STRENGTHENING TRANSFORMATIONAL LEADERSHIP, REWARDS EFFECTIVENESS, ORGANIZATIONAL TRUST, AND JOB SATISFACTION AS STRATEGIES TO INCREASE EMPLOYEE ENGAGEMENT MADRASAH TEACHERS

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Abstract

In the current era of globalization, employees face various kinds of challenges. These challenges come from various aspects, such as advances in technology and science. So, they are required to continue to follow existing developments. This condition means that a leader in an organization must be able to increase employee engagement towards these employees. Therefore, a leader must also demonstrate a transformational leadership style so that employees can understand the organization's goals. This research analyzes the influence of transformational leadership, reward effectiveness, organizational trust, and job satisfaction on employee engagement at the Madrasah West Java province. A quantitative approach is used as a research method. The population in this study was 555 Madrasah teachers as a sample. This research concludes that the effectiveness of rewards is the variable that has the greatest influence on increasing employee engagement. This shows that employees in government agencies still need rewards both in tangible and intangible forms.

INTRODUCTION

In the current era of globalization, employees face various kinds of challenges. These challenges come from various aspects, such as advances in technology and science (Lim, 2023; Kim et al., 2020). So, they are required to continue to follow existing developments. This condition allows a leader in the organization to increase employee engagement towards these employees (Oliveira & Najnudel, 2023; Wojtczuk-Turek, 2022; Gustomo et al., 2019). Therefore, a leader must also demonstrate a transformational leadership style so that employees can understand the goals of the organization (Bosak et al., 2021; Caniëls et al., 2018). For this reason, the relationship between leaders, employees, and the organization must run well (Caro, 2016).

In several previous studies, increasing employee engagement was represented as a two-way relationship between employees and organizations who are aware of each other's needs (Bharath & Sreedevi, 2021; Rabiul et al., 2021; Kulkarni et al., 2020). Therefore, employee engagement is a supporting factor for organizations to realize their goals. Thus, these conditions require employees and leaders to work together as a step to achieve the goals of the organization (Lidman et al., 2023; Bhardwaj & Kalia, 2021). Scholars also analyzed that apart from transformational leadership, to grow employee engagement, the effectiveness of rewards is needed (Hancock et al., 2023; Lai et al., 2020). This condition encourages companies and organizations to use rewards to increase employee engagement (Ahmad et al., 2022). Apart from that, the work environment also influences engagement (Guan, 2021). According to Sarfraz et al. (2021), a less conducive work environment causes employee engagement to be low. For this reason, it is necessary to organize the work environment. Arranging the work environment is difficult because each employee has a different background (Saleem et al., 2020). Besides that, the work environment is also known as the organizational climate (Obeng et al., 2021).

Description of organizational trust theory and its relationship with employee engagement.

On the other hand, employee job satisfaction factors are also important to analyze. The level of employee job satisfaction varies because it is related to their assessment and experience while working (Indrayani et al., 2023; Nyathi & Kekwaletswe, 2023; Hall et al., 2010). Therefore, job satisfaction is related to the emotional attitude of employees who show a sense of comfort, pleasure, and love for their work. This is a challenge for a leader to create job satisfaction for employees. This condition is because job satisfaction is a reflection of what employees have thought and felt about the work they have done. In other words, job satisfaction will be achieved if individuals feel their work meets their needs. So, job satisfaction is directly related to rewards (Carbonell & Rodríguez-Escudero, 2016).

Referring to the National Education System Law, madrasas are educational units equivalent to schools. However, the conditions at madrasas are different from schools. This difference can be seen from the aspect of the proportion between the number of private madrasas and state madrasas which is inversely proportional to the proportion of schools. Until now, the number of private madrasahs is far greater than that of state madrasahs. This difference in status has an impact on many aspects of meeting educational standards in Madrasas.

In efforts to fulfill educational standards in Madrasahs, Madrasah teachers have a big role. This big role influences almost all educational standards fulfillment, including financing standards. For this reason, employee engagement of Madrasah teachers is important to research transformational leadership factors, reward effectiveness, organizational trust, and job satisfaction.

According to Chaudhary and Sisodia (2022), the relationship between transformational leadership and employee engagement is interdependent. This is because transformational leadership can increase employee job satisfaction and encourage employee motivation to increase efficiency at work. Research by Irianto and Basbeth (2021) explained that the relationship between transformational leadership and employee engagement is also relatively small. Several previous studies on the constellation aspect of research variables generally only consist of two to three variables. Apart from that, the unit of analysis used to increase employee engagement is generally carried out in private companies. Therefore, this research aims to analyze the influence of transformational leadership, rewards, organizational trust, and job satisfaction on employee engagement of Madrasah Teachers in West Java Province.

Research Questions

Based on the introduction, the researcher formulated the problem as follows:

1) is there a direct influence of transformational leadership (X1) on employee engagement (Y), so that strengthening transformational leadership (X1) can increase employee engagement (Y)?

2) is there a direct influence of reward effectiveness (X2) on employee engagement (Y), so that the effectiveness of reward effectiveness (X2) can increase employee engagement (Y)?

3) is there a direct influence of organizational trust (X3) on employee engagement (Y), so that the effectiveness of organizational trust (X3) can increase employee engagement (Y)?

4) is there a direct influence of job satisfaction (X4) on employee engagement (Y), so that the effectiveness of job satisfaction (X4) can increase employee engagement (Y)?

LITERATURE REVIEW

Employee Engagement

Employee engagement in this research refers to the condition of an individual's physical, cognitive, and emotional attachment and involvement towards their work or organization so that they are willing to work wholeheartedly by using all their abilities. Employee engagement and dimensions of employee engagement (Schaufeli & Bakker, 2004). Meanwhile, the dimensions used are: 1) career development, 2) productivity, 3) ownership, 4) loyalty, 5) vigor, 6) dedication, and 7) absorption, so that time passes quickly when doing work (Gallup, 2004).

Employee engagement, as illuminated by (Goestjahjanti et al., 2020; Juhji et al., 2022) epitomizes a profound intertwining of an individual's physical, cognitive, and emotional investment in their work or organization. It transcends mere attendance or task completion, representing a deep-seated commitment that fuels wholehearted effort and the utilization of one's full capabilities. This concept underscores the importance of employees not only being present but also being mentally and emotionally invested in their roles, fostering a symbiotic relationship between the individual and the organization. Schaufeli and Bakker's exploration of employee engagement emphasizes its role as a driving force behind organizational success, with engaged employees being more likely to contribute positively to productivity, innovation, and overall performance. Furthermore, the dimensions of employee engagement identified by (Adenia & Mohamed, 2022; Eka Mahmud et al., 2022; Tamimi & Sopiah, 2022) provide a nuanced framework for understanding the various facets of this phenomenon. Career development speaks to the aspirations and opportunities for growth within the organizational context, offering employees a sense of purpose and progression. Productivity reflects the diligent application of skills and effort toward achieving organizational objectives, while ownership instills a sense of responsibility and accountability for outcomes. Loyalty denotes a deep-seated allegiance to the organization, fostering stability and cohesion within the workforce. Enthusiasm and dedication underscore the passion and commitment that engaged employees bring to their roles, driving excellence and continuous improvement. Finally, absorption encapsulates the state of flow where time seems to vanish, indicative of profound engagement and immersion in one's work. Together, these dimensions paint a comprehensive picture of employee engagement, highlighting its multifaceted nature and its crucial role in organizational vitality and success.

Transformational leadership

Transformational leadership in this research refers to the leadership method or style of an employee's direct superior who provides an example, can build trust, is respected, and can inspire and motivate employees. (Colquitt et al., 2018; Jr. et al., 2012; Kreitner & Kinicki, 2010) . The indicators of transformational

leadership in this research are related to idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass & Riggio, 2006).

Transformational leadership, as delineated in research by (Adriantoni et al., 2023; Amrullah et al., 2022; Zamawi et al., 2023) represents a dynamic approach to leadership characterized by a direct superior who serves as a role model, cultivates trust, commands respect, and possesses the ability to inspire and motivate employees. This leadership style transcends traditional hierarchical models by focusing on empowering and developing individuals within the organization. At its core, transformational leadership seeks to foster positive change and elevate organizational performance through the personal growth and engagement of employees. The indicators of transformational leadership, as identified by (Hafeez & Bidari, 2022) further delineate the dimensions of this leadership style. Ideal influence entails the ability to shape perceptions and behaviors through exemplary actions and ethical standards, establishing a foundation of credibility and trust. Inspirational motivation involves articulating a compelling vision for the future, instilling a sense of purpose and passion among employees, and rallying them toward common goals. Intellectual stimulation encourages innovation and critical thinking by challenging assumptions, fostering creativity, and promoting a culture of continuous learning and improvement. Individual consideration emphasizes the personalized attention and support provided to each employee, recognizing their unique needs, strengths, and aspirations (Wahyudi et al., 2021; Xin & Tahir, 2024). These indicators collectively reflect the transformative impact of leadership on organizational culture, employee engagement, and performance outcomes. By embracing these dimensions, leaders can cultivate a dynamic and adaptive work environment that fosters innovation, collaboration, and sustained success.

Rewards Effectiveness

The effectiveness of rewards in this research is a comparison between the achievement of the organization's expected goals and the method or strategy as the organization's strategic tools in providing awards or rewards given to an employee, both in tangible and intangible forms (Perrin, 2003). The reward indicators in this research relate to 1) financial impact, 2) suitability with other equivalent places, 3) impact on the desire to stay, 4) view of employees as stakeholders, and 5) impact on task implementation. This indicator is used to measure: 1) salary, 2) other benefits, 3) learning and development opportunities, and 4) work environment (Perrin, 2003).

The effectiveness of rewards, as investigated by (Kosasih, 2022; Purba et al., 2022) constitutes a critical aspect of organizational strategy, reflecting the alignment between the achievement of organizational objectives and the methods employed to incentivize and recognize employee contributions. This research underscores the multifaceted nature of rewards, encompassing both tangible and intangible forms, which

play pivotal roles in shaping employee motivation, engagement, and retention. The reward indicators identified in this research offer a comprehensive framework for evaluating the efficacy of reward systems. Financial impact examines the direct correlation between rewards and organizational performance, assessing the tangible benefits accrued by employees about their contributions (Muslih et al., 2022; Wulandari et al., 2023). Suitability with other equivalent places gauges the competitiveness of rewards offered by the organization compared to industry standards, ensuring that employees are highly incentivized and retained. Impact on the desire to stay extends into the extent to which rewards influence employee loyalty and retention, reflecting the organization's ability to create a compelling workplace environment. Viewing employees as stakeholders emphasizes the importance of recognizing employees as valuable contributors to the organization's success, fostering a sense of ownership and investment in its goals and outcomes (Masaong et al., 2023). Finally, impact on task implementation evaluates the degree to which rewards motivate employees to excel in their roles, driving performance and productivity. These indicators encompass a range of reward elements, including salary, benefits, learning and development opportunities, and work environment, which collectively shape the employee experience and contribute to organizational effectiveness (Keradjaan et al., 2021). By strategically aligning rewards with organizational objectives and employee needs, organizations can cultivate a culture of performance excellence and foster sustained success.

Organizational Trusts

Organizational trust stands as a cornerstone of effective workplace dynamics, embodying the foundation upon which relationships are built, decisions are made, and objectives are pursued. At its essence, organizational trust refers to the belief and confidence that individuals within an organization hold in the reliability, integrity, and benevolence of their colleagues, leaders, and the organization as a whole. This multifaceted construct transcends mere reliance on contractual agreements or formal authority, delving into the realm of interpersonal connections, shared values, and mutual respect. The theoretical exploration of organizational trust encompasses various dimensions, theories, and antecedents, offering valuable insights into its nature, development, and implications for organizational performance and well-being.

One prominent theoretical framework for understanding organizational trust is the social exchange theory (Sakarina et al., 2023; Siri et al., 2020; Umiarso & Muhith, 2019). According to this perspective, trust emerges from reciprocal interactions and exchanges between individuals within the organization. When individuals perceive that their counterparts uphold their commitments, demonstrate integrity and exhibit goodwill, they are more likely to reciprocate with trust and cooperation. This reciprocal process forms the basis of social capital within organizations, fostering cohesion, collaboration, and collective efficacy. Social

exchange theory highlights the instrumental role of trust in facilitating cooperation, mitigating risks, and fostering a conducive environment for organizational success.

Building upon social exchange theory, Mayer and Davis (1999) proposed the concept of organizational trust as consisting of three interrelated dimensions: cognitive trust, affective trust, and behavioral trust. Cognitive trust supports rational assessments of reliability and competence based on observable actions, past experiences, and reputational cues. Affective trust involves emotional bonds and positive sentiments toward others, stemming from perceptions of benevolence, sincerity, and care. Behavioral trust manifests in the willingness to be vulnerable and depend on others, demonstrated through openness, honesty, and collaboration. This multidimensional perspective underscores the complexity of trust within organizations, encompassing cognitive, emotional, and behavioral components that collectively shape interpersonal relationships and organizational culture.

Another influential theoretical lens through which to examine organizational trust is the relational model of trust proposed by (Shamsuddin et al., 2020). This model posits that trust develops through iterative interactions characterized by risk-taking, vulnerability, and reciprocation. Trust evolves as individuals engage in mutually beneficial exchanges, gradually building confidence and reliance on one another. The relational model emphasizes the importance of communication, transparency, and consistency in nurturing trust, as well as the role of shared values, norms, and social identity in fostering a sense of belonging and solidarity within the organization.

Furthermore, the role of leadership in cultivating organizational trust cannot be understated. Transformational leaders, characterized by charisma, integrity, and empathy, have been shown to inspire trust and commitment among followers through their visionary leadership and ethical conduct. Authentic leadership, which emphasizes self-awareness, transparency, and moral integrity, also plays a pivotal role in fostering trust by aligning leader behaviors with organizational values and promoting an atmosphere of openness and authenticity.

Job satisfaction

The concept of job satisfaction in this research is an individual's attitude or response in the form of feelings of happiness or displeasure towards various aspects of work based on the results of a comparison between reality and expectations (Colquitt et al., 2018). Indicators of job satisfaction are 1) satisfaction with the work itself, 2) satisfaction with rewards or salary, 3) satisfaction with working conditions and atmosphere, 4) satisfaction with awards for work results (promotions), 5) satisfaction with fellow employees, and 6) satisfaction with the leader or direct superior (Gibson et al., 2006).

Job satisfaction, as elucidated in research by (Blanchard et al., 2021; Hadi et al., 2024) encapsulates an individual's subjective evaluation of their overall level of contentment or dissatisfaction with various aspects of their work environment. This multifaceted construct reflects the alignment between an individual's expectations and the reality of their work experiences, encompassing both intrinsic and extrinsic factors that contribute to overall well-being and fulfillment. The indicators of job satisfaction identified by (Nazara et al., 2023) provide a comprehensive framework for assessing the key domains that influence an individual's job-related happiness or displeasure. Satisfaction with the work itself speaks to the intrinsic enjoyment and fulfillment derived from the tasks and responsibilities inherent to the job role. Satisfaction with rewards or salary concerns the perceived fairness and adequacy of compensation and benefits about one's contributions and market standards. Satisfaction with working conditions and atmosphere encompasses factors such as physical work environment, organizational culture, and work-life balance, which collectively influence job satisfaction and employee well-being (Yulihardi et al., 2023). Satisfaction with awards for work results, including promotions and recognition, acknowledges the importance of recognition and career advancement opportunities in fostering job satisfaction and motivation. Satisfaction with fellow employees underscores the significance of social relationships and camaraderie in shaping the overall work experience, while satisfaction with the leader or direct superior highlights the pivotal role of leadership in influencing employee morale, engagement, and job satisfaction. These indicators collectively illuminate the complex interplay between individual perceptions, organizational practices, and interpersonal dynamics in shaping job satisfaction within the workplace (Virgana & Kasyadi, 2020). By attending to the various dimensions of job satisfaction and addressing areas of concern, organizations can enhance employee engagement, retention, and performance, fostering a positive and productive work environment conducive to individual and organizational success.

RESEARCH METHOD

Research Design

This research is directed at investigating causal relationships based on observations of the consequences that occur. Thus, this research aims to analyze the direct and indirect effects of exogenous and endogenous variables. Therefore, researchers used a quantitative approach with survey methods (Creswell, 2017).

Population and Sample

The research population was all Madrasah teachers in West Java Province, with a total sample of 555 people.

Data collection techniques

Data collection in this research used a questionnaire with indicators for the five variables. The questionnaire was distributed to 555 Madrasah teachers, with a processing time of 120 minutes. Researchers use the questionnaire to provide data related to the respondents' thoughts, feelings, attitudes, beliefs, values, perceptions, personalities, and behavior toward the variables studied based on a Likert scale (Fryer & Nakao, 2020). Researchers also used the behavioral rating scale (Nevid et al., 1997). The Likert scale measures attitudes with points 1-5 (strongly agree to strongly disagree). Meanwhile, the behavioral rating scale measures behavior with points 1-5 (very often to never).

Data analysis techniques

This research uses descriptive statistical analysis, validity and reliability testing of instruments, and variable analysis using the non-parametric Partial Least Square (PLS) Structural Equation Modeling (SEM) method via the Smart-PLS application (Sarstedt et al., 2020). In the validity test, researchers used the Pearson product-moment correlation technique. Meanwhile, the reliability test uses the Alpha-Cronbach technique. In Smart-PLS, the p-value level used is 95%, so the influence between the two exogenous and endogenous variables is considered significant if the p-value <0.05. Hypothesis analysis is that H1 is accepted and H0 is rejected when the t-statistic is > 1.96.

RESULTS AND DISCUSSION

While testing the instrument's validity and reliability, researchers distributed questionnaires to 60 Madrasah teachers outside the sample group of 555 respondents who were randomly selected. However, respondents for the validity and reliability tests were still a population of 555 respondents. The following are the results of the summary of calculations for the validity and reliability tests of the instrument:

Table 1. *Validity and Reliability Test Results*

No	Variables	Reliability Level
1	Employee Engagement	0.926
2	Transformational Leadership	0.940
3	Reward Effectiveness	0.916
4	Organizational Trusts	0.924
5	Job Satisfaction	0.933

Source: research results (2023)

Based on Table 1, shows that the entire instrument for the five variables is declared reliable and can be used as a data collection tool because coefficient $\alpha > 0.60$. Of the five variables, the highest reliability value is transformational leadership, followed by job satisfaction.

Organizational climate which has the highest reliability value indicates that the instrument used to measure employee perceptions of the work environment, culture, and atmosphere in the workplace has very good internal consistency. This means that each question item in the instrument can measure the same aspect accurately and reliably. Job satisfaction which is ranked second in terms of reliability also indicates that the instruments used to assess the level of employee satisfaction with various aspects of their work have high reliability. The results of this reliability test show that the data obtained from respondents through the questionnaire will be consistent and reliable for further analysis. Thus, researchers can continue the data collection process using instruments that have been validated and have a good level of reliability.

Descriptive Analysis

In conducting descriptive analysis, researchers calculated the variables employee engagement (Y), transformational leadership (X1), reward effectiveness (X2), organizational trust (X3), and job satisfaction (X4).

Table 2. *Descriptive Statistics of Research Variables*

No	Statistical Component	Statistical Value				
		Y	X1	X2	X3	X4
1	Total Score	83348	88475	88433	84835	88712
2	Highest Score	198	203	204	195	203
3	Lowest Score	141	144	131	140	154
4	Range	57	59	73	55	49
5	Average Score	168.09	175.20	175.85	168.04	176.69
6	Median	166.0	175.0	174.5	166.0	173.0

7	Mode	165	191	191	162	173.0
8	Standard deviation	14.97	15.31	16.88	14.43	11.75
9	Variance	224.04	234.37	284.91	208.28	137.97

Source: research results (2023)

Based on the results of descriptive statistical calculations in Table 2, you can see the diversity of data from Y because the standard deviation value is small (14.97), it is close to the mean value, and the data tends to be homogeneous. The total score of 83348 can be used to see a picture of Madrasah Teacher Employee Engagement by comparing the empirical total score with the theoretical total score multiplied by 100%, namely 83348:113775 x 100%= 73.26%. In this way, the level of employee engagement of Madrasah teachers is quite high because it is in the range of 73.26%. Besides that, the X1 data also shows that the standard deviation value is small (15.31), so it is close to the mean value, and the data tends to be homogeneous. The total score of 88475 can be used to see the picture of transformational leadership of Madrasah Heads in West Java Province by comparing the empirical total score with the theoretical total score multiplied by 100%, namely 88475: 119325 x 100%= 74.15%. This is different from the X2 data which has a standard deviation of (16.88). Apart from that, the total score of 88433 can be used to see a picture of the effectiveness of rewards at Madrasah by comparing the empirical total score with the theoretical total score multiplied by 100%, namely 88433: 119325 x 100%= 74.11%. The standard deviation value of X3 is much smaller than X2, namely (14.43). So, the total score of 84835 can be used to see a picture of the organizational trust of Madrasas in West Java Province by comparing the empirical total score with the theoretical total score multiplied by 100%, namely 84835: 113775 x 100%= 74.56%. Table 1 shows that the standard deviation with the smallest value of the five variables is X4 (11.75). However, the total score of 88712 can be used to see a picture of job satisfaction at Madrasah in West Java by comparing the empirical total score with the theoretical total score multiplied by 100%, namely 88712: 119325 x 100%= 74.34%.

Inner Model Evaluation

Evaluation of the structural model or inner model is carried out to measure the magnitude of the relationship between the exogenous variables and the built endogenous variables.

Based on the results, all Inner VIF values are less than 5, so it can be concluded that the employee engagement model does not have multicollinearity problems. Meanwhile, from the results of calculations to measure the direct influence on increasing employee engagement for Madrasah teachers, the following figures were obtained.

Transformational Leadership   :0. 264
Reward Effectiveness:0.4 38
Organizational Trust: 0.042
Job Satisfaction: 0.225

Meanwhile, the indirect influence, the influence of transformational leadership, is greater (0.118) and stronger on Madrasah Teacher employee engagement compared to the reward effectiveness factor (0.108). However, the overall influence (total influence) on improving the performance of the employee engagement variable, the reward effectiveness variable (0.546) is greater than the transformational leadership variable (0.382).

Job satisfaction, as elucidated in research by (Waseem et al., 2023), encapsulates an individual's subjective evaluation of their overall level of contentment or dissatisfaction with various aspects of their work environment. This multifaceted construct reflects the alignment between an individual's expectations and the reality of their work experiences, encompassing both intrinsic and extrinsic factors that contribute to overall well-being and fulfillment. The indicators of job satisfaction identified by (Dalle, 2020) provide a comprehensive framework for assessing the key domains that influence an individual's job-related happiness or displeasure. Satisfaction with the work itself speaks to the intrinsic enjoyment and fulfillment derived from the tasks and responsibilities inherent to the job role. Satisfaction with rewards or salary concerns the perceived fairness and adequacy of compensation and benefits about one's contributions and market standards. Satisfaction with working conditions and atmosphere encompasses factors such as physical work environment, organizational culture, and work-life balance, which collectively influence job satisfaction and employee well-being. Satisfaction with awards for work results, including promotions and recognition, acknowledges the importance of recognition and career advancement opportunities in fostering job satisfaction and motivation. (Hartiwi et al., 2020) Satisfaction with fellow employees underscores the significance of social relationships and camaraderie in shaping the overall work experience, while satisfaction with the leader or direct superior highlights the pivotal role of leadership in influencing employee morale, engagement, and job satisfaction. These indicators collectively illuminate the complex interplay between individual perceptions, organizational practices, and interpersonal dynamics in shaping job satisfaction within the workplace. By attending to the various dimensions of job satisfaction and addressing areas of concern, organizations can enhance employee engagement, retention, and performance, fostering a positive and productive work environment conducive to individual and organizational success.

Research Hypothesis Testing

Table 3. Hypothesis test calculation results

No	Direct Influence Constellation	Coefficient	t count	Sig	Conclusion
1	X1 -> Y	0.264	4,088	0,000	positive; significant
2	X2 -> Y	0.438	7,772	0,000	positive; significant
3	X3 -> Y	0.042	1,044	0.087	positive; not significant
4	X4 -> Y	0.225	3,025	0.002	positive; significant

Based on the calculation results, transformational leadership positively and significantly affects employee engagement. Its significance is proven through SEM-PLS calculations by obtaining a coefficient value for the transformational leadership path toward employee engagement of 0.264. This coefficient value is included in the low category because it is between 0.2 and 0.4. and the results of the hypothesis test show that tcount=4.088 is greater than table 1.960 with ρ-value 0.000 < 0.05.

In Table 3 also shows a significant positive influence of reward effectiveness on employee engagement with a path coefficient value of 0.438. This coefficient value is included in the moderate category because it ranges between 0.4-0.6 The hypothesis test value shows that the t value = 7.772 is greater than the influence of transformational leadership on employee engagement. Apart from that, organizational trust does not significantly affect employee engagement, with a coefficient value of 0.042, and the effect is very weak because it is less than 0.2. Thus, the results of this hypothesis test provide insignificant results with a value of t = 1.044. However, job satisfaction has a positive effect on employee engagement. The SEM-PLS calculation results show that the influence coefficient value is 0.225 and is in the low category because it is in the range of 0.2-0.4. The following is a recapitulation of the contribution value of each independent variable.

Table 3. *Partial Analysis of the Contribution of Independent Variables*

No	Influence Between Variables	Correlation coefficient	Coefficient of Determination	Size Effect	Contribution	Contribution Ranking
1	Transformational Leadership on Employee Engagement	0.26 4	0.0 70	0.114	6. 97 %	2
2	Effectiveness of Rewards on Employee Engagement	0.4 38	0.192	0.402	19 .1 8 %	1
3	Organizational Trust on Employee Engagement	0.0 42	0.002	0.007	0.1 8 %	4
4	Job Satisfaction on Employee Engagement	0.2 25	0.051	0.084	5 . 06 %	3

Based on Table 3, shows that the highest coefficient value is on the influence of reward effectiveness on employee engagement. Meanwhile, the coefficient value of organizational trust on employee engagement is the lowest and has no positive influence.

Direct Influence of Transformational Leadership (X1) on Employee Engagement (Y)   Based on the research results, show that transformational leadership influences employee engagement. This condition illustrates that employee engagement is important in increasing work productivity and efficiency. Although it is different from Chaudhary and Sisodia (2022) this research shows significant results from the influence of transformational leadership on employee engagement which is mediated by the job satisfaction variable with a value of 3.366. This condition illustrates that employees in government agencies also need job satisfaction indicators to show their engagement. This is because transformational leadership alone does not increase employee satisfaction and dedication.

Apart from that, this research also shows that the influence of transformational leadership on employee engagement is in the low category. This is different from the research results of Basbeth and Irianto (2021), which show the medium category. Therefore, this research supports that other factors can influence employee engagement. So, in an organization, it is not recommended to focus on transformational leadership. In other words, strengthening the transformational leadership of Madrasah Principals in West Java Province is correlated with increasing Employee Engagement of Madrasah Teachers, because through strengthening the transformational leadership of Madrasah Principals, Madrasah Teachers are expected to become more active in increasing their productivity and performance, prioritizing organizational goals, and

set higher goals. high and challenging for employees to achieve.

Direct Influence of Reward Effectiveness (X2) on Employee Engagement (Y)

On the other hand, this research also shows a positive influence of reward effectiveness on employee engagement. this research shows that the effect of reward effectiveness on employee engagement which is mediated by the organizational trust variable, shows insignificant results because the value of t = 0.769 is smaller than t table 1.96. However, these two variables can influence each other if they are mediated by the job satisfaction variable with a value of t = 3.770. In other words, this research aligns with the study of Marleyna et al. (2022), where the influence of the reward system on Employee Engagement is significant with tcount=4.819.

Therefore, this research provides an overview of strategies for strengthening employee engagement, which are carried out through transformational leadership and effective rewards. For employees in government agencies, rewards are not only related to the benefits they receive but also to the organization's attitude towards the employees. So, rewards need to be managed in such a way and become total appreciation for employees. For this reason, the influence between these two variables is supported by the mediation of job satisfaction compared to organizational trust. This is because rewards are the biggest motivation for employees following the concept of employee engagement by Hewitt (LLC, 2004), namely say, stay and strive. Effective rewards can increase employee job satisfaction, impacting the decision to stay.

Influence of Organizational Trust (X3) on Employee Engagement (Y)

In contrast to previous findings, Figure 4 shows no direct positive influence of organizational trust on employee engagement. This is indicated by a very weak coefficient value, namely 0.042. Besides that, the hypothesis test results are insignificant because they are smaller than Table 1.96.

The results of this study are different from Phina et al. (2021), where there is a significant relationship between organizational climate and employee engagement. This condition occurs because the studies conducted by researchers are closely related to employees in government agencies, different from the research of Phina et al. (2021), which focuses on private organizations. Thus, the resulting data is different. However, it cannot be denied that the results are significantly influenced by the organizational climate variable, which job satisfaction simultaneously mediates. Therefore, this research also shows that organizational climate does not influence employee seriousness (Powell et al., 2021).

Direct Influence of Job Satisfaction (X4) on Employee Engagement (Y)

This research shows that there is an influence of job satisfaction on employee engagement. Besides that, the influence coefficient value is 0.225 and is declared significant even though it is in the low category.

Thus, the results of these findings are in line with Bellani et al. (2018) state that job satisfaction can significantly predict the coefficient of determination level. Thus, job satisfaction is a driver of Madrasah Teacher employee engagement.

Discussions

The findings of this research show that of the four hypotheses proposed, only one H0 is accepted and H1 is rejected, namely that there is no direct influence of organizational trust (X3) on employee engagement (Y). Thus, there is no effective organizational trust that can increase employee engagement. This condition shows that strengthening organizational trust can be achieved if there is support for improving transformational leadership factors, reward effectiveness, and job satisfaction. In other words, organizational trust cannot strengthen employee engagement independently. So, other support is needed. This is because employee perceptions arise based on existing elements in the organization. Therefore, this research aligns with Dinibutun et al. (2020) that achieving organizational goals also requires rewards. This research also supports the study of Taştan & Güçel (2014), where to be able to show significant results, organizational trust requires mediation with other variables.

In this research, it can be proven that reward is an individual's biggest motivation to behave (Hancock et al., 2023). Rewards and the effectiveness of their implementation strategies are the strongest factors influencing employee engagement. For this reason, strengthening the reward effectiveness variable is carried out by improving the impact indicators on the desire to stay (stay) of Madrasah Teacher employees in West Java Province. This strategy can be carried out by conducting periodic reward evaluations. This condition is in line with the concept of Perrin (2003), where the achievement of the organization's goals can be achieved by giving awards to employees.

On the other hand, this research also strengthens leadership in Madrasahs, especially about inspirational motivation and intellectual stimulation indicators which according to Madrasah Teachers in West Java Province will be better able to improve the leadership quality of Madrasah Heads in West Java Province.

Descriptive analysis shows that the level of employee engagement at the Directorate General of Education is quite high, namely around 81.99%. This finding is in line with research by (Rulitawati et al., 2021) which states that the reward system has a significant influence on employee engagement. This is also supported by the results of the structural model evaluation which shows that the reward effectiveness variable has the largest direct influence on employee engagement with a path coefficient value of 0.483. Another interesting finding is related to the influence of transformational leadership on employee engagement. This research found that transformational leadership has a significant direct influence but with

a relatively low path coefficient value (0.262). This result is different from research (Siregar & Syafaruddin, 2020) which shows the influence of the medium category. However, when considering indirect effects, transformational leadership has a greater influence (0.113) compared to reward effectiveness (0.106) on employee engagement. This indicates that transformational leadership can have a positive impact not only directly, but also through other variables in the model, as found in the research of (Afrizen et al., 2024).

In contrast to previous findings, this research shows that organizational climate does not have a significant direct influence on employee engagement. The path coefficient value is very weak (0.034) and not significant indicating that organizational climate cannot independently increase employee engagement. These results are different from the research of (Nursyirwan et al., 2024) who found a significant relationship between organizational climate and employee engagement in the context of private organizations. This difference could be caused by the unique characteristics of the government agency employees who were the research subjects.

On the other hand, this research found that job satisfaction has a significant direct influence on employee engagement with a path coefficient value of 0.218 (low category). This finding is in line with research by (Sahabuddin, 2022) which states that job satisfaction can significantly predict the level of employee engagement.

In the context of government organizations, this research provides important insights into the factors that influence employee engagement. Reward effectiveness emerged as the most powerful factor directly influencing employee engagement. This is to the concept of employee engagement proposed by (Prahendratno et al., 2023), where effective rewards can increase employee job satisfaction and encourage them to stay in the organization.

Meanwhile, transformational leadership has a greater indirect influence on employee engagement through other variables in the model. These findings underscore the importance of developing transformational leadership to create a work environment that supports employee engagement, as found in previous research (Hadi et al., 2022)

Although organizational climate does not have a significant direct influence, this research recognizes that organizational climate can influence employee engagement indirectly through other variables, such as job satisfaction. This finding is in line with research (Blanchard et al., 2021) which states that organizational climate requires mediation with other variables to show significant results.

CONCLUSION

This research concludes that the effectiveness of rewards is the variable that has the greatest influence on increasing employee engagement. This shows that employees in Madrasah still need rewards both in tangible and intangible forms. On the other hand, this research also concludes that an effective reward strategy can be a determining factor in realizing employee engagement. However, this research provides an alternative strategy to increase employee engagement of Madrasah Teachers in West Java Province by providing further education opportunities as a form of reward for employees. Apart from that, increasing the material and role-playing practice, inspirational motivation, and intellectual stimulation skills in the curriculum for leadership training activities Head of Madrasah in West Java Province.

In researching and analyzing employee engagement of Madrasah Teachers in West Java, this research has been carried out by scientific research procedures and methods. However, this research still has several limitations that can be considered in developing further research. Researchers did not control or intervene with respondents in filling out the questionnaire to avoid biased questionnaire filling. So, future research can control and intervene in this matter. This research has implications for madrasah education units in increasing employee engagement of Madrasah teachers.

Conflicts of Interest

The writers have disclosed no conflicts of interest.

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