

Antecedents of employee engagement in gen Y

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ABSTRACT

This study aims to analyze: (1) the effect of distributive justice on employee engagement on millennial employees in North Sumatra. (2) the influence of procedural justice on employee engagement on millennial employees in North Sumatra (3) the influence of interactional fairness on employee engagement on millennial employees in North Sumatra (4) the influence of transformational leadership on employee engagement on millennial employees in North Sumatra. This research is causal research. The population in this study was employees of millennials in North Sumatra. With non-probability sampling technique that is purposive sampling. The sample in this study was 300 people. With analysis techniques through SPSS 20.0. The results of this study found that: (1) distributive justice has a positive and significant effect on employee engagement in millennials in North Sumatra, (2) procedural justice has a significant positive effect on employee engagement in millennials in North Sumatra (3) interactional justice has a positive and significant effect on employee engagement in millennials in North Sumatra (4) transformational leadership has a positive and significant effect on employee engagement to millennials in North Sumatra.



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INTRODUCTION

According to William H. Frey (2020) millennials are the generation born in 1981-1996. The estimated age is now 24-39 years. In Indonesia, millennials become a very important generation in an effort to advance the nation because of its huge number. Based on the results of the 2020 Indonesian population census, out of 270.20 million Indonesians, 136.66 million are male, 133.54 million are female. Companies today must pay attention to the human resources in the organization in order to create employee attachments that impact the organization. One of the challenges for each company is that employees have different levels of attachment. According to Aon Hewitt (2016) the level of attachment of millennial employees (63%) lowest compared to generation x (66%) and baby boomers (70%). Because usually millennials don't want to be tied to a particular workplace and always be connected. This is the biggest challenge for companies facing millennials.

Yuswardi (2019) stated that employee attachment has become the most talked about important topic in recent years. Employee attachment is an important idea in organizational behavior that is widely written by practitioners and companies. The level of employee attachment in a world-class company is better than the level of attachment in other companies. In world class companies, employees who belong to the engaged group reached a rate of 67% while in other companies only reached 33% of employees in world-class companies that belonged to the not engaged and actively disengaged group with only 26% and 7%, compared to other companies reached 49% and 18%. This means that there are still many companies that have not paid more attention to employee attachment

even though the attachment of employees snagat provide manfaat for the company. Employees who feel bound are those who are really engaged and have an enthusiasm for every job and organization.

According to Rothmann and Rothmann (2010) employee attachment brings many positive results for the organization. A bonded employee is the type of employee who will feel the spirit in his work and willing to work hard (Lai et al, 2015). Given that research related to employee engagement has not been done much, especially related to empirical research and related to perception of justice, it is necessary to conduct further research. Attachment is also influenced by organizational justice factors (Saks, 2006). Organizational justice relates to fair treatment of employees. There are 3 components of organizational justice, namely distributive justice, procedural justice and interactional justice.

Organizational justice also plays an important role in the leadership paradigm. transformational leadership. Transformational leadership is an activity influencing people so that they like to try to achieve group goals. According to Ordway Teod in his book "The Art Of Leadership" (Kartono 1998: 38) is an activity influencing people to work together to achieve their desired goals. This shows that the better the transformational leadership will increase the attachment of its employees. Based on SP2020, the population of North Sumatra Province in September 2020 is 14.80 million people. The reason for choosing North Sumatra as a research site is that research on employee engagement in millennials in North Sumatra has not been conducted and based on population census data in 2020 millennials (25.83%) ranked second most populoi after generation Z (31.70%)

Based on the description above, the purpose of this study is (1) to know the effect of distributive justice on employee engagement on millennial employees in North Sumatra. (2) to determine the effect of procedural justice on employee engagement on millennial employees in North Sumatra. (3) to determine the effect of interactional justice on employee engagement on millennial employees in North Sumatra. (4) to determine the influence of transformation leadership on employee engagement on millennial employees in North Sumatra.

LITERATURE STUDY

Employee Engagement

Employee engagement or often called employee attachment is a psychological statement in which employees feel interested in determining the success of the company and have a strong desire and motivation to perform beyond its obligations. According to Rothmann and Rothmann (2010) employee attachment brings many positive results for the organization. Engagement has the meaning of positive thinking, which is the thought of completing work-related things and is characterized by vigor, dedication and absorption (Schaufeli et al., 2006).

Distributive justice

Distributive justice is the extent to which awards are allocated in a fair way. This refers to the perceived fairness of managerial decisions relative to the distribution of results such as salaries and promotions (Datche &Maluku, 2015). In other words, distributive fairness refers to the amount of income or rewards employees receive. Indicators used in distributive justice are (Niehoof &Moorman, 1993) is (1) work schedule, (2) workload, (3) award (4) job responsibility and (5) salary level.

Procedural Justice

Procedural Justice according to Robbins and Judge (2008:48), is defined as the perceived fairness of the process used to determine the distribution of rewards. Noe et al (2011) define it as a concept of justice that focuses on the methods used to determine the rewards received. Procedural justice emphasizes that individuals pay special attention and place importance on decision-making procedures. Employees who feel that their organization has given justice, then the employee will do their job with pleasure and positivity even, employees will feel required to be fair in doing their job by giving greater effort beyond the level of attachment. Indicators of procedural justice according to Thibaut and Walker (1975) were subsequently reused by Colquitt et al., (2001) there are two: (1)

process control, (2) Decision control, and according to Leventhal (1980) there are 6 indicators namely (1) representative, (2) consistency, (3) accuracy, (4) minimizing bias, (5) ethics, and (6) correction.

Interactional Justice

Interactional justice is a condition of activity that does not intersect with work but is more related to the combination of a subordinate's belief in his superiors and the justice seen in the daily work environment. If an employee is fair to the relationship with the boss or employee leader tends to be more committed to the company and its work. And employees who have a positive perception of interactional fairness will have a higher level of trust in the company so that the attachment of employees to the company is even higher. according to Greenberg (2003) aspects of interactional justice divided into two, namely information justice and interpersonal justice and there are three other aspects that are no less important in interactional justice according to Tayler namely awards, trust and neutrality.

Transformational leadership

transformational leadership is an activity influencing people so that they like and strive to achieve the goals of the group. A transformational leader pays attention to the self-development needs of his employees, changes employees' awareness of existing issues by helping others solve their problems and is able to please and inspire his followers to work hard to achieve common goals. Transformational leadership indicators used in this study are from opinions expressed by Bass and Avoli (1992) These indicators are as follows: (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation and (4) individualized consideration.

The Effect of Distributive Justice on Employee Engagement

Distributive Justice is the extent to which awards are allocated in a fair way. It refers to the perceived fairness of managerial decisions relative to the distribution of outcomes such as salaries and promotions (Datche & Mukulu, 2015). The basic theory used in building this hypothesis is Social Exchange Theory (SET). Social Exchange Theory (SET) is useful for developing relationships between distributive fairness and employee attachment. Where social exchange within an organization can be started through the distribution of fair results for each employee. When employees have a high perception of fair distribution of results within the organization, it is certain that employees feel required to be fair in playing their part by providing a higher level of engagement with the company and its work. Based on research conducted Ghosh et al (2014), Noor (2020), Margaretha and Santosa (2012), and Harianti and Muafi (2020), Gupta and Kumar (2013) found that distributive justice had a positive and significant effect on employee engagement.

H1: distributive justice has a positive and significant effect on employee engagement

Effect of Procedural justice on Employee Engagement.

Procedural justice research emphasizes that individuals pay special attention and place the importance of decision-making procedures. when individuals believe that the procedure is fair, then they are more satisfied with the results they receive, even when the results are not favorable. This is because the perception of justice means that employees are valuable to the organization. This increases their self-esteem and convinces them that they are being given attention in return for their services (Ghosh et al., 2014). The basic theory used in building this hypothesis is Social Exchange Theory (SET). Social Exchange Theory (SET) is useful for developing relationships between procedural justice and employee attachment. Social exchange theory in an organization when employees perceive the organization fairly in the implementation of the procedure of distributing results, it can increase employee attachment, where employees feel they have to reciprocate justice for the implementation of the procedure of distributing results that have been given by the organization by providing a higher level of engagement. Based on research conducted by Margaretha and Santosa

(2012), Noor (2020), and Yulianti (2016) stated that procedural justice has a positive and significant effect on employee engagement.

H2: Procedural justice has a positive and significant effect on employee engagement

The Influence of Interactional Justice on Employee Engagement

Bies and Moag's (2003) states that interactional justice is more focused on interpersonal relationships. The basic theory used in building this hypothesis is Social Exchange Theory (SET). Social Exchange Theory (SET) is useful for developing relationships between interactional justice and employee attachment. The theory of social exchange theory in an organization when an employee judges fairly on the relationship with the boss or employee leader tends to be more tied to the company and its work where interactional justice in the company is more focused on the social relations that occur between employees and leaders. Employees who feel that their organization has given justice, then the employee will do their job with pleasure and positivity even, employees will feel required to be fair in doing their job by giving greater effort beyond the level of attachment. Based on research conducted lamprakis et al (2018), Alvi and Abbasi (2012), Prativi and Yulianti (2020), Harianti and Muafi (2020) which found that interactional justice has a positive and significant effect on employee engagement.

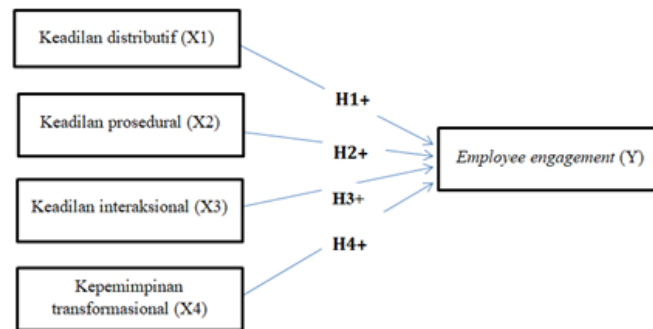
H3: Interactional justice has a positive and significant effect on employee engagement

Effect of Transformational Leadership on Employee Engagement

The basic theory used in this hypothesis is that the theory of behavior (behavior theory) this theory bases its assumption that leadership should be seen as a relationship between people therefore the success of a leader is largely determined by the ability of the leader in connecting and interacting with all members. Transformational leadership is a leader who always makes decisions on joint decisions, and always acts fairly and wisely in taking policy. Transformational leadership provides an opportunity for employees to express their opinions that demonstrate fairness from an employee's point of view. Effect of Transformational Leadership on Employee Engagement The basic theory used in this hypothesis is that the theory of behavior (behavior theory) this theory bases its assumption that leadership should be seen as a relationship between people therefore the success of a leader is largely determined by the ability of the leader in connecting and interacting with all members. Transformational leadership is a leader who always makes decisions on joint decisions, and always acts fairly and wisely in taking policy. Transformational leadership provides an opportunity for employees to express their opinions that demonstrate fairness from an employee's point of view. A transformational leader will help employees to grow and participate in organizational life that will influence with increased employee attachment. Based on research conducted by Yulianti et al (2018), Nugroho et al (2018), and Suyono et al (2015) which found that transformational leadership has a positive and significant effect on employee engagement.

H4: Transformational leadership has a positive and significant impact on employee engagement

From the description of the theory and hypothesis, to facilitate this research and discussion, the researchers presented a scheme or chart that serves as a guideline in this study. Systematically the model of this research is described in conceptual terms in the following figure:



Gambar 1. Kerangka Konseptual

METHOD

This type of research is quantitative research with causal research design that tests the extent of the influence of organizational justice and transformational leadership on employee engagement in millennial employees in north Sumatra. The population in this study is all employees of millennials in North Sumatra. Sampling techniques in this study is a non probability sampling technique that is more precisely purposive sampling technique with certain considerations or criteria. Based on these criteria the sample taken was 300 people. Data collection with questionnaire dissemination through google form.

Employee engagement variable measurement consists of 17 question items adopting instruments from Schaufeli and Bakker (2004) with a reliable rate of 0.774. The distributive justice variable consists of 5 questions adopting instruments from Niehoff and Moorman (1993) with a reliable rate of 0.726. Procedural justice variable consists of 7 question items adopting instruments from Colquitt (2001), Thibaut (1975), Leventhal (1980) with a reliable rate of 0.718. variable interactional justice with 9 question items adopting instruments from Niehoff and Moorman (1993), Bies and Moag (1986) with a reliable rate of 0.768 and variable transformational leadership consisting of 12 question items adopting instruments from Nilwala et al (2017), Bass and Avolio (1990), Howell (1993,) Hall-Marends (1999) with a reliable rate of 0.765.

RESULTS AND DISCUSSION

This study is entirely secondary data. The data was obtained from the publication data of the Central Statistics Agency (BPS) of North Sumatra Province. To describe and test organizational justice variables and transformational leadership (free) against employee engagement variables (bound) by using the SPSS.20 program.

From the results of research that has been conducted on 300 employees of millennials in North Sumatra, can be obtained the characteristics of respondents as follows: 1) based on the type of kelamin dominated by male respondents as many as 199 people or 66.3%. 2) based on age dominated by respondents aged 24-29 years as many as 240 people or 80%. 3) based on the length of employment dominated by respondents who have worked for 1 - 5 years as many as 242 people or 80.7%.

Based on the results of the calculation of frequency distribution obtained summary results as in the following table 1.

Table 1. Distribusi Frekuensi Employee Engagement

No	indicator	Rata-Rata (Mean)	TCR	Keterangan
1	Vigor	3.49	70%	Enough
2	Dedication	3.64	73%	Enough
3	Absorption	3.42	68%	Enough
Akumulasi Rata-Rata Skor		3.52	70%	Enough

Based on the results of frequency distribution calculation to measure employee engagement variables used 3 indicators with 17 question items showed an average accumulated score of 3.52 with a TCR of 70% where this value is categorized sufficiently. Thus it can be concluded that employee engagement such as passion, persistence, enthusiasm, pride and also the interests of millennial employees in north Sumatra is sufficient or standard.

Based on the results of the calculation of frequency distribution obtained summary results as in the following table 2.

Tabel 2. Distribusi Frekuensi Keadilan Distributif

No	Indikator	Rata-Rata (Mean)	TCR	Keterangan
1	Work schedule	3.22	64%	Enough
2	Workload	3.55	71%	Enough
3	Appreciation	4.04	81%	High
4	Responsibility	3.96	79%	Enough
5	Salary level	4.01	80%	Enough
Akumulasi Rata-Rata Skor		3.76	75%	Enough

Based on the results of frequency distribution calculation to measure procedural fairness variables used 7 indicators with 7 statement items showing the accumulation of average score of 3.45 and TCR 69% where this value is categorized sufficiently. Thus, it can be concluded that procedural justice in millennial employees in North Sumatra is good enough but needs to be further improved in order to improve the justice of the rules and procedures used in determining the results employees will receive in the workplace, so that employees view the organizational system as a process that meets the criteria for justice.

Based on the results of frequency distribution calculation obtained summary results as in the following table 3.

Table 3. Interactional Justice Frequency Distribution

No	Aspek	Rata-Rata (Mean)	TCR	Keterangan
1	Appreciation	3.18	64%	Enough
2	Neutrality	3.49	70%	Enough
3	Belief	3.60	72%	Enough
Akumulasi Rata-Rata Skor		3.42	69%	Enough

Based on the results of frequency distribution calculation to measure interactional justice variables used 3 aspects with 9 question items shows an average accumulation score of 3.42 and TCR 69% where this value is categorized sufficiently. Thus, it can be concluded that interactional justice in millennial employees in North Sumatra is enough means mutual respect, wise and polite treatment, the basics in decision making and also the trust felt by millennial employees in North Sumatra is fair enough.

Based on the results of the calculation of frequency distribution obtained summary results such as the following table 4.

Tabel 4. Distribusi Frekuensi Kepemimpinan Transformasional

No	Indikator	Rata-Rata (Mean)	TCR	Keterangan
1	Inspirational motivation	3.49	70%	Enough
2	Idealized influence	3.68	74%	Enough
3	Intellectual stimulation	3.69	74%	Enough
4	Individualized consideration	3.42	68%	Enough
Akumulasi Rata-Rata Skor		3.57	72%	Enough

Based on the results of frequency distribution calculation to measure transformational leadership variables with 4 indicators with 12 question items shows an average accumulation score of 3.57 and TCR 72% where this value is categorized sufficiently. Thus it can be concluded that transformational leadership in millennial employees in North Sumatra is quite good with leaders who always motivate and stimulate their subordinates by preparing meaningful and challenging work, superior and subordinate relationships such as behavior shown in the daily work environment, rational problem solving and giving subordinates the opportunity to solve problems in their own way and always encourage employees to be more creatively categorized standards or not too high.

Uji validitas dilakukan dengan menggunakan program SPSS versi 20.0 Dalam pengambilan keputusan untuk menguji validitas indikatornya adalah jika r hitung positif serta r hitung $>$ r tabel maka butir pertanyaan/ Pernyataan tersebut valid dan jika r hitung tidak positif dan r hitung $<$ r tabel maka butir pertanyaan/ Pernyataan tersebut tidak valid (Sugiyono, 2010).

Based on the validity test, can be seen pearson correlation value of each item question on the variable distributive justice declared valid, because the value of r count is greater than r table. Obtained from the table statistic product moment at a free degree with alpha 5% greater than 0.113 (Sugiono, 2010:373). This means that questionnaires that have been shared for variable question items of distributive fairness, procedural fairness, transformational leadership interaction fairness and employee engagement are consistent over time.

Results obtained from instrument reliability testing with validity test using SPSS 20.0. Croanbach Alpha testing is used to test the reliability (Reliable) level of each item's question of variables. The criteria of a research instrument are said to be reliable when the coefficient of Croanbach alpha $>$ 0.6 (Sugiono, 2010:57). Based on the **reliability test**, the value of Croanbach Alpha in the distributive justice variable (X1) is 0.726, procedural justice variable (X2) is 0.718, interactional justice variable (X3) is 0.768, transformational leadership variable (X4) is 0.765, and employee engagement variable (Y) is 0.774 and croanbach alpha value of all variables indicates all variables exceed consistency limit value of 0.6 (Ghozali, 2011) so that all variables used in this study are declared reliable.

The classic assumption test aims to find out if the regression model used correctly shows a significant and representative influence. This classic assumption test is necessary to find out if the results of regression estimation are done, completely free from the presence of heteroskedastisity symptoms, and symptoms of normality and linearity. Classic assumption tests include, among others.

Normality test that can be done using one sample test Kolmogrov_Smirnov by looking at normal residual significance, and vice versa (Suliyanto, 2011:75)

Tabel 11. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		300
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.65821724
Most Extreme Differences	Absolute	.035

Positive	.025
Negative	-.035
Kolmogorov-Smirnov Z	.612
Asymp. Sig. (2-tailed)	.848

- a. Test distribution is Normal.
- b. Calculated from data.

Based on the table above can be seen that the value of sig. (2-tailed) at 0.848 > 0.05. this means that standardized residual values are otherwise spread normally.

LINEARITAS TEST

Linearity tests are used to determine whether the regression model formed is linear or nonlinear. If the value is indicated by a sig. > 0.05 means there is a linear relationship (Suliyanto, 2011:112)

Heterokedastisity Test

The model is said to be exposed to heterokedastisitas when spearman coefficient values have a significant correlation <0.05 to residual values and if significant > 0.05 means free from cases of heterokedastisitas (Suliyanto, 2011:112)

Hypothesis Test

Data analysis using multiple linear regression analysis using SPSS (Statistical Package for the Social Sciences) version 20.0. It is done to determine whether or not there is an influence between organizational fairness, and transformational leadership (independent variables) on employee engagement (dependent variables).

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3030.013	4	757.503	55.847	.000 ^b
Residual	4001.383	295	13.564		
Total	7031.397	299			

- a. Dependent Variable: Employee Engaement
- b. Predictors: (Constant), Kepemimpinan Transformasional, Keadilan Distributif, Keadilan prosedural, Keadilan Interaksional

Based on adjusted R square shows the coefficient of determination or role variance (independent variable in relation to dependent variable) of 0.423 shows that only 42.3% of distributive justice variables, procedural justice, interactional justice and transformational leadership explaining employee engagement the remaining 57.7% are explained by other factors.

The F count is 55,847 with a signifikasnsi rate of 0.000 < 0.05 this indicates distributive justice, procedural justice, interactional justice and transformational leadership affecting employee engagement

.Table 13. The Effect of Distributive Justice, Procedural Justice, Interactional Justice and Transformational Leadership on Employee Engagement in Millennials in North Sumatra.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.901	2.748		6.878	.000
	Distributif Justice	.361	.122	.154	2.968	.003
	Procedural Justice	.236	.089	.135	2.643	.009
	Interactional Justice	.333	.076	.231	4.368	.000
	Transformational Leadership	.421	.070	.333	6.031	.000

a. Dependent Variable: Employee Engagement

From the above processing results, obtained t calculate distributive justice to employee engagement of 2,968 > 1.96 on the significance of 0.003 < 0.05 means there is a positive and significant influence of distributive justice on employee engagement. This means that the hypothesis that justice is attributed to employee engagement is accepted.

From the above processing results, t calculated procedural fairness to employee engagement of 2,643 > 1.96 on the significance of 0.009 < 0.05 means there is a positive and significant influence of procedural fairness on employee engagement. This means that the hypothesis that procedural fairness affects employee engagement is accepted.

From the above processing results, t calculated interactional fairness to employee engagement of 4,368 > 1.96 on the significance of 0.000 < 0.05 means there is a positive and significant influence of interactional justice on employee engagement. This means that hypotheses that suggest interactional fairness affect employee engagement are accepted.

From the above processing results, t calculated transformational leadership to employee engagement of 6,031 > 1.96 on the significance of 0.000 < 0.05 means there is a positive and significant influence of transformational leadership on employee engagement. This means that the hypothesis that transformational leadership has an effect on employee engagement is accepted.

The Effect of Distributive Justice on Employee Engagement

Based on the results of the analysis that has been done, it was obtained the result that the variable distributive justice has a positive and significant effect on employee engagement in milanian generation employees in North Sumatra. this result is seen through the regression result, where the value $t_{hitung} = 2.968 > t_{tabel} = 1.96$ and the significance value $0.003 < 0.05$. this means that the research hypothesis is accepted.

From the indicator of distributive fairness is a fairly sufficient work schedule with the work schedule in the company is less structured. Therefore, the management of private companies in North Sumatra must arrange work schedules such as shif, conventional working hours, working hours on/off with more structured. Because the clear work schedule makes millennial employees in North Sumatra more excited and more enthusiastic to go to work.

Then the workload indicator is classified as sufficient / standard. some employees consider the workload they get at the company standard and some feel heavy. For those who feel their workload in the heavy category is not in accordance with the rewards they receive for that the company must further improve the fairness in the distribution of results regarding their workload in exchange for them receiving so that employees feel what the company gives to the burden they provide accordingly so that millennial employees in North Sumatra will continue to do their work beyond the level of attachment.

Another indicator is that the award is quite high which means that every achievement that has been achieved by the employee is in accordance with the award that the company gave for it can be said that the overall award received by the employee can be said to be fair. The award is in the form of praise or recognition of the boss for his work, flexible work system, stock giving and also employee bonuses issued annually.

The fourth indicator is a considerable responsibility. Each employee has their own job responsibilities. The responsibilities that the company has given should be in accordance with the level of ability of employees in work. When the responsibilities given by the company in accordance with what they get employees will feel that the work they do has its own meaning and purpose so that employees will continue to survive in the company. Therefore, the company must better adjust the level of ability of employees in working with the responsibilities that employees receive to millennials in North Sumatra.

The fifth indicator is that the salary level is sufficient. This means that the company is good enough to provide a level of salary or reward to employees. However, companies must continue to adjust between salary levels or rewards with the work that employees do. So that employees feel the company provides justice to the work done to millennial employees in North Sumatra. When employees have a high perception of fair distribution of results within the organization, it is certain that employees feel required to be fair in playing their part by providing a higher level of engagement.

Based on the explanation above means the first hypothesis that states distributive justice has a positive and significant effect on employee engagement received. When employees have a high perception of fairness in their organization, it is certain that they feel obliged or required to be fair in playing their part by giving greater more engagement rates. This result can be interpreted that the employee's good precept regarding distributive fairness of the organization consisting of workload, awards, responsibilities and salary levels provided by the company has been in accordance with what millennial employees in North Sumatra get. The results of this study are in line with research conducted by Ghosh et al (2014), Noor (2020), Margaretha and Santosa (2012), and Harianti and Muafi (2020), Gupta and Kumar (2013) which found that distributive justice has a positive and significant effect on employee engagement.

Effect of Procedural Fairness on Employee Engagement

Based on the results of the analysis that has been done, it was obtained the result that procedural justice variables have a positive and significant effect on employee engagement in millennial generation employees in North Sumatra. This result is seen through the regression result, where the value $t_{hitung} = 2.643 > t_{tabel} = 1.96$ and the significance value $0.009 < 0.05$. This means that the research hypothesis is accepted.

From the indicator of procedural justice that is sufficient process control or standard means the perception of fairness of the process how the company's decision is determined, as well as procedural justice is perceived as justice obtained through interpersonal interactions when enforcing procedures in the company. Some research shows that the higher the sense of fairness received by employees, it will create a strong sense of attachment in the employee to his company directly. For the company still have to further improve in terms of providing the opportunity to express views as long as the regulations are applied to millennial employees in North Sumatra to express the views and feelings of employees to the procedures in the company.

Then the decision control indicator is categorized rather low. Based on the data of the majority of millennial employees in North Sumatra who answered is with the age of 24-29 years and the length of their working period of 1-5 years means that the position they occupy is not too high and even fall into the new category of entering the world of work for that they have no contribution or authority in decision making.

The third indicator of consistency is categorized fairly/standardly. Companies should further improve the consistency of procedures that exist within the company. By showing an assessment of the consistency of the application of regulations in the company in North Sumatra in a fair way. Fair procedures must be consistent with each employee and from time to time.

The fourth indicator of accuracy is categorized fairly. Based on existing data 59% of employees responded agreeing with the statement of Procedure used in the company where the employee works is based on accurate information. The point is that the level of accuracy of the information in the company is good enough based on the facts.

Further indicators minimize bias categorized fairly / standard. The company must further improve the existing procedures are investigated free from bias so that there is no discrimination treatment on millennial employees in North Sumatra.

The sixth indicator of ethics is categorized quite well. When employees feel that the company's procedures are in accordance with ethical and moral standards, and it is fair, then employees must always give their best efforts to target the company's expectations. And it makes employees feel they have to work well.

The latter is a correction that is categorized quite well. But the company must further improve it by giving employees who make mistakes to correct mistakes that have been done to millennial employees in North Sumatra. Good employee precept regarding procedural justice of the organization consisting of process control, decision control, consistency, minimizing bias, accurate information and also able to correct and in accordance with ethical and moral standards to the role of work on a bond. Procedural fairness can be obtained if the employee can vote and his opinion, where his opinion can be considered by the leadership or management of the organization so as to increase employee engagement in the millennial generation in the northern disumatera. When employees have a high perception of fairness in their organization, it is certain that they feel obliged or required to be fair in playing their part by giving greater more engagement rates. The higher the sense of justice received by employees, it will create a strong sense of attachment in the employee to his company.

Based on the explanation above means the second hypothesis that states procedural fairness has a positive and significant effect on employee engagement is accepted. This is in line with research conducted by Margaretha and Santosa (2012), Noor (2020), and Yulianti (2016) which found that procedural fairness has a positive and significant effect on employee engagement.

The Effect of Interactional Fairness on Employee Engagement.

Based on the results of the analysis that has been done, it was obtained that the interactional justice variable has a positive and significant effect on employee engagement in millennial employees in North Sumatra. This result is seen through the results of regression, where the value of $t_{hitung} = 4,368 > t_{tabel} = 1.96$ with a significance value of $0.000 < 0.05$, meaning that the hypothesis of this study is accepted.

From the aspect of interactional justice, the award is quite enough means that the treatment given by superiors in the company must be further improved such as wise and polite treatment, respect every right and respect for every employee. Appreciation can also be realized in the form of attitudes, words and actions such as praising, responding quickly to questions or problems, appreciating the work done by others and helping each other. Therefore, if the better a leader's appreciation for his employees then the interaction is judged to be fairer and make employees continue to be tied to the company and vice versa.

The second aspect is that neutrality is categorized quite well. The concept of neutrality departs from the involvement of third parties in an issue related to social relations between one party and another. In the relationship between employees and leaders. This means that in making decisions about the work of millennial employees in North Sumatra has been said to be quite good because based on the answers of respondents 60% of respondents said that employers involve employees in every decision about their work. So when employees feel that the boss involves the employee and does not discriminate the treatment of each employee then the employee assesses fairly the relationship with the boss / leader. Employees who feel that their organization has given justice, then the employee will do their job with pleasure and positivity even, employees will feel required to be fair in doing their job by giving greater effort beyond the level of attachment.

The latter aspect is that trust is categorized fairly. The point is that the treatment given by superiors in the company is further improved such as wise and polite treatment, respect for every right and respect for every employee. Appreciation can also be realized in the form of attitudes, words and actions such as praising, responding quickly to questions or problems, appreciating the work done by others and helping each other. Therefore, if the better a leader's appreciation for his employees then the interaction is judged to be fairer and make employees continue to be tied to the company and vice versa. The more interactions made by a leader towards fellow employees, the more interactional fairness will increase employee engagement in millennial employees in North Sumatra

and vice versa if the worse the interaction will decrease employee engagement in millennial employees in North Sumatra.

Based on the explanation above means the third hypothesis that states interactional justice has a positive and significant effect on employee engagement accepted. This is supported by research conducted by Lamprakis et al (2018), Alvi and Abbasi (2012), Prativi and Yulianti (2020), Harianti and Muafi (2020) which found that interactional justice has a positive and significant effect on employee engagement

The Impact of Transformational Leadership on Employee Engagement

Based on the results of the analysis that was done, it was obtained the result that transformational leadership variables have a positive and significant effect on employee engagement in North Sumatra. This result is seen through the regression of t -value = 6,031 \geq 1.96 with a significance value of $0.000 < 0.05$ means that the hypothesis of this study is accepted.

From the transformational leadership indicators, inspirational motivation is quite good. Leaders always motivate and stimulate their subordinates by preparing meaningful and challenging work, enthusiasm and optimism shown. Leaders communicate vision, mission and expectations with the aim that subordinates have a high commitment to achieve the goals.

The second indicator is idealized influence is quite good. means that the company has created a good relationship between superiors and subordinates in millennial employees in North Sumatra. With the daily behavior shown by a leader in serving his co-workers or subordinates.

Further indicators of intellectual stimulation in describing transformational leadership are otherwise sufficient. This means that the company has been good enough to teach subordinates by seeing difficulties as problems that must be solved, providing rational problem solving and giving subordinates the opportunity to solve problems in their own way and always encouraging their employees to be more creative.

The last indicator of individual consideration is stated to be sufficient meaning that the level of transformational leadership in millennial employees in North Sumatra is said to be sufficient. Leaders help them progress and thrive in their careers and lives. The leader treats his subordinates as private individuals but there are still some of the respondents' answers that consider the behavior shown by the leader to be merely leading to the relationship of superiors and subordinates as members of the working group.

Leadership is an external factor that can affect a person's performance, this is because each leader has their own leadership style. One of them is transformational leadership. Transformational leaders are convinced that they are able to accomplish something bigger with extra effort. Transformational leaders have a high level of confidence. This confidence makes them act. But if leaders rely solely on their own actions and are not followed by the actions of their subordinates then they are likely to fail as leaders. Transformational leaders are convinced that they are able to accomplish something bigger with extra effort. Transformational leaders have a high level of confidence. This confidence makes them act. But if leaders rely solely on their own actions and are not followed by the actions of their subordinates then they are likely to fail as leaders. Transformational leadership is also able to motivate and stimulate its subordinates by preparing meaningful and challenging work, enthusiasm and optimism shown. And the leader always communicates the vision, mission and expectations with the aim that his subordinates have a high commitment to achieve the goal. A transformational leader will help employees to grow and participate in organizational life that will influence with increased employee attachment.

Based on the explanation above means the third hypothesis that states transformational leadership has a positive and significant effect on employee engagement accepted. This is supported by research conducted by Yulianti et al (2018), Nugroho et al (2018) which found that transformational leadership had a positive and significant effect on employee engagement. and Suyono et al (2015) found that transformational leadership influenced employee engagement at D'SEASON HOTEL Surabaya.

CONCLUSION

This study aims to see the influence of distributive justice, procedural justice, interactional justice and transformational leadership on employee engagement in millennial employees in North Sumatra. Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

There is a positive and significant influence between distributive justice to employee engagement in millennial generation employees in North Sumatra. This means that the higher the level of fairness of the distribution of results received by millennial employees in North Sumatra, and the higher the justice felt by employees, the higher the level of employee attachment to the company.

There is a positive and significant influence between procedural justice and employee engagement in millennial employees in North Sumatra. This means that employees' high perception of justice in their organization, ensured they feel obliged or required to be fair in playing their part by giving greater engagement rates. The higher the sense of justice received by employees, it will create a strong sense of attachment in the employee to his company.

There is a positive and significant influence between interactional justice and employee engagement in millennial employees in North Sumatra. This means that the more interactions made by a leader towards fellow employees, the more interactional justice will increase employee engagement in millennial employees in North Sumatra and vice versa if the worse the interaction will decrease employee engagement in millennial employees in North Sumatra.

There is a positive and significant influence between transformational leadership and employee engagement in millennial employees in North Sumatra. This means that the higher the transformational leadership applied, the higher the level of employee attachment to the job and organization.

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