

## ABSTRAK

Kinerja individu merupakan aspek penting dalam sebuah perusahaan karena hal inilah yang akan menentukan maju atau mundurnya suatu organisasi atau perusahaan. *Work engagement* menjadi studi prioritas dalam dunia bisnis akhir-akhir ini karena karyawan yang *engaged* dalam pekerjaannya menghasilkan lebih banyak produktivitas, inovasi dan kinerja yang baik. *Work engagement* dipengaruhi oleh banyak hal salah satunya adalah *organizational justice*. *Organizational justice* pada organisasi dapat memprediksi *engagement* pada karyawan, semakin baik persepsi tentang keadilan organisasi yang terbentuk, maka semakin *engaged*. Fenomena *engagement* dapat dirasakan oleh karyawan Telkom Sidoarjo, banyak karyawan di Telkom Sidoarjo yang sudah bekerja sejak lama tetapi tetap setia untuk bekerja dalam naungan PT Telkom Indonesia. Penelitian ini bertujuan untuk mengetahui Pengaruh *Organizational Justice* Terhadap *Employee Performance* dan *Work Engagement* pada PT. Telekomunikasi Indonesia, Tbk Witel Jatim Tengah Timur (Sidoarjo). Data dikumpulkan dengan menggunakan metode survei melalui kuesioner yang diisi oleh karyawan. Kemudian data yang diperoleh dianalisis dengan menggunakan SEM-PLS. Dari hasil analisis menggunakan SEM-PLS dapat diketahui bahwa Distributive Justice (X1) berpengaruh signifikan terhadap Work Engagement (Z), Procedural Justice (X2) berpengaruh signifikan terhadap Work Engagement (Z), Interactional Justice (X3) berpengaruh signifikan terhadap Work Engagement (Z), Distributive Justice (X1) berpengaruh signifikan terhadap Employee Performance (Y), Procedural Justice (X2) tidak berpengaruh signifikan terhadap Employee Performance (Y), Interactional Justice (X3) berpengaruh signifikan terhadap Employee Performance (Y), dan Work Engagement (Z) berpengaruh signifikan terhadap Employee Performance (Y). Hasil analisis menggunakan koefisien determinasi diketahui bahwa 90,6% variabel Work Engagement mampu dijelaskan oleh variabel Distributive Justice (X1), Procedural Justice (X2), dan Interactional Justice (X3). Dan 91,86% variabel Employee Performance mampu dijelaskan oleh variabel Distributive Justice (X1), Procedural Justice (X2), Interactional Justice (X3), dan Work Engagement (Z).

**Kata kunci : Employee Performance, Work Engagement, dan *Organizational Justice***

## ABSTRAC

The performance of an employee is a significant aspect in a company since it has a role to play toward organizational success. Work engagement has become a major study in business lately. It portrays the positive relationship between the employees work engagement and their productivity, innovation and work performance. Work engagement is mostly influenced by several things. One of them is organizational justice. Organizational justice in an organization can predict the engagement of the employees. This phenomenon can be seen in PT. Telkom Sidoarjo. Many employees have been loyal and have been working there in a long period of time. This study aims to examine the influence of organizational justice on employee performance and work engagement in PT. Telekomunikasi Indonesia, TBI Witel Jatim Tengah Timur (Sidoarjo). The data are collected using the survey method by distributing the questioners to the employees of PT. Telkom. The data collected are analyzed using SEM-PLS. The outcome of the analysis depicts that Distributive Justice (X1) has a significant effect on Work Engagement (Z), Procedural Justice (X2) has a significant effect on Work Engagement (Z), Interactional Justice (X3) has a significant effect on Work Engagement (Z), Distributive Justice (X1) has a significant effect on Employee Performance (Y), Procedural Justice (X2) has no significant effect on Employee Performance (Y), Interactional Justice (X3) has a significant effect on Employee Performance (Y) and Work Engagement (Z) has a significant effect on Employee Performance (Y). The analysis using the coefficient of determination shows that 90.6 % variable of work engagement can be described by the variable of Distributive Justice (X1), Procedural Justice (X2) and Interactional Justice (X3). Meanwhile, 91.86 % variable of Employee Performance can be described by the variable of Distributive Justice (X1), Procedural Justice (X2), Interactional Justice (X3) and Work Engagement (Z).

**Keywords :** *Employee Performance, Work Engagement, dan Organizational Justice*