

**EFFECT OF THE ETHICAL CLIMATE ON EMPLOYEE ENGAGEMENT THROUGH
WORK SATISFACTION AS AN INTERVENING VARIABLES
(Case Study on Bank Jatim Syariah Malang)**

Titiek Ambarwati¹, R. Iqbal Robbie²
Muhammadiyah University of Malang^{1,2}
E-mail: iqbal_robbie@umm.ac.id

Abstract: *Employee engagement has a very close relationship with the competitive advantage of an organization or company, where this competitive advantage cannot be achieved if there is no employee engagement with the company. Employee engagement is a form of positive employee attitudes towards their work and organization which is characterized by feelings of vigor, dedication and absorption. This study resulted in an ethical climate on employee engagement that had a significant positive effect, the effect of ethical climate on satisfaction was also positive, and satisfaction was able to mediate the relationship between ethical climate and employee engagement on employees of Bank Jatim Syariah Malang City.*

Keywords: *ethical climate, employee engagement, satisfaction*

1. Introduction

The development of Islamic banking in East Java has shown a very rapid increase. According to Khofifah Indar Parawansa, the Governor of East Java in the second quarter of 2020, the value of Islamic banking in East Java has increased by 5.46 percent. Meanwhile, for Disbursed Financing (PYD) increased by 6.34 percent and Third Party Funds (DPK) grew by 5.05 percent. This shows that the development of Islamic finance in East Java has shown a positive trend and has the potential to continue to develop again. The current development of the banking system must be in line with the improvement of competence and quality of existing human resources. Where human resources are one of the important factors which have a role as the main mover in a company. In this case, the company must be able to manage its human resources in order to have good quality so that it can increase high productivity and can increase the competitive advantage of a company. According to (Ida Fauziyah, 2020) who is the Minister of Manpower, he stated that increasing the competence and quality of human resources in the banking sector needs to be a concern. Competence in this regard includes technical and managerial skills in implementing governance and banking business.

Recently, the concept of employee engagement has a very close relationship with the competitive advantage of an organization or company, where this competitive advantage cannot be achieved if there is no employee engagement with the company (Anitha, 2014). Employee engagement is a form of positive employee attitudes towards their work and organization which is characterized by feelings of vigor, dedication and absorption. (Hughes and Rog, 2008) states that employee engagement is a good emotional and intellectual relationship that employees have

with their work, organization, superiors or even coworkers who will ultimately have a good influence on their work

Ethical climate is considered as part of organizational culture (Boonbongkarn, 2001) and is a key factor for maintaining good relations between employees and organizations, culture will help to predict work effectiveness (Ulrich et al., 2007). An ethical climate means an acceptable shared perception of behavior, relationships, use of power, and ethical standards in an organization without a written announcement. These perceptions can influence attitudes, decision making, and ethical behavior. There are five types of ethical climate: 1) instrumental, ethical climate that fosters organizational interests; 2) concern, a climate that encourages caring and other considerations; 3) independence, a climate that encourages decisions according to personal moral beliefs; 4) rules, a climate that emphasizes decisions that are guided by internal rules and regulations; 5) laws and codes, a climate that supports decisions based on external codes such as laws or professional codes of ethics.

Several previous studies have shown that ethical climate has a positive relationship with job satisfaction (Sasomsap, 2004). Team interest, social responsibility, legal and professional ethical code climate have a positive relationship with employee and manager job satisfaction (Elci & Alpkan, 2009). There is also some research on the ethical climate and deviant political behavior such as personal ambition and betrayal between coworkers (Peterson, 2002 as cited in Appelbaum, Deguire, & Lay, 2005). (Robbins & Judge, 2017) employee engagement is the involvement of an individual, satisfaction and enthusiasm for a job he does. Schaufeli and Bakker, Rothband (in Saks, 2006) employee engagement, which is the psychological involvement of employees, involves two important aspects, namely attention and absorption. Attention is a cognitive readiness and how much time employees spend doing their jobs. While absorption is how far the employee's intensity is in interpreting his work and focus on what he is doing.

Employee engagement has 3 aspects according to (Schaufeli & Bakker, 2004), namely: Vigor is an aspect characterized by the feeling of enthusiasm that employees have at work and are sincere in their work. The dedication, aspect is characterized by feelings of pride in their work and high enthusiasm. Employees who have high dedication make their work an inspiring, valuable experience and a challenging thing for them. And absorption Aspect, is characterized by a deep interest in the work. Employees usually make all their attention only on their work. In fact, they often don't realize that the work time is over because work time seems to pass so quickly for employees. In this aspect, employees find it difficult to let go of their work so they are willing to give more time to work.

Based on the description above related to the phenomena that occur and the existence of the research gap, the authors are interested in conducting research with the title "EFFECT OF THE ETHICAL CLIMATE ON EMPLOYEE ENGAGEMENT THROUGH JOB SATISFACTION AS INTERVENING VARIABLES (CASE STUDY ON THE BANK JATIM SYARIAH MALANG)"

2. Research Method

This research will be conducted on employees of Bank Jatim Syariah Malang Branch located at Jalan Soekarno Hatta, Mojolangu, Lowokwaru District, Malang City, East Java. This research was conducted for 30 days, from 23 November 2020 to 23 December 2020. The type of research that will be used in this research is explanatory research which is included in the quantitative method. According to (Sugiyono, 2018) explanatory research is to test a hypothesis, in which the hypothesis explains the relationship between variables, whether the variable is influenced or not by other variables. This study also used a survey method with data collection by means of interviews and questionnaires as data collection tools. The population in this study were all employees at Bank Jatim Syariah Malang Branch as many as 30 employees. The sampling technique used was saturated sampling technique. Where according to (Sugiyono, 2018) saturated sample is a sampling technique if all members of the population are used as samples.

Variables Measurement

Data measurement is done by distributing questionnaires to employees at Bank Jatim Syariah Malang. The questionnaire is a number of written questions that have been previously prepared by the researcher and the respondent is asked to answer the questions from the questionnaire (Ghozali, 2013). The distributed questionnaire is closed, which means that the answers to the questions on the questionnaire have been provided so that respondents can choose one of the answers provided. Closed questionnaires are useful for making it easy for respondents to answer questions quickly and make it easy for researchers to get information (Sekaran & Bougie, 2013).

The technique of collecting variables using a Likert scale of 1-5. The use of the Likert scale aims to facilitate measurement because the Likert scale has a variety of scores from a statistical point of view (Sekaran, Bougie, 2013). This study was analyzed using Partial Least Square (PLS) with statistical calculations using SmartPLS software. PLS is a measurement method for testing hypotheses that have problems with complex relationships between variables, but the data sample size is not too large

3. Results and Discussion

Results

A. Data analysis result

1) Scale range

The variable in this study is the effect of work environment (X) on employee engagement (Y) through job satisfaction (Z) as an internevening variable. This study uses data collection methods through distributing questionnaires given to respondents. The following is the frequency distribution of respondents' answers from the tabulated scores based on the scale range

a. Ethical climate variable (X)

The distribution of respondents' answers to ethical climate variables is as follows:

Table 1 Distribution of Respondents' Answers to ethical climate Variables

Item	Respondents answer					Total	Total score	Interpretation
	1	2	3	4	5			
X1.1	1	1	5	12	11	30	121	Good
X1.2	0	0	2	10	18	30	136	Very good
X1.3	1	2	6	14	7	30	114	Good
X2.1	1	2	3	14	10	30	120	Good
X2.2	1	2	2	11	14	30	125	Good
X2.3	1	2	4	15	8	30	117	Good
Total							733	
Average							122,17	Good

Based on table 1, it can be seen that the average value of the distribution of respondents' answers to the ethical climate variable is 122.17 which indicates that the employee's ethical climate can be said to be good. The highest score is obtained on item X1.2 with the question "Orders from superiors can be received well by employees". In this item, the total score is 136, which means that employees at Bank Jatim Syariah can receive and understand every order from their superiors, this indicates that communication by superiors can be received very well by employees. While the lowest score was obtained on item X2.3 with the question item "Employees in this company are open to each other if there are problems encountered". 8 respondents answered strongly agree, 15 respondents answered agree, 4 respondents answered quite agree, 2 respondents answered disagree and 1 respondent answered strongly disagreed. This indicates that there are some employees who do not open up to each other if they have problems in their work.

b. *Employee Engagement (Y)*

The distribution of respondents' answers to the employee engagement variable is as follows:

Based on table 2, it can be seen that the average value of respondents' answers to the employee engagement variable is 124.53, which means that the average employee at Bank Jatim Syariah has a high level of engaged. The highest number of scores was obtained from item Y1.3 with the question item "I don't give up easily when there are difficulties at work" this indicates that employees at Bank Jatim Syariah always try to complete their work. While the lowest score was obtained on item Y1.15 with the question "I feel attached to my job". 6 respondents answered strongly agree, 16 answered agreed, 6 answered quite agree, 1 answered disagree and 1 answered strongly disagree. This indicates that some employees feel unattached to their work.

Table 2 Distribution of Respondents' Answers to Employee Engagement Variables

Indicator	Respondents answer					Total	Total Score	interpretation
	1	2	3	4	5			
Y1.1	1	0	3	15	11	30	125	High
Y1.2	1	0	2	15	12	30	127	Very High
Y1.3	0	0	1	16	13	30	132	Very High
Y1.4	1	0	2	17	10	30	125	High
Y1.5	0	0	2	20	8	30	126	Very High
Y1.6	0	0	3	18	9	30	126	Very High
Y1.7	0	0	7	12	11	30	124	High
Y1.8	1	0	4	13	12	30	125	High
Y1.9	1	0	4	16	9	30	122	High
Y1.10	1	0	1	16	12	30	128	Very High
Y1.11	1	0	1	16	12	30	128	Very High
Y1.12	0	0	3	15	12	30	129	Very High
Y1.13	0	1	3	15	11	30	126	Very High
Y1.14	0	1	4	18	7	30	121	High
Y1.15	1	1	6	16	6	30	115	High
Y1.16	2	1	2	14	11	30	121	High
Y1.17	0	2	6	15	7	30	117	High
Total							2117	
Average							124,53	High

b. Job satisfaction variabel (Z)

The distribution of respondents' answers to the job satisfaction variable is as follows:

Table 3 Distribution of Respondents' Answers to Job Satisfaction Variables

Indicator	Respondents answer					Total	Total Score	Interpretation
	1	2	3	4	5			
Z1.1	1	1	3	13	12	30	124	High
Z1.2	1	0	2	15	12	30	127	Very High
Z1.3	1	1	2	14	12	30	125	High
Z1.4	0	2	3	15	10	30	123	High

Z1.5	1	0	3	17	9	30	123	High
Z1.6	0	1	5	11	13	30	126	Very High
Z1.7	1	1	2	13	13	30	126	Very High
Z1.8	1	1	3	9	16	30	128	Very High
Z1.9	0	0	7	7	16	30	129	Very High
Z1.10	1	0	6	16	7	30	118	High
Z1.11	1	1	6	15	7	30	116	High
Z1.12	1	1	5	12	11	30	121	High
Z1.13	1	1	3	15	10	30	122	High
Z1.14	2	0	4	13	11	30	121	High
Total							1729	
Average							123,5	High

Based on table 3, it can be seen that the average value of the distribution of respondents' answers on the job satisfaction variable is 123.5, which means that employees at Bank Jatim Syariah have a high level of satisfaction with their work. The highest number of scores was obtained on item Z1.9 with the question "I have the opportunity to take part in the promotion program". This indicates that opportunities for promotion for employees provide a very high level of job satisfaction. Whereas the lowest total score was obtained on item Z1.11 with the question "I have the most likely made the career I want". This indicates that some employees cannot make the career they want in the future, this is indicated by the low score results in this question item.

2). PLS (Partial Least Square)

The data analysis technique using Partial Least Square is carried out with several test stages, namely the measurement model or outer model test and the structural model or inner model test and hypothesis testing using bootstrapping which will be explained below:

a. Outer Model

The outer model was carried out in two stages, namely convergent validity and reliability testing.

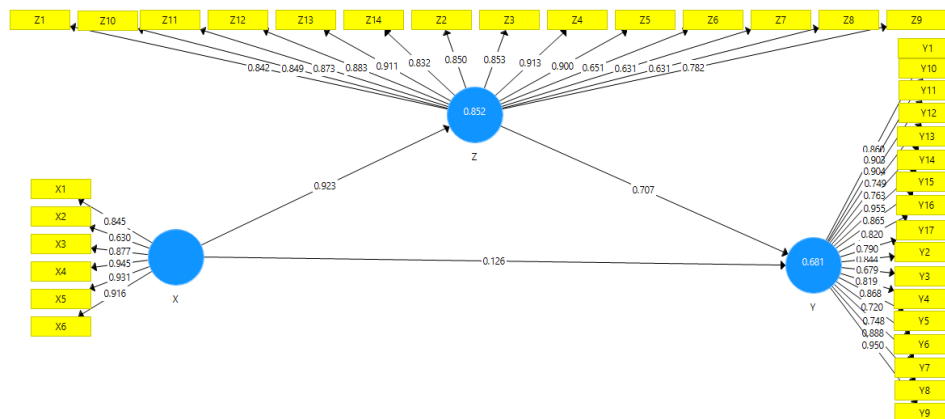


Figure 1 Path Model Results

b. *Convergent Validity*

Convergent validity can be seen through the loading factor value. The loading factor value can be said to be high if the indicator correlates more than 0.7 with the measured construct. However, for early stage research, a value of 0.5 to 0.6 is sufficient. For variables, it can be said to be valid if the Average Variance Extracted (AVE) value is ≥ 0.5 (Ghozali, 2011). The loading factor value after processing in the SmartPLS program can be shown in the following table:

Table 4. Factor Loading

Variables	Item	Factor Loading	Interpretation
Ethical climate (X)	X1.1	0.845	Valid
	X1.2	0.630	Valid
	X1.3	0.877	Valid
	X1.4	0.945	Valid
	X1.5	0.931	Valid
	X1.6	0.916	Valid
Employee Engagement (Y)	Y1.1	0.860	Valid
	Y1.2	0.844	Valid
	Y1.3	0.679	Valid
	Y1.4	0.819	Valid
	Y1.5	0.868	Valid
	Y1.6	0.720	Valid
	Y1.7	0.748	Valid
	Y1.8	0.888	Valid
	Y1.9	0.950	Valid
	Y1.10	0.903	Valid

Job satisfaction (Z)	Y1.11	0.904	Valid
	Y1.12	0.749	Valid
	Y1.13	0.763	Valid
	Y1.14	0.955	Valid
	Y1.15	0.865	Valid
	Y1.16	0.820	Valid
	Y1.17	0.790	Valid
	Z1.1	0,842	Valid
	Z1.2	0,850	Valid
	Z1.3	0,853	Valid
	Z1.4	0,913	Valid
	Z1.5	0,900	Valid
	Z1.6	0,651	Valid
	Z1.7	0,631	Valid
	Z1.8	0,631	Valid
	Z1.9	0,782	Valid
	Z1.10	0,849	Valid
	Z1.11	0,873	Valid
	Z1.12	0,883	Valid
	Z1.13	0,911	Valid
	Z1.14	0,832	Valid

Source: Data processed by SmartPLS, 2021

Based on the table 4, it shows that some constructs or items have a factor loading value above 0.6 and less than 0.7, namely on items X1.2, Y1.3, Z1.6, Z1.7, and Z1.8 which indicate that the item is quite valid. Meanwhile, other items show a factor loading value above 0.7 which indicates that the item is very valid. This is based on (Ghozali, 2011) which states that the factor loading value is high if the value is above 0.7 and a value of 0.5 or 0.6 is considered sufficient. So in this case the loading factor value listed in the table above can meet the convergent validity requirements.

Furthermore, it can be seen the value of AVE or Average Variance Extracted, where the variable is said to be valid if the value is more than 0.5 (Ghozali, 2011). AVE values can be seen in the following table:

Table 5 Value of Average Variance Extracted (AVE)

Variables	<i>Average Variance Extracted (AVE)</i>
Ethical climate (X)	0.746
<i>Employee Engagement (Y)</i>	0.697
Job satisfaction (Z)	0.673

Source: Data processed by SmartPLS, 2021

The table shows that all variables have an AVE value above 0.5. Where the highest value is the work environment variable with an AVE value of 0.746 and the lowest value is the job satisfaction variable with an AVE value of 0.673. In this case, it can be said that the AVE value has met the specified conditions, which is above 0.5. So it can be said that each indicator has been able to reflect their respective variables validly.

1) Reliability Test

The second measurement stage or outer model is the reliability test to measure the reliability level of the research variables. This measurement is done by looking at the alpha coefficient or Cronbach's alpha and composite reliability. This measurement can be said to be reliable if it has an alpha coefficient value and composite reliability greater than 0.6 (Ghozali, 2011). The value of Cronbach's alpha and composite reliability can be seen in the following table:

Table 6: The value of Cronbach's Alpha and Composite Reliability

Variabel	<i>Average Variance Extracted (AVE)</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Interpretation
Ethical climate (X)	0.746	0.928	0.946	Reliabel
<i>Employee Engagement (Y)</i>	0.697	0.972	0.975	Reliabel
Job satisfaction (Z)	0.673	0.961	0.966	Reliabel

Source: Data processed by SmartPLS, 2021

Based on the table above, it shows that the value of Cronbach's alpha and composite reliability for each variable is more than 0.6. This indicates that the variable can be said to be reliable.

Table 7 : R Square value

Variables	R Square
<i>Employee Engagement (Y)</i>	0,681
Job satisfaction (Z)	0,852

Source: Data processed by SmartPLS, 2021

Based on table 4:12, it shows that the R Square value of the Employee Engagement variable is 0.681 or 68%, which means that the Employee Engagement variable is influenced by ethical climate variables and job satisfaction by 68% and the value of 32% is influenced by factors outside this study. . While the R Square value on the job satisfaction variable shows a value of 0.852 or 85%, which means that the job satisfaction variable is influenced by the ethical climate variable by 85% and the value of 15% is influenced by other factors outside of this study.

2) Q Square (Predictive Relevance)

Predictive Relevance (Q Square) is used to assess how well the observation value generated by the model and its parameters. If the value of Q Square (Q²) is more than 0 and the closer to 1, the better the model used

Table 8: Value of Q Square

Variabel	SSO	SSE	$Q^2 = 1 - SSE/SSO$
Ethical climate (X)	180.000	180.000	
<i>Employee Engagement (Y)</i>	510.000	303.001	0,406
Satisfaction (Z)	420.000	204.140	0,514

Source: Data processed by SmartPLS, 2021

Based on table 4.13, it shows that the value of Q Square or Q² for the employee engagement variable is 0.406, which means that employee engagement is influenced by ethical climate variables and job satisfaction by 40%, while 60% is influenced by other variables.

3) Hypothesis testing

Hypothesis testing is carried out to see the relationship between variables and other variables, where the test can be seen through the value of the Original Sample (O) and the value of T Statistic to assess the significance level of the relationship between variables, where this test is carried out using the bootstrapping method. It can be said to be positive if the significance value is above 1.96 with a significance level of 5%.

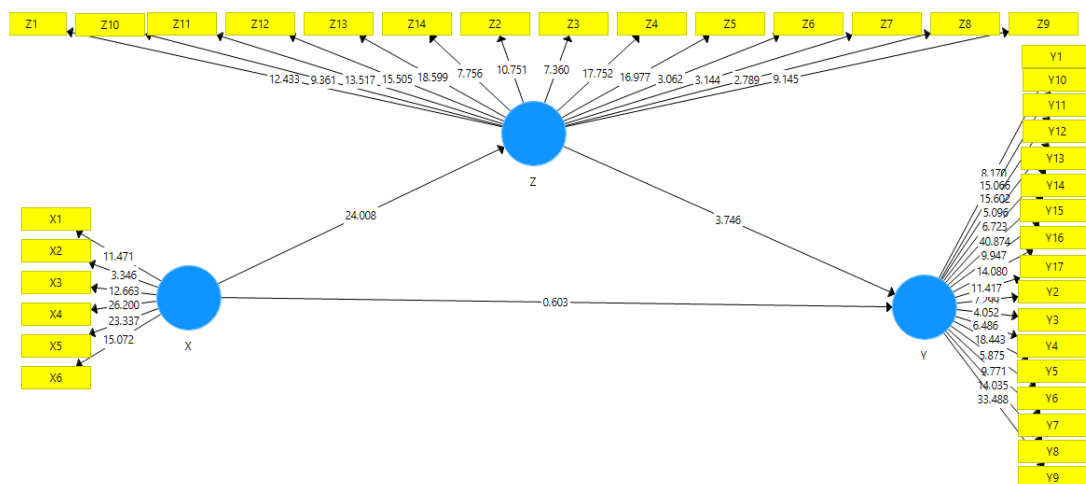


Figure 3 Path Model Bootstrapping final

The results of hypothesis testing can be seen in the following table:

Table 9: Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistic	P Values
Ethical climate -> Employee Engagement	0,126	0,122	0,209	0,603	0,547
Ethical climate -> Job satisfaction	0,923	0,920	0,038	24,008	0,000
Job satisfaction -> Employee Engagement	0,707	0,749	0,189	3,746	0,000
Ethical climate -> Job satisfaction -> Employee Engagement	0,653	0,691	0,189	3,464	0,001

Based on table 4:14 shows the test results related to the direction of the relationship between variables, whether positive or negative, and whether the relationship between these variables is significant or insignificant.

The hypothesis in the study can be described as follows:

1) The effect of ethical climate on employee engagement

The results of this study indicate that the ethical climate has no effect on employee engagement so that H_0 is rejected and H_a is accepted. It can be seen from table 4:13 that the effect of the ethical climate on employee engagement has an original sample value of 0.126, a T-Statistic of 6.03 (less than 1.96) and a p value of 0.547 (greater than 0.05) which indicates that the ethical climate did not have a significant effect on employee engagement.

2) The influence of ethical climate on job satisfaction

The results of this study indicate that ethical climate has a positive and significant effect on job satisfaction so that H_0 is accepted and H_a is rejected. Table 4.13 shows that the effect of the ethical climate on job satisfaction has an original sample value of 0.923, a T-Statistic of 24.008 (> 1.96) and a p value of 0.000 (< 0.05) which indicates that the ethical climate has a positive and significant effect on satisfaction. work.

3) The effect of job satisfaction on employee engagement

The results of this study indicate that job satisfaction has a positive and significant effect on employee engagement so that H_0 is accepted and H_a is rejected. Table 4.13 shows that the effect of job satisfaction on employee engagement has an original sample value of 0.707, a T-Statistic of 3.746 (> 1.96) and a p value of 0.000 (< 0.05) which indicates that job satisfaction has a positive and significant effect on employees. engagement.

4) The influence of ethical climate on employee engagement through job satisfaction as an intervening variable

The results of this study indicate that the ethical climate affects employee engagement through job satisfaction as an intervening variable, so that H_0 is accepted and H_a is rejected. Table 4.13 shows that the influence of the ethical climate affects employee engagement through job satisfaction as an intervening variable which has an original sample value of 0.653, a T-Statistic of 3.464 (> 1.96) and a p value of 0.001 (< 0.05) which indicates that the ethical climate affects employee engagement through job satisfaction as an intervening variable

Discussion

a. Description of ethical climate, job satisfaction and employee engagement at the company.

The results of this study indicate that the ethical climate at the company is very good, high job satisfaction and high employee engagement. The work environment is measured through employee communication with their superiors as well as communication between

employees. Where the highest value is obtained from the communication relationship between employees and superiors, related to the question whether orders from superiors can be received well by employees. This indicates that the communication between superiors and employees is very good so that employees can receive and understand every order from their superiors.

Job satisfaction is measured through the job itself, supervision, salary, promotion opportunities, and relationships with colleagues. This refers to several indicators of job satisfaction according to (Robbin & Judge, 2017) where this indicator can be used to measure employee job satisfaction. The highest value on job satisfaction is obtained from promotion opportunities, which means that employees have had the opportunity to move up in positions and develop their careers.

Employee engagement is measured through vigor (enthusiasm), dedication (dedication) and absorption (preoccupation), this refers to 3 aspects according to (Schaufeli & Bakker, 2004). The highest value on the employee engagement variable is obtained from the vigor (spirit) aspect, which means that employees have high enthusiasm to do their job.

b. The relationship of the ethical climate to employee engagement

The results of the analysis of this study indicate that the ethical climate has no effect on employee engagement. This indicates that the better the ethical climate will not directly affect employee engagement. The results of this study are reinforced by research (Susanto et al., 2008) which shows that there is no significant influence between ethical climate on employee engagement. When viewed from the data on the characteristics of the respondents, which shows that 86.7% of employees have worked for a span of 2 - 10 years and the rest 13.30% have worked for more than 10 years, it can be concluded that the ethical climate does not really affect the level of engaged employees. Measurements carried out in this study are related to the communication relationship between employees and their superiors as well as communication relationships among employees, so in this case the communication relationship does not affect the level of engaged the employee is

c. The relationship between ethical climate and job satisfaction

The results of the analysis of this study indicate that the ethical climate has a significant positive effect on job satisfaction. This indicates that the better the ethical climate, the higher the job satisfaction. This result is reinforced by research (Sitinjak, 2018) and (Aliya & Saragih, 2020) that the ethical climate has a significant positive effect on job satisfaction. Where according to research results (Sitinjak, 2018) states that ethical climate is the highest indicator in relation to job satisfaction related to good communication between coworkers. Referring to (Robbins & Judge, 2017) which states that job satisfaction is not only obtained by employees when employees are able to complete their work well but is also influenced by good relationships between employees and superiors or employees with other employees who tell stories about good environmental conditions as well. become a job satisfaction factor of an employee. So in this case, the ethical climate has an influence in increasing employee job satisfaction

d. Relationship between job satisfaction and employee engagement

The results of this study indicate that job satisfaction has a significant positive effect on employee engagement. So that the higher the job satisfaction, the higher the level of engaged

employees for the company. This result is reinforced by research (Han & Goleman, Daniel; Boyatzis, Richard; Mckee, 2019), (Affini & Surip, 2018) and (Tepayakul & Rinthaisong, 2018) that job satisfaction has a significant positive effect on employee engagement. Job satisfaction indicators are measured through the job itself, supervision, salary, promotion opportunities, and relationships with colleagues. Where an employee with a high level of job satisfaction, the employee tends to have positive feelings about his job, whereas if the job satisfaction is low, the employee tends to have negative feelings about his job

- e. The influence of ethical climate on employee engagement through job satisfaction as an intervening variable

The results of this research analysis showed that the ethical climate had a significant positive effect on employee engagement through job satisfaction as an intervening variable. This indicates that this study is full-mediated, which means that the better the ethical climate will affect employee engagement if it is strengthened by high job satisfaction. These results contradict the results of research from (Han & Goleman, Daniel; Boyatzis, Richard; Mckee, 2019) that job satisfaction does not mediate the effect of ethical climate on employee engagement. A high level of employee satisfaction will increase the level of engaged employees because of the positive attitude that employees have towards their work.

4. Conclusion

The conclusions obtained from the results of this study are as follows:

- 1) The ethical climate (X) at Bank Jatim Syariah Malang can be said to be very good with the highest factor obtained from the indicator of the communication relationship between superiors and employees. Job satisfaction (Z) can be said to be high with the highest factor obtained from the promotion indicator. Meanwhile, the level of employee engagement (Y) is said to be high with the highest factor being obtained from the employee vigor or morale indicator.
- 2) The ethical climate (X) does not have a significant effect on employee engagement (Y), which means that a good work environment cannot directly affect the level of engaged employees.
- 3) ethical climate (X) has a significant positive effect on job satisfaction (Z), which means that the better the work environment, the better employee job satisfaction.
- 4) Job satisfaction (Z) has a significant positive effect on employee engagement (Y), which means that the higher the level of employee job satisfaction, the higher the level of employee engagement.
- 5) ethical climate (X) has a significant effect on employee engagement (Y) through job satisfaction as an intervening variable, which means that job satisfaction is able to mediate the work environment on employee engagement.

References

- Affini, D. N., & Surip, N. (2018). Pengaruh Kompensasi dan Kepuasan Kerja Terhadap Employee Engagement yang Berdampak Pada Turnover Intentions. *Jurnal Manajemen Ilmiah Bisnis*, 4(1), 117–131.
- Aliya, G. R., & Saragih, R. (2020). Pengaruh Work-Life Balance dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Di PT Telkom Divisi Telkom Regional III Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 4(3), 84–95.
- Ardana, K., Mujiati, N. W., & Sriathi, A. A. A. (2013). *Perilaku Keorganisasian*.
- Han, E. S., & goleman, daniel; boyatzis, Richard; Mckee, A. (2019). 濟無No Title No Title. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Nasidi, Y., Makera, A. U., Kamaruddeen, A. M., & Jemaku, I. M. (2019). Assessing the Impact of Work Environment on Employee Engagement among Non-Academic Staff of the University. *SEISENSE Journal of Management*, 2(1), 57–68. <https://doi.org/10.33215/sjom.v2i1.84>
- p-ISSN: 1979-3650, e-ISSN: 2548-2149* <https://e-journal.unair.ac.id/JMTT>. (2020). 31–48.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku Organisasi*.
- Sitinjak, L. N. (2018). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan PT. Mitra Pinasthika Mustika Rent Tangerang Selatan). *Jurnal Administrasi Bisnis (JAB)*, 60(2), 162–168.
- Sugiyono. (2018). Metode Penelitian Kuantitatif, Kualitatif dan R&D. In *Ke-26*.
- Susanto, F., Suryamarchia, G., & Widjaja, D. C. (2008). Faktor-Faktor Yang Mempengaruhi Employee Engagement di Hotel IBIS STYLE di Surabaya. *Jurnal Manajemen Perhotelan*, 552–566.
- Tepayakul, R., & Rinthaisong, I. (2018). Job satisfaction and employee engagement among human resources staff of Thai Private Higher Education Institutions. *Journal of Behavioral Science*, 13(2), 68–81.
- Ulum, I., Ghazali, I., & Chariri, A. (n.d.). *INTELLECTUAL CAPITAL DAN KINERJA KEUANGAN PERUSAHAAN ; SUATU ANALISIS DENGAN PENDEKATAN PARTIAL LEAST SQUARES*. 19(19), 1–31.