

ABSTRACT

This study aims to examine the effect of Organizational Justice Perception and Organizational Climate on Employee Work Engagement, with Job Satisfaction as a mediating variable at PT. XYZ in Semarang. The study is grounded in the importance of work engagement in sustaining organizational performance within the energy sector, which operates under dynamic conditions and high efficiency demands. A quantitative approach was employed using a survey method, distributing questionnaires to 100 permanent employees selected through purposive sampling. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The findings reveal that Organizational Justice Perception and Organizational Climate have a positive and significant effect on Work Engagement. Furthermore, Job Satisfaction significantly influences Work Engagement and acts as a partial mediator in the relationship between Organizational Justice Perception, Organizational Climate, and Work Engagement. These findings highlight the strategic importance of fostering a fair and supportive work environment to enhance employee satisfaction and sustainable work engagement, particularly within the energy industry context.

Keywords: *organizational justice perception, organizational climate, job satisfaction, work engagement, PLS-SEM*

