



The Influence of Compensation and Perceived Organizational Support on Employee Engagement with Job Satisfaction as an Intervening Variable at PT MNC Sekuritas Jakarta Head Office

Izzatinisa^{1*}, Nur Aktif Budiono²
Universitas Mercu Buana Jakarta

Corresponding Author: Izzatinisa nisaizzati05@gmail.com

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ABSTRACT

Nowadays, companies that provide community investment are starting to mushroom. To compete with competitors, MNC Sekuritas tries to retain the best human resources and encourage these resources to be more efficient and effective in their work. The research aims to determine the influence of Compensation and Perceived Organizational Support on Employee Engagement with Job Satisfaction as an intervening variable. The research population was all permanent employees of the PT MNC Sekuritas Jakarta head office with a sample of 105 respondents. The research uses a quantitative approach with survey methods. Analysis of SEM-PLS data using SmartPLS 3 software. The results of the research show that compensation does not have a significant influence on Employee Engagement, but has a significant influence on Job Satisfaction. Perceived Organizational Support has a significant influence on Job Satisfaction and Employee Engagement. It was also found that Job Satisfaction has a significant influence on Employee Engagement. Compensation and Perceived Organizational Support through Job Satisfaction have a significant influence on Employee Engagement.

INTRODUCTION

The business world is currently experiencing increasingly fierce competition which is influenced by developments over time. To be able to compete, businesses must have the right strategy to survive current developments. The potential of human resources can make a good contribution in carrying out tasks optimally to create this strategy and can be achieved if the human resources within them have strong involvement with the organization to produce maximum work results.

The type of business sector that also competes with its competitors is securities companies. A securities company itself is a company that has received a business license from the OJK (Financial Services Authority) to be able to carry out business activities as a Securities Broker, Securities Underwriter, or other activities by the provisions set by the Capital Market Supervisor, PT MNC Sekuritas is one of them (OJK, 2021).

However, according to data, PT MNC Sekuritas is faced with turnover problems and Performance Appraisal (PA) results that are considered unsatisfactory. The turnover problem at PT MNC Sekuritas is known to have increased in the last three years. In 2020 it was 23%, 12% in 2021, and 19% in 2022. It is known that 29.5% of employees left due to a lack of company support for their work, or what is usually called perceived organizational support. Meanwhile, another 16.9% thought compensation was what caused them to resign, and the rest were influenced by other reasons. High turnover can occur due to several factors, one of which is low employee engagement with the company (Naufer & Kumar, 2020)

Researchers strengthened the results of the exit interviews by conducting a pre-survey of 25 employees of PT MNC Sekuritas Jakarta head office to fill in several indicators which are variables that influence their engagement with the company. From the pre-survey results, it was found that 60% of employees felt they had a lack of company support in their work and as many as 56% of employees felt they did not receive fair compensation, giving rise to employee dissatisfaction with their current jobs with a result of 56%.

Apart from that, there is a gap in research on compensation and perceived organizational support for employee engagement. Research conducted by Filatrovi & Attiq (2020) found that there is no influence between compensation and employee engagement. However, from the research results of Ferine, et al (2023), compensation has a significant positive relationship with employee engagement. Regarding the perceived organizational support variable, research results from Ramadhani (2022) show that perceived organizational support does not affect employee engagement. Meanwhile, in research by Alkasim & Prahara (2019), it was found that there was a significant positive relationship between perceived organizational support (POS) and employee engagement. Then, the research results of Sari, Hermawan and Affandi (2020) were found which showed that job satisfaction did not influence employee engagement and this was in contrast to the research of Garg, Dar, and Mishra (2018) where job satisfaction also a significantly positive effect on employee engagement.

Based on the description above, the researcher chose to research "The Influence of Compensation and Perceived Organizational Support on Employee Engagement with Job Satisfaction as an Intervening Variable at the Head Office of PT MNC Sekuritas Jakarta".

LITERATURE REVIEW

Employee Engagement

Marciano (in Nasrul, Masdupi, and Syahrizal, 2020) defines engagement as about commitment. The word comes from Old French (en + gage) which means "to promise yourself". The concept of employee engagement is also about the extent to which a person is committed, dedicated, and loyal to his or her organization, supervisor, job, and coworkers. Engagement refers to an intrinsic, deep-rooted and broad sense of commitment, pride and loyalty that is not easily acquired and changed. Kahn (in Byrne, 2015) first defined employee engagement as the efforts of organizational members to be involved in their roles at work. In this condition, people participate and express themselves physically, cognitively and emotionally when he does their work. The everyday connotation of engagement (Schaufeli, 2014) refers to the involvement, commitment, passion, enthusiasm, absorption, focused effort, enthusiasm, dedication and energy. From several explanations From the definition stated above, it can be concluded that employee engagement is a form of commitment, dedication and involvement of employees towards their company, where when an employee has high engagement with the company, the employee will maximize his efforts in the progress of the organization. According to Schaufeli (2014), employee engagement has five dimensions, namely vigor, dedication and absorption.

Job Satisfaction

Armstrong & Taylor (2014) define job satisfaction as the attitudes and feelings that people have about their work. A positive and good attitude towards work shows that a person is satisfied, whereas a negative and disliked attitude when doing work shows job dissatisfaction. Colquitt (2018), defines job satisfaction as a pleasant emotional feeling obtained from an assessment of one's work or work experience. Locke (in Luthans, Luthans & Luthans, 2015) defines job satisfaction as involving cognitive, affective and evaluative reactions or attitudes and states that this is "a pleasant emotion resulting from an assessment of one's work or work experience". In essence, job satisfaction is a feeling that comes from cognitive and affective factors that arise from work. According to Luthans, Luthans & Luthans (2015), the dimensions of job satisfaction are the work itself, pay, promotion opportunities, supervision, and coworkers.

Compensation

Hasibuan (in Kainde & Pagala, 2022), says that compensation is all income in the form of money or goods directly or indirectly received by employees as compensation for services provided to the company. Compensation is also defined as something that is considered comparable, in

this case it is wages for the employee's work (Sudaryo, Aribowo, & Sofiati, 2018). In short, compensation is defined as an award given to employees for their work contribution. Dessler (2017) said that compensation has two main components, namely, direct financial payments and indirect financial payments.

Perceived Organizational Support

Scandura (2019) states that perceived organizational support is the employee's perspective regarding whether the organization values contributions and cares about employee welfare. Rhoades & Eisenberger (in Marfuatun & Muafi, 2021) state that perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions, provides support, and cares about their welfare. Employees who feel safe in the work environment are characterized by openness to the company. A supportive environment allows members to experiment and try new things and even fail without fear of the consequences (Jaspers, in Safitri, 2023). In conclusion, perceived organizational support is a form of perception that arises from employees regarding the company's support in their work. Rhoades & Eisenberger (in Putri, 2021) suggest three general forms of perceived organizational support, namely fairness, rewards and working conditions, and superior support.

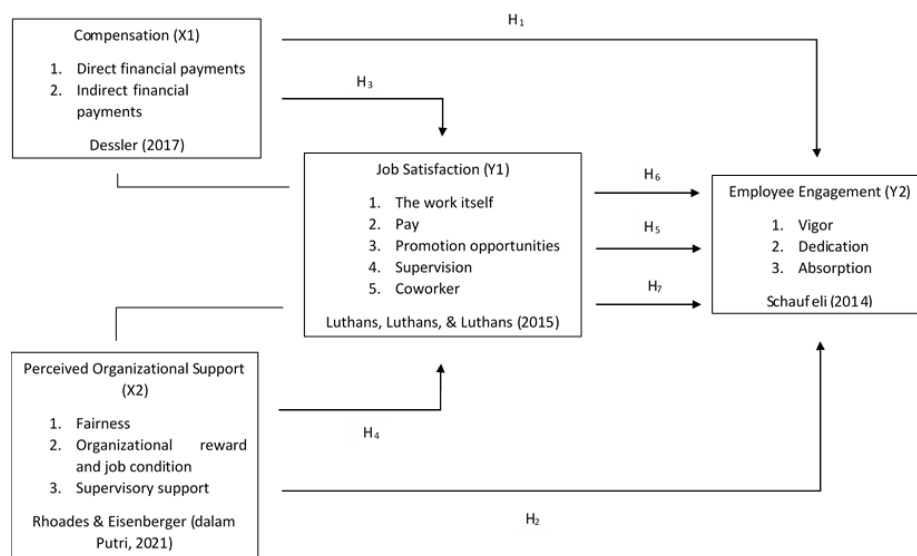


Figure 1. Conceptual Framework

Based on the picture above, the following hypothesis can be developed:

- H1: Compensation has a significant effect on employee engagement
- H2: Perceived organizational support has a significant effect on employee engagement
- H3: Compensation has a significant effect on job satisfaction
- H4: Perceived organizational support has a significant effect on job satisfaction

- H5: Job satisfaction has a significant effect on employee engagement
H6: Compensation has a significant effect on employee engagement, mediated by job satisfaction
H7: Perceived organizational support has a significant effect on employee engagement, mediated by job satisfaction

METHODOLOGY

The research method used is quantitative. Quantitative research emphasizes the analysis of numerical data processed using statistical methods (Hardani, et al., 2020). The type of research used is causal research because researchers want to know the cause-and-effect relationship between variables and test hypotheses.

In this research there are independent variables, namely compensation (X1) and perceived organizational support (X2), then an intervening (mediation) variable, namely job satisfaction (Y1) and a dependent variable, namely employee engagement (Y2) with a data collection method in the form of a questionnaire using a Likert Scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2017)

According to Sugiyono (2017), the population is not just the number of subjects or objects to be studied but also includes all the characteristics/traits possessed by the subjects or objects to be studied and then conclusions drawn. In this research, researchers took a population of permanent employees at the head office of PT MNC Sekuritas Jakarta, totaling 143 people and the number of samples obtained from calculating the Slovin formula was 105 respondents.

Data analysis uses Structural Equation Modeling (SEM) with instrument testing using the Partial Least Square (PLS) method. Data analysis was carried out after all questionnaires were collected and then tabulated and entered into SmartPLS 3 software.

RESULTS

The results of the data obtained through questionnaires can describe the characteristics of respondents based on: gender, age, highest level of education, length of service and level of position.

Table 1. Description of Respondents

No	Based on	Characteristic	Amount	Percentage
1	Gender	Woman	47	44,8%
		Man	58	55,2%
2	Age	≤ 30 years	34	32,4%
		31 - 40 years	28	26,7%
		41 - 50 years	25	23,8%
		≥ 51 years	18	17,1%
3	Education	High school/equivalent	12	11,4%
		D3	10	9,5%
		D4/ S1	72	68,6%
		S2	11	10,5%
4	Years of service	≤ 5 years	38	36,2%
		6 - 10 years	26	24,8%
		11 - 20 years	15	14,2%
		≥ 21 years	26	24,8%
5	Position level	Staff	5	4,8%
		Officer	54	51,4%
		Supervisor Up	30	28,6%
		Manager Up	16	15,2%

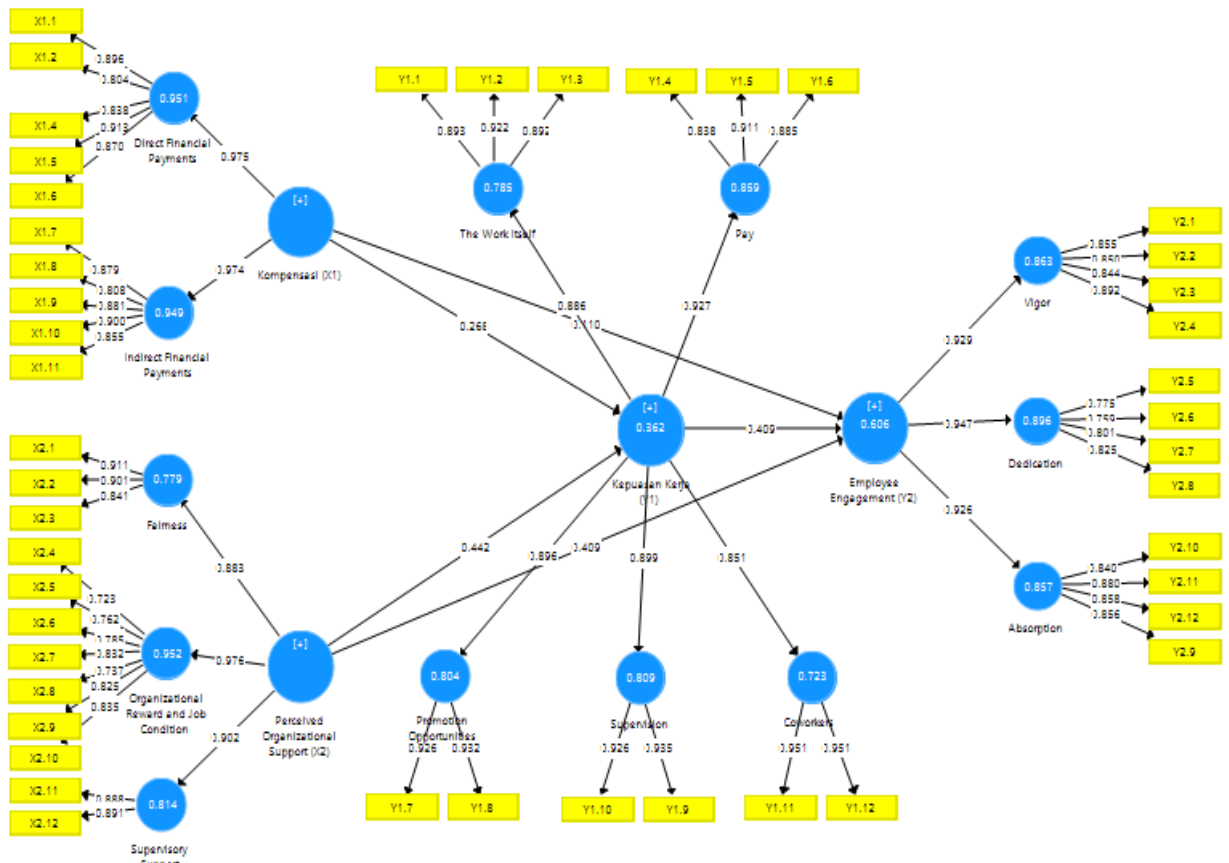
Source: Data processed result SmartPLS, 2023

Evaluation of the Measurement Model (Outer Model)

In the outer model, the measurement model is carried out using validity and reliability tests and aims to specify the relationship between the latent variables and the indicators (Ghozali, 2016).

Validity testing is carried out in two stages: (1) convergent validity which is carried out based on the loading factor value of each construct which functions to identify that unobserved variables can be measured using each observed variable construct through CFA (Confirmatory Factor Analysis) or factor analysis and (2) discriminant validity to determine the extent to which a construct is truly different from other constructs by empirical standards. An indicator is considered to have a high level of validity if it has a loading factor value > 0.7 and AVE > 0.5 . (Ghozali & Latan, 2015). The following are the results of the convergent validity test:

Figure 1. Confirmatory Factor Analysis (CFA)



Source: Data processed result SmartPLS, 2023

Based on Figure 1 above, it is known that the overall loading factor is more than 0.7, so all indicators on all research variables are declared valid.

Then, the next convergent validity test will be carried out with Average Variance Extracted (AVE)

Table 2. Average Variance Extracted (AVE)

Variable/Indikator	Average Variance Extracted (AVE)	Cutt-off	Information
Compensation (X1)	0.711	0.5	Valid
Direct financial payments	0.748		Valid
Indirect financial payments	0.749		Valid
POS (X2)	0.603		Valid
Fairness	0.783		Valid
Organizational reward and job condition	0.619		Valid
Supervisory support	0.791		Valid
Job Satisfaction (Y1)	0.667		Valid
The work itself	0.815		Valid
Pay	0.772		Valid
Promotion opportunities	0.863	Valid	
Supervision	0.866	Valid	

Variable/Indikator	Average Variance Extracted (AVE)	Cutt-off	Information
Coworkers	0.904		Valid
Employee Engagement (Y2)	0.610		Valid
Vigor	0.740		Valid
Dedication	0.625		Valid
Absorption	0.738		Valid

Source: Data processed result SmartPLS, 2023

Based on Table 2, it can be seen that all AVE values are > 0.5, this shows that all latent variables meet the convergent validity (valid) criteria.

Furthermore, discriminant validity is useful for knowing whether the construct has adequate discriminants or not. Of several discriminant validity test methods, Henseler and Sarstedt (2015) stated that HTMT has a higher level of sensitivity in detecting discriminant validity compared to the Fornell-Lacker Criterion and Cross Loadings methods. To ensure discriminant validity between the two reflective constructs, the HTMT value must be less than 0.9.

Table 3. HTMT results

Variable	Employee Engagement (Y2)	Job Satisfaction (Y1)	Compensation (X1)	Perceived Organizational Support (X2)
Employee Engagement (Y2)				
Job Satisfaction (Y1)	0.720			
Compensation (X1)	0.479	0.465		
Perceived Organizational Support (X2)	0.715	0.576	0.418	

Source: Data processed result SmartPLS, 2023

Based on the HTMT table in Table 3 above, it is known that the HTMT value for the variable pair is less than 0.90. This shows that the variable has good discriminant validity.

Test Measuring the reliability of a construct with reflexive items can be done in two ways, namely with Cronbach's alpha and composite reliability. In the construct reliability test, the composite reliability value must be greater than 0.7 (Ghozali & Latan, 2015).

Table 4. Composite Reliability and Cronbach's Alpha

Variable/Indikator	Cronbach's Alpha	rho_A	Composite Reliability	Cutt-off	Information
Compensation (X1)	0.954	0.955	0.961		Reliable
Direct financial payments	0.915	0.918	0.937		Reliable
Indirect financial payments	0.916	0.917	0.937	0.700	Reliable
Perceived Organizational Support	0.940	0.941	0.948		Reliable

(X2)				
Fairness	0.861	0.861	0.915	Reliable
Organizational reward and job condition	0.897	0.899	0.919	Reliable
Supervisory support	0.736	0.737	0.884	Reliable
Job Satisfaction (Y1)	0.954	0.955	0.960	Reliable
The work itself	0.886	0.887	0.930	Reliable
Pay	0.851	0.853	0.910	Reliable
Promotion opportunities	0.842	0.843	0.927	Reliable
Supervision	0.845	0.848	0.928	Reliable
Coworkers	0.894	0.894	0.949	Reliable
Employee Engagement (Y2)	0.942	0.942	0.949	Reliable
Vigor	0.883	0.884	0.919	Reliable
Dedication	0.800	0.801	0.869	Reliable
Absorption	0.881	0.882	0.918	Reliable

Source: Data processed result SmartPLS, 2023

The results of construct reliability testing as presented in Table 4 show the composite reliability and Cronbach's alpha values of all latent variables > 0.70. So it can be concluded that all manifest variables in measuring latent variables in the estimated model are declared reliable.

Structural Model Testing (Inner Model)

The goal in the structural model evaluation stage is to be able to predict the relationships between latent constructs. The results of testing the structural model can be used to see whether the empirical data in the research supports the relationship from the development of the hypothesis created. Therefore, it is very important to first carry out an overall evaluation of the Goodness of Fit (GoF) inner model by looking at the parameters of the variance percentage value through R-Square, Q-Square, F-Square, and hypothesis testing.

The R-Square test is used to see the predictive power of the structural model of each endogenous construct. According to Hair et al (2019), r-square values of 0.75, 0.50 and 0.25 mean substantive (strong), moderate and weak influence.

Table 5 Results of R Square Values

Variable	R-Square	Limit	Information
Employee Engagement (Y2)	0.606	0,5-0,75	Moderate
Job Satisfaction (Y1)	0.362	< 0,5	Weak

Source: Data processed result SmartPLS, 2023

The results in Table 5 show that the r-square value of employee engagement (Y2) is 0.606, between 0.5-0.75, which is moderate. These results explain that 60.6% of employee engagement is influenced by job satisfaction,

compensation and perceived organizational support, while the rest namely 39.4% influenced by other factors not observed in this study. Meanwhile, the second r-square value, namely job satisfaction, is 0.362, which is less than 0.5 and can be categorized as weak. These results explain that 36.2% of employee job satisfaction is influenced by compensation and perceived organizational support, while 63.8% is influenced by other factors not observed in this research.

The f-square test is carried out to determine how much the endogenous latent variable is influenced by the exogenous latent variable. If the result of the value of $f^2 \geq 0.02$ indicates a low effect size, if the result of the value of $f^2 \geq 0.15$ shows a medium effect size, if the result of the value of $f^2 \geq 0.35$ shows a large effect size. (Ghozali and Latan, 2015).

Table 6 Results of F Square Values

Variable	Employee Engagement (Y2)	Job Satisfaction (Y1)
Compensation (X1)	0.024	0.095
Perceived Organizational Support (X2)	0.284	0.258
Job Satisfaction (Y1)	0.272	

Source: Data processed result SmartPLS, 2023

Based on Table 6 above, the f-square for compensation on employee engagement is 0.024, which means the effect of compensation on employee engagement is in the low category. Then, the f-square for compensation on job satisfaction is 0.095, which means the effect of compensation on job satisfaction is also in the low category. The f-square value for perceived organizational support on employee engagement is 0.284, which means that the influence of perceived organizational support on employee engagement is in the moderate or medium category. The f-square value for perceived organizational support on job satisfaction is 0.258, which means the influence of perceived organizational support on job satisfaction is in the medium category. The f-square value for job satisfaction on employee engagement is 0.272, which means that the influence of job satisfaction on employee engagement is in the medium category.

Apart from the r-square and f-square values, inner model measurements are also measured by evaluating the Goodness of the Fit Model with Q^2 . If $Q^2 > 0$ indicates that the model has predictive relevance and if the Q^2 value < 0 indicates that the model lacks predictive relevance (Ghozali and Latan, 2015).

$$Q^2 = 1 - (1-R^2_1) (1-R^2)$$

$$Q^2 = 1 - (1-0,606) (1-0,362)$$

$$Q^2 = 1 - (0,394) (0,638)$$

$$Q^2 = 1 - 0,244$$

$$Q^2 = 0,756 / 75,6\%$$

The results of the Q2 calculation show that the predictive relevance value for the structural model in this study is 0.756 or 75.6%, meaning that the model can explain phenomena related to the variables studied because $Q2 > 0$, so the model can be said to be good.

The Goodness of Fit Index (GoF) aims to validate the combined performance between the measurement model (outer model) and the structural model (inner model) by focusing on predicting the overall performance of the model obtained. The criteria are a value of 0.10 (GoF small), a value of 0.25 (GoF medium), and a value of 0.36 (GoF large) (Ghozali and Latan, 2015).

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVExR}^2} \\ \text{GoF} &= \sqrt{0,610 \times 0,606} \\ \text{GoF} &= \sqrt{0,3696} \\ \text{GoF} &= 0,607 \end{aligned}$$

The results of the GoF calculation above obtained a value of 0.607, so it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) can be said to have a large scale overall.

Hypothesis testing is used to test the influence of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value is \geq T-table (1.96) or the P-value is < 0.05 (Haryono, 2017).

Table 7. Hypothesis Test Results

	Connection	Original Sample (O)	T Statistics (O/STDEV)	P Values
Direct Influence				
H1	Compensation (X1) -> Employee Engagement (Y2)	0.110	1.485	0.141
H2	Perceived Organizational Support (X2) -> Employee Engagement (Y2)	0.409	3.840	0.000
H3	Compensation (X1) -> Job Satisfaction (Y1)	0.268	2.965	0.004
H4	Perceived Organizational Support (X2) -> Kepuasan Kerja (Y1)	0.442	3.929	0.000
H5	Job Satisfaction (Y1) -> Employee Engagement (Y2)	0.409	3.190	0.002
Indirect influence				
H6	Compensation (X1) -> Job Satisfaction (Y1) -> Employee Engagement (Y2)	0.110	2.114	0.037
H7	Perceived Organizational (X2) -> Job Satisfaction (Y1) -> Employee Engagement (Y2)	0.181	2.911	0.004

Source: Data processed result SmartPLS, 2023

Based on Table 7, it is known that the compensation variable on employee engagement has an original sample value of 0.110, meaning that the direction of the relationship between compensation and employee engagement is positive. Meanwhile, the t-statistics value is 1.485 (< 1.96) and the P value is $0.141 > 0.05$, meaning that compensation does not affect employee engagement.

Thus, hypothesis H1 in this study which states that "compensation has no significant effect on employee engagement" H1 is rejected.

Based on Table 7, it is known that the variable perceived organizational support for employee engagement has an original sample value of 0.409, meaning that the direction of the relationship between perceived organizational support and employee engagement is positive. Meanwhile, the t-statistics value is 3.840 (> 1.96) and the P value is $0.000 < 0.05$, meaning that perceived organizational support affects employee engagement. Thus, hypothesis H2 in this study states that "perceived organizational support has a positive and significant effect on employee engagement." H2 is accepted.

Based on Table 7, it is known that the compensation variable on job satisfaction has an original sample value of 0.268, meaning that the direction of the relationship between compensation and job satisfaction is positive. Meanwhile, the t-statistics value is 2.965 (> 1.96) and the P value is $0.004 < 0.05$, meaning that compensation affects job satisfaction. Thus, hypothesis H3 in this study which states that "compensation has a positive and significant effect on job satisfaction" H3 is accepted.

Based on Table 7, it is known that the variable perceived organizational support on job satisfaction has an original sample value of 0.442, meaning that the direction of the relationship between perceived organizational support and job satisfaction is positive. Meanwhile, the t-statistics value is 3.929 (> 1.96) and the P value is $0.000 < 0.05$, meaning that perceived organizational support affects job satisfaction. Thus, hypothesis H4 in this study states that "perceived organizational support has a positive and significant effect on job satisfaction" H4 is accepted.

Based on Table 7, it is known that the variable job satisfaction on employee engagement has an original sample value of 0.409, meaning that the direction of the relationship between job satisfaction and employee engagement is positive. Meanwhile, the t-statistics value is 3.190 (> 1.96) and the P value is $0.002 < 0.05$, meaning that job satisfaction affects employee engagement. Thus, hypothesis H5 in this study which states that "job satisfaction has a positive and significant effect on employee engagement" H5 is accepted.

Based on Table 7, it is known that the compensation variable on employee engagement through job satisfaction has an original sample value of 0.110, meaning that the direction of the relationship between compensation and employee engagement through job satisfaction has a positive value. Meanwhile, the t-statistics value is 2.114 (> 1.96) and the P value is $0.037 < 0.05$, meaning that compensation has a significant effect on employee engagement by mediating job satisfaction. Thus, hypothesis H6 in this study which states that "compensation has a positive and significant effect on employee engagement with the mediation of job satisfaction" H6 is accepted.

Based on Table 7, it is known that the variable perceived organizational support for employee engagement through job satisfaction has an original sample value of 0.181, meaning that the direction of the relationship between perceived organizational support for employee engagement through job satisfaction is positive. Meanwhile, the t-statistics value is 2.911 (> 1.96) and the

P value is $0.004 < 0.05$, meaning that perceived organizational support influences employee engagement through job satisfaction. Thus, hypothesis H7 in this study states that "perceived organizational support has a significant positive effect on employee engagement with the mediation of job satisfaction" H7 is accepted.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussions that have been carried out, it can be concluded as follows:

1. Compensation has a positive and insignificant effect on employee engagement at the PT MNC Sekuritas Jakarta head office. The greater the compensation received by employees, it will affect the high level of employee engagement in the company or conversely, the smaller the compensation received by employees, the lower the level of employee engagement at the PT MNC Sekuritas Jakarta head office.
2. Perceived organizational support has a positive and significant effect on employee engagement at the PT MNC Sekuritas Jakarta head office. The better the employee's perceived organizational support, the higher the employee engagement, or conversely, the worse the employee's perceived organizational support, the lower the employee engagement will be.
3. Compensation has a positive and significant effect on job satisfaction at the head office of PT MNC Sekuritas Jakarta. The higher the compensation the company provides to employees, the higher the sense of job satisfaction, or conversely, the lower the compensation the employee receives, the lower the employee's sense of job satisfaction.
4. Perceived organizational support has a positive and significant effect on job satisfaction at the PT MNC Sekuritas Jakarta head office. The better the employee's perception of organizational support, the higher the employee's perceived job satisfaction or conversely, the worse the employee's perception of organizational support for their work, the lower the employee's perceived job satisfaction.
5. Job satisfaction has a positive and significant effect on employee engagement at the PT MNC Sekuritas Jakarta head office. The higher the employee's sense of job satisfaction, the higher the employee's engagement, or conversely, the lower the employee's sense of job satisfaction, the lower the employee's engagement.
6. Compensation has a positive and significant effect on employee engagement, mediated by job satisfaction. The greater the compensation given to employees, the higher the engagement that will be generated by employees, mediated by the employee's sense of satisfaction at work.
7. Perceived organizational support has a positive and significant effect on employee engagement by mediating job satisfaction. The more positive the employee's perception of the company's support for their work, the higher the engagement that will be generated by the employee, mediated by the employee's sense of satisfaction at work.

Suggestions that can be given from the results of this research are:

1. Based on the first conclusion, compensation does not significantly affect employee engagement, however, management needs to evaluate compensation, especially for the indirect wage payment component. Management can carry out periodic evaluations every year of the allowances given to employees by taking into account the fulfillment of employee needs and welfare by economic developments in society and other competitors. It is hoped that with compensation adjustments, it is hoped that employees will also remain to continue working at the company.
2. Based on the second conclusion, employees already have the perception that the company provides support to employees in fulfilling their responsibilities and influences their engagement. However, companies must also consider making policies and fairness to all levels of employees, especially employees at lower levels. Companies can improve this by providing several policies that are not based on position level, for example, giving awards for length of service without looking at position level. So that every employee feels fair because employees have the same opportunities and benefits
3. Based on the third conclusion, the compensation provided by the company is felt to provide satisfaction to employees. This must be maintained and continued to be developed by the company as the UMP increases every year. The policy regarding allowances, which was originally removed due to the COVID-19 pandemic, can be reviewed and reinstated because it is the main factor causing the high turnover rate in recent years.
4. In the fourth conclusion, the research results show that employees are satisfied with the support provided by the company. However, there are still employees who feel there is a lack of support provided by their superiors. Providing coaching or weekly briefings from superiors to their subordinates can also be implemented, so that employees will feel cared for, and their work is well controlled. Support in the form of superiors' concern for employees' personal lives is also a supporting factor for employees to feel the organization's support for them. This is expected to increase employees' sense of job satisfaction and make employees more engaged with the company.
5. Based on the fifth conclusion, employees are quite satisfied with their current job. However, companies still have to increase employee job satisfaction to reduce turnover rates in the future. The research results also stated that employees were not satisfied with their co-workers. This can be improved by holding periodic company events in the form of team games so that employees have close relationships outside the context of their work.
6. Based on the sixth conclusion, compensation through job satisfaction influences employee engagement. In addition to management's efforts to evaluate the provision of compensation to employees to increase job satisfaction and make employees more engaged, companies also need to maintain these conditions by conducting employee training and

development programs to improve employees' hard skills and soft skills. Employees who have high use value will later provide benefits for the company's progress.

7. Based on the seventh conclusion, perceived organizational support through job satisfaction has an influence on employee engagement. The perception of good support from employees for the company can lead to job satisfaction and increase employee involvement in the company. However, research results on the dimensions of employee engagement state that employees lack high energy and perseverance at work. Companies can get around this problem by carrying out transfers and rotations through psychological assessments so that the positions that employees will occupy will be by their interests and talents.

FURTHER STUDY

1. This research has limitations because it was only conducted within the head office of PT MNC Sekuritas Jakarta, so it cannot necessarily be applied to other securities companies or in general. Apart from that, the object of this research is only limited to permanent employees at the head office, while there are several permanent employees in branches and several employees who have worked on contracts for more than two years. Further research can also be carried out on contract employees who have worked for more than two years and other branch employees.
2. Based on the results of the r-square value of job satisfaction for perceived organizational support and compensation, it is still below 50%, so future researchers can look for mediating variables that may have a higher influence.
3. The variables used in this research are compensation, perceived organizational support, and job satisfaction, to determine their relationship with employee engagement. It is known that the employee engagement variable is substantially influenced by compensation variables, perceived organizational support, and job satisfaction by 60.6%, of which 39.4% is influenced by other variables. It is hoped that researchers in future research can use other variables not examined in this research, such as leadership, organizational culture, and motivation, which according to theory are related to employee engagement.

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