

Employee Engagement and Transactional Leadership Style and Its Influence on Satisfaction Employee Work Moderated by Fairness Organization At PDAM Tirtanadi Medan

M. Al Hafis Lubis¹, Audia Junita², Tapi Rondang Ni Bulan³

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ABSTRACT

This study aims to determine the effect of employee engagement and transactional leadership style on the job satisfaction of PDAM Tirtanadi Medan employees. To find out whether organizational justice moderates the effect of employee engagement and transactional leadership style on employee job satisfaction at PDAM Tirtanadi Medan. The total population in this study amounted to 266 people, and by using the Slovon formula, a sample of 144 people was obtained. The analysis technique used is multiple linear regression and MRA. The results showed that employee engagement and transactional leadership style had a positive and significant effect on employee job satisfaction at PDAM Tirtanadi Medan. Organizational justice weakens employee engagement and strengthens transactional leadership style on employee job satisfaction at PDAM Tirtanadi Medan

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Corresponding Author :

M. Al Hafis Lubis

Universitas Harapan Medan

Email : Hafislubis1993@gmail.com

Introduction

A modern industry and organization is now not only required to provide satisfaction with its services to users (customers) and external stakeholders, but also to its employees, because employees act as internal stakeholders who are the driving force for the sustainability of an organization (Bohlander & Snell, 2015) . Job satisfaction is basically an individual thing. Considerations that affect whether or not a person is satisfied with the job they have can be different for each individual.

According to Handoko (2012: 77), job satisfaction is a pleasant emotional state with which employees perceive their work. The more aspects of work that are in accordance with the wishes of the individual, the higher the level of satisfaction he feels. Employee job satisfaction factors are influenced by emotional feelings or attachment to the company which is still lacking so that the work carried out is often less focused and causes negligence in carrying out work.

To increase job satisfaction, employee engagement is needed within the company. Employee engagement is another factor that determines employee job satisfaction. Employees who are tied to their jobs provide competitive advantages, including high productivity and low turnover. Macey et al (2012) revealed employee engagement is a positive psychological state related to work which is characterized by a genuine desire to contribute to organizational success. According to Macey et al (2012), a sense of engagement is a feeling that includes attachment, a sense of belonging, commitment, loyalty, involvement or desire to contribute both to work and to the organization, voluntarily without coercion.

Apart from employee engagement, another factor that can influence job satisfaction is the transformational leadership style adopted by the company. According to Yukl (2014: 291), "Transactional leadership can involve values, but these values are relevant to exchange processes such as honesty, responsibility, and reciprocity. Transactional leaders help followers identify what to do, in this identification the leader must consider the self-concept and self-esteem of subordinates.

Employee job satisfaction factors are influenced by emotional feelings or attachment to the company. The higher one's job satisfaction, the higher the work results obtained, and vice versa. This can be seen from the level of employee attendance at work. The higher the percentage of attendance, the higher the job satisfaction of employees.

Method

Literature Review and Hypothesis Development

Employee Job Satisfaction

According to Handoko (2012: 77), job satisfaction is a pleasant emotional state with which employees perceive their work. The more aspects of work that are in accordance with the wishes of the individual, the higher the level of satisfaction he feels.

Organizational Justice

Bakhsi (2019: 66) states that an employee's perception of organizational justice greatly influences their attitudes and behavior at work. Robbins and Judge (2015) revealed that organizational justice is the overall perception of employees about what is fair in the organization and work environment.

Employee Engagement

Employee engagement (employee engagement) according to Saks (2011) is an effort by members of the organization to bind themselves according to their role at work. Employees will involve and express themselves physically, cognitively, and emotionally while working in the company where they work. Employees who feel engaged (engaged) with the company, then the employee has an awareness of the business. So that employees will provide all their best abilities and skills for the success of the company (Nusatiria, 2011).

Transactional Leadership Style

According to Mc. Alpine (2013) leadership / leading is different from the leader. Leadership/leading is seen as a process of influencing the activities of organized groups in an effort to set goals and achieve them. Leaders are people who have the task of directing and guiding subordinates and are able to obtain support from subordinates so that they can move them (subordinates) towards achieving organizational goals. The leader is the person and leadership is the activity.

Relationship between Employee Engagement and Transactional Leadership Style on Employee Job Satisfaction

Employee engagement is another factor that determines employee job satisfaction. Employees who are tied to their jobs provide competitive advantages, including high productivity and low turnover. Macey et al. (2012) revealed employee engagement is a positive psychological state related to work that is characterized by a genuine desire to contribute to organizational success. A sense of being engaged is a feeling that includes attachment, a sense of belonging, commitment, loyalty, involvement or desire to contribute both to work and to the organization, voluntarily without coercion. When an employee is emotionally committed, willing to show great initiative and voluntarily spend extra effort for

the success of an organization, most likely the employee will feel happy and satisfied in his work (Vance, 2011). Research conducted by Rachman and Dewanto (2016) states that employee engagement has a significant effect on job satisfaction. Similarly, research conducted by Setiawan (2012) states that transactional leadership style has a positive influence on employee job satisfaction.

Organizational Justice Moderates Employee Engagement Relationships and Transactional Leadership Styles on Employee Job Satisfaction

Folger and Cropanzano (2018) revealed that in general organizational justice is about the condition of employees which leads individuals to believe that they are treated fairly or unfairly. Meanwhile, leadership style is a pattern of behavior designed in such a way as to influence subordinates so that they can maximize the job satisfaction of their subordinates so that organizational work satisfaction and organizational goals can be maximized. According to Maulizar et al. (2012) concluded that transactional leadership is a leadership model in which a leader tends to provide direction to subordinates, and rewards and punishes their job satisfaction and focuses on behavior to guide their followers towards the goals set by clarifying roles and task demands.

Research conducted by Setiawan (2012) states that transactional leadership style has a positive influence on employee job satisfaction which is moderated by employee job satisfaction. Research conducted by Wibawa and Soedarsono (2016) states that employee engagement simultaneously has a significant positive effect on job satisfaction. Meanwhile, the results of Heavyantono's research (2018) state that distributive and procedural justice have no direct significant effect on job satisfaction, as well as research conducted by Safar and A. Samad (2019) which states that interactional justice has a negative and insignificant effect on employee job satisfaction.

Research Data Analysis Techniques

Moderated Regression Analysis

Moderated Regression Analysis(MRA) or interaction test is a special application of multiple linear regression where the regression equation contains an element of interaction (multiplication of two or more dependent variables) (Ghozali, 2019). The following is a mathematical formula for testing hypothesis 2 in this study:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = a + b_1X_1 + b_2X_2 + b_3X_1Z + b_4X_2Z$$

Research Results and Discussion

Research result

Data Quality Testing

Table 1. Data Validity Test Results

Variable	Items	r-count	Information
<i>Employee Engagement</i> (X1)	P1	0.670	Valid
	P2	0.655	Valid
	P3	0.658	Valid
	P4	0.671	Valid
	P5	0.639	Valid
	P6	0.650	Valid
	Q7	0.650	Valid
	Q8	0.716	Valid
Transactional Leadership Style (X2)	P1	0.771	Valid

	P2	0.590	Valid
	P3	0.670	Valid
	P4	0.768	Valid
	P5	0.709	Valid
	P6	0.717	Valid
Employee Job Satisfaction (Y)	P1	0.529	Valid
	P2	0.632	Valid
	P3	0.630	Valid
	P4	0.514	Valid
	P5	0.598	Valid
	P6	0.622	Valid
	Q7	0.706	Valid
	Q8	0.707	Valid
	Q9	0.604	Valid
	P10	0.670	Valid
	P11	0.608	Valid
	Q12	0.701	Valid
	Q13	0.674	Valid
	P14	0.701	Valid
	P15	0.690	Valid
	Q16	0.576	Valid
	Q17	0.636	Valid
	P18	0.433	Valid
Organizational Justice (Z)	P1	0.539	Valid
	P2	0.477	Valid
	P3	0.573	Valid
	P4	0.538	Valid
	P5	0.610	Valid
	P6	0.377	Valid

In Table 1 above, it can be seen that the correlation between each indicator/item for the variable employee engagement, transactional leadership style, employee job satisfaction and organizational justice with $n = 144$ with a confidence level of 95% (0.178). So it can be concluded that each indicator/question item in this research variable is valid.

Reliability Test Results

Table 2. Data Reliability Test Results

Variable	Cronbach's Alpha	Information
Employee engagement(X1)	0.890	Reliable
Transactional leadership style (X2)	0.888	Reliable
Employee job satisfaction (Y)	0.928	Reliable
Organizational justice (Z)	0.772	Reliable

Table 2 above shows that the Cronbach's Alpha value is > 0.60 for each variable in this study. This means that the variables of employee engagement, transactional leadership style, employee job satisfaction and organizational justice are reliable.

Hypothesis Testing I

Regression Test Results Multiple Linear Regression Hypothesis I

Table 3. Multiple Linear Regression Test Results for Hypothesis I Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	16,369	7,217		2,268	.025
Employee Engagement	,749	,163	,327	4,592	,000
Transactional Leadership Style	1.152	,193	,425	5,973	,000

a. Dependent Variable: Employee job satisfaction

$$Y = 16.369 + 0.749 X1 + 1.152 X2$$

- Constant (a) = 16.369 shows employee engagement and constant transactional leadership style, where if the value of the independent variable = 0, then employee job satisfaction (Y) = 16.369.
- Regression coefficient X1 (b1) = 0.749, indicating that the variable employee engagement (X1) shows a positive value on employee job satisfaction (Y). In other words, if the employee engagement variable is increased by one unit, employee job satisfaction will increase by 0.749 units.
- The regression coefficient X2 (b2) = 1.152, indicating that the transactional leadership style variable (X2) shows a positive value on employee job satisfaction (Y). In other words, if the transactional leadership style variable increases by one unit, employee job satisfaction will increase by 1.152 units.

Hypothesis Test Results I Hypothesis I t test

Table 4. Hypothesis Test Results Hypothesis I Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	16,369	7,217		2,268	.025
Employee Engagement	,749	,163	,327	4,592	,000
Transactional Leadership Style	1.152	,193	,425	5,973	,000

a. Dependent Variable: Employee job satisfaction

The t-count value for X1 shows that the tcount > ttable (4.592 > 1.981), which means that employee engagement has a significant effect on employee job satisfaction (0.000 < 0.05). Whereas for X2, the t-count > t-table (5.973 > 1.981) which means that transactional leadership style has a significant effect on employee job satisfaction (0.000 < 0.05).

F test Hypothesis I

Table 5. Hypothesis I F Test Results

ANOVAa					
Model	Sum of Squares	df	MeanSquare	F	Sig.

1	Regression	7492,138	2	3746,069	28,052	,000b
	residual	18829,084	141	133,540		
	Total	26321,222	143			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Transactional Leadership Style, Employee Engagement

The F test can be seen from the ANOVA table of 28.052 with a significant level of 0.001. So $F_{count} > F_{table}$ ($28.052 > 2.667$) and $Sig. < 5\%$ ($0.000 < 0.05$). This means that this model is fit and can be used in this study. So it can be seen from the research results that employee engagement and transactional leadership style simultaneously have a significant effect on employee job satisfaction.

Determination Test Hypothesis I

Table 6. Test Results for the Coefficient of Determination of Hypothesis I
Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,534a	,285	,274	11.55593

a. Predictors: (Constant), Transactional Leadership Style, Employee Engagement

b. Dependent Variable: Employee Job Satisfaction

From Table 6, it is obtained that R Square for Y (employee job satisfaction) is 0.285. This means that 28.5% of the variation in employee job satisfaction (Y) is influenced by variable X1 (employee engagement) and variable X2 (transactional leadership style) simultaneously and the remaining 71.2% is determined by other variables outside the contribution of this study.

Results of Hypothesis Testing II

Hypothesis F Test II

Table 7. Results of Hypothesis F Test II

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3716,602	3	1238,867	7,673	,000b
	residual	22604,620	140	161,462		
	Total	26321,222	143			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Employee Engagement*Organizational Fairness, Employee Engagement, Organizational Fairness

From the results of the F test above, it can be that $F_{count} > F_{table}$ ($7.673 > 2.667$) or $sig F < 5\%$ ($0.000 < 0.05$). This means that the employee engagement variable has a significant effect on the employee job satisfaction variable moderated by organizational justice.

Hypothesis II t test

Table 8. Hypothesis II t-test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	14,516	27,950		,519	,604
Employee Engagement	1,280	,837	,559	1,529	,128
Organizational Justice	1,551	1.354	,521	1.145	,254
Employee Engagement*Organizational Fairness	-.030	.040	-.461	-.745	,458

a. Dependent Variable: Employee Job Satisfaction

The t-count value for $X_1 < t\text{-table}$ ($1.529 < 1.981$) and the value of Sig. ($0.128 > 0.05$), then employee engagement has no effect on employee job satisfaction. For $Z < t\text{-table}$ ($1.145 < 1.981$) and Sig. ($0.254 > 0.05$), then organizational justice has no effect on employee job satisfaction. For the moderation value, it is known that the value of Sig. ($-0.745 < 0.05$), the variable of moderation or organizational justice does not moderate the effect of employee engagement on employee job satisfaction at PDAM Tirtanadi Medan.

Hypothesis Determination Test II

Table 9. Test Results for the Coefficient of Determination of Hypothesis II

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,376a	,141	,123	12.70675

a. Predictors: (Constant), Employee Engagement, Employee Engagement*Organizational Fairness

From the table above, the R Square value is 0.141. This shows that the employee job satisfaction variable (Y) is influenced by the X_1 variable (employee engagement) moderated by the Z variable (organizational justice) of 14.1% and the remaining 85.9% is determined by other variables not examined in this study .

Results of Hypothesis Testing III

Hypothesis F Test III

Table 10. Results of Hypothesis III F Test

ANOVA^a

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	5533,134	3	1844,378	12,421	,000b
	residual	20788,088	140	148,486		
	Total	26321,222	143			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Transactional Leadership Style*Organizational Justice, Transactional Leadership Style, Organizational Justice

From the results of the F test above, it can be that $F_{count} > F_{table}$ ($12.421 > 2.667$) or $\text{sig } F < 5\%$ ($0.000 < 0.05$). Means that the transactional leadership style variable has a significant effect on employee job satisfaction variable moderated by organizational justice.

Hypothesis III t test

Table 11. Results of the t-test for Hypothesis III
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	7,136	20,284		,352	,726
Transactional Leadership Style	2,192	,856	,810	2,561	,012
organizational justice	1,753	,978	,588	1,791	.075
Transactional Leadership Style*Organizational Justice	-.055	.041	-,673	-1,368	,174

a. Dependent Variable: Employee Job Satisfaction

The t-count value for $X_2 < t\text{-table}$ ($2.561 > 1.981$) and the value of Sig. ($0.012 < 0.05$), then the transactional leadership style has a positive and significant effect on employee job satisfaction. For Z, t-count $> t\text{-table}$ ($1.791 < 1.981$) and Sig. ($0.075 > 0.05$), organizational justice has no effect on employee job satisfaction. For the moderation value, it is known that the value of Sig. ($-1.368 < 0.05$), the variable of moderation or organizational justice does not moderate the effect of employee engagement on job satisfaction of PDAM Tirtanadi Medan employees.

Hypothesis Determination Test III

Table 12. Test Results for the Coefficient of Determination of Hypothesis III
Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,458a	,210	,193	12.18550

a. Predictors: (Constant), Transactional Leadership Style*Organizational Justice, Transactional Leadership Style, Organizational Justice

From the table above, the R Square value is 0.210. This shows that the employee job satisfaction variable (Y) is influenced by the X_2 variable (transactional leadership style) moderated by the Z variable (organizational justice) of 21.0% and the remaining 79.0% is determined by other variables not examined in this study. This.

Discussion

The Influence of Employee Engagement and Transactional Leadership Style on Employee Job Satisfaction

From the results of the research conducted, it was found that employee engagement and transactional leadership style had a significant effect on employee job satisfaction at PDAM Tirtanadi Medan. The frequency level of employee job satisfaction can be seen in Table 13. In table 13 it can be seen that the level of employee satisfaction at PDAM Tirtanadi Medan is at a high level of 70.83%.

Table 13. Results of Frequency Distribution of Employee Job Satisfaction Levels

Level	Frequency	(%)
	employee job satisfaction	
Low (1 - 2.33)	1	0.69%
Moderate (2.34 - 3.67)	41	28.47%
High (3.68 - 5)	102	70.83%
Total	144	100%

In this study, the high level of employee job satisfaction is significantly influenced by employee engagement. The better the employee engagement implemented by company leaders, the better the level of employee performance. Table 14 shows descriptive data on the relationship between the level of employee engagement and employee job satisfaction. Based on the results of the crosstabs test (cross tabulation), the relationship between the level of Employee engagement and Employee job satisfaction is shown in Table 14. The data in Table 14 proves that in general respondents who perceive the level of Employee engagement applied in high conditions will display high levels of Employee engagement (59.32%) and moderate (9.03%). Likewise, employees who perceive the level of employee engagement in the medium category also show moderate performance (9,

Table 14. Results of Cross-Frequency Distribution of Employee Engagement and Employee Job Satisfaction

Employee Satisfaction <i>Employee Performance</i>	Job	Low	Currently	Tall	Amount
	Low	0	4 (2.78%)	1(0.69%)	5 (3.47%)
Currently	0	13 (9.03%)	15 (9.0322%)	28 (19.44%)	
Tall	1(0.69%)	24 (16.67%)	86 (59.032%)	111 (77.08%)	
Amount	1(0.69%)	41 (28.47%)	102 (70.83%)	144 (100%)	

Hypothesis 1 of this study is to determine whether employee engagement has a significant effect on employee job satisfaction moderated by organizational justice. Based on the results of the study, it shows that employee engagement has an effect on employee job satisfaction which is moderated by organizational justice at PDAM Tirtanadi Medan. With employee engagement, you can exploring the potential in employees so that they are truly able to carry out work and participate involved in decision making and in solving problems within the company.

Table 15. Employee Engagement Indicator Distribution Results

<i>Employee Engagement</i>	Indicator			
	<i>How Can We</i>	<i>Do I Belong</i>	<i>What Do I Give</i>	<i>What Do I Get</i>
Tall	105 (72.57%)	108 (74.65%)	105 (72.57%)	107 (74.31%)
Currently	31 (21.53%)	19 (13.54%)	31 (21.53%)	23 (15.63%)
Low	8 (5.90%)	17 (11.81%)	8 (5.90%)	14 (10.07%)
Amount	144 (100%)	144 (100%)	144 (100%)	144 (100%)

Based on table 15 above, there are 3 scale levels, namely high, medium and low. PDAM Tirtanadi Medan's employee engagement level is at the highest scale level with 107 respondents (74.65%) on the do i belong indicator. While the lowest scale is 8 respondents

(5.90%) on the how can we and what do I give indicators.

Table 16. Results of Transactional Leadership Style Indicator Distribution

Transactional Leadership Style	Indicator		
	Contingent Rewards	Exception Management	Responsive leader
Tall	100 (69.44%)	102 (70.83%)	95 (65.63%)
Currently	34 (23.26%)	23 (15.97%)	32 (22.22%)
Low	10 (7.29%)	19 (13.19%)	17 (12.15%)
Amount	144 (100 %)	144 (100 %)	144 (100 %)

Based on table 16 above, there are 3 levels of scale, namely high, medium and low. The level of the transactional leadership style of PDAM Tirtanadi Medan is at the highest scale level with 102 respondents (69.44%) on the exception management indicator. While the lowest scale is 10 respondents (7.29%) on the contingent reward indicator.

Table 17. Results of Employee Job Satisfaction Indicator Distribution

Kepuasan Kerja Karyawan	Indikator								
	Gaji	Promosi	Supervisi	Tunjangan tambahan	Penghargaan	Prosedur dan peraturan kerja	Rekan kerja	Pekerjaan itu sendiri	Komunikasi
Tinggi	99	97	98	91	93	94	92	87	92
	68,75	67,36	68,06	63,19	64,58	65,28	63,89	60,42	63,89
Sedang	17	19	24	22	31	19	18	26	36
	11,46	13,19	16,67	15,28	21,53	13,19	12,50	18,06	25,00
Rendah	28	28	22	31	20	31	34	31	16
	19,79	19,44	15,28	21,53	13,89	21,53	23,61	21,53	11,11
Jumlah	144	144	144	144	144	144	144	144	144
	100	100	100	100	100	100	100	100	100

Based on table 17 above, there are 3 scale levels, namely high, medium and low. The level of job satisfaction of PDAM Tirtanadi Medan employees is at the highest level of the scale with 99 respondents (68.75%) on the salary indicator. While the lowest scale is 16 respondents (11.11%) on the communication indicator.

This shows that employee job satisfaction is influenced by employee engagement which is partly due to employees not being able to work for a long period of time at certain times, employees not always getting the opportunity to attend training needed at work to improve competence and superiors not motivating employees so that decrease in employee performance.

The Influence of Employee Engagement and Transactional Leadership Style on Employee Job Satisfaction Moderated by Organizational Justice

The high level of organizational justice in PDAM Tirtanadi Medan can be seen in Table 18. Based on Table 18 it can be seen that the level of organizational justice in PDAM Tirtanadi Medan is at a low level (1-2.33) of 0.69%, a moderate level (2.34- 3.67) of 36.940% and at a high level (3.68-5) of 61.81%.

Table 18. Results of Organizational Fairness Frequency Distribution

Level	Frequency	(%)
	organizational justice	

Low (1 - 2.33)	1	0.69%
Moderate (2.34 - 3.67)	54	36.94%
High (3.68 - 5)	89	61.81%
Total	144	100%

When associated with the level of employee satisfaction, the findings of this study prove that the variable organizational justice is a moderating variable that has a significant negative effect (weakens) in the relationship between employee engagement and transactional leadership style variables on employee job satisfaction at PDAM Tirtanadi Medan. The results of testing this second hypothesis are supported by cross-tabulation decryption data between organizational justice and employee job satisfaction (Table 19) which shows that even though employee engagement and high transactional leadership styles practiced by employees are driven by high organizational justice (38.89%), however there are employees who perceive organizational justice in the high category (13.89%) and employee job satisfaction in the medium category, as well as employees who have moderate perceptions of organizational justice and high employee job satisfaction (17.36%). Thus it appears that there is non-linearity between the level of organizational justice and the level of job satisfaction of the respondent's employees in Table 19.

Table 19. Results of Cross-Frequency Distribution of Organizational Justice and Employee Job Satisfaction Levels

Organizational Justice \ Employee Job Satisfaction	Organizational Justice			Amount
	Low	Currently	Tall	
Low	2 (1.39%)	1(0.69%)	1(0.69%)	4 (2.78%)
Currently	6 (4.17%)	25 (17.36%)	20 (13.89%)	51 (35.42%)
Tall	8 (5.56%)	25 (17.36%)	56 (38.89%)	89 (61.81%)
Amount	16 (11.11%)	51 (35.42%)	77 (53.47%)	144 (100.00%)

If it is associated with the level of employee satisfaction, the findings of this study prove that the variable of organizational justice is a moderating variable that has a significant effect in a negative direction (weakens) in the relationship between employee engagement and transactional leadership style in PDAM Tirtanadi Medan (Table 20). Data from cross-tabulations between indicators that make up the variables of organizational justice and employee job satisfaction can be seen in Table 20 which can be used to describe this. Table 20 shows the level of organizational justice for PDAM Tirtanadi Medan employees which is formed from several indicators, namely distributive justice, procedural justice and interactional justice. In general, indicators of interactional justice contribute dominantly (68, 75%) on the high job satisfaction of PDAM Tirtanadi Medan employees. Refraining from untrue remarks and comments and treating employees with dignity is essential to employee job satisfaction at work. Then followed by indicators of distributive justice of 65.28% and procedural justice of 63.19%. An employee who puts his work first will try his best at his job and see his job as an interesting center in life and one that deserves priority.

Table 20. Frequency Distribution of Employee Job Satisfaction Levels Based on Organizational Justice Indicators

Level of Employee Satisfaction	Level of Organizational Justice		
	Distributive	Procedural justice	Interactional justice

	Justice		
Low (1 - 2.33)	7 (4.86%)	16 (11.11%)	12 (8.33%)
Moderate (2.34 - 3.67)	43 (29.86%)	37 (25.69%)	33 (22.92%)
High (3.68 - 5)	94 (65.28%)	91 (63.19%)	99 (68.75%)
Total	144	144	144

A relatively similar picture can be seen in the classification of employees who have a low level of employee job satisfaction, dominated by the indicator of distributive justice (4.86%), followed by interactional justice (8.33%). These indicators can specifically weaken the relationship between employee engagement and transactional leadership style on employee job satisfaction. The indicator of distributive justice is measured by what I receive reflects the effort I put into my work and what I receive is in accordance with the work I do so that this will indicate whether a worker is satisfied or not in his work. Meanwhile, the indicator of interactional justice is assessed from refraining from inappropriate remarks and comments and treating me with dignity. The results of this study are in accordance with previous studies, namely according to Rachman and Dewanto (2016) stating that employee engagement has a significant effect on job satisfaction. Likewise, research conducted by Setiawan (2012) states that employee engagement has a positive effect on employee job satisfaction moderated by organizational justice, so it can be concluded that Hypothesis 2 is rejected.

Hypothesis 2 of this study is to determine whether employee engagement and transactional leadership style influence employee job satisfaction moderated by organizational justice. Based on the results of the study, it shows that employee engagement and transactional leadership style have no effect on employee job satisfaction, which is moderated by organizational justice (Table 19). Descriptively Table 19 shows data on the level of organizational justice in PDAM Tirtanadi Medan which is at a relatively high level of 56 respondents (38.89%)

Data from cross-tabulations between indicators that make up the variables Organizational justice and employee job satisfaction can be seen in Table 19 which can be used to describe this. In Table 19 it can be seen the level of organizational justice for PDAM Tirtanadi Medan employees which is formed from several indicators, namely distributive justice, procedural justice and interactional justice. A relatively similar picture can be seen in the classification of employees who have a low level of employee job satisfaction, dominated by the indicator of distributive justice (4.86%), followed by interactional justice (8.33%). These indicators can specifically weaken the relationship between employee engagement and transactional leadership style on employee job satisfaction.

Conclusion

Employee engagement and transactional leadership style has a positive and significant effect on employee job satisfaction at PDAM Tirtanadi Medan. Performance of employees who implement growth, teamwork, management support and basic needs transactional leadership styles that apply contingent rewards, exception management and responsive leaders will be able to increase the job satisfaction of PDAM Tirtanadi Medan employees and subsequently able to form a high level of job satisfaction in employees. Organizational justice does not moderate influence *employee engagement* and transactional leadership style on employee job satisfaction. Thus it can be concluded that organizational justice in this study is defined as a moderating variable that weakens the relationship between employee engagement and transactional leadership style on employee job satisfaction at PDAM Tirtanadi Medan.

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