

DYNAMICS OF WORK-LIFE BALANCE AND ORGANIZATIONAL JUSTICE IN SHARPENING JOB SATISFACTION: EMPLOYEE ENGAGEMENT PERSPECTIVE PT ADI KARYA SUBANG PROJECT CONTRACTOR

Agung Nugroho¹, Ahmad Nurul Huda², Gita Sugiyarti³
^{1,2,3} 17 August 1945 University (UNTAG) Semarang

ABSTRACT: This research is important because it increases employee productivity and overall organizational performance. Satisfied employees tend to work more efficiently and have high dedication to their jobs. By understanding the influence of work-life balance on job satisfaction, organizations can design policies that support employee work-life balance, improving employee happiness and overall well-being. This study explores how the interaction between work-life balance and organizational justice affects job satisfaction through employee engagement, using a study of the PT Adi Karya Kontraktor Subang project. The study population involved 75 employees involved in the project. The research method used descriptive and inferential analysis, with hypothesis testing carried out using Structural Equation Modeling Partial Least Square (PLS) to holistically understand the relationship between factors that influence job satisfaction. The targeted output of this study is expected to provide an important contribution to PT Adi Karya Kontraktor, especially regarding policies that support job satisfaction and company sustainability.

KEYWORDS: work-life balance, organizational justice, employee engagement, and job satisfaction

INTRODUCTION

Job satisfaction is a multifaceted concept that influences employee performance and well-being. Employees who are satisfied with their jobs tend to have high productivity and positive emotions, which help reduce stress, especially in discriminatory environments. Job satisfaction is important for senior employees to extend their tenure with factors such as skill development, salary, and a positive work environment. In addition, job satisfaction affects social relationships, family connections, and perceived health, which in turn affect job performance, absenteeism, and turnover. Psychological factors such as self-efficacy and personal strain also have a significant impact on job satisfaction. Therefore, employers should create a supportive work environment and offer skill development and fair remuneration. *Work-life balance* (WLB) is an important factor that influences job satisfaction. Employees with good WLB tend to be more satisfied with their jobs. However, some studies show a negative relationship between WLB and job satisfaction, indicating that poor balance can lead to unhappiness and stress Inegbedion (2024) ; Maharani and Tamara (2024) . Organizational justice also plays a role in increasing job satisfaction. Employees who feel treated fairly tend to be more satisfied and engaged with their jobs Sari et al., (2024);Álvarez et al. 2019) . Other studies have shown that injustice in organizations can reduce job satisfaction (Andini and Setiawati 2020) . Employee engagement is an important link between WLB and job satisfaction. Employees who are balanced in their work life tend to be more engaged and satisfied with their jobs Ratnasari, Widitama, and Sunarto (2023) ; Jaysan, Sudari, and Pambreni 2024) , several studies have shown that employee engagement has a positive effect on job satisfaction Sumardianto and Mardalis (2023) ; Suparman (2024) .PT Adi Karya Kontraktor Proyek Subang involves local communities in construction by involving skilled and unskilled workers. For unskilled workers, 60% are local and 40% from outside, while for skilled workers, 40% are local and 60% from outside. Standard working hours are from 07.00 to 21.00, with variations for some sections, and salaries are included in the working hours. This study explores how the interaction between WLB and organizational justice affects job satisfaction through employee engagement, with a case study at PT Adi Karya Kontraktor Subang Branch. It is hoped that this study will provide insight into the importance of *work-life balance* and organizational justice in increasing job satisfaction.

LITERATURE REVIEW AND HYPOTHESIS

Community Participation Theory

This theory emphasizes the importance of local community involvement in the development process to increase ownership, commitment, and support for the project. Local community participation can accelerate development and improve project sustainability (Junanda and Harirah 2023) . Frameworks such as participatory communication highlight the evaluation of assumptions, internal and external factors, and the purpose of participation for more equitable and effective engagement. (Basile et al. 2021) . This theory also emphasizes the role of residents as active stakeholders in

creating authentic tourism experiences and promoting social, environmental, and economic sustainability. Relevance to this research, local community involvement, and increasing local support involving local communities increase support and acceptance of the project, by the theory that shows local participation invites support. Conflict reduction, and participation increase transparency and trust, reducing the potential for conflict between companies and communities. Sense of ownership commitment, and direct involvement increases the sense of ownership and responsibility for project results.

The influence of work-life balance on job satisfaction

work-life balance helps reduce stress in the workplace. When employees have time and energy for activities outside of work, they tend to experience lower stress, which increases job satisfaction. Employees who can balance the demands of their work and personal lives tend to have better psychological well-being because they have time for relaxation, hobbies, and spending time with family. All of these can improve mood, happiness, and job satisfaction. A good *work-life balance* also often increases employee productivity, because they are not burdened by excessive working hours or workloads, so they work more efficiently and effectively. Research by (Aliya and Saragih 2020) and (Jaysan, Sudari, and Pambreni 2024) shows that *work-life balance* has a positive and significant effect on job satisfaction.

H1: *Work-life balance* has a positive and significant effect on job satisfaction.

The influence of organizational justice on job satisfaction

Research shows that organizational justice has a positive impact on job satisfaction. Employees who feel that the distribution of resources such as pay and promotions is fair tend to be more satisfied with their jobs. A sense of justice also increases motivation and productivity because their efforts are recognized and appreciated. In addition, fairness in the decision-making process increases employee job satisfaction and trust in management. Research by Sari et al., (2024) supports that organizational justice has a positive and significant effect on job satisfaction.

H2: Organizational justice has a positive and significant effect on job satisfaction.

The influence of employee engagement on job satisfaction

Engaged employees tend to be more motivated and enthusiastic about their work, and feel connected to the company's goals and values, which increases their commitment to their work. This high motivation and enthusiasm contribute to job satisfaction because they feel their work is meaningful and satisfying. Engaged employees usually show better performance, are proactive, and innovative, and strive to achieve company targets. This increase in performance is often recognized and appreciated by management, which increases job satisfaction. This is by research by Sumardianto and Mardalis (2023) ; and (Panigrahi et al. 2024) , which states that employee engagement has a significant positive effect on job satisfaction.

H3: Employee engagement has a significant positive effect on job satisfaction.

The influence of work-life balance on employee engagement

Work-life balance (WLB) and employee engagement are closely related. A good *work-life balance* can increase employee engagement. Employees with a good *work-life balance* tend to experience lower levels of stress and burnout and have enough time to relax, exercise, and spend time with family and friends. With lower levels of stress, employees are better able to concentrate, are motivated, and engaged in their work, and have more energy to contribute positively to the workplace. A good *work-life balance* also increases employee well-being and life satisfaction, as they feel satisfied with how they manage their time between work and personal life. Research by (Ambalika et al. 2024) and (Putri, Soetjipto, and Churiyah 2024) supports that work-life balance has a positive and significant effect on employee engagement.

H4: *Work-life balance* has a positive and significant impact on employee engagement

The influence of organizational justice on employee engagement

The effect of organizational justice on employee engagement is an important relationship that has been widely studied in human resource management. Good organizational justice tends to increase employee engagement. When employees feel that the compensation, rewards, and promotions they receive are fair according to their contributions, they feel more valued and recognized. This sense of fairness in distribution increases satisfaction and motivation, which in turn increases their engagement in their work. In addition, a fair decision-making process that includes transparency, consistency, and accuracy—increases employee trust in management. When employees feel that organizational procedures are fair, they are more likely to be engaged and committed, because they feel they are treated with respect and professionalism. Research by (Tahir et al. 2022) and (Liu et al. 2021) shows that organizational justice has a positive and significant effect on employee engagement.

H5: Organizational justice has a positive and significant effect on employee engagement.

The influence of work-life balance on job satisfaction through employee involvement

Work-life balance plays a significant role in increasing job satisfaction, with employee engagement being a key mediator in this relationship. Research shows that a good work-life balance has a positive impact on job satisfaction because it helps employees manage both aspects effectively. Employee engagement strengthens the relationship between work-life balance and job satisfaction. Employees with a good balance tend to experience lower stress, have time to relax, fulfill personal needs, and spend time with family. With minimal stress, employees are more focused and motivated in their work, which increases their engagement. Research by (Poetiray and Ariadi 2024) and (Suaedi 2024) supports that work-life balance has a positive and significant effect on job satisfaction through employee engagement.

H6: *Work-life balance has a positive and significant effect on job satisfaction through employee involvement.*

The effect of organizational justice on job satisfaction through employee involvement

The influence of organizational justice on job satisfaction can be strengthened through employee engagement. Here is how this mechanism works, when employees feel that the compensation, rewards, and promotions they receive are fair and by their contributions, they feel more valued. This sense of fairness in the distribution of resources increases employee motivation and commitment, which in turn increases their engagement in work. In addition, interactional justice, which includes polite and respectful treatment from superiors and management, also plays an important role. Fair and respectful treatment builds positive relationships between employees and management, thereby increasing employee engagement because they feel valued. Research by (Álvarez et al. 2019) shows that organizational justice has a positive and significant impact on job satisfaction through employee engagement.

H7: *Organizational justice has a positive and significant effect on job satisfaction through employee involvement.*

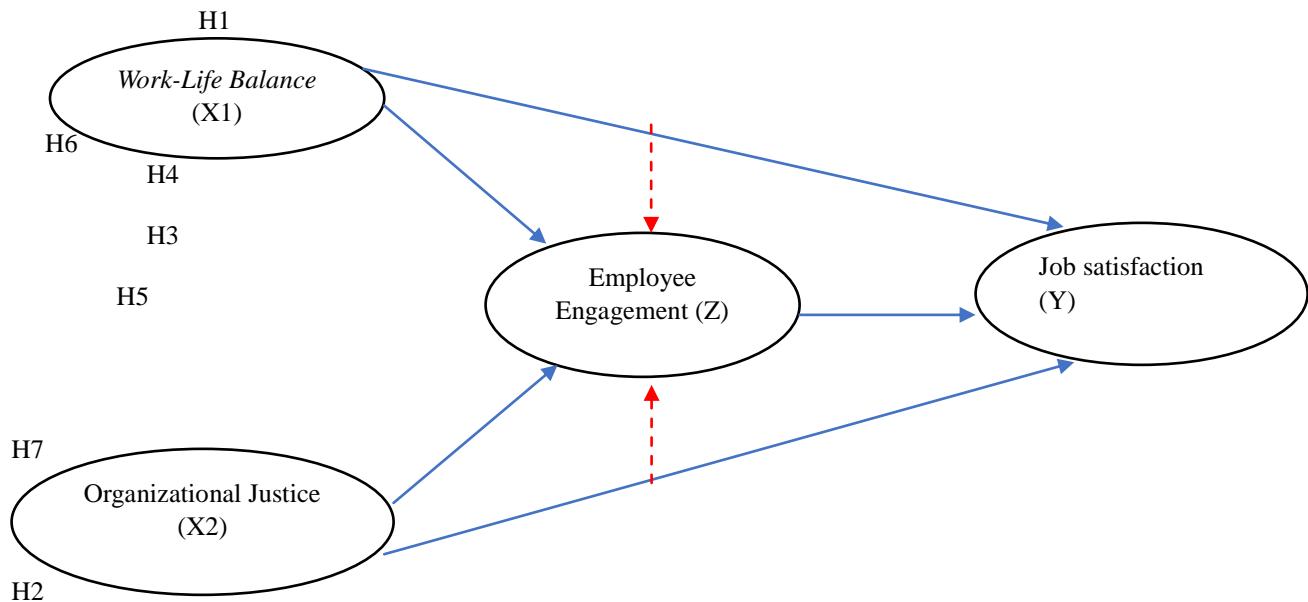


Figure 1: Empirical Research Model

Research methods

This study uses a quantitative approach to examine the effect of the interaction between *work-life balance* and organizational justice on job satisfaction through employee engagement. The quantitative method was chosen because it allows the collection of numerical data that can be analyzed statistically to produce objective and measurable findings. Primary data were obtained through a survey with a questionnaire distributed to employees of PT Adi Karya Kontraktor Proyek Subang. This questionnaire was designed to collect information on the interaction of work-life balance and organizational justice and its impact on job satisfaction through employee engagement.

OPERATIONAL VARIABLES

Variables	Operational Definition	Indicator
Job Satisfaction (Y)	state experienced by employees regarding their work, reflecting a sense of accomplishment and success at work, and influenced by intrinsic and extrinsic factors such as work-life balance and workload.	<ol style="list-style-type: none"> 1. Salary and benefits 2. Fair treatment 3. Promotion development opportunities 4. Leadership and management 5. Family and peer support
Work-Life Balance (WLB) (X1)	is an effort made by individuals to balance the various roles in their lives, especially between work responsibilities and personal life activities.	<ol style="list-style-type: none"> 1. Working Hours and Flexibility 2. Health and Wellbeing 3. Employee break time 4. Employee social support 5. Balance of involvement
Organizational Justice (X2)	is the employee's perception of how fairly they are treated at work. includes three main dimensions of distributive justice: procedural justice, interactional justice	<ol style="list-style-type: none"> 1. Distributive Justice 2. Procedural Justice 3. Interactional Justice 4. Recognition and Awards 5. Flexibility and Support
Organizational Involvement (Z)	is the extent to which employees feel connected, excited, and committed to their work and organization. Engaged employees are actively invested in their work, demonstrate high levels of motivation, and have a desire to stay with the company and contribute their best.	<ol style="list-style-type: none"> 1. Confidence, 2. Commitment to the organization 3. Job Suitability 4. Emotional involvement 5. Retention and Turnover

Source: Summarized from several studies

Each statement of the variables studied uses a scale used in compiling the questionnaire is a *Likert scale*. Where research on respondents is scored using a *Likert Scale*, namely a score of 1 (one) to a score of 5 (five). The scale options are ; 1. Score 1 = Strongly Disagree (STS), 2. Score 2 = Disagree (TS), 3. Score 3 = Less Agree (KS), 4. Score 4 = Agree (S), 5. Score 5 = Strongly Agree (SS). The population of this study was 75 employees. With a limited population, a census approach or taking the entire population as a sample can be used to obtain accurate and representative results. Data Analysis Techniques. Descriptive and Inferential Analysis of hypothesis testing was carried out using *Structural Equation Modeling Partial Least Square* (PLS).

CONCLUSION

Based on research conducted at PT Adi Karya Kontraktor Proyek Subang, it can be concluded that work-life balance and organizational justice have a very important role in shaping employee job satisfaction. proven to help reduce employee stress levels and increase their productivity at work. This shows that when employees are able to balance their work and personal lives, they tend to be more satisfied with their jobs.

Organizational justice is also a key factor influencing employee job satisfaction. When employees feel they are treated fairly in various aspects such as resource distribution, work procedures, and interactions with management, their job satisfaction levels tend to increase. This shows the importance of implementing a fair and transparent management system in the organization. This study also found that employee engagement acts as an effective mediator in the relationship between work-life balance and organizational justice on job satisfaction. This indicates that programs that encourage employee engagement need to be a priority in human resource management strategies.

In addition, PT Adi Karya Kontraktor's strategy of involving local communities in construction projects has proven to have a positive impact on project sustainability and community support. This approach not only benefits the company in

terms of workforce availability, but also builds good relationships with the surrounding community and creates a sense of ownership of the projects being worked on. This can be the basis for companies to develop more effective policies and programs to improve employee job satisfaction and ultimately support the achievement of overall organizational goals.

SUGGESTION

1. For Further Research

It is expected to expand the scope of the study by adding other variables that have the potential to influence job satisfaction, such as organizational culture, leadership style, or compensation. In addition, using a mixed method approach that combines quantitative and qualitative analysis to gain a deeper understanding of the factors that influence job satisfaction.

It is also recommended to conduct comparative studies with other contractor companies or similar industries to gain a broader perspective on the influence of work-life balance and organizational justice on job satisfaction. Further research can also explore the differences in perception between local and non-local employees regarding the variables studied, considering the diverse composition of the workforce at PT Adi Karya Kontraktor.

Future research may also consider conducting longitudinal studies to see changes in employee job satisfaction levels following the implementation of work-life balance and organizational justice policies in the long term. This will provide a better understanding of the effectiveness of these policies.

2. For Companies

PT Adi Karya Kontraktor is advised to develop a more comprehensive work-life balance policy by considering the specific needs of employees that include the implementation of a more flexible work system, better working hour arrangements, a more objective and communicative performance appraisal system and programs that support employee welfare. To increase employee engagement, the company can develop programs that encourage active employee participation in decision making and organizational development. This can include the establishment of regular discussion forums between management and employees, structured career development programs, and initiatives that build a sense of ownership of the company.

BIBLIOGRAPHY

- [1] Adhikari, Pralhad. 2022. "Satisfaction as the Moderator Between Discrimination and Stress at Work." *Tribhuvan University Journal* 37 (1): 15–29. <https://doi.org/10.3126/tuj.v37i1.48207>.
- [2] Aliya, Ghinayati Rodhiyatu, and Romat Saragih. 2020. "The Influence of Work-Life Balance and Work Environment on Employee Job Satisfaction in PT Telkom Regional Division III Telkom West Java." *MEA Scholarly Journal (Management, Economics, & Accounting)* 4 (3): 84–95. <http://journal.stiemb.ac.id/index.php/mea/article/view/291>.
- [3] Álvarez, Juca, Jean Carlos, Robles Salguero, and Rodolfo Enrique. 2019. "Determining Factors of Organizational Justice and Job Satisfaction In Public Servants." *University, Science and Technology* 2: 177–185. https://sga.unemi.edu.ec/media/evidenciasiv/2022/03/07/articulo_20223715113.pdf.
- [4] 2024. "The Effect of Work-Life Balance, Internal Communication, and Rewards on Employee Engagement and Employee Performance: A Study on Generation Z." *International Journal of Business, Law, and Education* 5 (2): 1646–1654. <https://doi.org/10.56442/ijble.v5i2.703>.
- [6] Andini, Rara Cahya, and Trias Setiawati Setiawati. 2020. "The Influence of Organizational Justice and Transformational Leadership Through Job Satisfaction on Organizational Commitment." *Dewantara Management* 4 (1): 19–32. <https://doi.org/10.26460/md.v4i1.7671>.
- [7] Asra Junanda, and Zulfa Harirah MS. 2023. "Community Participation in Supporting Forest and Land Fire Control Policies in Rokan Hilir Regency in 2019-2020." *Journal of Socio-Community* 2 (1): 295–313. <https://doi.org/10.57036/jsk.v2i1.25>.
- [8] Babu, Dr. Pechetty Svr, Taye Moisa Gameda, and Asfaw Gelaw NEFA. 2022. "Job Satisfaction As a Function of Self-Efficacy and Personal Strain Among High School Teachers in Chittoor District of Andhra Pradesh State of India." *International Journal of Educational Research Review* 7 (4): 268–79. <https://doi.org/10.24331/ijere.1151874>.
- [9] Basil, Gianpaolo, Mario Tani, Mauro Sciarelli, and Maria Antonella Ferri. 2021. "Community Participation as a Driver of Sustainable Tourism. The Case of an Italian Village: Marettimo Island." *Synergy* 39(1): 81–102. <https://doi.org/10.7433/s114.2021.06>.
- [10] Dr. A.S. Muhammad Tahir, Dr. Premkumar Arul, Dr. Mallesh Tummala, Farha Deba, Khizar Hassan, and Mudasir Rahim Shagoo. 2022. "The Effects of Organizational Justice on Employee Counter Work Behavior Mediated by Employee Engagement; a Case of Manufacturing Sector Employees." *International Journal of Applied Research in Social Sciences* 4 (10): 385–98. <https://doi.org/10.51594/ijarss.v4i10.425>.
- [11] Grmanova, Eva, and Joseph Bartek. 2023. "Job Satisfaction As an Important Factor of Work Quality and The" 4511: 41–54.
- [12] Inegbedion, Henry Egbezien. 2024. "Work-Life Balance and Employee Commitment: Mediating Effect of Job Satisfaction." *Frontiers in Psychology* 15 (May): 1–12. <https://doi.org/10.3389/fpsyg.2024.1349555>.

- [13] Jaysan, Rayeskana Istighfarkhan, Suci Ayu Sudari, and Yuni Pambreni. 2024. "Influence Of Work Life Balance And Job Stress On Job Satisfaction Of Employees At PT. Rukun Mitra Sehati South Jakarta." *Best Journal of Administration and Management* 2 (4): 163–71. <https://doi.org/10.56403/bejam.v2i4.179>.
- [14] Liu, Nannan, Yimei Zhu, Xiaoyu Wang, Hongwei Jiang, and Yuan Liang. 2021. "Association of Organizational Behavior with Work Engagement and Work-Home Conflicts of Physician in China." *International Journal of Environmental Research and Public Health* 18 (10). <https://doi.org/10.3390/ijerph18105405>.
- [15] Maharani, Anita, and Dewi Tamara. 2024. "The Occupational Stress and Work-Life Balance on Turnover Intentions with Job Satisfaction as Mediating." *SA Journal of Human Resource Management* 22: 1–10. <https://doi.org/10.4102/sajhrm.v22i0.2369>.
- [16] Montuori, Paolo, Michele Sorrentino, Pasquale Sarnacchiaro, Fabiana Di Duca, Alfonso Nardo, Bartolomeo Ferrante, Daniela D'Angelo, et al. 2022. "Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population." *International Journal of Environmental Research and Public Health* 19 (21). <https://doi.org/10.3390/ijerph192114214>.
- [17] Panigrahi, Anwesweta, Rupali Khair, Swetaleena Hota, Rashmi Taggar, and Arya Kumar. 2024. "Sustainability of Banking Professionals through the Mediating Role of Employee Engagement among Organisational Citizenship Behaviour and Job Satisfaction." *Environment and Social Psychology* 9 (3): 1–14. <https://doi.org/10.54517/esp.v9i3.2026>.
- [18] Poetiray, Marlon Yusuf Gabriel, and Gede Ariadi. 2024. "Work-Life Satisfaction and Job Incentives Affect Turnover Intention Mediated by Employee Engagement." *KnE Social Sciences* 2024: 811–28. <https://doi.org/10.18502/kss.v9i14.16146>.
- [19] Putri, Rifqa Faulia, Budi Eko Soetjipto, and Madziatul Churiyah. 2024. "The Effect of Work-Life Balance and Reward System on Turnover Intention with Employee Engagement as An Intervening Variable." *JMKSP (Journal of Management, Leadership, and Educational Supervision)* 9 (1): 795–807. <https://doi.org/10.31851/jmksp.v9i1.15007>.
- [20] Ratnasari, Siwi Dyah, Muchammad Rifqi Widitama, and Sunarto. 2023. "Employee Engagement Mediates the Effect of Work Life Balance and Job Satisfaction on Intention to Leave." *Ekonika: Journal of Economics, Kadiri University* 8 (1): 101–18. <https://doi.org/10.30737/ekonika.v8i1.3460>.
- [21] Riski Ulan Sari^{1*}, Rd Roro Anggraini Soemadi², Hendra Galuh Febrianto³, Humairoh⁴. 2024. "The Effect Of Organizational Fairness And Job Characteristics On Employee Attachment." *IJAMESC*, Vol. 2 No.2
- [22] S, Aynul Musthofa, and Falih Suaedi. 2024. "The Role of Job Engagement in Mediating Work Life Balance in Turnover Intention." *Ekonomis: Journal of Economics and Business* 8 (1): 799. <https://doi.org/10.33087/ekonomis.v8i1.1229>.
- [23] Sumardianto, Pramana Agus, and Ahmad Mardalis. 2023. "The Effect Of Employee Engagement and Corporate Culture on Job Satisfaction at PT. Oemah Insan Mandiri." *Al-Kharaj: Journal of Islamic Economic and Business* 5 (3): 391–405. <https://doi.org/10.24256/kharaj.v5i3.4216>.
- [24] Suparman, Tuti Irawati. 2024. "The Effect of Flexible Work System, Workload, Work Ability, Job Satisfaction, Employee Engagement and Work Stress On Employee Performance (Case Study at PT Mecoindo)." *Jurnal Indonesia Sosial Teknologi* 5 (3): 1243–59. <https://doi.org/10.59141/jist.v5i3.974>.