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The Influence of Organizational Justice, Work-Life Balance, and Organizational Culture on Employee Performance Mediated by Employee Engagement at the Financial Services Authority

Sukma Aji Wirawan*, Antyo Pracoyo, Batara Maju Simatupang, Bambang Budhijana
Indonesia Banking School, Indonesia
Email: Sukma.20232112063@ibs.ac.id*, antyo.pracoyo@ibs.ac.id, batara.ms@ibs.ac.id, r.bambang.budhijana@ibs.ac.id

Abstract
This research examines the influence of organizational justice, work-life balance, and organizational culture on employee performance, mediated by employee engagement. This analysis uses organizational justice, work-life balance, and organizational culture as exogenous variables, employee performance as an endogenous variable, and employee engagement as a mediating variable. The sampling technique employs Slovin sampling with a non-probability sampling method. The sample in this study comprised employees who were actively working at the Financial Services Authority (OJK) Head Office, involving 69 participants. The analysis technique used is partial least squares analysis. The results of the study are as follows: (1) organizational justice has a significant effect on employee performance; (2) work-life balance does not have a significant effect on employee performance; (3) organizational culture has a significant effect on employee performance; (4) employee engagement has a significant effect on employee performance; (5) organizational justice has a significant effect on employee engagement; (6) work-life balance has a significant effect on employee engagement; and (7) organizational culture has a significant effect on employee engagement. The managerial implication is that OJK Head Office HR managers are expected to regularly review employee work quality to ensure it aligns with POJK 48/2024 concerning good governance for PVML. This is crucial to ensure employees can work with a focus on excellent public service quality. Leadership also needs to demonstrate appreciation for each employee's performance to ensure they feel valued.
Keywords: organizational justice, work-life balance, organizational culture, employee performance, employee engagement

INTRODUCTION

Global uncertainty, geopolitical tensions, and the potential for a trade war can significantly affect the performance of Financial Services Authority (OJK) employees in supervising and regulating the financial services sector. OJK must ensure that the supervision and regulation of this sector are both effective and efficient to maintain financial system stability. Furthermore, OJK must enhance employee capacity to navigate increasingly complex challenges, such as technological innovation and digital finance (Abdulrahman, 2023). The OJK Banking Business Orientation Index (IBP) for the first quarter of 2025 stood at 60, indicating an optimistic outlook. Nevertheless, OJK must continuously monitor and address potential issues that could impact employee performance and the overall stability of the financial services sector (OJK, 2025).

The OJK Institute recently organized a webinar entitled "How to Achieve Peak Performance in 2025" to broaden employees' understanding of financial sector dynamics, maintain system stability, and enhance public trust. This initiative reflects OJK's ongoing efforts to improve performance and achieve its objectives. However, several challenges remain, particularly in building employee capacity and minimizing gaps in financial literacy and inclusion (OJK

Institute, 2025).

OJK possesses unique organizational characteristics; its function in regulating and supervising the Indonesian financial system places it as a public organization operating under the auspices of the Ministry of Finance and the Central Bank of Indonesia. Currently, OJK's human resources total 4,281 personnel, comprising 3,149 employees stationed at the headquarters and 1,132 employees deployed across regional and representative offices nationwide (OJK, 2024).

Several determinative factors are assessed to influence OJK's employee performance capacity-building strategies, notably organizational justice. Potential issues related to organizational justice are evident in a lack of transparency in decision-making processes and human resource distribution, which fosters a perception of inequity among employees. Additional challenges, such as limited career development opportunities, ineffective communication, and disrespectful treatment, further reflect organizational justice issues that consequently degrade employee performance (Okafor et al., 2025; Septiani & Anik, 2025).

Within the organizational justice variable, the indicator of fair compensation remains a prominent issue. A preliminary survey conducted on 35 participants across various management levels revealed that over 25% of employees perceive the organization's compensation as disproportionate to their workload. This discrepancy is attributed to frequently changing government regulations, benchmarking against similar roles, and a mismatch between compensation and work experience (POJK 43/2024).

Work-life balance also plays a critical role in the decline of OJK employee performance. High workloads and stringent job demands can induce stress, making it difficult for employees to achieve equilibrium between their professional and personal lives. Consequent issues such as extended working hours, fatigue, and a lack of flexibility in work schedules and leave policies indicate underlying work-life balance problems that negatively impact performance (Ng et al., 2024; Saikumari et al., 2025; Eshun & Moses, 2024).

The job design flexibility indicator, a component of work-life balance, is a frequent subject of employee complaints. The preliminary survey indicated that over 20% of employees consider their job design to be inflexible. Contributing factors include a lack of autonomy, rigid procedures and working hours, an inability to prioritize, and insufficient flexibility in responding to OJK's internal and external environmental changes (Code of Ethics and Conduct, SAL PDK 2 OJK).

A poorly implemented organizational culture is manifested through ineffective communication between superiors and subordinates, as well as among peers, culminating in misunderstandings and conflicts. Other manifestations, such as an unsupportive leadership style, lack of collaboration, and ambiguous values and norms that are not adopted by employees, significantly influence employee behavior and performance (Winda et al., 2025; Makmur et al., 2025; Kustini et al., 2025).

A healthy work environment, an indicator of organizational culture, remains a pressing issue. The preliminary survey found that more than 25% of the 35 participants consider their work environment to be subpar. Contributing factors include high stress and work pressure leading to burnout, as well as an uncomfortable physical environment characterized by cramped and noisy workspaces that affect both comfort and mental health. Furthermore, an overly competitive and unsupportive work culture exacerbates employees' physical and mental well-being (Core Values/OJK Way, 2025).

Employee engagement is another critical factor responsible for declining performance. A lack of motivation and morale directly impacts employee output. Indicators such as low job satisfaction, diminished organizational commitment, and insufficient career development reflect poor employee engagement, which in turn leads to suboptimal performance (Rodliyah & Nur, 2025; Utami et al., 2025; Qureshi et al., 2025).

Within employee engagement, the indicator of job obsession (absorption) warrants further investigation. Preliminary findings demonstrate that more than 30% of employees are not deeply engaged or absorbed in their work. This is caused by a lack of motivational leadership, insufficient job involvement, inadequate performance recognition, a misalignment between work and personal values, and a scarcity of developmental opportunities (Board of Commissioners Regulation-OJK, 2025).

Interestingly, the organization's capacity to provide adequate resources is deemed insufficient by a significant portion of the workforce. The preliminary survey confirms that over 35% of participants believe OJK has yet to optimally leverage its human capital due to resource procurement issues. This is primarily caused by budget constraints that limit the utilization of technology and infrastructure, resulting in inadequate workplace facilities (Government Regulation 41/2024 concerning OJK Work Plan and Budget, 2024).

OJK continues to employ a fair and objective merit-based system. This framework ensures that every employee has the opportunity to develop and advance based on compensation structures and organizational needs. Employee performance metrics focus on several aspects, including annual performance evaluations, competency and certification assessments, and the alignment of the employee with the specific needs of their respective unit or department (PermenPAN & RB, 40/2028).

The research gap regarding performance presents a compelling opportunity for deeper, continuous investigation. The existing discrepancy between individual and organizational performance necessitates management evaluation to ensure that employee output effectively leverages organizational goals. Prerequisites such as team flow and Management by Objectives (MBO) are critical variables; therefore, the role of MBO must be maximized to bridge this gap.

Furthermore, a theoretical gap exists as current employee performance theories cannot entirely explain the performance phenomena within modern organizations like OJK. There are evident limitations in addressing the psychological, social, and environmental factors that influence output. Consequently, there is a distinct need to develop a more comprehensive performance theory capable of elucidating these dynamics.

The novelty of this research lies in its specific focus on measuring and analyzing OJK employee performance through the theoretical frameworks of public organizational behavior and social exchange theory. Specifically, it examines the variables of organizational justice, work-life balance, organizational culture, and employee engagement. Ultimately, this research aims to assist policymakers in formulating strategies to enhance OJK employee performance, thereby driving optimal contributions to the financial services sector and ensuring the stability of Indonesia's financial system. The findings are expected to provide both theoretical and practical contributions. Theoretically, this research enriches the development of organizational behavior and human resource management literature, particularly in the context of public institutions. Practically, the results are expected to help OJK management formulate more effective policies and strategies to strengthen employee engagement and improve performance. More broadly, this study may serve as a reference for improving governance quality, employee well-being, and institutional effectiveness in the public financial sector.

RESEARCH METHOD

This research employs a quantitative methodology utilizing an explanatory and associative research design. The primary objective is to test predetermined statistical hypotheses and strictly analyze the existence and directional flow of causal relationships among the specified research variables. The focal constructs (objects of research) investigated as determinative factors explaining the variance in employee performance at the Financial Services Authority (OJK) consist of organizational justice, work-life balance, and organizational culture, which operate as the exogenous (independent) variables. In this structural model, employee engagement is positioned as the mediating variable, while employee performance serves as the endogenous (dependent) variable. Meanwhile, the subjects (population) of this study comprise active employees officially stationed at the Head Office of the Financial Services Authority (OJK) located in Central Jakarta.

The researcher determined the sample size by employing Slovin's formula, integrated with a judgmental probability sampling method guided by a specific tolerance level (Hair et al., 2021; Sugiyono, 2021). Following these calculations, the required sample size for this research was established at 367 participating employees currently stationed at the OJK Head Office in Central Jakarta. This sample size is well within the methodological guidelines recommended by Hair et al. (2021), who posit that an appropriate sample size should range between 100 and 500 respondents to ensure a stable Maximum Likelihood Estimation (MLE) solution. Furthermore, the literature notes that while this range is optimal for model stability, a smaller sample size of 50 can still yield statistically valid results under certain parameters.

This study utilizes a structured questionnaire as the primary research instrument, comprising a comprehensive set of items administered to active employees stationed at the OJK Head Office in Jakarta, who constitute the study's sample. The survey employs a closed-ended format, providing predefined response options that allow respondents to directly select the choice that best reflects their perspective. Variable measurement is anchored on a Likert scale, an interval-level measurement designed to precisely quantify the intensity of respondents' agreement or disagreement with the presented statements (McDaniel & Gates, 2014). These data were collected directly from the field via the aforementioned structured questionnaire. To capture nuanced responses, the study utilizes a six-point interval Likert scale, intentionally designed to eliminate neutral mid-points and compel a definitive directional response. To systematically support and contextualize the empirical findings, the researcher also gathered extensive secondary data. These sources encompass official institutional reports published by OJK, internal corporate data, academic textbooks, and peer-reviewed research journals both national and international, as well as relevant scientific articles that directly address the core issues investigated in this study.

The data analysis strategy employed in this research utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM), facilitated by the SmartPLS statistical software suite. PLS-SEM serves as a robust statistical technique explicitly designed to construct and empirically test complex statistical models, with a primary focus on evaluating causal relationships (Ghozali, 2023). It operates as a generalized, linear structural equation modeling framework that is highly applicable for cross-sectional data analysis (Santoso, 2018; Bahri, 2021). Within the context of this study, PLS-SEM is systematically applied to examine the intricate relationships between the unobserved latent constructs and their corresponding observable indicators (manifest variables). The researcher deliberately selected this variance-based and component-based approach to SEM due to its methodological flexibility. A significant methodological advantage of the PLS technique is its capacity to accommodate relatively small sample sizes, even those comprising fewer than 100 respondents without compromising analytical rigor. Furthermore, as a non-parametric method, PLS-SEM does not require the data to strictly adhere to specific multivariate normal distribution assumptions, making it highly suitable for the empirical constraints of this study (Ghozali, 2023).

The primary objective of the outer model analysis is to empirically evaluate the strength and validity of the relationships between the unobserved latent constructs and their respective manifest variables (indicators). Descriptive Statistics analyzes the data distribution pattern to determine whether the observed data points appropriately cluster around their respective mean values. Residual Normality assesses the data distribution based on Skewness and Kurtosis metrics, statistical values fall within the acceptable threshold range of -2 and 2. Convergent Validity (Outer Loadings) evaluates whether the manifest indicators share a sufficiently high proportion of variance with their underlying latent construct, statistically satisfied if the outer loading factors (standardized loading estimates) are > 0.5. Discriminant validity is established if the square root of a construct's AVE is strictly greater than its highest correlation with any other construct in the model.

Collinearity Statistics (VIF) analyzes the interrelationships among the manifest indicators to detect potential multicollinearity issues, utilizing the Variance Inflation Factor (VIF) values do not exceed the threshold of 5. The model meets this requirement if the AVE value is > 0.5, indicating that the construct explains more than half of the variance of its indicators. Construct Reliability evaluates the internal consistency of the measurement model, fulfilled if the Composite Reliability (CR) value is > 0.7. Notably, values between 0.6 and 0.7 remain acceptable, provided the overall construct validity of the model is demonstrably robust. A high level of reliability is confirmed if the Cronbach's alpha coefficient is > 0.7.

The structural paths are evaluated to test the proposed hypotheses, a relationship is deemed to have a statistically significant effect if the t-statistic is > 1.96 or the p-value is < 0.05 (based on a two-tailed test with a significance level of $\alpha = 0.05$). If the probability significance (p-value) is > 0.05 or the t-statistic is < 1.96, the regression coefficient (path coefficient) of the respective research variable is interpreted as not statistically significant. Conversely, if the probability significance (p-value) is < 0.05 or the t-statistic is > 1.96, the regression coefficient is interpreted as statistically significant, thereby providing empirical support for the hypothesis. The R^2 value is utilized to evaluate the structural model's explanatory power by measuring the proportion of variance explained in the endogenous constructs. Based on established PLS-SEM rules of thumb: an R^2 value of 0.75 indicates the model possesses strong predictive power; an R^2 value of 0.50 indicates moderate predictive power; an R^2 value of 0.25 indicates weak predictive power.

RESULT AND DISCUSSION

The results of the outer model (measurement model), specifically the convergent validity, are utilized to test the one-dimensionality of the manifest variables (indicators) for each respective construct. A manifest variable is considered empirically valid if its obtained factor loading value is greater than or equal to the accepted threshold of 0.7. The convergent validity results reveal that all indicators for the variables, organizational justice, work-life balance, organizational culture, employee engagement, and employee performance, yield outer loading values that exceed the standardized loading estimate threshold of 0.7. Consequently, these results indicate that, overall, the manifest variables comprehensively and accurately reflect their underlying latent constructs. Thus, it can be concluded that the measurement items for each respective latent variable are statistically valid.

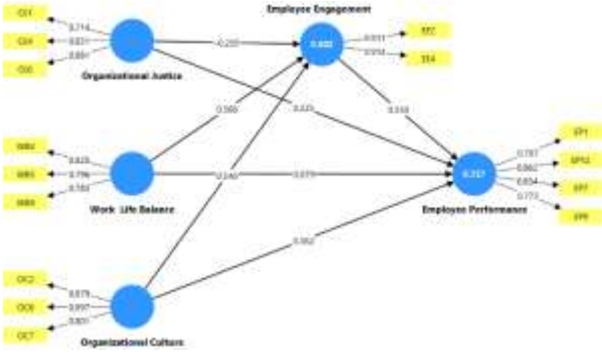

Figure 1. Convergent Validity Test

Source: output statistic, SmartPLS v.4.1.1 (2025)

Table 1. Composite Reliability

	Composite reliability (rho_c)
Employee Engagement	0.909
Employee Performance	0.887
Organizational Culture	0.895
Organizational Justice	0.852
Work Life Balance	0.843

Source: output statistic, SmartPLS v.4.1.1 (2025)

As detailed in Table 1, all latent constructs demonstrate composite reliability values that exceed the established rule of thumb threshold of 0.70 for confirmatory assessments. These findings indicate that the latent variables utilized in this study possess excellent internal consistency and a high degree of structural reliability.

Table 2. R-Square

	R-square
Employee Engagement	0.502
Employee Performance	0.727

Source: output statistic, SmartPLS v.4.1.1 (2025)

As presented in Table 2, the coefficient of determination (R^2) for the endogenous variable of employee engagement is 0.502. This indicates that the exogenous variables, organizational justice, work-life balance, and organizational culture collectively explain 50.20% of the variance in employee engagement, while the remaining 49.80% is attributed to other factors not included in this model. Furthermore, the R^2 value for the endogenous variable of employee performance is 0.727. This can be interpreted to mean that the combination of organizational justice, work-life balance, organizational culture, and employee engagement simultaneously explains 72.70% of the variance in employee performance. The remaining 27.30% of the variance is unaccounted for by this structural model and is attributed to other unobserved predictor variables and the standard error term.

Tabel 3. Partial Least Square

	O	M	STDEV	O/STDEV	PV
EE -> EP	0.330	0.325	0.116	2.841	0.005
OC -> EE	0.546	0.540	0.129	4.224	0.000
OC -> EP	0.382	0.376	0.159	2.400	0.016
OJ -> EE	-0.259	-0.245	0.117	2.211	0.027
OJ -> EP	0.225	0.233	0.102	2.200	0.028
WB -> EE	0.366	0.364	0.162	2.265	0.024
WB -> EP	0.079	0.085	0.150	0.529	0.597

Source: output statistic, SmartPLS v.4.1.1 (2025)

It is highly recommended that Human Resources managers at the Head Office of the Financial Services Authority (OJK) conduct periodic and systematic evaluations of employee work quality. This ensures strict alignment with the regulatory nomenclature outlined in POJK 48/2024 regarding good corporate governance for Non-Bank Financial Institutions (PVML).

This continuous assessment is crucial to guarantee that employees remain consistently oriented toward delivering exceptional public service quality. Furthermore, organizational leadership must actively recognize and appreciate employee performance outputs, thereby fostering a supportive psychological climate where employees feel their professional contributions are genuinely valued.

In alignment with President Prabowo Subianto's Asta Cita (Eight Core Missions), strategic recommendations for enhancing OJK employee performance dictate that the HR Department should prioritize an agile, integrity-driven, and digital talent-based bureaucratic transformation to realize the vision of Golden Indonesia (Indonesia Emas).

This strategic objective can be actualized through technology-driven competency development, specifically by intensifying training and professional certification programs in blockchain, Artificial Intelligence (AI), machine learning, and data analytics. Additionally, it necessitates the optimized utilization of Supervisory Technology (SupTech) and Regulatory Technology (RegTech) to significantly enhance the efficiency and efficacy of regulatory oversight.

Empirical testing confirms that organizational justice significantly enhances employee performance at the Financial Services Authority (OJK) Head Office (path coefficient = 0.225). This positive effect is predominantly driven by fair compensation, consistent policy execution, and equitable promotion practices. Human Resource managers must vigilantly monitor this metric; a decline in perceived justice corresponds to a proportional decrease in performance, potentially undermining OJK’s strategic vision of fostering a globally competitive financial sector.

These findings are firmly grounded in Blau’s Social Exchange Theory and Greenberg’s framework of Organizational Justice. Consistent with the norm of reciprocity, employees who perceive equitable treatment reciprocate through optimized task and contextual performance (Campbell, 1990). Conversely, perceived inequity drives employees to either demand compensatory rewards or intentionally withhold their effort.

While current management paradigms heavily emphasize distributive, procedural, and interactional justice, this traditional tripartite model is increasingly insufficient to describe complex modern organizational phenomena. Consequently, it is recommended that future frameworks integrate temporal and spatial justice dimensions to capture a more holistic evaluation of workplace equity.

From a managerial perspective, OJK’s Human Resources department must institutionalize both procedural and distributive justice across all compensation structures, career advancement opportunities, and interpersonal interactions. Fostering a genuinely just organizational climate is critical for sustaining high performance, whereas perceived injustice will inevitably degrade organizational commitment and exacerbate both absenteeism and turnover rates.

Empirical testing reveals that work-life balance (WLB) does not exert a statistically significant effect on employee performance at the OJK Head Office (path coefficient = 0.079). Specific indicators such as flexible job design, sustained work commitment, and health insurance provision failed to adequately explain performance variance. While WLB offers a marginal positive contribution, its fluctuations do not precipitate substantial declines in overall employee output.

Theoretically, WLB is rooted in boundary management models (Frone et al., 1992; Fisher et al., 2002), emphasizing the equilibrium of time, energy, and strain across domains. While these models traditionally correlate with task and contextual performance (Campbell, 1990), OJK’s empirical reality presents a stark divergence. This non-significant effect is fundamentally attributed to OJK’s unique institutional characteristics. The highly structured environment and rigorous work demand directly dictate how employees prioritize professional duties over family domains.

Furthermore, the respondent demographic was heavily dominated by upper management (49%). Given their critical functions within OJK's business processes, they inherently prioritize urgent organizational targets over personal work-life equilibrium. A pervasive organizational culture demanding exceptional dedication fundamentally reorients time priorities, superseding the pursuit of personal balance.

Ultimately, institutionalizing WLB at OJK remains highly problematic due to an immense workload and the heavy burden of regulatory oversight. Because the Indonesian financial sector operates 24/7, OJK supervisors are required to be perpetually on call. Paradoxically, while flexible work policies (WFH/WFA/Hybrid) are formally available, they effectively hinder psychological detachment. Rather than fostering balance, these arrangements create highly permeable boundaries between professional and private life, making it exceedingly difficult for employees to truly disconnect from their regulatory responsibilities.

Empirical analysis confirms that organizational culture exerts a highly significant positive effect on employee performance at the OJK Head Office (path coefficient = 0.382). This robust relationship is predominantly driven by cross-functional collaboration, workplace adaptability, and continuous experiential learning. Consequently, Human Resource managers must actively cultivate this cultural framework; any degradation in cultural cohesion will proportionately diminish performance, ultimately threatening OJK's strategic mandate as a premier financial regulatory body.

Theoretically, these findings corroborate Denison's (1990) multidimensional framework, specifically involvement, consistency, adaptability, and mission which directly enhances both task and contextual performance (Campbell, 1990). As the fundamental integrating mechanism within the institution, organizational culture dictates behavioral norms, stakeholder interactions, and strategic alignment (Sutrisno, 2019; Ali & Anwar, 2021). A strong, institutionalized culture establishes a shared psychosocial climate that drives holistic organizational effectiveness (Soni, 2019).

From a managerial perspective, OJK's core values, Integrity, Professionalism, Synergy, Inclusivity, and Visionary foresight must remain deeply embedded in daily operations. OJK successfully operationalizes these normative standards through structural socialization mechanisms, such as the KOPI (Information Lovers Community) program, Green Office initiatives, and thematic behavioral days, which foster a highly collaborative environment. Furthermore, to maintain the institution's integrity and regulatory independence, HR must continue to rigorously enforce the established Code of Ethics, ensuring that internal cultural camaraderie never compromises professional objectivity in financial oversight.

Empirical analysis confirms that employee engagement exerts a highly significant positive effect on employee performance at the OJK Head Office (path coefficient = 0.330). This robust relationship is predominantly driven by the alignment of job demands with assigned responsibilities and flexible job design. Consequently, Human Resource managers must strategically monitor these engagement metrics; a systemic decline will proportionately diminish performance, ultimately threatening OJK's mandate as a premier financial regulatory body.

These findings are firmly anchored in Blau's (1964) Social Exchange Theory and Kahn's (1990) foundational engagement framework. When the organizational environment provides appropriate structural stimuli, employees reciprocate by actively investing their physical, cognitive, and emotional energies into their roles. This deep psychological involvement directly translates into optimized task and contextual performance (Campbell, 1990). Furthermore, high engagement manifests through specific dimensions: vigor (mental resilience and sustained energy) and dedication (profound role identification). Employees constantly calibrate this personal investment based on perceived psychological safety, meaningfulness, and available resources, which directly dictates overall retention (Aziedo, 2024).

To sustain peak engagement, OJK must rigorously institutionalize its INPRESIV core values (Integrity, Professionalism, Synergy, Inclusivity, and Visionary foresight). Managerial interventions should prioritize fostering a collaborative work environment, reinforcing disciplined performance outcomes, and ensuring strict adherence to integrity pacts. By continuously cultivating these cognitive and emotional resources, HR can secure a highly committed workforce capable of maintaining a robust and healthy financial ecosystem in Indonesia.

Empirical analysis reveals a significant, yet remarkably negative, relationship between Organizational Justice and Employee Engagement at the OJK Head Office (path coefficient = -0.259). Predominantly driven by fair compensation, consistent policy execution, and equitable promotion practices, this inverse correlation dictates that enhanced perceptions of justice unexpectedly correspond to reduced engagement levels. Human Resource managers must navigate this dynamic with nuanced care.

Theoretically, while Blau's (1964) Social Exchange Theory and Greenberg's (1987) justice framework typically predict reciprocal positive behaviors, integrating Kahn's (1990) multidimensional engagement theory elucidates this anomaly. Specifically, as organizational justice strengthens, physical engagement tends to decline. This phenomenon reflects an institutional environment where highly empowered employees assume independent work responsibilities. Consequently, heightened procedural justice, characterized by transparent and open decision-making, indirectly mitigates traditional engagement metrics. However, this is not inherently detrimental; rather, it reflects the mature accountability of autonomous policymakers executing OJK's complex business processes.

Finally, while contemporary literature relies heavily on distributive, procedural, and interactional justice (Katkoulian et al., 2019), this traditional tripartite framework cannot fully capture these complex phenomena. To comprehensively understand the intricate mechanism between organizational justice and engagement, it is highly recommended that future research expand this paradigm to incorporate the emerging dimensions of temporal and spatial justice (Usmani & Jamal, 2019; Akram et al., 2020).

Empirical analysis confirms that work-life balance (WLB) exerts a highly significant positive effect on employee engagement at the OJK Head Office (path coefficient = 0.336). Driven by flexible job design, sustained work commitment, and comprehensive health insurance provision, this positive dynamic demonstrates that effective WLB practices substantially enhance engagement. Human Resource managers must strategically leverage this finding; fostering these specific WLB indicators will proportionally amplify employee engagement throughout OJK's core business processes.

Rooted in the Human Relations Movement (Mayo, 1930) and contemporary boundary management models (Frone et al., 1992; Fisher et al., 2002), this relationship underscores the necessity of equilibrating time, behavior, energy, and strain across domains. Integrating Kahn's (1990) multidimensional theory elucidates that when organizational WLB norms align with employee needs, individuals reciprocate by deeply investing their physical, cognitive, and emotional energies into their roles.

In a high-pressure financial regulatory environment, perceived organizational support is paramount. Engagement flourishes when employees perceive that the institution genuinely values their holistic well-being. To capitalize on this, OJK must sustain flexible work arrangements, comprehensive wellness programs, and family-friendly policies. Institutionalizing these support mechanisms is critical to mitigating burnout, reducing turnover, and successfully harmonizing professional and private boundaries.

Empirical analysis demonstrates that organizational culture exerts a substantial and highly significant positive effect on employee engagement at the OJK Head Office (path coefficient = 0.546). This robust relationship is predominantly driven by cross-functional collaboration, workplace adaptability, and continuous experiential learning. Consequently, Human Resource managers must vigilantly safeguard this cultural framework; any cultural degradation will precipitously diminish engagement levels, thereby jeopardizing OJK's strategic objectives and its adherence to the POJK 48/2024 blueprint regarding good corporate governance for Non-Bank Financial Institutions (PVML).

These findings substantiate the Resource-Based View (Barney et al., 2021), positioning organizational culture as an aggregate core competency that dictates institutional behavior and stakeholder relations. Furthermore, integrating Denison's (1990) cultural dimensions, involvement, consistency, adaptability, and mission with Kahn's (1990) theory elucidates a clear psychological mechanism. When OJK successfully embeds these cultural dimensions, employees reciprocate by elevating their physical, cognitive, and emotional immersion within their roles.

To sustain peak engagement, OJK must rigorously institutionalize its core normative values: Integrity, Professionalism, Synergy, Inclusivity, and Visionary foresight. A deeply entrenched organizational culture establishes a shared psychosocial climate that harmonizes behavioral standards (Soni, 2019; Mohammed, 2024). By continuously cultivating an adaptable and mission-driven environment, OJK can maximize holistic organizational effectiveness and ensure a deeply engaged workforce.

CONCLUSION

Based on the empirical analysis and comprehensive discussion presented in the preceding chapters, this study draws the following conclusions: Organizational justice exerts a significant effect on employee performance; Work-life balance does not exert a significant effect on employee performance; Organizational culture exerts a significant effect on employee performance; Employee engagement exerts a significant effect on employee performance; Organizational justice exerts a significant effect on employee engagement; Work-life balance exerts a significant effect on employee engagement; Organizational culture exerts a significant effect on employee engagement. Crucially, these empirical findings demonstrate that employee engagement functions as a robust mediating variable. It effectively elucidates the causal pathways within the structural model by partially mediating the relationships between organizational justice, organizational culture, and employee performance, encompassing both their direct and indirect effects.

This study acknowledges several methodological limitations. First, the structural model relies exclusively on four conceptual determinants: organizational justice, work-life balance, organizational culture, and employee engagement. Second, the sampling frame is geographically and hierarchically restricted to active employees at the OJK Head Office in Central Jakarta. This constraint potentially introduces sampling bias and restricts the generalizability of the findings across regional branch offices and diverse managerial echelons (top, middle, and lower management). Finally, the specific temporal data design utilized in this research restricts the ability to observe holistic, long-term performance dynamics within the institution.

To address these constraints, future research must expand the conceptual framework by integrating contemporary determinants such as green innovation and digital transformation, which are critical in today's highly dynamic financial ecosystem. Methodologically, subsequent studies should expand the sampling frame to include regional branches and adopt longitudinal or cross-sectional designs spanning multiple years to capture comprehensive performance phenomena. Furthermore, scholars are encouraged to conduct cross-national comparative analyses involving digital financial regulatory authorities in other developing economies. Ultimately, advancing this research stream should deliberately align with the Sustainable

Development Goals (SDGs), particularly gender equality (SDG 5), decent work (SDG 8), and reduced inequalities (SDG 10) to enrich organizational behavior theory within the public financial sector.

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