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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# Analysis of The Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention

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**Abstract:** The problem that managers or leaders face in an organization or company to compete in ensuring the organization's survival is the existence of employees as human resource assets. Turnover intentions arise in employees when there is perceived injustice and work-life balance in the company because needs are not met. This study uses a quantitative approach, with the type and source of data in this study being primary data in the form of a questionnaire given to the entire sample of 70 employees of PT. BSB-Kalla Group. Data analysis used a quantitative method with SEM using the SmartPLS. The study results found that employee engagement cannot be a mediating variable on organizational justice and work-life balance on turnover intention. The direct effect shows positive and significant results from the two independent variables on the dependent variable. Indirectly mediated by employee engagement, the two independent variables negatively affect the dependent variable on the turnover intention. Based on the results of the research and discussion described previously, it can be concluded in this study that turnover intention is determined by the application of organizational justice to the company and creates a work-life balance for each employee through employee engagement as a mediating variable.

**Keywords:** Organizational Justice, Worklife Balance, Employee Engagement, Turnover Intention.

**JEL Classification Code:** 01,015, J63, L30

## 1. INTRODUCTION

An advanced and modern organization develops according to the transformation and dynamics that lead to achieving the vision and mission. PT. Bumi Sarana Beton (BSB) Kalla Group is expanding its idea, namely "to become a superior and leading company in the construction material industry," with the mission: Satisfying customers by fulfilling quality, quantity, price, and time. Develop with business partners and mutually benefit. Grow and prosper together with employees and the community. Realizing social responsibility and being environmentally friendly. This means providing excellent service to customers based on an easily accessible IT system.

Facing competition, this company strives to build a company that can win the contest by always considering the impact of the desire of its employees to continue working or leave the company. The fact is that some employees show an attitude to carry out turnover intention because they do not receive enthusiastic support from the company (employee engagement), including organizational justice where the company is not professionally fair in carrying out the work professionally. There are problems faced by employees who are not balanced in carrying out their work (work-life balance.) caused by choice of family and company life. Turnover intention is when employees want to leave the organization, accompanied by various causal factors. Turnover is an indication that there are problems in the organization. One strategy to retain employees is to identify multiple factors that cause the desire to move (Tamenkel and Rumawas, 2020). Riska (2018) argues that human resources are essential because they can manage, maintain, and develop the organization (Riska). Based on employee discomfort at work (Mudiarta, 2017), they were taking a step out of the company, and looking for a job in other

companies that could meet the needs of employees is encouraged. A turnover intention is to quit and stop working for the company. Andini (2019) states that a high level of intent to leave will have a negative impact on the organization, such as creating instability and uncertainty in the condition of employees. Witasari (2019) stated that employee turnover is frequent in operations. Generally, "turnover intention" is a term used to describe the departure of employees from an organization. This is a problem that many managers or organizational leaders face when competing to ensure their organization's survival. Turnover intentions arise in employees when there is perceived injustice in the company because needs are not met (Al-Zubi, 2020). Organizational justice is one of the problems that affect turnover intention. Gomes (2019) defines organizational justice as the degree to which an employee feels they are treated equally in the organization where he works. Organizational justice is a concept that states employees' perception regarding how they are treated fairly, somewhat, and equitably.

Work-life balance is an essential issue in the managerial policy. Employees who find it challenging to balance work and personal life can experience job dissatisfaction and cause employees desire to change jobs (turnover intention). Rondonuwu, Rumawas, and Aslioei (2018) say that the higher their career or, the higher the business they run, the more difficult it is for them to enjoy life. Work-life balance can help employers and employees be healthy and productive in their personal and professional lives (Saina, Pio, and Rumawas, 2017). Good interaction between fellow employees and employees with the leadership can create a close relationship and involvement both physically, cognitively, and emotionally, which can be a consideration for employees to move or not change jobs. Employee engagement is a psychological state in which employees feel interested in the company's success and are motivated to improve performance to a level that exceeds job requirements (Carpenter and Wyman, 2017). The benefits obtained from employee engagement will create success for the company through matters relating to performance, productivity, and job satisfaction. For this reason, companies must understand their employees in terms of giving recognition, empowerment, supportive feedback, partnership, attention, and trust.

## 2. Literature Review

### 2.1. Organizational Justice

The concept of organizational justice was first introduced by Greenberg in 1987 and refers to how an employee perceives their organization's behavior, decisions, and activities, as well as how these affect their attitudes and behaviors. Employees are sensitive to the decisions made by their employers on a daily basis, both on a small and large scale, and consider them unfair or fair. Individuals' judgements affect their behavior and, if they are deemed unfair by the employee, can lead to work deviance. Organizational justice encompasses all aspects of workplace behavior, including pay, training, and gender equality. The original theory is derived from equity theory, which states that individuals judge fairness based on the amount they give (input) compared to the amount they receive (output). Organizations should ensure organisational justice as it reduces the incidence of workplace deviance, absenteeism, disengagement, and counterproductive workplace behaviors (CWB) and encourages positive attributes like trust and progressive communication. Organisational justice is sometimes discussed in conjunction with corporate social responsibility (CSR), a form of societal justice. The timeless subjects of company human resource management are employee motivation and organizational effectiveness. Finding strategies to inspire employee motivation is the ultimate goal of human resource management in an organization. As a result, the study of positive organizational behavior (POB) among employees is gaining in popularity.

Bakhsi (2019) states that organizational justice affects employee attitudes and behavior. If employees believe that they are treated fairly and are rewarded according to what they contribute to the company, they will not leave the company (Robbinson, 2019). On the other hand, if employees are mistreated, they will leave their jobs (Crow, 2020). Organizational justice is a treatment and an action that every employee receives the same regardless of position or position and can be said to be fair if employees get their rights following what they contribute to the company (Robbinson 2019). The

embodiment of positive attitudes and behavior from individuals can be seen in commitment, job satisfaction, work involvement, and willingness to sacrifice some interests, all of which will lead to improved performance (Widyaningrum, 2019). According to Al-Zubi (2020), three dimensions are indicators for measuring organizational justice: distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of the results received; procedural justice refers to the perceived fairness of the decision process made, while interactional justice is the perceived fairness of the interaction process between employees and superiors.

## 2.2. Work-Life Balance

Work-life balance is when a person can share roles and feel satisfaction in these roles, as indicated by low levels of work-family conflict and high levels of work-family facilitation or work-family enrichment. According to (Beauregard & Henry, 2009; Eikhof et al., 2007; Guest, 2002), work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other. According to Ninaus et al. (2021), work-life balance is a condition where individuals can commit to work and family and are responsible for non-work-related activities. Based on the above understanding, it can be concluded that work-life balance is a condition in which a person can set priorities and commit to work and family and feel satisfaction in these roles. According to (Beauregard & Henry, 2009), there are three aspects of work-life balance, namely as follows: 1. Time balance refers to the equivalence between the time a person gives to his career and the time given to his family or other aspects of life. The time needed to carry out tasks in the organization and its role in the individual's life, for example, an employee besides work also needs time for recreation, gathering with friends also provides time for family. 2. Involvement balance The balance of individual psychological involvement in meeting the demands of roles in work and family. The balance that involves the individual in the individual includes the level of stress and the involvement of the individual in work and his personal life. 3. Satisfaction balance The level of satisfaction at work and outside work. Perceived satisfaction, the individual, has comfort in involvement in his work and personal life. Worklife balance describes the balance between an individual's work and personal life (Albrecht, 2020). In the view of employees, work-life balance is the choice of managing career and personal obligations or responsibilities towards family. From the company's perspective, work-life balance is a challenge in creating a culture that supports the company when employees can focus on their work while at work. Johnson (2020) states that work-life balance is an individual's ability to fulfill their work and family commitments and other non-work-related responsibilities. According to Rumawas (2017), work-life balance is a balance between the lives of individuals in carrying out their roles as humans who have dual roles, namely roles in work life and personal life (family, friends, and culture). Bulger and Smith's (2019) dimensions of work-life balance, namely: (a) Worklife Interference With Personal Life (WIPL). This dimension refers to the extent to which work can interfere with an individual's personal life; (b) Personal Life Interference With Work (PLIW): this dimension refers to the time at which an individual's private life interferes with his work life; (c) Personal Life Enhancement of Work (PLEW): this dimension refers to the extent to which a person's personal life can improve individual performance in the world of work; (d) Work Enhancement of Personal Life (WEPL): this dimension refers to the extent to which work can improve the quality of an individual's personal life. The above definition can be interpreted to mean a person's ability to balance their personal life and work-life, influenced by several factors such as time, energy, and psychology. The indicators of work-life balance put forward by McDonald and Bradley (2017) include time balance (utilization of work time and completing work on time), involvement balance (collaborating with and committed to advancing the organization), and satisfaction balance (achievement of work and organizational/company achievements).

## 2.3. Employee engagement

The first research that put forward the concept of employee engagement was by Kahn (1990). According to Lemon & Palenchar, (2018), employee engagement is a multidimensional form of

emotional, cognitive, and physical aspects of intertwined employees. According to Albrow & McElfresh, (2021), employee engagement is an illusory power that motivates workers to higher performance levels. Another opinion from Markos et al. (2010) defines employee engagement as the involvement and satisfaction of individuals with enthusiasm for their work. Employee engagement is workers' emotional, cognitive, and physical involvement, motivating them to complete tasks with happiness and confidence. Engagement occurs when a person is consciously alert and emotionally connected to others. On the other hand, disengaged employees disengage from work tasks and withdraw consciously and emotionally (Heslina & Syahrini, 2021) define employee engagement as an individual employee's positive attitude towards the organization and organizational values.

An employee who has a high level of attachment to the organization has an understanding and concern for the organization's operational environment and can work together to improve the achievement of the work/organization through cooperation between individual employees and management. Saks, (2006) also suggests an explanation of attachment as a motivational construct that has two dimensions which include attention (a person's cognitive availability to think about his work role over some time) and appreciation (a person's intensity in focusing on his work role). Tkalc Verčič, (2021) states that there are several characteristics of employees who have an attachment to their work, such as having confidence in their abilities and having the assumption that "work is fun." In line with (Sihag, 2021), employee engagement is positive. A satisfying, work-related attitude characterized by vigor, dedication, and absorption. Employee engagement refers to the condition of feeling and sincere and consistent thinking that does not only focus on objects, individual events, or a particular behavior. Employee engagement is the positive attitude of employees accompanied by motivation both cognitively and appreciatively, confidence in their abilities, and a feeling of happiness while working. Employee engagement is an employee's enthusiasm for work, which occurs when employees direct their energy to work in line with the company's strategic priorities. This enthusiasm is formed because employees feel engaged (feel engaged) and have the potential to display dynamic behavior. Engaging behavior has a positive impact on the organization, namely an increase in revenue (Milliman et al., 2018). Jena et al. (2018) state that work engagement is influenced by two things, namely the JDR (job demand-resources) model and psychological capital (psychological capital). JD-R's capital includes several aspects, such as physical, social, and organizational environment, salary, career opportunities, supervisor support, and co-workers. At the same time, psychological capital includes confidence, optimism, hope for the future, and resilience. Breevaart et al. (2014) defined employee engagement as an employee's appreciation of goals and concentration of energy, which appears in initiative, adaptability, effort, and persistence that leads to organizational goals. Job engagement occurs when an employee has positive feelings about his work, is willing to be involved, and devotes his energy to achieving company goals, living the work done with enthusiasm. Employee engagement is a condition or condition where employees are enthusiastic, passionate, energetic, and committed to their work (Maylett & Winner, 2019). Albrecht (2020) describes a theory regarding the relationship with involvement that occurs closely physically, cognitively, and emotionally between a person and their role in a job, which is then referred to as employee engagement. Employee engagement is an employee's positive attitude and is accompanied by motivation both cognitively and appreciatively, confidence in his abilities, and a feeling of happiness while working. Employee engagement is an employee's enthusiasm for work when employees direct their energy align with strategic priorities. This enthusiasm is formed because employees feel engaged (dynamic behavior engaged). Behavior has Engaging has a positive impact on the organization, namely increasing revenue. The indicators for measuring employee engagement, according to Albrecht (2020), consist of word recognition, empowerment, supportive feedback, partnership, attention, and trust.

#### 2.4. Turnover intention

Turnover intention can be interpreted as workers' movement out of the organization. According to , turnover is an act of permanent resignation carried out by employees either voluntarily or not voluntarily (Ghadi, 2017; Krug et al., 2021). Turnover can be due to resignation, transfer out of the organizational unit, dismissal, or death of an organization member. Memon et al. (2021) states that

turnover intention is the best predictor for identifying turnover behavior in an organization's employees. Job satisfaction factors can influence the desire to change jobs (turnover intention) in employees' feelings at work (Yi et al., 2011). One aspect that is quite interesting is detecting motivational factors that will reduce employee intention to leave the organization, because the intention to move has a powerful influence in explaining actual turnover. Existing employees who leave the organization incur high costs in significant losses of expertise, which may also transfer company-specific knowledge to competitors (French et al., 2020). Research by (Manoppo, 2020) explores 11 relationships between the two components of affective organizational commitment and continuance intention and turnover among employees working in the oil industry. Overall, organizational commitment was negatively correlated with turnover intention, congruent with previous research. Concerning the two components of organizational commitment, both elements are negatively related to turnover intention. (Choi et al., 2011) explains that a person's withdrawal from an organization (turnover) can be decided voluntarily (voluntary turnover) or involuntarily (involuntary turnover). Voluntary turnover, or quitting, is an employee's decision to leave the organization voluntarily due to how attractive the current job is and the availability of other alternative jobs. On the other hand, involuntary turnover or dismissal describes the employer's decision to terminate the employment relationship and is uncontrollable for employees who experience it. The factors that influence the occurrence of turnover are pretty complex and interrelated with each other. Among these factors that will be discussed include the following (Abd-Ellatif et al., 2021): 1) Age The turnover rate tends to be higher for young employees because they have the desire to try out a job or work organization and want to gain greater self-confidence through these 12 trial and error ways. This is also supported by (Arshadi, 2011), that turnover intention is stronger in employees with shorter tenure and more decisive in younger employees than older employees. 2) Length of Work The longer the tenure, the lower the turnover tendency. Turnover is more common in employees with shorter tenure. Interaction with age and lack of early socialization are conditions that allow this turnover. 3) Level of education and intelligence According to Handoyo, it is said that those who have a low level of intelligence will view complex tasks as pressure and a source of anxiety. He quickly gets nervous about the responsibilities assigned to him and feels insecure. Conversely, those with a higher level of intelligence will promptly feel bored with monotonous jobs. They will be more daring to go out and look for a new job than those with a limited level of education because their intellectual abilities are also limited. 4) Attachment to the company Employees who have a strong sense of attachment to the company where they work have and form a sense of belonging, security, efficacy, purpose, and meaning in life, and a positive self-image. The direct result is a decrease in self-motivation to change jobs and companies.

Employee turnover or employee turnover from the organization is essential in organizational life. Most employee turnover has an unfavorable impact on the organization, both in costs and lost time and opportunities to take advantage of them. Turnover intention is the behavioral tendency of employees to try to leave their work organization, which can lead to actual turnover (Chen et al., 2018). This opinion shows that turnover intentions are the desire to move and not yet at the realization stage, namely moving from one place of work to another. Sardiman's (2019) turnover intentions are the intensity of the desire to leave the company. Many reasons cause a turnover, one of which is the desire to get a better job. The indicator of turnover intention is measured based on a lack of discipline/lazy attitude, increased absenteeism, and increased protests to superiors.

### 3. Research Method and Materials

#### 3.1. Data Samples

This research uses a descriptive quantitative method with a structural equation modeling analysis approach using Partial Least Square (PLS) software Smart PLS Version 3.0. The types and sources of data in this study are primary data in the form of a questionnaire given to the entire population of 70 employees. BSB-Kalla Group consists of 30 employees in the general administration staff division and 34 employees in the marketing division. Hence, the sample in this study uses a saturated sampling technique, where all of the population is used as a sample.



### 3.2. Measurement

Furthermore, in the data analysis section, we use the SEM-PLS analysis approach to test the hypothesis of this study. Consists of several demonstration relationships, namely testing direct, indirect and moderating relationships. However, before entering the hypothesis testing stage, several stages in the process of testing this study include measuring the distribution of respondents' answers then calculated using Smart-PLS to determine the standard deviation value, the average value of the distribution of respondents' answers, loading factor  $> 0.60$  (Fornell & Larcker, 1981); (Sarstedt et al., 2014); inner-model testing with assessment criteria  $> 0.60$  (i.e., cronbach alpha, composite reliability and AVE) (Chin, 1998). The demonstration of the item-variable data measurement is shown in Table 3. Furthermore, if the measurement data has been declared feasible as with the measurement criteria described above, then the next step is to measure the goodness of fit model by assessing the data testing criteria, i.e., Standardized Root Mean Square Residual and Normed Fit Index (SRMR  $< 0.80$ , NFI  $> 0.90$ ) (Fassott et al., 2016); (Bentler & Bonett, 1980). d\_ULS and d\_G with original value criteria (saturated model  $>$  estimated model). The results of the demonstration of the Goodness fit model test are illustrated in table 4. Furthermore, the following testing stage tests the coefficient of determination and the F-test (R-Square and F-test), shown in Table 6. The last step of research testing is testing the hypothesis using the constant bootstrapping method with chi-square ( $n = 255$ ), determining the T-statistic value and P-Value value with the measurement criteria  $\text{sig} < 0.05$  as demonstrated in Table 7. In this study, the data collection method used a distributed questionnaire. To the entire study sample, the number of questions consisted of 39 questions with a distribution of answers using a Likert scale (1 = Totally Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Totally Agree)

## 4. Results and Discussion

### 4.1. Outer Model Test

There are three criteria in the use of data analysis techniques with Smart PLS to assess the outer model, namely convergent validity, discriminant validity and composite reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores estimated with PLS Software. In this study, a loading factor of 0.50 will be used.

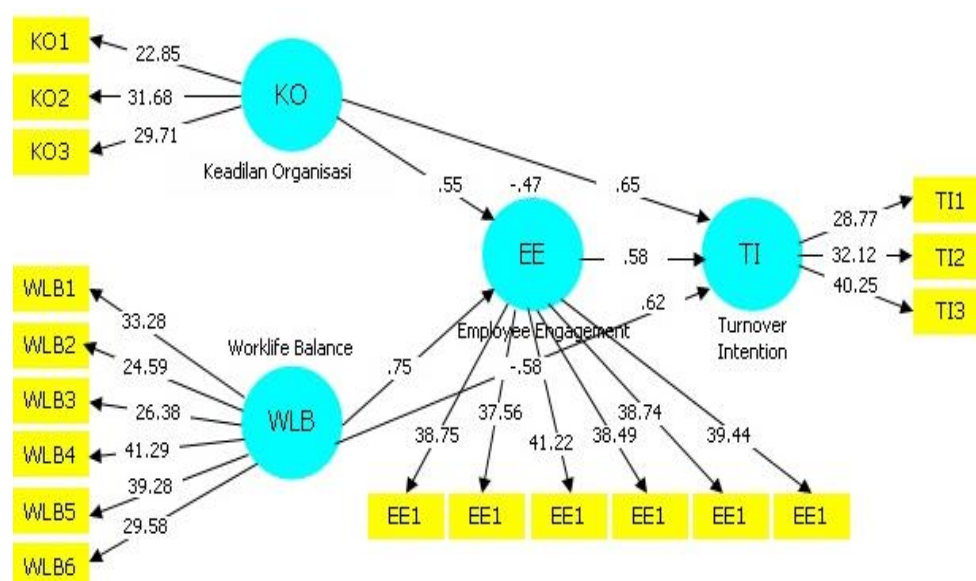


Figure 1: Outer Loading

From Figure 1, it can be seen that the value of the outer model, or the correlation between the construct and the variable, has met convergent validity because it is above the loading factor value of 0.50.

#### 4.2. Outer Model Test

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables. Table 1 shows that the loading factor for each indicator of each latent variable has the loading factor value compared to the loading factor when associated with other latent variables.

**Table 1: Discriminant Validity**

	EE	TI	WLB	KE
KO1	0.226	0.136	0.481	0.719
KO2	0.083	0.122	0.385	0.756
KO3	0.118	0.193	0.502	0.714
WLB1	0.364	0.247	0.385	0.743
WLB2	0.080	0.232	0.491	0.763
WLB3	0.098	0.183	0.538	0.742
WLB4	0.172	0.281	0.441	0.587
WLB5	0.196	0.295	0.382	0.642
WLB6	0.119	0.142	0.577	0.788
EE1	0.906	0.114	0.189	0.187
EE2	0.908	0.190	0.198	0.240
EE3	0.881	0.132	0.219	0.165
EE4	0.643	0.205	0.118	0.122
EE5	0.561	0.168	0.117	0.182
EE6	0.608	0.205	0.196	0.115
TI1	0.184	0.286	0.896	0.647
TI2	0.220	0.289	0.861	0.576
TI3	0.133	0.280	0.803	0.434

#### 4.3. Average Variance Extracted (AVE)

The validity criteria can also be seen from each construct's Average Variance Extracted (AVE) value. The construct is said to have high validity if the AVE value is above 0.50.

**Table 2: Nilai Average Variance Extracted**

Variable	AVE
KO	0.655
WLB	0.628
EE	0.519
TI	0.697

#### 4.4. Reliability Test

**Table 3: Cronbach's Alpha dan Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability
KO	0.863	0.891
WLB	0.844	0.853
EE	0.836	0.875
TI	0.872	0.881

The reliability test can be seen from the Cronbach's Alpha value and the Composite reliability value. A latent variable can be said to have good reliability if Cronbach's Alpha and Composite reliability > 0.70.

#### 4.5. Inner Model Test

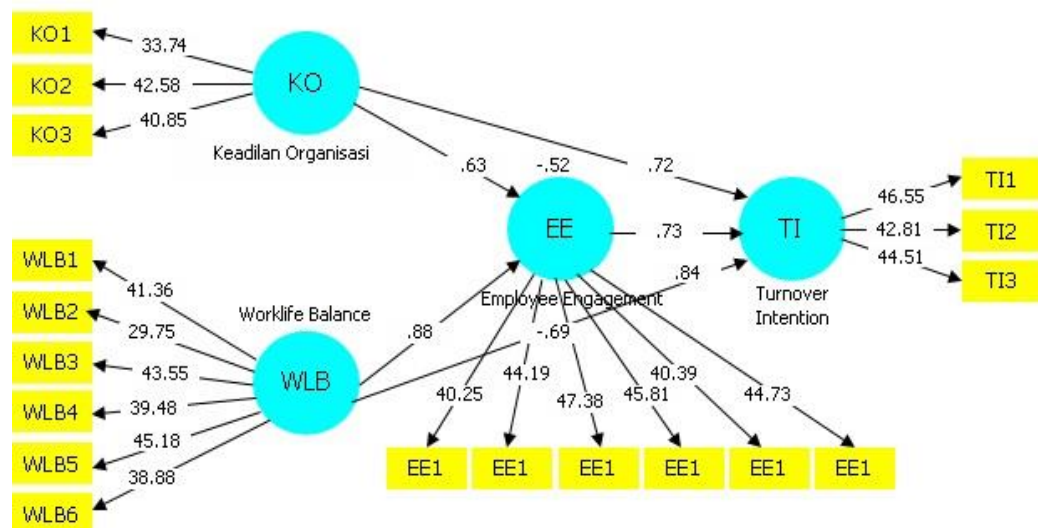
Assessing the model with PLS begins by looking at the R-square for each latent dependent variable. Table 4 is the result of the R-square estimation using Smart PLS.

**Table 4: R-Square**

Variable	R-Square
TI	0.844

#### 4.6. Hypothesis Test

This study obtained the results of hypothesis testing based on testing the bootstrapping method with the two-tailed (two-tailed) two-way hypothesis testing method with a significance level of 5% or 0.05.



**Figure 2: Bootstrapping Result Structure Analysis**

Based on the output results in Table 5, the coefficient value is 0.640 with a T-Statistics value of > 1.96, which is 7.867, and a P-Value of 0.05, which is 0.000, with a two-tailed hypothesis testing method with a significance level of 5% or 0.05. So this hypothesis can be accepted. Thus, it can be concluded that if high. The low work-life balance will affect the high and low turnover intentions.

**Table 5: Hypothesis Result**

	Coefficient	Standard Error	T-Statistics	P-Value	Description
Organizational Justice → Employee Engagement	0.632	0.219	2.885	0.033	Support
Work Life Balance → Employee Engagement	0.877	0.215	4.779	0.000	Support
Organizational Justice → Turn over Intention	0.717	0.237	3.714	0.021	Support
Work Life Balance → Turn over Intention	0.842	0.070	4.875	0.000	Support



	Coefficient	Standard Error	T-Statistics	P-Value	Description
Employee Engagement → Turn over Intention	0.725	0.069	3.760	0.017	Support
Organizational Justice → Employee Engagement → Turn over Intention	-0.515	0.197	-3.629	0.041	Support
Work Life Balance → Employee Engagement → Turn over Intention	-0.687	0.206	-3.899	0.029	Support

Based on the output results of Table 5, the coefficient value for organizational justice towards employee engagement is 0.632 with a T-Statistics value of > 1.96, which is 2.885, and a P-Value of 0.05, which is 0.033, indicating significance. The coefficient value for work-life balance on employee engagement is 0.877 with a T-Statistics value > 1.96, which is 4.779, and a P-Values < 0.05, which is 0.000, which is significant.

The coefficient value for organizational justice on turnover intention is 0.717 with a T-Statistics value > 1.96, which is 3.714, and P-Values < 0.05, which is 0.021, indicating a significance. The coefficient value for work-life balance on turnover intention is 0.842 with a T-Statistics value > 1.96, which is 4.875, and P-Values < 0.05, which is 0.000, indicating a significance. The coefficient value for employee engagement on turnover intention is 0.725 with a T-Statistics value > 1.96, which is 3.760, and a P-Values < 0.05, which is 0.017, indicating significance. For the indirect effect, the coefficient value for organizational justice through employee engagement on turnover intention is -0.515 with a T-Statistics value > 1.96, which is -3.629, and a P-Values < 0.05, which is 0.041, which is significant. The coefficient value for work-life balance through employee engagement on turnover intention is -0.687 with a T-Statistics value > 1.96, which is -3.899, and a P-Values < 0.05, which is 0.029, which is significant. variables employee engagement do not mediate organizational justice and work-life balance with turnover intention.

#### 4.7. Discussion

This study found that organizational justice and work-life balance significantly affected turnover intention. This aligns with Christiana's research (2017) that corporate credit affects turnover intention. Organizational justice and life balance. According to Bulger and Smith (2019), work-life balance among the employees studied, namely: 1) Work Interference With Personal Life: Work can interfere with an individual's personal life. 2) Personal Life Interference With Work, namely, how an individual's personal life can interfere with his work life. In this case, the balance of time is very influential on BSD Kalla Group's turnover of employees. In addition, this study found that employee engagement failed to mediate between organizational justice and work-life balance in the turnover at PT. BSB Kalla Group. Thus, it can be concluded that the mediating variable of organizational justice and compensation is categorized as a potential mediating variables (homologize moderation). Engagement Worklife is an employee. Employee engagement is not a mediating variable and acts as an explanatory/predictor variable. This variable only has the potential to be rationally theoretical or research results as a mediation. Thus the employee engagement variable is said to be a variable that has not been able to become a real mediating variable (Solimun et al., 2019). This study found that employee engagement also significantly influences turnover intention. This means that the level of employee engagement will affect the status of the turnover intention of PT. BSB Kalla Group. Based on the statement given, it can be concluded that the level of employee engagement at PT. BSB Kalla Group is classified as very good, so it affects the level of turnover intention in the company. Or in other words, if employee engagement is implemented adequately by the company to its employees, it will affect the level of turnover intention, or the company will not replace employees if the current employees can carry out their duties properly.

## 5. Conclusion

This study discusses the effects of organizational justice and life balance on employee engagement and turnover intention. The study results found that employee engagement could not be a mediating variable for organizational justice and work-life balance on turnover intention. The direct effect shows positive and significant results from the two independent variables on the dependent variable. Indirectly mediated by employee engagement, the two independent variables negatively affect the conditional variable turnover intention at PT. BSB Kalla Group. Based on the results of the research and discussion described previously, it can be concluded in this study that turnover intention is determined by the application of organizational justice to the company and creates a work-life balance for each employee through employee engagement as a mediating variable.

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