



RESEARCH ARTICLE

Employee Engagement in Mediating Transformational Leadership and Perceived Organizational Support on Employee Performance of Religious Training Centers in Indonesia

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ARTICLE INFO	ABSTRACT
Received: Dec 28, 2024	Employee performance that does not match the achievement of government targets, and the vast territory of Indonesia, as well as the large number of civil servants in the Ministry of Religious Affairs of the Republic of Indonesia (Kemenag RI), has had an impact on the inability of the Religious Education and Training Center (BDK) to organize training to improve the quality of employee work in the digital era. This study aims to analyze the effect of Employee Engagement (EE) in mediating Transformational Leadership (TL) and Perceived Organizational Support (POS) on Employee Performance (EP) at BDK Kemenag RI. The author adopts EE as a mediating variable, which has become a novelty in research. The data collection technique uses the distribution of questionnaires, and the number of samples used by the author is 178 people. The author analyzed the data using Structural Equation Modeling-Partial Least Square (SEM-PLS). The findings in this study indicate that TL variables have a positive and significant impact on EP; TL has a positive and significant effect on EE; POS has a positive and significant impact on EP; POS has a positive and significant effect on EE; EE has a positive and significant impact on EP; TL has a positive and significant effect on EP through EE as an intervening variable; and POS has a positive and significant impact on EP through EE as an intervening variable.
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INTRODUCTION

Indonesia is the country with the largest area in Southeast Asia (Emmers, 2005; Nahdohdin et al., 2019), according to data from the Directorate General of Population and Civil Registration (Ditjen Dukcapil) of the Ministry of Home Affairs (Kemendagri), as of the first semester of 2024 the population has reached 282,477,584 people (Hidayat et al., 2024; Muhamad, 2024). Indonesia follows the development of the digital era, such as the use of advanced Information and Communication Technology (ICT) and the utilization of Artificial Intelligence (AI) in governance (Wadipalapa et al., 2024). The positive impact of the digital era on government operations is that it can improve public services through E-Government (Pérez-Morote et al., 2020; Widodo & Kusnan, 2023), foster positive public sentiment (Dwivedi et al., 2021), and generate many prospects for political entities, to better decision-making processes (Henman, 2020; Li & Piachaud, 2019; Ojo et al., 2019; Toll et al., 2019).

This public sentiment has grown rapidly along with the evolution of digital governance, where Human Resources (HR) is the most crucial factor in the transformation of companies, organizations, and countries (Ojo et al., 2019; Widodo & Kusnan, 2023; Zhang & Chen, 2024). This fact shows that humans are at the center of national development. As a transformation effort towards the Golden Indonesia 2045 vision (Indonesia Emas 2045) (Zahira et al., 2024), an agency needs to make efforts

to strengthen the quality of human resources to increase competitiveness in the global market (Agus R & Rusdiah, 2024), including the Ministry of Religion of the Republic of Indonesia (Kemenag RI) (Ahmad & Ma'rifataini, 2023; Saimroh, 2017).

Kemenag RI is one of the agencies explicitly given by the state to organize government affairs in religion, especially in strengthening religious moderation (Ahmad & Ma'rifataini, 2023). Constitutionally, Indonesia is a country "based on God Almighty" (Butt, 2020), so religion plays an important role in people's lives in the nation and state (Colbran, 2010; Saragih & Fitrianti, 2023; Suryani, 2024). However, in Indonesia, the importance of religion has not been adequately reflected in business and government management. In research on government organizations and management practices, some people often ignore religion, especially in certain countries, because it is considered taboo (Van Buren et al., 2020). According to Seo (2013), Indonesia has managed religion by making religious practices less about spirituality and more about state administration.

Based on research from Ahmad & Ma'rifataini, and Amaluis (2023; 2015), the vast territory of Indonesia and the large number of Civil Servants (PNS) in the Kemenag RI that require improved employee performance have had an impact on the inability of the Religious Education and Training Center (BDK) to organize training. BDK in Indonesia is an integral part of the Kemenag RI, which organizes competency development, management, leadership, religious moderation, and competency development of educational and religious human resources. Thus, in responding to these challenges, BDK management must improve the ability of BDK civil servants in the Kemenag RI to have high-quality performance, character, and faith and be able to formulate strategic policies to face challenges in the digital era (Dharma et al., 2023; Fauzan, 2023; Harahap & Pogo, 2023).

Based on the author's initial observations at the Kemenag RI, at the BDK of the Religious Moderation and HR Development Agency, it shows that currently, employee performance is not fully optimized. Data the author observes through the Performance Report (Lapkin) data from the Research and Development and Training Agency (Balitbang Diklat) of the Kemenag RI in 2023 (Kemenag RI, 2024, pp. 57–58) in Table 1, which projects an average of 108.72% of instructional performance, which is still far from the government's achievement target of 120% by KMA No. 94 of 2021 concerning Guidelines for Performance Agreements (PPK), Performance Reporting and Procedures for Reviewing Performance Reports at the Kemenag RI.

Table 1 BDK Performance Outcomes in 2020-2023

Number	Year	Government Target	Performance Outcomes	Description
1	2020	120%	103.30%	-
2	2021	120%	107.43%	There was an increase in performance of 4.13% from the 2020 performance.
3	2022	120%	102.69%	Experienced a decrease in performance of 4.74% compared to the previous year.
4	2023	120%	108.72%	Again an increase of 6.03% from 2022 performance.

Source: Lapkin Balitbang Diklat Kemenag RI Year 2023 (Kemenag RI, 2024, pp. 57–58)

Table 1 represents the achievement of the clerical performance of the Kemenag RI for three (3) years, namely 2020-2023, which shows fluctuations each year. The results project an increase in employee achievement in 2020-2021 of 4.13% and a decrease in 2022 of 4.74%, then an increase again in 2023 of 6.03%. The conclusion is that although there are fluctuations each year, employee performance achievements tend to increase and are close to the government's achievement target for 2023. In addition to data on the performance achievements of Kemenag RI employees in 2023, there is also data on the ASN Professionalism Index (IP) from fourteen (14) BDKs in Indonesia in 2024,

represented in Table 2. The author obtained the data in Table 2 because of the status of ASN employees at the Kemenag RI, making it easier in this study to see the subject internally and externally. Furthermore, each BDK in Indonesia will be assessed based on several indicators, namely Qualifications (Q, for education obtained), Leadership Training (LT, for structural positions), Functional Training (FT, for certain functional positions), Other Technical Training (OTT, for general functional positions), Performance (P), and Discipline (D). Meanwhile, the total score of the ASN IP measurement will indicate the level of ASN professionalism of each BDK.

Table 2 Results of ASN BDK IP Measurement in Indonesia, Year 2024

Number	Work Unit	Number of Employees	Q	LT	FT	OTT	P	D	Total Score	
			25%	40%			30%	5%	100%	
1	BDK Surabaya	66	19.24	12.27	11.97	7.27		25.91	5.00	81.67
2	BDK Makassar	53	20.19	13.58	10.66	5.85		25.09	5.00	80.38
3	BDK Semarang	68	17.94	12.90	12.43	5.74		25.74	4.97	79.71
4	BDK Bandung	60	18.50	11.25	13.29	6.33		25.17	5.00	79.54
5	BDK Jakarta	49	17.14	11.79	11.48	7.14		26.94	5.00	79.49
6	BDK Banjarmasin	43	17.91	11.51	11.74	4.88		25.58	4.86	76.49
7	BDK Manado	48	17.71	9.38	10.36	6.67		25.42	5.00	74.53
8	BDK Denpasar	61	16.25	11.07	11.39	5.41		25.16	5.00	74.28
9	BDK Medan	59	18.05	10.17	9.45	6.10		24.83	4.85	73.45
10	BDK Ambon	16	18.44	9.38	9.69	5.63		25.00	5.00	73.13
11	BDK Palembang	70	17.93	7.39	9.57	5.57		25.50	5.00	70.96
12	BDK Aceh Province	48	17.19	10.94	7.97	3.96		25.42	5.00	70.47
13	BDK Padang	56	16.79	8.44	7.68	5.18		25.36	5.00	68.44
14	BDK Papua	29	17.24	8.79	6.90	3.45		25.52	5.00	66.90
Total		726	17.89	10.63	10.33	5.66		25.47	4.98	74.96

Source: Data Processed by the Author, 2024

The data in Table 2 shows that BDK in Surabaya city has the highest score of 81.67%, so ASN BDK Surabaya has better professional work than BDK in other cities. In contrast, BDK in Papua has the lowest score of 66.90%, which explains that ASN BDK Papua is less professional at work than BDK in other cities. The average overall score of professionalism in various BDKs is 74.96%; this indicates that the level of professionalism of ASN BDKs in Indonesia is in the "Moderate" category (the minimum value is 71). The results of the author's analysis based on data from Table 1 and Table 2 show that the BDK Kemenag RI has not achieved maximum effort, so it needs to align the agency's goals through improving Employee Performance (EP).

The non-optimal and unprofessional EP of BDK Kemenag RI can make the institution's image terrible, so the agency's image will receive negative sentiment from the public (Monggesang et al., 2023). Therefore, EP, which includes components such as work quality, work quantity, reliability, and attitude (Mangkunegara, 2000, p. 65), must be improved to meet the community's Indonesian needs by government targets. ASN employees who excel at work tend to show optimal performance results and have a high sense of responsibility for the agencies where they work (Buller & McEvoy, 2012; Jumady & Lilla, 2021). In addition to the EP factor that makes the BDK Kemenag RI not yet reach the government's target, the author believes that several other factors are suspected to affect the quality of the institution's work. For example, the Transformational Leadership (TL) factor still needs to be improved, the Employee Engagement (EE) factor is not optimal, and the Perceived Organizational Support (POS) factor has not fully met the agency's targets.

The first factor is TL, which provides an understanding of needs, motivates followers and facilitates employees in manifesting their best potential (Donnelly et al., 2024). By understanding the needs of employees, leaders at BDK Kemenag RI can form a correlation that fosters morale and motivation, either in the leader or the followers (Atatsi et al., 2019; Bono & Judge, 2003; Piccolo & Colquitt, 2006; Shang, 2023). Ineffective leadership with an authoritarian style and a lack of respect for employees can reduce productivity. In contrast, effective leadership with a transformational style can increase employee morale, motivation, and satisfaction (Setiawan et al., 2021). In line with previous research which proves that TL significantly affects EP (Asrar-ul-Haq & Kuchinke, 2016; Astuty & Udin, 2020; Basit et al., 2017; Buil et al., 2019; Lai et al., 2020; Manzoor et al., 2019; Putri & Meria, 2022; Rezeki et al., 2023; Rojak et al., 2024; Top et al., 2020; Yuan et al., 2018). Conversely, other studies prove that TL does not significantly affect EP (Elgelal & Noermijati, 2014; Eliyana et al., 2019; Rafia et al., 2020).

Other studies have also confirmed that TL also significantly affects EE factors (Azim et al., 2019; Balasuriya & Perera, 2021; Balwant et al., 2020; Besieux et al., 2018; Breevaart et al., 2014; Budiarto, 2019; Herminingsih, 2020; Jena et al., 2018; Jiatong et al., 2022; Milhem et al., 2019; Nguyen, 2020; Rafia et al., 2020; Sahu et al., 2018; Song et al., 2012; Winasis et al., 2021; Zhao & Sheng, 2019). Conversely, some other studies are not aligned, considering TL factors cannot influence EE (Maulia, 2023; Nurtjahjani et al., 2020).

The second factor is POS, which refers to the extent to which employees can trust that the BDK Kemenag RI can pay attention to employee welfare and provide rewards for the contributions that employees make (Jehanzeb, 2020). Constitutionally, Indonesia has authorized government officials to manage the state budget for the welfare of the people. However, corruption and nepotism in Indonesia are high compared to other Asian countries such as Singapore and Thailand (Rahmadani et al., 2024). Therefore, BDK Kemenag RI needs individuals who can perform services with honesty and high integrity based on the values of Pancasila so that employees are increasingly involved in improving EP (Detnakarin & Rurkkhum, 2019). This statement is in line with previous research which proves that POS has a substantial impact on EP (Ahli et al., 2024; Astuty & Udin, 2020; Chen et al., 2020; Gemilang & Riana, 2021; Na-Nan et al., 2018; Neves & Eisenberger, 2012; RU & H, 2018; Shabbir et al., 2021; Shaheen & Krishnankutty, 2018; Weny et al., 2021). On the contrary, several studies show different results, namely that POS does not significantly affect EP (Prasetyo & Harsono, 2023; Ratnasari et al., 2023).

Furthermore, based on several previous studies, POS also significantly affects the EE factor (Aktor & Pangil, 2017; Claudianty & Suhariadi, 2021; Dai & Qin, 2016; Djatmiko et al., 2020; Gemilang & Riana, 2021; Jin & McDonald, 2017; Najeemdeen et al., 2018; Ninh Nguyen & Dung Tran, 2021; Nurcholis & Budi, 2020; Shaheen & Krishnankutty, 2018; Shams et al., 2020; Weny et al., 2021). Conversely, several studies prove that POS does not affect EE (Dewi et al., 2020; Lan et al., 2020; Pithaloka & Ardiyanti, 2024).

Lastly, the less-than-optimal EE factor can lead to a decrease in EP in the agency. The BDK Kemenag RI needs to pay attention to employee engagement to ensure employees' positive attitudes when

investing discretionary effort in their behavior towards the agency. Thus, it can increase EP for higher employee retention, greater customer satisfaction, and improved agency financial performance (Ababneh, 2021; Alshaabani et al., 2021; Boccoli et al., 2023; Gupta & Sharma, 2016; Pincus, 2023; Wang et al., 2020; Yulivan, 2021). As outlined in previous research literature supporting that EE has a significant impact on EP (Amjed et al., 2021; Gemilang & Riana, 2021; Hermawan et al., 2020; J., 2014; Meswantri & Awaludin, 2018; Nazir & Islam, 2017; Rafia et al., 2020; Rembet et al., 2020; Sendawula et al., 2018; Sugianingrat et al., 2019; Sungmala & Verawat, 2021; Tensay & Singh, 2020). Conversely, research results prove that the EE factor has no significant effect on EP (Diem et al., 2023; Mulyati & Herawati, 2022; Rezeki et al., 2023).

Based on the description and urgency in improving the quality of EP at BDK Kemenag RI, the author will investigate the factors that directly impact the decrease in EP so that the institution can achieve government targets while still promoting an attitude of spirituality in the digital era. In addition, previous research literature shows that other researchers use the EE factor as the dependent variable. Through this research, the author adopts the EE factor as a mediating variable, which previous researchers have never done. Therefore, the author will use TL, POS, EE, and EP, where the EE factor will mediate the TL and POS factors. This research will refer to the context and findings from previous studies that show variations in results, thus creating gaps and novelty in the research.

Employee Performance (EP)

According to Mangkunegara (2000, p. 65), Employee Performance (EP) is the result of the achievement of individual performance, which, when reviewed in terms of quality and quantity, is by their responsibilities. Another point of view regarding EP, according to Colquitt et al. (2019, pp. 44–49), is the type of action taken by employees that can have an impact on achieving organizational goals in a good or bad way.

Based on the author's analysis in Table 1 and Table 2, the current BDK Kemenag RI has not achieved maximum effort, so the BDK Kemenag RI needs to align agency goals by improving the quality of EP to achieve government targets. To determine the quality of individual EP, can achieve organizational goals and according to government targets, the EP at BDK Kemenag RI needs to be measured. In this context, dimensions and indicators become the main determinants in measuring EP variables that refer to the theory of Mangkunegara (2000, p. 65), including aspects such as work quality (accuracy, thoroughness, skill, and cleanliness), work quantity (routine and non-routine or extra output), reliability (ability, initiative, prudence, and craft), and attitude (behavior of colleagues, behavior towards work, and cooperation with the company).

The measurement results in the study will later explain the quality of the EP BDK Kemenag RI. Where the quality of EPs is not optimal and not professional can make the image of the institution terrible, so the image of the agency will receive negative sentiment from the public (Monggesang et al., 2023). In addition, it is necessary to align employee skills to match institutional goals so that they can affect organizational performance (Ballard & Montgomery, 2017; Drouvelis & Paiardini, 2022). This alignment also improves employees' ability to perform their tasks well and overall organizational performance (Eckhard et al., 2023). According to Levitats and Vigoda-Gadot (2020), the creation of optimal public services is built on ASN employees who are emotionally intelligent, have competent skills in their fields, and are actively involved in their work. ASN employees who excel at work tend to show optimal performance results and have a high sense of responsibility for the agencies where they work (Buller & McEvoy, 2012; Jumady & Lilla, 2021).

Employee Engagement (EE)

Employee Engagement (EE) is an attitude of employee involvement in the workplace, a sense of mental or physical satisfaction with the workplace, and an enthusiastic attitude of employees to carry out their responsibilities at work. This employee engagement illustrates a positive attitude toward where they work, resulting in a better emotional bond through organizational goals (Robbins &

Judge, 2023, p. 40). EE is also an optimistic, meaningful, and driven attitude that combines energy, commitment, and wholehearted absorption (Schaufeli & Bakker, 2010, pp. 13–14).

In this study, the authors measured EE towards BDK Kemenag RI based on three (3) indicators adopted from Schaufeli & Bakker (2010, pp. 13–14) theory: vigor, dedication, and absorption. Vigor indicates high energy levels, resilience, enthusiasm for achieving goals, and perseverance in overcoming challenges. Meanwhile, dedication represents employees' feelings, self-worth, enthusiasm, inspiration, sense of worth, and readiness to face challenges. Furthermore, total concentration on a particular task shows the attitude of absorption employees (Darko-Obuobisa, 2020; Jaya & Ariyanto, 2021; Maisyuri & Ariyanto, 2021).

Based on previous research literature, EE has a significant impact on EP (Amjed et al., 2021; Gemilang & Riana, 2021; Hermawan et al., 2020; J., 2014; Meswantri & Awaludin, 2018; Nazir & Islam, 2017; Rafia et al., 2020; Rembet et al., 2020; Sendawula et al., 2018; Sugianingrat et al., 2019; Sungmala & Verawat, 2021; Tensay & Singh, 2020). Conversely, there are research results that prove that EE factors do not affect EP, but other factors such as leadership and teamwork (Mulyati & Herawati, 2022), employee satisfaction (Diem et al., 2023), and TL (Rezeki et al., 2023). The diversity of results from previous studies has enriched the references in this study and made the author want to directly prove the impact or relationship of the EE variable on the EP variable at the BDK Kemenag RI. Therefore, the author proposes the following hypothesis:

H5: EE positively and significantly affects EP at the Indonesian Religious Education and Training Center.

Transformational Leadership (TL)

Transformational Leadership (TL) theory was first described in 1978 by James Burns, who emphasized leaders who are highly intellectual, adhere to moral and ethical values, revolutionary leadership, democratization, and benevolence for the common good. Leaders with a transformational style will encourage employee participation in the organization, unite common goals, rely on employees by giving them complete trust, aligning public values for organizational progress (Burns, 2003, pp. 22–27). In line with Antonakis & House (2014), TL is a proactive pattern of behavior that prioritizes raising followers' awareness of common interests and provides valuable direction to assist in achieving their goals best. Effective leadership with a transformational style can increase employee morale, motivation, and satisfaction compared to authoritarian leadership. Leaders can build employee trust and encourage their enthusiasm to achieve agency goals through Employee Performance (EP) (Setiawan et al., 2021).

Robbins & Judge (2023, p. 40) explain that TL consists of four (4) key elements. First, Idealized Influence is a leadership approach that includes communicating goals and vision, fostering a sense of pride, and receiving respect and trust from subordinates. The indicators used to measure this dimension are Idealized Influence confidence, pride, and trust. Second, Inspirational Motivation is a leader who can realize the agency's expectations, convey a shared vision in a way that invites interest through the use of symbols, and leaders who can provide inspirational motivation to their subordinates to pursue goals to make significant progress for the organization. The indicators used by the author to measure the Inspirational Motivation dimension are communication, enthusiasm, and optimism. Third, intellectual stimulation is when a leader can use intellectual stimulation to encourage creativity and innovation, increase employee intelligence, and improve the logic and ability of his subordinates to solve problems with higher accuracy. The indicators used by the author to measure the Intellectual Stimulation dimension are creativity, rationality, and problem-solving. Fourth, individualized consideration is an effort made by leaders (individual consideration) to pay special attention to each individual by considering that each employee has different needs, abilities, and expectations and can provide appropriate advice and guidance. The indicators used by the author to measure the Individualized Consideration dimension are attention, mentoring, and development. The author will use these four elements to measure TL at BDK Kemenag RI and find out the character of each ASN employee. The purpose of this measurement is so that BDK Kemenag RI has high-quality

employee performance, character, and faith and can formulate strategic policies to face challenges in the digital era (Dharma et al., 2023; Fauzan, 2023; Harahap & Pogo, 2023).

Based on the TL theory that the author has explained, leaders at BDK Kemenag RI need to implement TL in daily life, such as understanding the needs of employees by forming a correlation that can foster morality and motivation, either within the leader or from his followers (Atatsi et al., 2019; Bono & Judge, 2003; Piccolo & Colquitt, 2006; Shang, 2023). The author uses TL theory as the basis for this study, and several previous studies have proven that TL significantly affects EP (Asrar-ul-Haq & Kuchinke, 2016; Astuty & Udin, 2020; Basit et al., 2017; Buil et al., 2019; Lai et al., 2020; Manzoor et al., 2019; Putri & Meria, 2022; Rezeki et al., 2023; Rojak et al., 2024; Top et al., 2020; Yuan et al., 2018). However, other studies prove that TL does not have a significant effect on EP, but rather work motivation factors and employee job satisfaction (Elgelal & Noermijati, 2014); organizational commitment (Eliyana et al., 2019); job satisfaction, and EE (Rafia et al., 2020).

Furthermore, based on other literature, TL can also significantly affect EE (Azim et al., 2019; Balasuriya & Perera, 2021; Balwant et al., 2020; Besieux et al., 2018; Breevaart et al., 2014; Budiarto, 2019; Herminingsih, 2020; Jena et al., 2018; Jiatong et al., 2022; Milhem et al., 2019; Nguyen, 2020; Rafia et al., 2020; Sahu et al., 2018; Song et al., 2012; Winasis et al., 2021; Zhao & Sheng, 2019). Conversely, some studies that are not aligned consider that TL factors cannot influence EE, but other factors, such as job satisfaction and remuneration (Nurtjahjani et al., 2020); and Empowerment factors (Maulia, 2023).

The diversity of results from previous studies has enriched the references in this study, and the author wants to directly prove the impact or relationship of the TL variable on the EP variable and the TL variable on the EE variable at the BDK Kemenag RI. Furthermore, in previous studies, the EE factor has always been used as the dependent variable, and through this study, the authors will adopt the EE factor as a mediating variable. Thus, the author will also examine the relationship of the TL variable to the EP variable mediated by the EE variable, and the overall hypothesis that the author proposes is as follows:

H1: TL positively and significantly affects EP at the Indonesian Religious Education and Training Center.

H2: TL positively and significantly affects EE at the Indonesian Religious Education and Training Center.

H6: TL has a positive and significant effect on EP through EE as an intervening variable.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is employees who have a thorough understanding of the organization they work for and the extent to which the organization can value the contributions and prioritize the welfare of its employees (Kim et al., 2016). Another definition, analogizing POS as a reciprocal attitude, is if an organization can recognize the dedication and loyalty of its employees, for example, by providing rewards to employees which include acceptance, recognition, salary, promotion, access to information, and other assistance, so that it can benefit employees, and create a harmonious relationship between employees and the organization (Rhoades & Eisenberger, 2002, pp. 698–714).

The author measures POS using three (3) indicators adopted from the theory of Rhoades & Eisenberger (2002, pp. 698–714). The first indicator, "Fairness," is procedural Justice, which centers on fair consideration of how human resources in an agency can share and enjoy resources with others. Fair consideration during the decision-making process about resource allocation will positively impact the organizational support employees feel. The second indicator is "supervisor support," which concerns how superiors can manage and assess subordinates' performance so that the superiors' attitude is evidence of their support for employees and organizational progress. The third indicator, "Organizational Rewards and Job Conditions," provides employees with awards,

promotions, and salaries to appreciate their contribution, thus creating confidence that the organization will retain them. Organizational trust in employees' ability to complete their tasks can also increase the sense of managerial support. Conversely, role stressors such as excessive workload, demands that employees cannot meet in a limited amount of time, role conflict, and role ambiguity can make employees feel unsupported by the organization.

The author's explanation above is in line with previous research which proves that the POS factor has a considerable impact on EP (Ahli et al., 2024; Astuty & Udin, 2020; Chen et al., 2020; Gemilang & Riana, 2021; Na-Nan et al., 2018; Neves & Eisenberger, 2012; RU & H, 2018; Shabbir et al., 2021; Shaheen & Krishnankutty, 2018; Weny et al., 2021). Conversely, several studies show different results: POS does not significantly affect EP. This rejection occurs because other factors can affect EP, such as job satisfaction, the work environment (Ratnasari et al., 2023), and individual affective commitment to change (Prasetyo & Harsono, 2023).

Based on other research literature, POS can also significantly influence EE factors (Aktar & Pangil, 2017; Claudianty & Suhariadi, 2021; Dai & Qin, 2016; Djatmiko et al., 2020; Gemilang & Riana, 2021; Jin & McDonald, 2017; Najeemdeen et al., 2018; Ninh Nguyen & Dung Tran, 2021; Nurcholis & Budi, 2020; Shaheen & Krishnankutty, 2018; Shams et al., 2020; Weny et al., 2021). In contrast, several studies prove that POS does not affect EE, but factors such as job satisfaction, work engagement (Lan et al., 2020), intention to stay (Pithaloka & Ardiyanti, 2024), and quality of work-life (Dewi et al., 2020).

The diversity of results from previous studies has made the author want to directly prove the impact or relationship of the POS variable on the EP variable and the POS variable on the EE variable at the BDK Kemenag RI. In some previous studies, the EE factor has always been the dependent variable, and through this study, the authors will adopt the EE factor as a mediating variable. Thus, the authors will also examine the relationship of the POS variable to the EP variable mediated by the EE variable, and the overall hypothesis in this study is:

H3: POS positively and significantly affects EP at the Indonesian Religious Education and Training Center.

H4: POS positively and significantly affects EE at the Indonesian Religious Education and Training Center.

H7: POS has a positive and significant effect on EP through EE as an intervening variable.

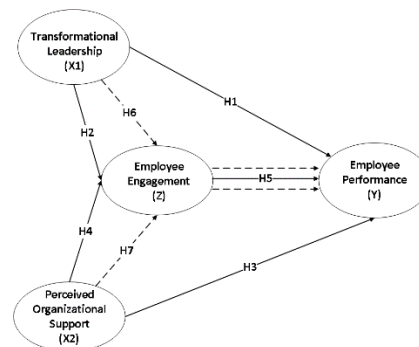


Figure 1. Seven-hypothesis Model in Research

Figure 1 represents the research model used by the author by seven (7) hypothesis formulations. The research structure involves four (4) variables: two independent variables, (X1) Transformational Leadership and (X2) Perceived Organizational Support. The dependent variable (Y) is Employee

Performance, and the intervening variable (Z) is Employee Engagement. The straight line in Figure 1 represents the direct effect, and the broken line represents the indirect or intervening effect.

RESEARCH METHODS

This study uses an associative quantitative descriptive approach that aims to evaluate the extent of the influence of Transformational Leadership (TL), Perceived Organizational Support (POS), and Employee Engagement (EE) on Employee Performance (EP), as well as the role of EE in mediating TL, and POS at the Religious Education and Training Center of the Ministry of Religion of the Republic of Indonesia (BDK Kemenag RI). The population in this study is Civil Servants (PNS) who work in 14 (fourteen) BDks throughout Indonesia in 2024, with a total population of 711 PNS. The author uses a sampling technique that refers to the theory of Hair et al. (2021, pp. 15–17), which explains that the ideal sample for analysis for Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis is a sample size between 100 and 200 people. The data analysis tool that the authors use in this study is SEM-PLS. Furthermore, the author obtained the sample size by following the Stratified Random Sampling formula with a sample proportion of 25% of the total population, so the number of samples used in this study was 178 civil servants. This sample was obtained by the author randomly from each stratum with a proportion according to the number of employees in each BDK Kemenag RI. The author obtained primary data through the survey method by distributing questionnaires to participants and collecting the results. This study lasted three (3) months, starting from November 1, 2024, to January 31, 2025, with a periodic approach. The author uses a five-point Likert scale to measure the value of the four variables through five (5) answer options, namely value five on the “Strongly Agree” statement, value four on the “Agree” statement, value three on the “Somewhat disagree” statement, value two on the “Disagree” statement, and value one on the “Strongly Disagree” statement.

RESULTS AND DISCUSSION

SEM-PLS Model Evaluation Results

Results of the Validity test

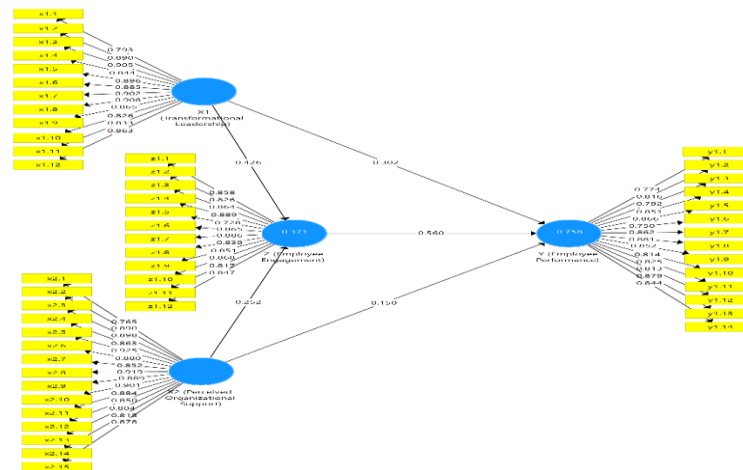


Figure 2. PLS Algorithm of Research Path Diagram

Source: SEM-PLS processed results of the author, 2025

Table 3. Outer Model Results in Research

Variable Indicator	Research Variables			
	X1 (TL)	X2 (POS)	Y (EP)	Z (EE)
TL1.1	0.793			
TL1.2	0.890			
TL1.3	0.905			
TL1.4	0.844			
TL1.5	0.896			

Variable Indicator	Research Variables			
	X1 (TL)	X2 (POS)	Y (EP)	Z (EE)
TL1.6	0.885			
TL1.7	0.902			
TL1.8	0.908			
TL1.9	0.865			
TL1.10	0.826			
TL1.11	0.833			
TL1.12	0.863			
POS2.1		0.765		
POS2.2		0.890		
POS2.3		0.898		
POS2.4		0.863		
POS2.5		0.925		
POS2.6		0.880		
POS2.7		0.852		
POS2.8		0.919		
POS2.9		0.889		
POS2.10		0.901		
POS2.11		0.884		
POS2.12		0.850		
POS2.13		0.804		
POS2.14		0.818		
POS2.15		0.878		
EP1.1			0.774	
EP1.2			0.816	
EP1.3			0.792	
EP1.4			0.851	
EP1.5			0.866	
EP1.6			0.750	
EP1.7			0.862	
EP1.8			0.881	
EP1.9			0.852	
EP1.10			0.814	
EP1.11			0.825	
EP1.12			0.813	
EP1.13			0.879	
EP1.14			0.844	
EE1.1				0.858
EE1.2				0.826
EE1.3				0.864
EE1.4				0.889
EE1.5				0.728
EE1.6				0.865
EE1.7				0.886
EE1.8				0.839
EE1.9				0.851
EE1.10				0.868
EE1.11				0.817
EE1.12				0.847

Source: SEM-PLS processed results of the author, 2025

Based on the SEM-PLS software output results regarding the results of the PLS algorithm path diagram (Figure 2) and the Outer Model (OM) test results (Table 3), the authors analyze that the results of the individual reflexive measures in this study are “High” or “Valid.” The indicators in this study proved valid by statistical tests so that the author could use all constructs of the research

variables for further tests. The outer model value evidences this through convergent validity and composite reliability, which has a correlation value of more than 0.70 ($LF \geq 0.70$) with the measured construct. The results of the author's analysis refer to Hair et al. (2021, p. 14), which explain that when the measurement model has four or more indicators, and the indicator loading has met the general standard (≥ 0.70), then the indicator has met convergent validity and composite reliability so that it can be statistically accepted or declared valid. The next test is using Average Variance Extracted (AVE).

Table 4. Reliability and Construct Validity (CRV) Test Results

Research Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
TL	0.970	0.971	0.973	0.754
POS	0.977	0.978	0.979	0.755
EP	0.965	0.966	0.969	0.690
EE	0.964	0.964	0.968	0.716

Source: SEM-PLS processed results of the author, 2025

The reliability value of a construct and the AVE value are statistical test criteria for determining the results of the validity and reliability tests in research. A value reaching 0.70 and an AVE above 0.50 concludes a high-reliability value. Table 4 shows that all AVE values in this study are above 0.50 ($AVE > 0.50$), which means that the four variables, namely TL, POS, EP, and EE, have met the criteria for convergent validity. Furthermore, another approach the author uses is to assess discriminant validity using the Fornell Larcker Criterion (FLC) to compare the square root of the AVE on each construct with the correlation between constructs.

Table 5. Fornell-Larcker Criterion Test Results

	X1 (TL)	X2 (POS)	Y (EP)	Z (EE)
TL	0.868			
POS	0.588	0.869		
EP	0.711	0.608	0.831	
EE	0.574	0.502	0.808	0.846

Source: SEM-PLS processed results of the author, 2025

Based on the results of Table 5 and using the FLC criteria method, it explains that the value for each construct variable in this study is acceptable, as evidenced by the square root of the AVE for each dimension (along the diagonal axis) being more significant than the correlation with other dimensions.

Reliability Test

The results of the reliability test in the study are in Table 4. All variable constructs in this study show values above 0.7, indicating that all constructs in the estimated model have met the criteria for discriminant validity or that the construct can explain more than 50% of the variance in its indicators. All constructs in the estimated model meet the discriminant validity criteria. The lowest composite reliability value is 0.964, found in the Employee Engagement (EE) variable, while the highest is 0.978 in the Perceived Organizational Support (POS) variable. All AVE values of the four variables proved to be above 0.50 ($AVE > 0.50$), so they proved to be valid, and all Cronbach's Alpha (α) values were above 0.70 ($\alpha > 0.70$), so they proved to be reliable.

Evaluation of Structural Model

Based on Table 6, the Adjusted R Square (R^2) value on the Employee Performance (EP) variable is 0.753, which explains that the increase in EP can be due to the independent variable, namely Transformational Leadership (TL), Perceived Organizational Support (POS) and Employee Engagement (EE). Furthermore, the value of the EE variable is 0.362, which explains that the increase in EE is due to the independent variables, namely TL and POS.

The results on the EP variable are classified in the “substantial (strong)” category, while the results on the EE variable fall into the “moderate” category. To categorize the results of this variable, the authors refer to the theory of Hair et al. (2021, p. 118), namely, the R² value ranges from 0 to 1, with higher values indicating a more significant relationship. Furthermore, an R² value of 0.75 is considered substantial (strong), 0.50 is moderate, and 0.25 is considered weak.

Table 6. Test Results of the Coefficient of Determination

Variables	R-Square	R Adjusted	Q ² _Predicted	Q ² Testing
Y (EP)	0.758	0.753	0.513	0.847
Z (EE)	0.371	0.362	0.258	

Source: SEM-PLS processed results of the author, 2025

Table 6 also represents the R-Square value on the EP variable, which is 0.758. These results indicate that 75.8% of the EP variable is influenced by the TL, POS, and EE variables, and the remaining 24.2% can be explained by variables outside the independent variables. Furthermore, the R-Square value for the EE variable is 0.371, which indicates that 37.1% of the EE variable is influenced by the TL and POS variables, and the remaining 62.9% can be explained by variables outside the independent variables.

In addition, the Q² value for the EP variable is 0.513, which explains that TL, POS, and EE can predict the variance of the EP variable at a moderate level. The Q² value for the EE variable is 0.258, which explains that TL and POS can indicate the variance of the EE variable at a weak level. Based on the Q² test results for both variables (EE and EP), get a value of 0.847. The endogenous latent variable in this model has a more substantial (strong) Q² value and 0 (zero). Thus, the exogenous latent variable as an explanatory variable (EP) can predict the endogenous variable, namely EE, well, or this model has a good Q² value.

Hypothesis Testing

Direct Effects

Based on the author’s data processing to answer the hypothesis, hypothesis testing in this study was carried out using the bootstrapping procedure. This study uses a system confidence level of 95%, corresponding to a precision level or margin of error of 5% or 0.05 (one-tailed), while the t-table value for a sample of 178 civil servants is 1.653. Statistical tests will accept the hypothesis in the study if it has a t-value greater than the t-table value of 1.653 (t-value > 1.653).

Table 7. Hypothesis Test Results of Direct Influence Using SEM-PLS

Direct Hypothesis	Effects	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values	Conclusion
TL → EP		0.302	0.295	0.077	3.906	0.000	Positive Significant
TL → EE		0.426	0.425	0.094	4.549	0.000	Positive Significant
POS → EP		0.150	0.147	0.058	2.587	0.010	Positive Significant
POS → EE		0.252	0.256	0.089	2.835	0.005	Positive Significant
EE → EP		0.560	0.569	0.082	6.826	0.000	Positive Significant

Source: Hypothesis Results Perceived through SEM-PLS Output, 2025

Based on the results of the direct effect hypothesis test shown in Table 7, the authors can conclude as follows:

Hypothesis Testing 1 (H1): The results in H1 show that the Transformational Leadership (TL) variable has a positive and significant effect on Employee Performance (EP) in the BDK of the Ministry of Religious Affairs. This fact refers to the t-value of $3.906 > 1.653$ and the p-value of $0.000 < 0.05$, and the original sample estimate value shows a positive effect of 0.302. Thus, H1 in this study is accepted.

Hypothesis Testing 2 (H2): The results in H2 show that the TL variable has a positive and significant effect on Employee Engagement (EE) at BDK Kemenag RI, so H2 in this study is accepted. This fact refers to the t-value of $4.549 > 1.653$ and the p-value of $0.000 < 0.05$, and the original sample estimate value shows a positive influence of 0.426.

Hypothesis Testing 3 (H3): The results in H3 show that the Perceived Organizational Support (POS) variable has a positive and significant effect on EP in the BDK of the Ministry of Religion, so H3 in this study is accepted. This fact refers to the t-value of $2.587 > 1.653$ and the p-value of $0.010 < 0.05$, and the original sample estimate value shows a positive effect of 0.150.

Hypothesis Testing 4 (H4): The results in H4 show that the POS variable has a positive and significant effect on EE in the BDK of the Ministry of Religion, so H4 in this study is accepted. This fact refers to the t-value of $2.835 > 1.653$ and the p-value of $0.005 < 0.05$, and the original sample estimate value shows a positive effect of 0.252.

Hypothesis Testing 5 (H5): The results in H5 show that the EE variable has a positive and significant effect on EP in the BDK of the Ministry of Religion, so H5 in this study is accepted. This fact refers to the t-value of $6.826 > 1.653$ and the p-value of $0.000 < 0.05$, and the original sample estimate value shows a positive effect of 0.560.

Indirect Effects

Table 8. Hypothesis Test Results of Indirect Influence Using SEM-PLS

Indirect Hypothesis	Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values	Conclusion
TL → EE → EP		0.238	0.244	0.073	3.269	0.001	Positive Significant
POS → EE → EP		0.141	0.147	0.057	2.491	0.013	Positive Significant

Referring to the results of the indirect effect hypothesis test shown in Table 8, the author will explain as follows:

Hypothesis Testing 6 (H6): The results in H6 show that the TL variable has a positive and significant effect on EP through EE as an intervening variable, so H6 in this study is accepted. This fact refers to the t-value of $3.269 > 1.653$ and the p-value of $0.001 < 0.05$, and the original sample estimate value shows a positive effect of 0.238.

Hypothesis Testing 7 (H7): The results in H7 show that the POS variable has a positive and significant effect on EP through EE as an intervening variable, so H7 in this study is accepted. This fact refers to the t-value of $2.491 > 1.653$ and the p-value of $0.013 < 0.05$, and the original sample estimate value shows a positive effect of 0.141.

DISCUSSION

Transformational Leadership Positively and Significantly Affects Employee Performance at the Indonesian Religious Education and Training Center (Hypothesis 1)

The finding in this study, as shown in the statistical test results in Table 7, is that Transformational Leadership (TL) has a positive and significant impact on Employee Performance (EP) at BDK Kemenag RI. That is, the stronger the influence of transformational leadership on employees, the superior the quality of employee performance at BDK Kemenag RI. These results confirm the theory

of TL put forward by Burns (2003, pp. 22–27) and research from Setiawan et al. (2021), highlighting the critical role of leaders with transformational styles compared to authoritarian leadership styles. Furthermore, the theory of EP from Mangkunegara (2000, p. 65) states that EP results from the achievement of employee performance, which, when reviewed in terms of quality and quantity, is by their responsibilities. Thus, leaders increasing EP at BDK Kemenag RI can achieve the government target of 120% by KMA No. 94 of 2021 concerning Guidelines for Performance Agreements (PPK), Performance Reporting, and Procedures for Reviewing Performance Reports at the Kemenag RI.

Leaders with a transformational style can encourage employee performance by emphasizing a sense of collective identity and success. They can empower employees, increase subordinates' awareness of common interests (Antonakis & House, 2014), and encourage civil servants to achieve their goals by considering public values at BDK Kemenag RI. Civil servants working at the BDK Kemenag RI assume that their current leader has applied a transformational leadership approach that has Idealized Influence (confidence, pride, and trust), Inspirational Motivation (communication, enthusiasm, and optimism), Intellectual Stimulation (creativity, rationality, and problem-solving), and Individualized Consideration (attention, mentoring, and development) as stated in Robbins & Judge's (2023, p. 40) theory.

The "Individual Consideration" dimension in the "development" indicator in the TL factor has a more dominant influence when compared to other dimensions, which indicates that civil servants in the BDK Kemenag RI feel that their leaders have supported employee self-development. The lowest is in the same dimension but in the "Attention" indicator, meaning that employees feel that their leaders pay little attention to their subordinates (employees). Furthermore, in the EP factor, the most dominant dimension is "Attitude" in the indicator "towards work"; this indicates that employees feel that they have a good attitude towards their work. The dimension with the lowest score is "quantity of work" in the "extra output" indicator, meaning that some employees can sometimes produce additional output when needed.

Through this research, the author analyzes that the leadership of BDK Kemenag RI continues to maintain the quality of employee performance with quality, character, and faith, and can formulate strategic policies in facing challenges in the digital era and continue to create generations of employees who excel in their fields (Dharma et al., 2023; Fauzan, 2023; Harahap & Pogo, 2023). By prioritizing the quality of superior employee performance, the BDK Kemenag RI can foster morality and motivation in civil servant employees through work quality (accuracy, thoroughness, skill, and cleanliness), work quantity (routine output and extra output), reliability (instruction, ability, initiative, prudence, and craft), and attitude (colleagues, towards work, and the organization) (Atatsi et al., 2019; Bono & Judge, 2003; Mangkunegara, 2000, p. 65; Piccolo & Colquitt, 2006; Shang, 2023). The findings in this study are also in line with previous research which proves that TL factors can positively and significantly influence EP factors (Asrar-ul-Haq & Kuchinke, 2016; Astuty & Udin, 2020; Basit et al., 2017; Buil et al., 2019; Lai et al., 2020; Manzoor et al., 2019; Putri & Meria, 2022; Rezeki et al., 2023; Rojak et al., 2024; Top et al., 2020; Yuan et al., 2018).

Transformational Leadership Positively and Significantly Affects Employee Engagement at the Indonesian Religious Education and Training Center (Hypothesis 2)

Based on the statistical test results presented in Table 7, this study can explain that Transformational Leadership (TL) positively and significantly impacts Employee Engagement (EE) at BDK Kemenag RI. That is, the higher the influence of transformational leadership on civil servant employees, the better the employee engagement at BDK Kemenag RI. This finding is in line with the opinion of experts in describing TL that the author has discussed in the previous point (first hypothesis), that leadership with a transformational style tends to have high intellectual quality, adhere more to moral and ethical values, have a revolutionary mindset, and democratize (Burns, 2003, pp. 22–27). In addition, based on the results of the second hypothesis test, it has confirmed the theory put forward by Robbins & Judge (2023, p. 40) that EE is a form of civil servant employee involvement both mentally and physically, satisfaction, and enthusiasm in carrying out their responsibilities at the BDK Kemenag RI.

The organization's sustainability depends on how leaders engage directly with their employees and how leaders can prosper employees. The engagement of civil servants reflects the positive attitudes caused by transformational leadership at BDK Kemenag RI, resulting in better emotional bonds. EE has encouraged the engagement of civil servants to be optimistic and full of encouragement that combines the attitudes of vigor (energy level, resilience, willingness to try, and not giving up quickly), dedication (feeling valuable, enthusiastic, inspired, valuable, and challenging), and absorption (full attention, high concentration, and happy with work) wholeheartedly (Schaufeli & Bakker, 2010, pp. 13–14).

The author has explained in detail the most dominant dimensions of the TL factor in the first hypothesis (H1). Next, in the EE factor, the most predominant is the "Dedication" dimension in the "valuable" indicator, meaning that employees feel their work has a significant meaning. The dimension with the lowest value is "Vigor" in the "Resilience" indicator, meaning that some employees sometimes feel less able to survive amid work challenges. This finding is also in line with previous research which confirms that TL factors can positively and significantly influence EE (Azim et al., 2019; Balasuriya & Perera, 2021; Balwant et al., 2020; Besieux et al., 2018; Breevaart et al., 2014; Budiarto, 2019; Herminingsih, 2020; Jena et al., 2018; Jiatong et al., 2022; Milhem et al., 2019; Nguyen, 2020; Rafia et al., 2020; Sahu et al., 2018; Song et al., 2012; Winasis et al., 2021; Zhao & Sheng, 2019).

Perceived Organizational Support Positively and Significantly Affects Employee Performance at the Indonesian Religious Education and Training Center (Hypothesis 3)

The statistical testing results in Table 7 prove that Perceived Organizational Support (POS) positively and significantly impacts Employee Performance (EP) at BDK Kemenag RI. The higher the effect of perceived organizational support on employees, the higher the quality of employee performance at BDK Kemenag RI. The findings in this study align with experts' opinions in describing EP, which the author has discussed in the previous point (H1). The results of this study also confirm the theory of POS put forward by Rhoades & Eisenberger (2002, pp. 698–714), which is a reciprocal attitude between the organization and its employees by recognizing the dedication and loyalty of employees. In the context of government, POS focuses on the support or contribution from BDK Kemenag RI to acknowledge the commitment and loyalty of civil servants by providing them with rewards such as acceptance, recognition, salary, promotion, access to information, and other assistance. This fact underscores the idea that by prioritizing employee well-being morally and materially (Kim et al., 2016), the BDK Kemenag RI has given full support to employees, which can improve their performance. Improving employee performance is not only crucial for the short-term sustainability of the government but also serves as a foundation for long-term sustainability, especially in the digital age, while remaining grounded in religion. BDK Kemenag RI can provide support through special training or seminars that can improve employees' skills to compete globally. The aspects of the support supplied by BDK Kemenag RI to improve EP are Fairness (employee contributions, employee substitutes, recognition of extra work, goals and values, and complaints), Supervisor Support (employee interests, assisting, caring about welfare, job success, and unique assistance), and Organizational Rewards and Job Conditions (job satisfaction, taking advantage, attention, pride, and enjoyable work).

The author has explained the most dominant dimension of the EP factor in the first hypothesis (H1). Next, on the POS factor, the most predominant is the "Supervisor Support" dimension in the "giving help" indicator, meaning that employees feel that their superiors (leaders) can provide help when they need it. The dimension with the lowest value is "Supervisor Support" in the "special assistance" indicator, meaning that some employees feel that their superiors can sometimes provide special assistance when they face difficulties. Furthermore, this finding is consistent with previous research, which concluded that the POS factor can positively and significantly influence the EP factor (Ahli et al., 2024; Astuty & Udin, 2020; Chen et al., 2020; Gemilang & Riana, 2021; Na-Nan et al., 2018; Neves & Eisenberger, 2012; RU & H, 2018; Shabbir et al., 2021; Shaheen & Krishnankutty, 2018; Weny et al., 2021).

Perceived Organizational Support Positively and Significantly Affects Employee Engagement at the Indonesian Religious Education and Training Center (Hypothesis 4)

Based on the statistical test results from Table 7, the author concludes that Perceived Organizational Support (POS) positively and significantly affects Employee Engagement (EE) at BDK Kemenag RI. The conclusion shows that the greater the influence of perceived organizational support given to employees, the better the employee engagement at BDK Kemenag RI. The findings in this study align with experts' opinions in describing POS (in the third hypothesis) and EE (in the second hypothesis), which the author has discussed in detail in the previous point. As a country based on "God Almighty" (Butt, 2020), it is appropriate for the BDK Kemenag RI to strengthen the quality of Human Resources (HR) to be able to compete in the global market. Humans are the center of national development and a transformation effort towards Golden Indonesia 2045, which makes the role of BDK Kemenag RI very important in increasing employee work engagement. Religion as a guide for BDK Kemenag RI to apply strictly in strengthening religious moderation (Ahmad & Ma'rifatani, 2023; Colbran, 2010; Saragih & Fitrianti, 2023; Suryani, 2024), and work ethics based on religion can prohibit the practice of bad values of employees, while religiosity can strengthen the relationship between BDK Kemenag RI and employee job satisfaction. An individual's interpretation of religious values can influence how the religiosity of BDK Kemenag RI can affect employee job satisfaction. Agencies that can implement procedural justice, manage human resources wisely, and recognize employee contributions will create positive public sentiment.

The author has explained the most dominant dimension of the POS factor through the third hypothesis (H3). In addition, the author has also explained the most dominant dimension in the EE factor through the second hypothesis (H2). Furthermore, this study's findings align with previous research, demonstrating that the POS factor can positively and significantly influence EE (Aktar & Pangil, 2017; Claudianty & Suhariadi, 2021; Dai & Qin, 2016; Djatmiko et al., 2020; Gemilang & Riana, 2021; Jin & McDonald, 2017; Najeemdeen et al., 2018; Ninh Nguyen & Dung Tran, 2021; Nurcholis & Budi, 2020; Shaheen & Krishnankutty, 2018; Shams et al., 2020; Weny et al., 2021).

Employee Engagement Positively and Significantly Affects Employee Performance at the Indonesian Religious Education and Training Center (Hypothesis 5)

Based on the statistical test results from Table 7, Employee Engagement (EE) has a positive and significant effect on Employee Performance (EP) at BDK Kemenag RI. This means that the higher the influence of employee engagement in a government agency, the better the quality of employee performance at BDK Kemenag RI. The findings in this study align with experts' opinions in describing EE (in the second hypothesis) and EP (in the first hypothesis), which the author has discussed in detail in the previous point. Increasing employee engagement in the workplace ensures that civil servant employees are willing to commit to the values and goals of the BDK Kemenag RI, are motivated to contribute to the agency's success, and can increase their sense of ownership in the agency simultaneously. The process of how employees are involved in impacting the agency's progress is determined mainly by BDK Kemenag RI management initiatives ranging from job descriptions, selection and recruitment processes, training, compensation, performance management, and career development (Darko-Obuobisa, 2020; Jaya & Ariyanto, 2021; Maisyuri & Ariyanto, 2021; Schaufeli & Bakker, 2010, p. 12). The author explains the most dominant dimension of the EP factor in the first hypothesis (H1). In addition, the authors have explained in detail the most dominant dimensions of the EE factor through the second hypothesis (H2). Furthermore, the findings in this study are in line with previous research which explains that the EE factor can positively and significantly influence the EP factor (Amjed et al., 2021; Gemilang & Riana, 2021; Hermawan et al., 2020; J., 2014; Meswantri & Awaludin, 2018; Nazir & Islam, 2017; Rafia et al., 2020; Rembet et al., 2020; Sendawula et al., 2018; Sugianingrat et al., 2019; Sungmala & Verawat, 2021; Tensay & Singh, 2020).

Transformational Leadership Positively and Significantly Affects Employee Performance Through Employee Engagement as an Intervening Variable (Hypothesis 6)

The findings of the statistical test results in Table 8 explain that Transformational Leadership (TL) has a positive and significant effect on Employee Performance (EP) through Employee Engagement (EE) as an intervening variable. This means that the higher the influence of transformational leadership on employee engagement, the better the performance of employees at BDK Kemenag RI. Through previous research, other researchers used the EE variable as the dependent variable, and through this sixth hypothesis (H6), the author adopts the EE factor as a mediating variable, which is also a renewal in research. Furthermore, the author has explained the most dominant dimensions in the TL and EP factors through the first hypothesis (H1) and the dominant dimensions in the EE factor through the second hypothesis (H2).

Perceived Organizational Support Positively and Significantly Affects Employee Performance Through Employee Engagement as an Intervening Variable (Hypothesis 7)

The findings of the statistical test results in Table 8 explain that Perceived Organizational Support (POS) has a positive and significant effect on Employee Performance (EP) through Employee Engagement (EE) as an intervening variable. The results of hypothesis testing explain that the higher the impact of perceived organizational support on employee engagement, the better the performance of employees at the BDK Kemenag RI. Like the explanation in the sixth hypothesis (H6), previous researchers always used the EE factor as a dependent variable, and through this seventh hypothesis (H7), the author adopts the EE factor as a mediating variable, which is also a renewal in research. The dependent variable, and through this seventh hypothesis (H7), the author adopts the EE factor as a mediating variable, which is also a renewal in research. Furthermore, the author has explained the most dominant dimensions in the POS factor through the third hypothesis (H3) and the EP factor through the first hypothesis (H1); then, the dominant dimensions in the EE factor through the second hypothesis (H2).

CONCLUSION

The results of the seven (7) hypothesis tests in this study show that (1) TL has a positive and significant impact on EP; (2) TL has a positive and significant impact on EE; (3) POS has a positive and significant impact on EP; (4) POS has a positive and significant impact on EE; (5) EE has a positive and significant impact on EP; (6) TL has a positive and significant effect on EP through EE as an intervening variable; and (7) POS has a positive and significant effect on EP through EE as an intervening variable. The author has conducted statistical tests on seven research hypotheses, and the test results are statistically acceptable. Thus, the results of this study are from previous research.

This research also provides an understanding from the perspective of the dimensions used in the TL factor that employees feel that their leaders are very supportive of employee self-development, but leaders also need to pay a little attention to their welfare at the BDK Kemenag RI. Next, on the POS factor, employees feel that their superiors (leaders) can assist when needed, but some employees also feel that their superiors can sometimes provide special assistance when employees face difficulties. On the EP factor, employees think they have a good attitude towards their work, but some employees can sometimes produce additional output when needed. Finally, the EE factor is that employees feel that their work has a significant meaning, but some employees also feel that sometimes they cannot survive amid work challenges. For some of the dimensions with the lowest score value, it is necessary to strengthen the quality of human resources to increase competitiveness in the global market and achieve the government's targets in the following year. Excellent employee performance, character, and faith can create positive public sentiment at BDK Kemenag RI and help formulate strategic policies that are still based on the values of Pancasila and religion to face challenges in the digital era.

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