensation, Organizational Justice, Work-Life Balance, Job Satisfaction, Employee Engagement.

INTRODUCTION

Employee engagement is still an important issue for the industry, especially in Indonesia. This because to get human resources which related to organization and its work thats not an easy. Since the era of the industrial revolution began, those phenomenon of

employees discharge has become commonplace. There has no bondage that could ensure if those employees could survive until their official retires.

Dale Carnegie Indonesia had conducted a survey in six major cities in Jakarta, Surabaya, Bandung, Makassar, Balikpapan and Medan on 1200 employees about Employee Engagement Among Millennials, and it showing that only 25% of the millennial workforce was fully engaged with the company that they worked for, 9% disengaged and 66% partially engaged. 1 out of 4 millennials engaged in 64% said they would survive for at least 1 year while 60% employees were planning to resign (Purnami, 2019).

Employee involvement could have an impact towards the performance of banking institution which has not been optimal, causing some of banks has decline of their productivity levels. This felt by banking companies in Indonesia, including PT. Bank Rakyat Indonesia (Persero) Jakarta Kemayoran branch. Those pre-survey results related to the engagement index of 35 employees of Bank BRI Kemayoran Branch are described as in belows:

Table 1. Engagement Level of BRI Bank Kemayoran Branch Employees

	<i>Engagement</i>	<i>Frequency</i>	<i>Percent</i>
Valid	<i>Not Engaged</i>	18	51,4
	<i>Engaged</i>	14	40,0
	<i>Actively Disengaged</i>	3	8,6
	Total	35	100,0

Source: Pre-survey (2019)

According to pre-research which conducted previously, it is discover that 51.43% of Not Engaged employees means although employees work well but still have an intention to quit or look for new jobs in the near future, they also feel less motivated to succeed at company, 40% of other employees Engaged (related) to the job and the company where it works means that employees are always enthusiastic and passionate to reach work targets given, also stated that they will continue to work in their current company despite other offers, feel happy and valued with theirs current job then also feels confident that they would succeed by working at recent place, while 8.57% of employees defined that Actively Disengaged means that even though the employee is working but wishes to quit his current job, feels underappreciated, and also felt that they would not succeed by working at current place.

Table 2. Pre Survey test results regarding Factors which Influence Employee Engagement Level of Bank BRI Kemayoran Branch Employees

No.	Factors Affecting Employee Engagement Level	Frequency	%
1	Compensation	11	31,4
2	Organizational Justice	8	22,9
3	Work Life-Balance	9	25,7
4	Career Training and Development	3	8,6
5	Job Satisfaction	2	5,7
6	Another Factor	2	5,7
	Total	35	100

Source: Source: Pre-survey (2019)

Based on the results which shown in Table 2, its seen that there has three dominant factors which influence these employee engagement, namely compensation, organizational justice, and work-life balance. Beside that, job satisfaction also considered important to impact employee engagement because job satisfaction is someone's satisfaction with its work especially in the conditions of work, whether the work is able to meet their expectations, needs, or desires. If that is fulfilled then it is likely to increase employee engagement.

According to the description above, this research wants to find out any influence factors that has an impact towards employee engagement in banking sector viewed from compensation, organizational justice and work-life balance on Employee Engagement. Beside that, there were not many research that use job satisfaction as mediation variable to those impact from compensation, organizational justice and work-life balance over Employee Engagement.

LITERATURE REVIEW

Compensation

Based on Rivai and Sagala (2014: 741) compensation could be said as something that employees received in return of their service contribution to company. Compensation has human resource management function that relates to all types of individual rewards in return after carrying out organizational tasks. Another definition whom stated by Nawawi (2016: 89) is an award / reward for workers who has contributed in realizing their goals through activities called work. Compensation is a reward for services to employees because they have provided assistance or contribution in an achieving organizational goals. The design and implementation compensation systems not only affect to employee motivation, but also could improve safety, quality, creativity, innovation, satisfaction, performance, and other results at workplace (Alvi, et al., 2014a).

Organizational Justice

Based on Greenberg (1987 in Yean and Yusof, 2016) organizational justice is a concept that states on employee perceptions regarding in which employees are treated fairly in organization and how these perceptions could affect organizational results, such as commitment and satisfaction. Colquitt et al., (2005 in Lamprakis et al., 2018) added that organizational justice refers to organizational behavior which is fair and ethical towards employees. Organizational justice would create the law that rules over work distribution, such as rewards and penalties, depending on the efforts and performance of each employee. also find out the type of distributive procedure and acts as an interpretive lens for the way people interact.

Work-Life Balance

Nishanthi and Thalgaspitiya (2015) explained that work-life balance is one of the most important factor that should be considered by employers when creating an environment where employees could involved to get positive vibration from employees. Shekhtar (2016) said that work-life balance is how individuals seek balance as well as comfort at work and outside of work. This would be achieved when the individual's right to life is fulfilled inside and outside of work. Based on Alvi, et al. (2014b) work-life balance could be defined as how far to which individuals are involved equally and has similiar satisfied with the role of work and the role of family. Iqbal et al. (2017) explains that work-life balance is balance point between personal life and work life. The routine life of almost everyone is divided between time at work and time outside at work (family life, friends' lives).

Job Satisfaction

Job satisfaction is a positive feeling about someone's work which result of evaluating its characteristics. Job satisfaction as an individual's general attitude towards their job. Work is more than just a clear but more complex activity that involves interacting with colleagues and superiors, following the rules and policies of the organization, meeting work standards, living at work conditions which often less than ideal, and other similar things (Robbins and Judge, 2015: 170). Job satisfaction also the level of excitement that people get from doing work (Ebert and Griffin, 2017: 269). Job satisfaction results from employee perceptions of their works and the level of conformity between individuals and organizations (Luthans, 2015: 141).

Employee Engagement

Employee engagement is condition or situation where employees are feeling spiritfull,passionate, energetic, and committed to their work (Maylett and Warner, 2014). Employee engagement based on Robbins and Coulter (2016) is participatory process that uses all employee capacities and was designed to encourage an increased commitment for the success of the company. Employee involvement would makes them feel valued, feels owned, feels more responsible, feels more proud and will improve theirs performance. Based on the employee involvement, Kahn (1990 in Lamprakis et al. 2018) had concept of employee involvement is an important factor which contributes to employee performance.

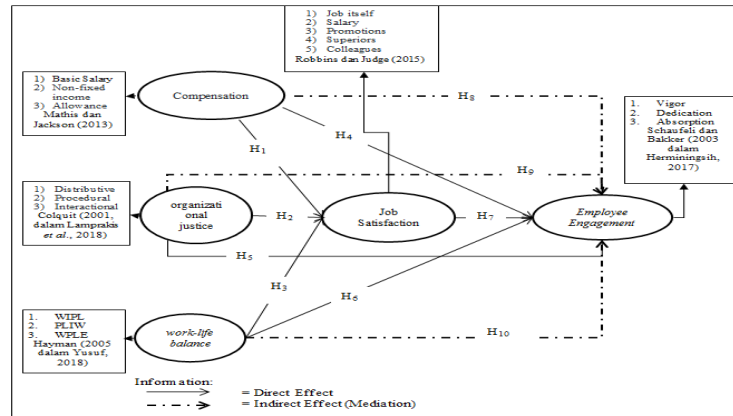
Prior Research

Based on research results from Ayuningtias *et al.* (2017) shows that compensation has a positive impact on job satisfaction. The essence of the theory of justice is money seen as the most important gift in an organization. The results of Herminingsih (2017) revealed that organizational justice affects job satisfaction of bank employees at Pakistan. These results prove that employees are more satisfied when they regard the results and rewards are treated fairly compared to employees who consider rewards and results unfair. The results from Qodrizana & Al-Musadieq (2018) show that Work-Life Balance affects employee job satisfaction, which means the better Work-Life Balance for employees will increase employee job satisfaction. The results showed that employee compensation had a positive impact on employee work engagement. Employee compensation could change on the level of impact on employee work engagement up to 46.6% (Alvi, et al., 2014a). The results support that organizational justice is one of the main driving factors of employee engagement in banking (Pieters, 2018). These research revealed that in organizational justice it shows that every time employees believe that organizational behavior toward themselves is fair, employees would engage in positive behavior that supports the organization that outturn could support that work-life balance is the main key for employee involvement in the company (Iqbal et al., 2017). The results found that there has a relationship between job satisfaction and employee involvement (Herminingsih, 2017; Pieters, 2018). This shows when employees are satisfied with their work, they tend to be involved in their work. The results also could be found that there has a relationship between job satisfaction and employee involvement (Herminingsih, 2017; Pieters, 2018). The results of Akram et al. (2015) revealed that organizational justice

could affects employee job satisfaction meaning that employees are more satisfied when the results and awards are treated fairly. Based on Iqbal et al. (2017) banking organizations could involve employees in improving work-life balance. Then Alvi et al. (2014b) added that employees who live at balanced life at home and at work can perform better tasks in the banking sector. By applying this concept, dedicated and obeyed workers could produced in the banking sector Meaning a positive work life balance will make employees satisfied and satisfied employees tend to have higher involvement.

Thinking Framework

The framework for this research could be describe as its follows:



Picture 1. Thinking Framework

Source: Author's Processed Results (2019)

Hypothesis

Based on thinking framework above, a hypothesis could be formulated as its follows: 1) There has an effect of compensation towards job satisfaction, 2) There has an influence of organizational justice on job satisfaction, 3) There has an impact of work-life balance over job satisfaction, 4) There has an impact over compensation on Employee Engagement, 5) There has an influence of organizational justice on Employee Engagement, 6) There has an impact of work-life balance on Employee Engagement, 7) There has an impact of job satisfaction on Employee Engagement, 8) Job satisfaction could mediates those influence of compensation on Employee Engagement, 9) Job satisfaction could mediates the effect of organizational justice on Employee Engagement, and 10) Job satisfaction could mediates the effect of work-life balance on Employee Engagement.

RESEARCH METHODS

The approach of this research is quantitative research by explanatory format research or explanation. This research was consists of three independent variables, namely compensation, organizational justice, and work-life balance, one mediating variable (intervening), namely job satisfaction, and one dependent variable, namely employee engagement. The measurement scale used Likert scale. In this research population was all employees of BRI Bank Kemayoran Branch who had worked for at least 1 year with total population is 98 people. The sampling technique used census (saturation) where the entire population is sampled. Thus sample used was 98 BRI Bank Kemayoran Branch employees. Data collection

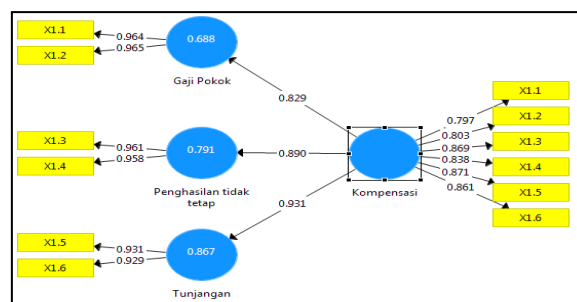
procedures consisted of questionnaires, observations, and documentation, while the data analysis method by SEM-PLS.

FINDINGS AND DISCUSSION

Outer Model Test

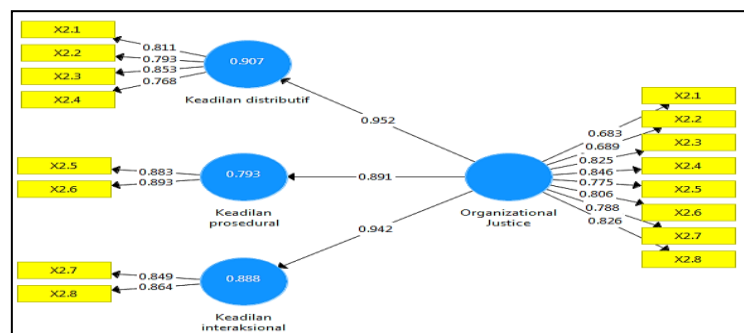
Evaluation of convergent validity from checking individual item reliability could be seen from the value of standardized loading factor. The standardized loading factor has illustrates the magnitude of the correlation between each measurement item (indicator) and its construct. The loading factor value used in this research is > 0.7 so if the loading factor value is < 0.7 , then the indicators in this research would excluded from the model.

Based on the data processing result by SmartPLS version 3.0 in Picture 2 below, it could be seen that the indicator of each compensation variable has a loading factor value > 0.70 . That describe that all indicators of the compensation variable are valid and still used as the model or not excluded from the model.



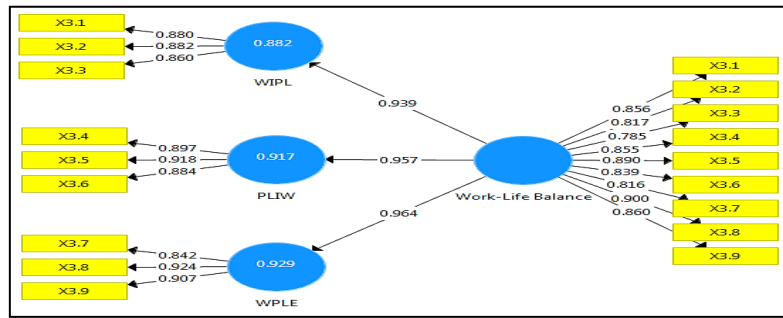
Picture 2. Calculation Result over Outer Model of Compensation Variable

Based on data processing result by SmartPLS version 3.0 in Picture 3 below, it appears that indicators on the Organizational Justice variable in this research have a loading factor > 0.70 . This shows that all indicators of the Organizational Justice variable were valid and still used in model or not excluded from the model.



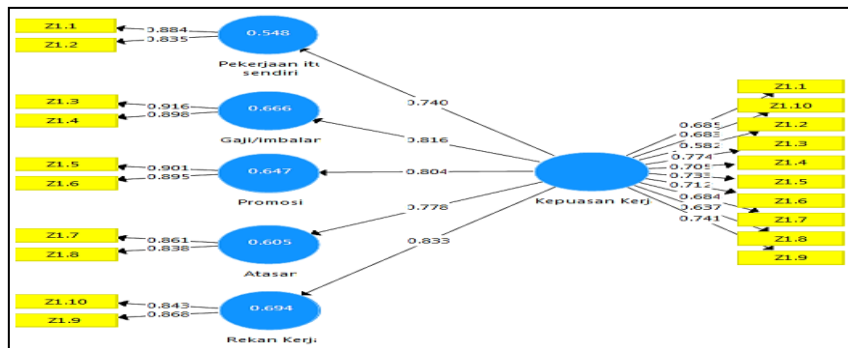
Picture 3. Calculation Result over Outer Model of Organizational Justice Variable

Based on data processing result by SmartPLS version 3.0 in Pitcure 4 below, it appears that indicators on Work-Life Balance variable in this research has loading factor > 0.70 . This shows that all indicators in Work-Life Balance variable are valid and still used as model or not excluded from the model



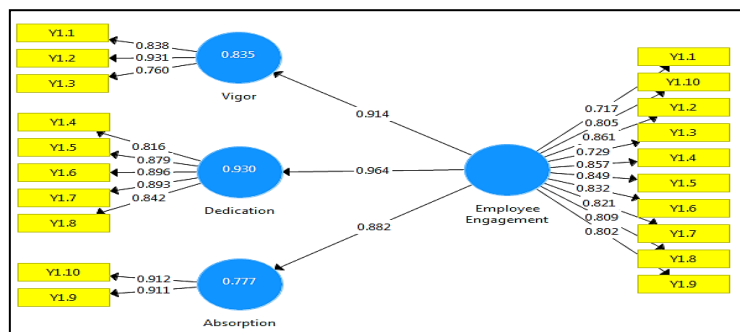
Picture 4. Calculation Result over Outer Model of Work-life Balance Variable

Based on data processing result by SmartPLS version 3.0 in Picture 5 below, it can be seen that the indicators on Job Satisfaction variable in this research have a loading factor <0.70, namely Z1.2, Z1.6, Z1.7, Z1. 8, and Z1.10. thus, indicators were removed from the model, so for the next model the indicators of job satisfaction used only in five indicators, namely Z1.1, Z1.3, Z1.4, Z1.5, and Z1.9.



Picture 5. Calculation Result over Outer Model of Job Satisfaction Variable

Based on data processing result by SmartPLS version 3.0 in Picture 6 below, it appears that the indicators on Employee Engagement variable have a loading factor > 0.70. This shows that all indicators of the Employee Engagement variable are valid and still used as the model or not excluded from the model.



Picture 6. Calculation Result over Outer Model of Employee Engagement Variable

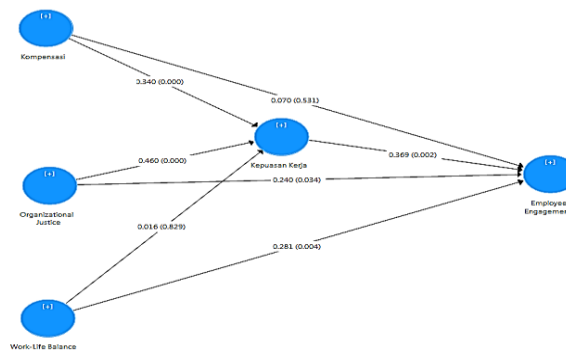
Based on those examination of internal consistency reliability there can be seen from the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) for the variable Compensation, Organizational Justice, Work-Life Balance, Job Satisfaction, and Employee Engagement more than 0.6 or even close to 1 and the Composite reliability (CR) value more than 0.7, so all variables declared reliable.

Table 3. Cronbach's Alpha Value and Composite Reliability Value

Variable	Cronbach's Coefficient Alpha	Composite Reability (CR)
Compensation (X ₁)	0.917	0.935
Organizational Justice (X ₂)	0.908	0.926
Work-Life Balance (X ₃)	0.951	0.958
Job Satisfaction (Z)	0.824	0.877
Employee Engagement (Y)	0.941	0.950

Inner Model Test

To evaluate the coefficient path based on calculations result by SmartPLS version 3.2.8 bootstrapping and obtained illustrates the strength of connection between constructs / variables as shown in Table 4 and Picture 7 below.



Picture 7. Calculation results for the bootstrapping Model (Inner Model)

Table 4. Coefficient Path Test Results

	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Compensation (X1) => Job Satisfaction (Z)	0.340	0.343	0.089	3.829	0.000
Compensation (X1) => Employee Engagement (Y)	0.070	0.074	0.112	0.626	0.532
Organizational Justice (X2) => Job Satisfaction (Z)	0.460	0.460	0.094	4.899	0.000
Organizational Justice (X2) => Employee Engagement (Y)	0.240	0.251	0.113	2.128	0.034
Work-Life Balance (X3) => Job Satisfaction (Z)	0.016	0.009	0.075	0.213	0.832
Work-Life Balance (X3) => Employee Engagement (Y)	0.281	0.287	0.102	2.747	0.006
Job Satisfaction (Z) => Employee Engagement (Y)	0.369	0.365	0.119	3.099	0.002

Based on Figure 7, the structural equation could be formulated as its follows:

$$\text{Job Satisfaction (Z)} = 0.340x_1 + 0.460x_2 + 0.016x_3$$

$$\text{Employee Engagement (Y)} = 0.070x_4 + 0.240x_5 + 0.281x_6 + 0.369x_7$$

Based on Table 4, it could be concluded that:

- 1) Compensation has an impact of 0.340 on job satisfaction with T-Statistic value of 3,829 and P-Values of 0,000.
- 2) Compensation has an impact of 0.070 on employee engagement with a T-Statistic value of 0.626 and P-Values of 0.532.
- 3) Organizational Justice has an impact of 0.460 on job satisfaction with a T-Statistic value of 4,899 and P-Values of 0,000.
- 4) Organizational Justice has an impact of 0.240 on employee engagement with a T-Statistic value of 2.128 and P-Values of 0.034.
- 5) Work-Life Balance has an impact of 0.016 on job satisfaction with a T-Statistic value of 0.213 and P-Values of 0.832.
- 6) Work-Life Balance has an impact of 0.281 on employee engagement with a T-Statistic value of 2.747 and P-Values of 0.006.
- 7) Job satisfaction has an impact of 0.369 on employee engagement with a T-Statistic value of 3.099 and P-Values of 0.002.

R² Evaluation dan F Statistic Test

To evaluate the value of R² based on the calculation results using calculate SmartPLS version 3.0 algorithm, the results of the R² value are 0.455 for the variable of job satisfaction and 0.338 for the Employee Engagement variable. The value of R² indicates that the level of determination of exogenous variables towards endogenous is quite high. The simultaneous influence over Compensation, organizational justice, and Work-Life Balance on job satisfaction can be done by calculating f count (f statistic) by these formula.

1) R² = 0,455 (Job Satisfaction)

$$F \text{ count } 1 = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)} = \frac{\frac{0,455}{(5-1)}}{1-0,455/(98-5)} = 0,11375 / 0,0058 = 19,612$$

So the magnitude of F count (Job Satisfaction variable) is 19,612

The simultaneous effect of compensation variables, organizational justice, Work-Life Balance and job satisfaction on employee engagement could be done by calculating f count (f statistic) by formula below.

2) R² = 0,338 (Employee Engagement)

$$F \text{ count } 2 = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)} = \frac{\frac{0,338}{(5-1)}}{1-0,338/(98-5)} = 0,0845 / 0,0071 = 11,901$$

So the magnitude of F count 2 (Employee Engagement variable) is 11,901.

The aim to measure the effect size of f² to see the size of the effect of exogenous latent variables on endogenous latent variables or to see the goodness of the model. The calculation result of the effect size value (f square) with Smart PLS version 3.0, namely:

- 1) The compensation variable on job satisfaction has f square value of 0.158. Meaning that the compensation variable has moderate influence towards the structural level.
- 2) The organizational justice variable on job satisfaction has f square value of 0.314. Meaning that organizational justice variables has strong reaction over the structural level.
- 3) The Work-Life Balance variable for job satisfaction has f square value of 0.000. Meaning that the Work-Life Balance variable has a weak impact on the structural level.
- 4) The variable compensation for employee engagement has a f square value of 0.005 meaning that compensation variable has a weak impact on the structural level.
- 5) The organizational justice variable on employee engagement has a f square value of 0.054 meaning that organizational justice has a weak influence on the structural level.
- 6) The Work-Life Balance variable for employee engagement has a f square value of 0.103 meaning that the Work-Life Balance variable has a moderate effect on the structural level.
- 7) Job satisfaction variable on employee engagement has a f square value of 0.112 meaning that job satisfaction has a moderate influence on the structural level.

Indirect Effect

The Estimate of indirect effect simultaneously by adding mediation variables between the independent and dependent variable. The researchers has estimated those indirect influence such as the role of job satisfaction variables in mediating these impact of compensation variables, organizational justice variables and work-life balance variables against employee engagement variables. The result signified that:

- 1) The indirect effect of compensation on employee engagement is the value of direct influence coefficient on compensation towards job satisfaction multiplied by the value of direct effect coefficient on employee engagement satisfaction ((0.340 x 0.369) =

0.126. From these results it can be interpreted that job satisfaction proved its role as a mediator between the effect of compensation on employee engagement.

- 2) The indirect influence of organizational justice against employee engagement is the coefficient value of the direct influence of organizational justice on job satisfaction and multiplied by the coefficient value of the direct influence of job satisfaction on employee engagement $((0.460 \times 0.369) = 0.170$. These means that job satisfaction could mediate the influence of organizational justice towards employee engagement.

The indirect impact of work-life balance to employee engagement is the coefficient value of the direct impact of work-life balance on job satisfaction and multiplied by coefficient value of the direct influence of job satisfaction on employee engagement $((0.016 \times 0.369) = 0.006$. These results could describe that job satisfaction is not proven as a mediator between the influence of Work-Life Balance towards employee engagement.

Table 5. Indirect influence as Independent Variables on Dependent Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SIDEV)	T Statistic (O/STDEV)	T Table	P Values
Compensation → Job Satisfaction → Employee Engagement	0.126	0.126	0.058	2.162	1,984	0.031
Organizational Justice → Job Satisfaction → Employee Engagement	0.170	0.171	0.071	2.392	1,984	0.017
Work-Life Balance → Job Satisfaction → Employee Engagement	0.006	0.006	0.028	0.207	1,984	0.836

Correlation Between Dimensions

Correlation analysis between dimensions purpose to measure the level of connections between dimensions in variable X with dimensions in variables Z and Y as well as dimensions in variable Z with dimensions in variable Y.

Table 6. Result of Correlation Between Dimensions

Variable	Dimension	Job Satisfaction (Z)			Employee Engagement (Y)			
		Job Itself	Reward	Promotion	Co-workers	Vigor	Dedication	Absorption
Compensation (X1)	Basic Salary	0,32	0,487	0,308	0,352	0,288	0,263	0,147
	Non-fixed income	0,439	0,5	0,206	0,274	0,28	0,202	0,129
	Allowance	0,347	0,427	0,247	0,265	0,237	0,218	0,093
Organizational Justice (X2)	Distributive	0,617	0,464	0,435	0,349	0,426	0,41	0,413
	Procedural	0,455	0,374	0,332	0,425	0,322	0,304	0,298
	Interactional	0,519	0,368	0,39	0,46	0,31	0,288	0,368
Work-Life Balance (X3)	WIPL	-0,27	-0,198	0,013	-0,149	0,044	0,036	0,007
	PLIW	-0,309	-0,172	-0,06	-0,148	0,113	0,143	0,087
	WPLE	-0,257	-0,154	-0,008	-0,122	0,118	0,162	0,11
Job Satisfaction (Z)	Job Itself					0,356	0,294	0,369
	Reward					0,405	0,413	0,309
	Promotion					0,433	0,396	0,439
	Co-workers					0,265	0,298	0,361

Based on Table 6 above it can be concluded as follows:

- 1) On the compensation variable against the job satisfaction variable, the highest correlation dimension is non-fixed income with rewards, of 0.500.
- 2) On the compensation variable against the Employee Engagement variable, the highest correlation dimension is basic salary with vigor with total to 0.288.
- 3) On the Organizational Justice variable against job satisfaction variable, the highest correlation dimension is distributive justice with the job itself, amounting to 0.617.
- 4) On the Organizational Justice variable against the Employee Engagement variable, the highest correlation dimension is the distributive justice dimension with vigor, amounting to 0.426.
- 5) On the Work-Life Balance variable towards job satisfaction variables, the highest correlation dimension is the WIPL dimension with promotion, at 0.013.
- 6) On the Work-Life Balance variable against Employee Engagement variable, the highest correlation dimension is WPLE dimension with dedication amounting to 0.162

- 7) On the variable job satisfaction to Employee Engagement variable, the highest correlation dimension is promotion with Absorption amounting to 0.439.

Discussions

Compensation has a strong positive impact against job satisfaction. Therefore, it should be noted to evaluate whether compensation is in line with the needs of Bank BRI Kemayoran Branch employees and it was Proven high compensation will affect job satisfaction so it would produces the work as expected by the company and the employee. This result also supported by the research of Ayuningtias et al. (2017) which stated that compensation has a strong impact towards job satisfaction.

Organizational Justice has a significant positive influences against job satisfaction. Therefore its considered to evaluate to which employees are treated fairly in the organization and how these perceptions could affect organizational results. Its Proven fair treatment of employees will affect job satisfaction so its produce work results as expected by the company and the employee. These results are supported by the results research from Herminingsih (2017) stated that organizational justice has a significant influence on job satisfaction.

Work-life balance does not relate to Job satisfaction. In other words, real job satisfaction cannot be achieved when the organization only supports the creation of work-life balance but also other factors such as compensation and organizational justice. These results show that the higher the employee looking for balance as well as comfort in work and outside of work which can not provide job satisfaction. These results has differentiate with research from Qodrizana & Al-Musadieq (2018) that work-life balance has an influence against employee job satisfaction.

Compensation has no affect over employee engagement. In other words, employee engagement really cannot be achieved when the organization only supports the creation of good compensation but also other factors. The results above has indicate that the higher compensation provided for employees would not increase an involvement in organization. Those results has difference with prior research which fortold that compensation is one of the main driving factors of employee engagement (Alvi *et al*, 2014a).

Organizational Justice has a significant positive influence over employee engagement. This indicates that every time employees believe that organizational behavior towards themselves is fair, employees engaged would be in positive behavior that could supports organization. When employees have a strong sense of fairness in workplace, they are more committed to their work and organization, which in turn increases the expression of their involvement. The results of this research was supported those research from Pieters.(2018)stated that there has strong contribution of organizational justice to employee involvement in banking sector.

Work-life balance has a strong positive influence against employee engagement. The results has indicate that Work-life balance is also a key factor of employee involvement in the company. A good work-life balance makes employees feel free to balance work and other commitments such as family, hobbies, arts, traveling, education, and so on, other than just focusing on work. The results support prior result from Iqbal et al (2017) that work-life balance is the main key for employee involvement in the company.

Job satisfaction has a significant positive influence over employee engagement. This signify that when employees are satisfied with their work, they tend to be involved in their work. The results has support previous research which states that there has a connection between job satisfaction and employee involvement (Herminingsih, 2017; Pieters, 2018).

The path analysis results show the indirect effect exerted by compensation to employee engagement through satisfaction. Therefore, job satisfaction has proven to be its role as a mediator between the impact of compensation over employee engagement. The results has indicate that before employees have a high involvement in the company, employees should have job satisfaction first after being influenced by high compensation. These theory which supports some results from the research by Rivai and Sagala (2014: 743) which stated that fair and reasonable rewards will affect employee job satisfaction.

The path analysis results signify that job satisfaction could mediate those influence from Organizational Justice to employee engagement. The results was indicated that job satisfaction has proven role as a mediator between the influence of Organizational Justice on employee engagement. This sign that the more employees feel justice in the organization it could increase employee engagement if driven by job satisfaction. These theory that supports the results was proposed by Ghosh et al (2014) tells that the attitude of mutual respect and dignity shown by the leadership to employees and the support provided by the organization to employees both in respecting their contribution and caring for their well-being and it will affect their engagement and involvement regarding their work or organization.

The path analysis results signify that job satisfaction in these research has not been proven to be its role as a mediator between the effect of Work-Life Balance on employee engagement. This signify that the high Work-Life Balance could increase an employee engagement without going through job satisfaction variables. This is relevant to the conditions on the field because the Work-Life Balance of employees is not evenly distributed because there are still employees who find it difficult to divide personal time due to the high workload they are undergoing, there are still employees who are concerned with personal interests rather than working and also there are still employees who feel a lot of loss time to live a personal life because of work, thus directly affecting employee involvement or attachment.

CONCLUSION AND SUGGESTION

Conclusions

According to the research above and some of discussion from the previous chapters, there has several conclusions that could be drawn as it follows:

- 1) Compensation has a strongly reaction over job satisfaction. Therefore the better compensation the better employee job satisfaction would achieved.
- 2) Organizational Justice has a strongly reaction over job satisfaction, therefore the better Organizational Justice would increases the employee job satisfaction.
- 3) Work-life balance has no effect on job satisfaction. Therefore, the higher an employees looking for balance as well as comfort in work and outside of work can not provide job satisfaction
- 4) Compensation has no relates towards employee engagement. Meaning that the higher compensation provided by employees cannot increase employee involvement in organization.
- 5) Organizational Justice has a strongly reaction over employee engagement, so that the better Organizational Justice would increases employee employee engagement.
- 6) Work-life balance has an significant impact towards employee engagement, meaning the better employee could balance between personal life and work, would increases the employee engagement.

- 7) Job satisfaction has a strongly impact over employee engagement, could be said the more satisfied employees are at work the more employee so would increases employee engagement.
- 8) Job satisfaction could mediates those effect between compensation on employee engagement. This could be seen from the compensation given could increase an Employees engagement if it was driven by job satisfaction.
- 9) Job satisfaction could mediates those reaction over Organizational Justice to employee engagement. Which means The higher Organizational Justice, would get the higher employee involvement through job satisfaction.
- 10) Job satisfaction can not be a mediator to those reaction over Work-Life Balance to employee engagement. It could be seen from the high Work-Life Balance would affect towards employee engagement without going through job satisfaction variables.

Suggestions

According to the analysis result of the discussion and some of the conclusions above, there are several suggestions can be provided as recommendations regarding this research as it follows:

- 1) Compensation has strong effect over job satisfaction. What should the company does is reviewing those basic wage, THR, and any other incentives that possibly to increase.
- 2) Organizational Justice has a strong affect towards job satisfaction. So What the company should do is to able to provide a clear and fair work standards for each employee. In addition, the companies should improve fairness such as giving fair rewards to those employees, giving confidence in tasks assigned to employees, also involving employees in decision making.
- 3) Work-life balance has no relates to job satisfaction. Meaning that the higher those employee looking for balance as well as comfort in work and outside of work can not provide job satisfaction. The company should pay attention to work balance and personal life of employees because the workload at the Bank is too high so those self-stress control is needed.
- 4) Compensation has no impact over those employee engagement. So that the higher compensation provided by employees cannot increase those employee involvement in organization. Even so, the company would remains on the compensation standards who set by the company and the standard of living needs of employees.
- 5) Organizational Justice has a strong effect to employee engagement. The company should improve overall supervision of the work of employees, provide wages in accordance with workload, provide opportunities to get job promotions and ensure good relations between colleagues therefore those employees who have strong commitment towards company could provide good service and bring benefited to the company
- 6) Work-life balance has a strong effect over employee engagement. So The company should provide those flexibility in working time and privacy to be alone to reduce some work stress.
- 7) Job satisfaction has a significant influence towards employee engagement. The company should increase the wages of workers through service charges and bonuses for employees who are rated as working well in a particular month (employee of the month).
- 8) Job satisfaction could mediates those reactions over compensation to employee engagement. This indicate that the compensation given could increase employee engagement if it was driven by job satisfaction. The company should give freedom for its

employees to solve their problems accordance to their own way , so employees would feel valued and trusted by the company. Provides facilities where employees could explore their abilities.

- 9) Job satisfaction could mediate those impact between Organizational Justice to employee engagement. The higher Organizational Justice, the higher employee involvement through high job satisfaction. Companies should pay attention and arrange work schedules that will given to employees, pay an attention to the workload that will given to employees, and increase those salaries given to employees.
- 10) Job satisfaction cannot become a mediator regarding the effect towards Work-Life Balance to employee engagement. Companies should still, and offer opportunities for community involvement, flexibility of work schedules, engaged to team building exercises, provide employees for vacations, and others.

REFERENCE

- Akram, M.U., Hashim, M., Khan, M.K., Zia, A., Akram, Z., Saleem, S., & Bhatti, M. (2015). Impact of Organizational Justice on Job Satisfaction of Banking Employees in Pakistan. *Global Journal of Management and Business Research*, Volume XV Issue V Version I, 2015.
- Alvi, A.K., Cheema, Q.I., dan Haneef, M. (2014b). "Does The Relationship Of Work Life Balance And Employee Job Engagement Exist In Banking Sector Of Pakistan?" *Sci.Int.(Lahore)*, 26(4), 1761-1763, 2014.
- Alvi, A.K., Khan, M.A., Ahmed, A.A., dan Zulfiqar, M. (2014a). "A Study Of Employee Compensation And Employee Job Engagement On Banks Of Lahore, Pakistan". *Sci.Int.(Lahore)*, 26(5), 2411-2414, 2014.
- Ayuningtias, H.G., Syahputra, F., & Prasetio, A.P. (2017). Kompensasi Dan Kepuasan Kerja Karyawan Bagian Sales And Marketing Industri Otomotif Di Bandung. *Jurnal Manajemen Maranatha*, Volume 17, Nomor 1, November 2017, pp 53-60.
- Ebert, Ronald J., dan Griffin, Ricky W. (2017). *Business Essentials*. England: Pearson Education Limited.
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement Exploring the linkage in public sector banks in India. *Personnel Review*, Vol. 43 No. 4, 2014, pp. 628-652.
- Herminingsih, Anik. (2017). "The Influence of the Organizational Justice and Trust to the Leaders on Employee Engagement with Job Satisfaction as Intervening Variable". *Archives of Business Research*, Vol.5, No.2.
- Iqbal, I., Zia-ud-Din, M., Arif, A., Raza, M, dan Zunaira ishtiaq. (2017). "Impact of Employee Engagement on Work Life Balance with the Moderating Role of Employee Cynicism". *International Journal of Academic Research in Business and Social Sciences*, 2017, Vol. 7, No. 6.
- Lamprakis, A., Alamani, K., Malliari, A., dan Grivas, I. (2018). "The Organisational Justice as a Human Resources Management Practice and its Impact on Employee Engagement: The case of the Prefecture of Attica (Greece)". *Scientific Annals of Economics and Business*, 65 (1), 2018, 65-79
- Luthans, Fred. (2015). *Organizational Behavior: An Evidence-Based Approach. 13th ed.* New York: McGraw-Hill Companies, Inc.
- Maylett, T. dan Warner, P. (2014). *MAGIC: Five Keys to Unlock the Power of Employee Engagement*. Texas: Decision Wise, Inc.

- Nawawi, Hadari. (2016). *Manajemen Sumber Daya Manusia untuk Bisnis yang Kompetitif*. Yogyakarta : Gadjah Mada University Press.
- Pieters, W. R. (2018). "Assessing Organisational Justice As A Predictor Of Job Satisfaction And Employee Engagement in Windhoek". *SA Journal of Human Resource Management*.
- Purnami, Rahayu S. (2019). "Peningkatan Employee Engagement Melalui Peran Kepemimpinan, Spiritualitas Di Tempat Kerja dan Penciptaan Lingkungan Kerja". *Prosiding, FR/MA-2019*.
- Qodrizana, D.L. & Al Musadieq, M. (2018). Pengaruh Work-Life Balance Terhadap Kepuasan Kerja (Studi Pada Karyawan Perempuan Yayasan Insan Permata Tunggulwulung Kota Malang). *Jurnal Administrasi Bisnis (JAB)*, Vol. 60 No. 1 Juli 2018.
- Rivai, Veithzal dan Ella Jauvani Sagala. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik*, Edisi ketiga. Jakarta: Raja Grafindo Persada.
- Robbins Stephen P., dan Coulter, Mary A. (2016). *Management*, 13th Edition. England: Pearson Education Limited.
- Robbins, Stephen P., dan Judge, Timothy A. (2015). *Perilaku Organisasi, edisi 16*. Alih bahasa Ratna Saraswati. Jakarta: Salemba Empat.
- Salisu, J.B., Chinyio, E., dan Subashini Suresh. (2015). "The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria". *The Business and Management Review*, Vol. 6, No. 4.
- Shekhtar, Toyaz. (2016). "Work life Balance dan Employee Engagement-Concepts revisited". *International Journal of Education and Psychological Research (IJEPR)*, Volume 5, Issue 1, March 2016.
- Yean, Tan F. dan Yusof, Ab Aziz. (2016). "Organizational Justice: A Conceptual Discussion". *Procedia - Social and Behavioral Sciences*, 219:798-803.