

Effect of Transformational Leadership, Remuneration, and Work Motivation on Work Engagement with Job Satisfaction as an Intervening Variable (Study of Civil Servant Lecturers of Alauddin State Islamic University Makassar)

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Abstract:

This study aims to analyze (1) the effect of transformational leadership on job satisfaction; (2) the effect of remuneration on job satisfaction; (3) the effect of work motivation on job satisfaction and work engagement; (4) the effect of job satisfaction against work engagement; (5) the effect of transformational leadership on work engagement; (6) the effect of remuneration on work engagement; and (7) the effect of motivation on work engagement. This study employed a quantitative approach using primary data from questionnaires of 258 respondents. The study was conducted from August to October 2023. The data were analyzed using structural equation modeling (SEM) with the help of Amos version 25 and SPSS version 25. The results show that 1) transformational leadership has a positive and significant effect on job satisfaction; 2) remuneration has a positive and significant effect on job satisfaction; 3) work motivation has a positive and significant effect on job satisfaction; 4) satisfaction has a positive and significant effect on job engagement; 5) transformational leadership has a positive and significant effect on job satisfaction; 6) Remuneration has no significant effect on job engagement; and 7) work motivation positively and significantly affects work engagement.

Keywords: transformational leadership, remuneration, work motivation, job satisfaction, work engagement.

以工作满意度为干预变量的变革型领导、薪酬和工作动机对工作投入的影响（望加锡阿拉丁国立伊斯兰大学公务员讲师的研究）

摘要:

本研究旨在分析 (1) 变革型领导对工作满意度的影响; (2) 薪酬对工作满意度的影响; (3) 工作动机对工作满意度和工作投入的影响; (4) 工作满意度对工作投入的影响; (5) 变革型领导对工作投入的影响; (六) 报酬对工作投入的影响; (7) 动机对工作投入的影响。本研究采用定量方法, 使用来自 258 名受访者的问卷调查的原始数据。该研究于 2023 年 8 月至 10 月进行。借助阿摩司书 25 版和统计软件 25 版, 使用结构方程模型 (扫描电镜) 对数据进行分析。结果表明: 1) 变革型领导对工作满意度有积极且显著的影响; (2) 薪酬对工作满意度有显著正向影响; 3) 工作动机对工作满意度有显著正向影响; 4) 满意度对工作投入有显著的正向影响; 5) 变革型领导对工作满意度有显著的正向影响; 6) 薪酬对工作投入度没有显著影响; 7) 工作动机积极且显著地影响工作投入。

关键词: 变革型领导、薪酬、工作动机、工作满意度、工作投入。

1. Introduction

The results of a survey put forward by the Human Development Index (UNDP, 2018) show that Indonesia is in the 116th position in the world regarding human quality, compared to other ASEAN countries, for example, Singapore, which is in the ninth position for human quality. Furthermore, Schwab (2017) stated that for education and training, Indonesia is ranked 68th, far compared to other ASEAN countries, such as Malaysia, which is in fourth position.

Problems arising from the low quality of education and lack of training are caused by several factors, including leadership, suboptimal remuneration, lecturer motivation that has not increased, job satisfaction that has not been achieved, and low work involvement. The problems of higher education management in Indonesia after the reform are increasingly complex, ranging from government interference, education costs that are not affordable by the poor, low quality of research and publications, academic culture that has not been fully developed, leadership quality, motivation, compensation, and campus culture (Astridina, et al., 2018).

Leadership is an essential component that influences the work of the environment and how employees view their work (Christian et al., 2011). Transformational leaders instill a sense of positivity, commitment, and motivation in their workers to make them more effective and results-oriented. Yukl (2013) believes that leadership is an essential factor in driving employee engagement.

According to Paarlberg and Perry (2010), transformational leadership is a promising way to increase public service motivation because transformational leaders develop, share, and maintain a vision. Employees will be more oriented toward contributing to society if a strong vision shows what the desired end state looks like.

Several studies on transformational leadership effect on work engagement have been conducted. For example, research conducted by Gozukara and Simsek (2015), Hoper, and Munser (2012), Nguyen et al. (2016), and Tims et al. (2011) suggest that a well-applied transformational leadership style can increase

employee work engagement in service companies, higher education/public universities, and the private sector. This is because the transformational leadership style has provided opportunities for employees to provide solutions, share opinions, facilitate funding, and provide morale so that work involvement in all work activities according to their respective fields is realized.

Remuneration is the total compensation that an employee receives in return for services performed. Usually, the form of remuneration is associated with rewards in the form of money (monetary rewards) or can also be interpreted as wages or salaries (Milkovich and Newman, 1999). The application of remuneration in universities agrees with the government's efforts to provide autonomy to each university to regulate and manage its universities based on Law Number 12 of 2012 concerning Higher Education. One of the purposes of providing compensation to employees is to increase work motivation, which impacts employee job satisfaction (Supratman et al., 2021). Work motivation depends on the extent of employee success in achieving company targets and the desire to acquire power or work authority (Razak et al., 2022). Further, compensation is all income in the form of money, direct or indirect goods that employees receive in return for services rendered to the company (Asbari et al., 2020).

Job satisfaction is individual; each individual has a different level of satisfaction according to the value system that applies to him/her (Putra et al., 2021). Furthermore, well-created work motivation positively affects employee satisfaction (Serang et al., 2023). Motivation is a desire to drive and a driver for a person's work will. Each motivation has a specific goal to be achieved. In addition, work motivation can be used as a parameter to determine employee job satisfaction (Haslindah et al., 2022). Motivation encourages a force to do a good job, which comes from both internal and external sources. It fosters morale, later becoming a performance achievement benchmark (Sugianto et al., 2022).

Lecturers must be directly involved in campus activities as part of the tri dharma of higher education, teaching, research, and community service. Aslam and Sarwar (2010) state that teaching is an essential link for

student success, so lecturers must master the subjects taught and can present subject matter to ensure student academic progress. Tavanti (2006) states that an increasing number of universities are being asked to report on lecturer work engagement in response to demands for institutional effectiveness and accreditation accountability. As a result, university leadership must understand the factors that encourage faculty to be entirely motivated and involved in university operations and missions (Stenerson et al., 2010).

With the autonomy of universities through Law No. 12 of 2012, Alauddin State Islamic University Makassar is more flexible in managing its resources to produce quality education, create university competitiveness in the face of globalization, and generate added value for the welfare of its employees based on transparency, accountability, non-profit, quality assurance, and effectiveness and efficiency. The application of remuneration as part of the provision of performance allowances (Performance Allowances) at UIN Alauddin Makassar was implemented in 2008 until now, referring to Decree No. 263 of 2016, where remuneration is also based on job grading and performance achievements from the Tridharma of higher education, which is the main task of lecturers.

The provision of remuneration for lecturers and education staff at Alauddin State Islamic University Makassar has been enforced since 2017 according to Presidential Regulation 88 of 2013 concerning the Environmental Employee Performance Allowance of the Ministry of Religious Affairs. The implementation is expected to improve the performance, work involvement, motivation, and welfare of lecturers and education staff. According to the Rector of Alauddin State Islamic University Makassar, remuneration is given to provide employee welfare along with constituency for the institution, namely bureaucratic reform, because remuneration is closely related to performance.

The work involvement of lecturers from 7 faculties at Alauddin State Islamic University, Makassar, can be seen from several aspects, including (1) the performance of the Tridharma of Higher Education and (2) working groups or relationships between individual lecturers.

They are first seen from the perspective of the Tridharma of Higher Education. The performance of lecturers is measured by what has been produced in the fields of teaching, research, and community service. The data obtained shows that from 2016 to 2019, the research of UIN Alauddin civil servant lecturers at the Higher Education/Foundation level has fluctuated, 172, 326, 282, and 353. As for domestic institutions outside the Ministry of Education/other ministries, there were only five lecturer studies in 2019. Similarly, there are only four studies on research on foreign institutions (UPT P2M Year 2019). These data indicate that Alauddin State Islamic University Makassar lecturers' involvement in research is still not optimal. This is

because lecturers at Alauddin State Islamic University Makassar are not ready to be involved in research due to the short time for preparing proposals and various conditions that must be met and felt complicated by UIN Alauddin Makassar lecturers, for example (1) the academic qualifications of the proposer who must at least have the rank of associate professor, (2) research topics that must follow the scientific field of the chairman, (3) research topics that must follow the chairman's research roadmap, and (4) the fields offered for research are not always in the Strategic Plan of Alauddin State Islamic University Makassar.

Furthermore, there are other obstacles to conducting collaborative research, such as cultural barriers, geographical location, language, character, nature of the object studied, and the field under study, so lecturers are not interested in conducting the research. In addition, excess teaching hours for lecturers are also an obstacle in conducting research, so lecturers only conduct research to fulfill their BKD obligations. Similarly, judging from the assessment of accreditation forms at the study program and university levels, it is known that community service performance is still not optimal.

Second, for the working group aspect, lecturer performance can be seen from the relationship between individual lecturers. Generally, UIN Alauddin Makassar lecturers still work individually to complete Tridharma Perguruan Tinggi activities to get 100% remuneration points. This resulted in low relations between lecturers academically and non-academically.

This study aims to determine the effect of transformational leadership, remuneration, and work motivation on work engagement with job satisfaction as an intervening variable (Study of Civil Servant Lecturers at Alauddin State Islamic University Makassar).

2. Literature Review

2.1. Transformational Leadership

Transformational leadership differs from other leadership styles based on development, progress, motivation, and strategic thinking (Ibraheem et al., 2011). Transformational leaders support change more effectively, never discriminate, and support organizational goals and objectives. This leadership style has high productivity, low turnover, and high job satisfaction. These leaders involve their subordinates in making decisions to share a common vision. They always think of the organization rather than personal interests to meet the organization's goals efficiently.

Transformational leaders strive to maintain a shared vision in the short and long term by promoting acceptance and collaboration to achieve the vision and generate sustained enthusiasm. By continually emphasizing why an employee's work contributes to the organization and its vision, transformational leaders seek to reinforce employees' perceptions of the significance of tasks and energize them to pursue

relevant actions in the short and long term (Wright et al., 2012).

Transformational leaders demand a lot from their superiors, such as freedom to make mistakes, learning, precise tasks to drive transformation, collaborative leadership ethos, and access to diverse talents. They further expect clarity about their opportunities and potential contributions within the organization, opportunities to leave a positive and sustained footprint, significant learning and development opportunities, and stimulation and challenges (intellectually and emotionally).

Transformational leadership is further defined by Van Knippenberg and Sitkin (2013) as an individual's ability to focus on organizational transformation. This author focuses on the leader's achievements, not his characteristics or relationship with his followers. Northouse (2013) agrees with Van Knippenberg and Sitkin (2013) but adds that transformational leadership is a process that transforms and transforms people. Northouse (2013) states that transformational leadership concerns emotions, values, ethics, standards, and long-term goals. Transformational leadership also includes assessing followers' motives and intentions, satisfying their needs, and treating them as human beings.

2.2. Remuneration

Schlechter et al. (2014) emphasized that money consists of three components: affective, symbolic, and behavioral. The affective component suggests that at one end of the continuum, some people view money as essential and valuable, while others perceive the value of money as something terrible and evil. Symbolically, money is associated with attributes that most people strive for. These include achievement, recognition, status, respect, freedom, control, and power.

According to Flippo (2006), compensation programs are designed to do three things 1) to attract educators who are proficient in the learning process, 2) to motivate educators to achieve high achievements, and 3) to create a long tenure. The compensation program is also essential to the organization because it reflects its efforts to retain its human resources. In addition, compensation (in the form of wages and other remuneration) is often the largest and most important component of costs.

From an employer's point of view, salary is a powerful tool for advancing an organization's strategic goals. First, salary has a significant impact on employee attitudes and behavior. It affects what types of employees are interested in the organization and stays and helps align their interests with those of the company (Noe et al., 2015). Mulyasa (2006) found that compensation is the remuneration provided by education and school services to education personnel, which can be assessed with money and tends to be given regularly.

2.3. Work Motivation

Self-determination theory (Deci and Ryan, 1985) is the dominant theory of motivation in several domains and organizational behavior (Gagné et al., 2010). It identifies different types of motivation. Therefore, through the perspective of self-determination theory, researchers can explore employee motivation in depth. Self-determination theory allows motivation to be explored by paying particular attention to more internalized and externalized behaviors to identify important factors for different types of motivation. Thus, it provides a comprehensive framework for understanding the relationship between a manager's perceived leadership style and employee work motivation.

A leader motivated by unified rules tends to feel that being a good leader is part of who they are, suitable for their purpose in life, and a means to achieving self-actualization. The identified regulation is also an extrinsic motivation described as relatively autonomous, in which the behavior of individuals corresponds to their personal goals and values, reflecting in part of them (Gagné and Deci, 2005).

Intrinsic motivation is at the most autonomous end of the continuum because individuals choose to engage in behavior of their own accord (Deci and Ryan, 2008; Gagné and Deci, 2005). Intrinsic motivation occurs when the behavior itself is seen as pleasurable and satisfying. Intrinsically motivated individuals feel that their behavior is a reward in itself. For example, a leader who is intrinsically motivated to behave as a good leader may choose to do so because he or she finds it enjoyable or exciting.

2.4. Work Involvement

Ensuring that engagement does not depend on similar concepts and has its own characteristics and measures is essential. Work involvement is a unique motivational construct that has characteristics distinguishable from other constructs, such as job satisfaction and organizational commitment or work involvement (Bakker and Leiter, 2010). Work involvement is a relatively new construct that has been conceptualized by many people (Wefald and Downey, 2011).

Recent research argues for employee engagement in the workplace through clear and adequate theories such as the job demand resource model (Schaufeli and Bakker, 2004), self-determination theory (Meyer and Gagne, 2008), and conservation resource theory (Halbesleben, 2011). Schaufeli and Bakker (2004) stated that work engagement is a persistent and pervasive affective-cognitive state characterized by passion, dedication, and absorption. Vigor refers to high energy levels and a state of mental endurance while working.

As shown by Xu and Thomas (2011), the concept of 'employee engagement' was first developed by William Kahn in the early 1990s. However, the phrase 'involvement' comes from Erving Goffman's role

theory in 1961. Goffman proved the correlation between employee roles and engagement. Engagement can be considered ‘spontaneous involvement in a role’. Later, Kahn (1990) conducted two qualitative research studies—ethnographic work at summer camp and employees at architecture and developed the concept of ‘employee engagement’ (Xu and Thomas, 2011). Work engagement is understood as employees’ satisfaction with tasks, teaching, guidance, and the workplace (Bakker and Albrecht, 2018). A review of the research literature on work engagement shows that the construct is related to other construct elements such as organizational commitment, job engagement, job satisfaction, and organizational citizenship (Christian, et al., 2011; Albrecht, et al., 2015).

2.5. Job Satisfaction

Contentment ranges from extreme satisfaction to extreme dissatisfaction and means different things to different people. In addition to having an attitude toward work, a person can also have attitudes about various aspects of work, such as the type of job, co-workers, superiors or subordinates, and salary (George and Jones, 2008). Job satisfaction is associated with organizational motivation and efficiency and can predict absenteeism, burnout, turnover, and quitting intentions (Lu et al., 2005; Mullins, 2005; Aziri, 2011; Alzyoud, 2018).

Job satisfaction is a collection of people’s feelings and beliefs about their current job. People’s job satisfaction levels can range from extreme satisfaction to extreme dissatisfaction and their attitude toward work. People also have attitudes about their work, such as their work type, co-workers, supervisors or subordinates, and salaries (George et al., 2008).

Job satisfaction is the sense of accomplishment and success of a worker. It is generally considered directly related to productivity and personal well-being. Job satisfaction implies doing a job that one enjoys, does well, and is rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is an essential ingredient that leads to recognition, income, promotion, and achievement of other goals that lead to feelings of fulfillment (Kaliski, 2007). Job satisfaction refers to the attitudes and feelings people have about their jobs. A positive and pleasant attitude toward work indicates job satisfaction. Negative and unfavorable attitudes toward work indicate job dissatisfaction (Armstrong, 2006).

3. Methods and Materials

This study used quantitative approaches selected as the most appropriate technique for these males. Bless et al. (2013) stated that quantitative research design provides a detailed outline for hypothesis testing, spelled out in clear and definite terms. Quantitative research is focused primarily on collecting numerical data and quite often relies on deductive reasoning to form a view of the likelihood of an event occurring and its nature and then test whether that view is accurate,

partially true, or false (Mncwabe, 2013).

Explanatory research seeks to find new relationships by explaining the various symptoms caused by an object of research. Judging from the aspect of research objectives, this study is a causality study that seeks to explain the relationship between endogenous variables (dependent) and exogenous variables (independent), which include transformational leadership, job satisfaction, remuneration, work motivation, and the involvement of lecturers at Alauddin State Islamic University, Makassar.

4. Results and Discussion

Exogenous variable 1 includes transformational leadership; remuneration, work motivation, work involvement are endogenous variables and job satisfaction refers to intervening variables. The analysis results after the final model are obtained through data processing using AMOS and the Structural Equation Modelling (SEM) analysis tool. Tests based on empirical models shown in this study can be tested against hypotheses proposed by testing path coefficients in structural equation models.

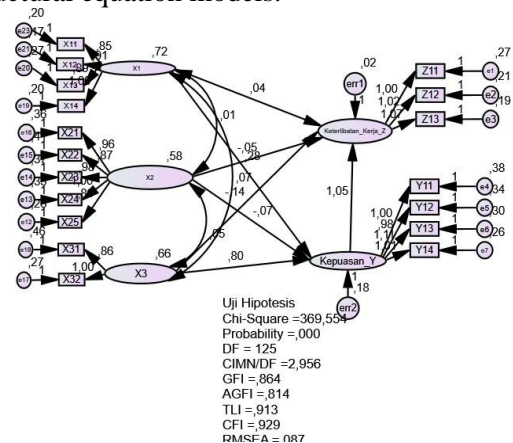


Figure 1. Early-stage model goodness of fit test

The goodness of fit test of the early stage model shows that from the eight criteria of goodness of fit indices, it can be seen that the chi-square value is still too large and the overall criteria are not by the specified cut-off value. Therefore, it is necessary to modify the model by correlating between errors of indicators by the instructions of the modifier indices. The results of the analysis after the final model was obtained are as follows:

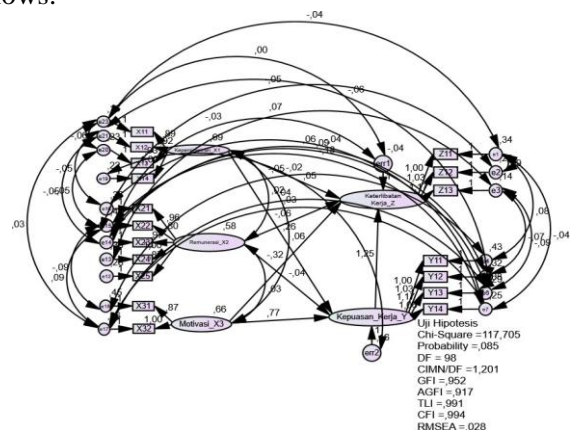


Figure 2. Final stage model goodness of fit test

The model test results presented above are then evaluated on the basis of the goodness of fit indices with the presentation of all model criteria and critical values with data conformity. According to the results of the model evaluation at the initial stage, it can be seen from the eight criteria of goodness of fit indices that there is a reasonable fit or marginal model between the data and the model. It is evident from the eight index values that the marginal ones are chi-square, probability, CMIN/DF, GFI, AGFI, except TLI, and CFI. RMSEA has complied with the standard, so it is necessary to modify the model according to the instructions of the modification indices. Modification indices are calculations for changing numbers where the number below indicates a minimum chi-square value that will decrease if the corresponding variables are connected. After modification of the model, the final stage obtained has shown that all goodness-of-fit indices criteria meet the criteria or are by the cut-off value criteria so that the model can be said to have met the goodness of fit indices criteria for further analysis. The hypothesized seven-lane model has five and two influential paths. The interaction of the table can be explained as follows.

4.1. Effect of Transformational Leadership on Job Satisfaction

The research results have proven that transformational leadership variables positively and significantly affect job satisfaction. It shows a strong correlation between transformational leadership and high levels of job satisfaction among lecturers under transformational leadership, who tend to be more motivated, happier, and more attached to their jobs.

Transformational leadership theory implies that a leader seeks to inspire, motivate, and influence employees by communicating a clear vision, creating a work climate that supports innovation, providing individual attention, and encouraging personal development.

The ideal influence indicator is that the leader gave me instructions on how to complete a job, based on the perception of respondents generally agreeing with 52.3%. Employees completing a job requires commitment, focus, and dedication. Employees can achieve satisfactory results and complete work effectively with good planning and task discipline.

Inspirational indicators: Leaders generate enthusiasm for doing work. Based on perception, respondents generally agree. This means that work is a shared responsibility between subordinates and leaders. Open communication and mutual understanding are the keys to building good and productive relationships in the workplace.

Intellectual stimulation indicator: The leader encourages them to solve work problems rationally. Based on perception, respondents generally agree. Means. Make decisions based on objective data, facts,

and analysis, and provide relevant information: Leaders can provide relevant information and data related to the problem. Employees can make more intelligent and rational decisions with complete and accurate information.

Indicators of individual consideration: Leaders treat employees as individuals with different needs, abilities, and aspirations. Based on perception, respondents generally agree. This means that leadership treats. Employees with unique need value diversity and help create an inclusive work environment. Leaders who understand and appreciate the needs of employees tend to be more caring and provide the needed support. It includes listening to employees' concerns and empathy and providing help and guidance when needed. This attitude helps create a positive relationship between leaders and employees and increases employee trust and satisfaction.

This study confirms that transformational leadership indicators can increase job satisfaction. The direct relationship between transformational leadership and work engagement can help address existing company problems (Avolio et al., 2009).

4.2. Effect of Remuneration on Job Satisfaction

The research results proved that the remuneration variable positively and significantly affected the job satisfaction of civil servant lecturers at Alauddin State Islamic University Makassar. This means that the remuneration given by Alauddin State Islamic University Makassar has a real impact on lecturer job satisfaction. If the remuneration given is in accordance with the lecturers' expectations, their job satisfaction will increase, and vice versa. The results of the path analysis show that the variables of remuneration and lecturer job satisfaction have a significant influence. The contribution of testing the variable was 33.8%. The influence level refers to the direct effect results and a significant value of < 0.05 . The test results are lecturer job satisfaction; one of the indicators is to provide remuneration according to the responsibilities and rewards that have been implemented. Conditions where remuneration supports satisfaction are the nature of every lecturer. The lecturer has assessed the responsibility of Alauddin State Islamic University Makassar, where he works with the obligation to provide rewards.

Based on the results of testing the effect of path analysis, the author also found a manifestation of the influence of remuneration variables on job satisfaction known in the field in the form of sensitivity responses related to job satisfaction obtained after the distribution of remuneration. The sensitivity of satisfaction assessment can be seen when the ongoing remuneration process is not optimal at the time of socialization, imperfect distribution, making some lecturers expect and assess that before being carried out. Remuneration needs to be evaluated and corrected before it is carried out.

Given that remuneration satisfaction for lecturers can be realized, including being able to understand remuneration procedures, knowing the clarity of universities in managing remuneration programs, and calculations that must be adjusted to the principles of proportionality, equality, and propriety, in addition to imposing sanctions by reducing or cutting remuneration as punishment.

Respondents generally represent all lecturers to assess that there is support in the form of assessment that they agree with remuneration at universities and give good appreciation to remuneration because it is seen as a form of university responsibility in providing rewards.

4.3. Effect of Work Motivation on Job Satisfaction

The results of the research have proven that motivational variables have a positive and significant influence on job satisfaction. This means that the better the motivation given to employees, the more employee job satisfaction will increase. In this study, motivation is seen as extrinsic and intrinsic.

Impact on lecturer job satisfaction: This condition is demonstrated by lecturers' high level of job satisfaction, especially related to the job itself and promotion opportunities. A better family atmosphere at work, transportation facilities, and the support of organizational superiors cause the lecturers to be more satisfied with their current work. The results of this study support the previous research (Mubarqah and Yusuf, 2020).

Based on the calculations in the statistical analysis, intrinsic motivation positively influences the job satisfaction of civil servant lecturers at the State Islamic University Alaudin Makassar. It can be seen from the intrinsic motivation regression coefficient with a positive sign of 0.774 and the significance test results of 0.000 that motivation significantly influences job satisfaction.

The results show that lecturers' work motivation is created from work motivation indicators, namely, lecturers have the drive to meet basic needs, feel secure at work, have health and old age insurance, get work achievement awards, promotion opportunities, can develop themselves for progress, and have curiosity about new knowledge and technology. The lecturers' motivation is necessary for increasing their passion for their work. Lecturers with high work motivation will be more enthusiastic about performing the *tri-dharma* of higher education, so the perceived job satisfaction will increase.

Job satisfaction can be influenced by work motivation. This means that better work motivation can increase job satisfaction. Each individual has a different level of satisfaction based on what is experienced. If people experience a positive effect on themselves, they can feel satisfied with their work (Ismail et al., 2009).

4.4. Effect of Job Satisfaction on Job Engagement

The research results have proven that the variable of

job satisfaction has a positive and significant effect on the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar. This means that job satisfaction consisting of the job itself, promotion opportunities, superior support, and co-worker relationships can be felt well by civil servant lecturers at Alauddin State Islamic University Makassar.

Job satisfaction is related to job engagement. Cooperation is one of the internal factors that must be improved for the organization's progress to produce maximum work. Work execution is a participatory process that uses the entire capacity of employees and is designed to drive increased job satisfaction for the success of an organization. Individuals with a high level of engagement place work at the center of their lives.

Employer support is one of the critical indicators of job satisfaction for most lecturers. Job satisfaction is closely related to an employee's relationship with their boss, and how that employer affects the work environment. Based on respondents' perceptions, superiors gave support by 44.6%. It shows that the support of superiors is a significant indicator of satisfaction. Positive boss support and recognition for hard work and achievements can increase employee motivation to do their best and contribute more. Employer support can also include mentorship, training, and development opportunities. Supportive employers help employees grow and develop their skills, enhancing their expertise and potential. Consistent and reliable employer support helps build credibility and trust between superiors and employees. It creates more positive relationships at work.

Work involvement has a positive influence on employee job satisfaction. It shows that the more work involvement increases, the more employee job satisfaction increases and vice versa. When employees actively provide ideas for solving problems within the company and have a great sense of responsibility at work, and work is the essential part for them, they will get satisfaction at work. The results of this study support the research conducted (Riana and Ariana, 2016).

4.5. Influence of Transformational Leadership on Work Engagement

The study results have proven that transformational leadership variables have a positive and significant effect on the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar. This shows that well-implemented transformational leadership can increase the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar. This study aligns with previous research (Tims et al., 2011).

There are different research results found by Mozammel and Haan (2016), Datche and Mukulu (2015), Datche and Gachunga (2015), who revealed that transformational leadership, despite the characteristics mentioned above, could not significantly increase work

engagement. Furthermore, according to Mozammel and Haan (2016), implementing a transformational leadership style in a work environment does not guarantee that employees will be fully engaged.

4.5.1. Increased Potential

Transformational leadership encourages employees to reach their full potential. They provide opportunities for skills development and promotion, thus encouraging employees to grow and develop personally and professionally. Transformational leadership is related to work engagement in terms of intellectual stimulation. Transformational leadership encourages creative and innovative thinking. These leaders encourage employees to look for new solutions and try different approaches, which can increase their involvement in their work.

4.5.2. Team Emphasis

Transformational leadership often reinforces the value of cooperation and teamwork. They encourage collaboration and support between team members, thus increasing engagement and morale.

4.6. Effect of Remuneration on Work Involvement

The research results have proven that the variable remuneration has a positive but insignificant effect on the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar. This shows that remuneration has not maximally increased the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar.

Based on the results of the path analysis of variable remuneration on the work involvement of civil servant lecturers at Alauddin State Islamic University, Makassar. The value of the regression coefficient or direct effect (direct influence) with a value of 0.061 or 6% and a p-value of $0.154 > 0.05$. This value shows that remuneration has not been maximized because it contributes only 6% to work involvement. This happens because there is still much socialization about remuneration that many lecturers have not received. Therefore, while fair and competitive remuneration is essential in maintaining employee motivation, including that of lecturers, it must be recognized that this cannot be the only factor influencing work engagement. Efforts to increase lecturer work engagement must involve a holistic approach by paying attention to non-financial factors and the work environment.

Remuneration is a factor that significantly influences the work involvement of lecturers. Work involvement is the willingness and desire of civil servant lecturers at Alauddin State Islamic University Makassar to contribute actively and dedicatedly to achieving higher education goals. Competitive remuneration can help organizations retain high-potential, well-performing employees. Employees who feel they are appropriately valued are more likely to stay in the organization and not look for work elsewhere.

4.7. Effect of Work Motivation on Work Engagement

The research results have proven that the variable of work motivation has a positive and significant effect on the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar. This means that if work motivation increases, it will be followed by an increase in the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar.

Based on the results of the path test, work motivation analysis of the work involvement of civil servant lecturers at Alauddin State Islamic University Makassar was conducted. The value of the regression coefficient or direct effect (direct influence) with a value of 0.335 or 33.5% and a p-value of $0.025 < 0.05$, work motivation positively and robustly influences lecturer work engagement. Work motivation strongly influences the work involvement of lecturers. Motivation is an internal force that drives individuals to act, perform, and achieve specific goals. Work involvement is the level of willingness and enthusiasm of lecturers to contribute actively to their work and participate positively in achieving the university's mission, namely Alauddin State Islamic University Makassar.

Motivated lecturers have more energy and enthusiasm to perform their duties. They feel motivated to do their best and contribute to the maximum, which directly affects their work involvement level. Motivation helps lecturers stay focused on their goals and expected outcomes. They feel compelled to achieve the desired results, which can increase their work attachment because they feel that their tasks have meaning.

High work motivation creates a sense of accomplishment when employees achieve specific targets or goals. This sense of accomplishment provides intrinsic satisfaction and increases job engagement because employees feel accomplished and recognized for their efforts. Employees who feel motivated and engaged in their work tend to be more attached to the organization. Motivation helps create a sense of belonging to work and organization, which can increase their work attachment.

4.8. Effect of Transformational Leadership on Job Engagement through Job Satisfaction

The research results show that the direct influence of transformational leadership on job engagement through job satisfaction has a regression coefficient value (direct effect) of 0.278. The indirect influence of transformational leadership on job engagement (Z) through job satisfaction was examined using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value. The value obtained was 5.310, with a significance level of 0.000. Transformational leadership positively and significantly affects job engagement (Z) and job satisfaction (Y).

Transformational leadership at Alauddin State, Islamic University Makassar, is a leadership approach that creates positive change and transformation in the academic environment. Transformational leadership in higher education refers to a leadership style that inspires, motivates, and brings change to an independent campus through various campus activities, including teaching, research, and community service in the framework of complete accreditation (Sutrisna et al., 2023).

Transformational leaders at Alauddin State, Islamic University Makassar strive to provide information technology capabilities to enhance the strength and potential of employees and empower them to achieve higher achievements. They encourage professional development and empower faculty and staff/lecturers to innovate through the mastery of information technology in online services.

The analysis results show that increase in job satisfaction can be achieved by increasing transformational leadership styles and job engagement. The results showed that transformational leadership influences job satisfaction (Fahlefi et al., 2021).

4.9. Effect of Remuneration on Job Involvement through Job Satisfaction

The research results show that the direct effect of remuneration on work involvement through job satisfaction has a regression coefficient value (direct effect) of 0.061 to test the indirect effect of remuneration on work involvement (Z) through job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value. The value obtained was 5.720, with a significance level of 0.000. That is, remuneration positively and significantly affects job engagement (Z) through job satisfaction (Y).

The value of the coefficient (indirect effect) of the effect of remuneration on work involvement through job satisfaction proves that transformational leadership in both civil servant lecturers of Alauddin State Islamic University Makassar significantly positively influences job engagement through lecturer's job satisfaction. Job satisfaction can act as a mediator in the relationship between remuneration and job involvement. In this case, remuneration directly affects job satisfaction, further affecting job involvement. In other words, satisfactory remuneration can increase job satisfaction and positively impact job engagement.

This means that the better the application of remuneration will increase job engagement through job satisfaction because the remuneration of Alauddin State Islamic University Makassar has been carried out well, especially the level of willingness and desire of employees to contribute actively and dedicatedly to achieving organizational goals.

4.10. Effect of Work Motivation on Job Engagement through Job Satisfaction

The research results show that the direct effect of

work motivation on work engagement through job satisfaction has a regression coefficient value (direct effect) of 0.774 to test the indirect influence of transformational leadership on work engagement (Z) through job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value. The value obtained was 7.840, with a significance level of 0.000. This means that work motivation positively and significantly affects job engagement (Z) through job satisfaction (Y).

This shows that the job satisfaction variable can mediate motivation toward work involvement (Z) with a total effect value of 8,610 (0.774 + 7.840). (indirect influence) is considered significant. Transformational leadership contributes positively to work engagement, meaning that respondents' motivation is excellent and significantly influences work engagement. This influence shows that remuneration agrees with job satisfaction; in other words, the fulfillment of remuneration affects lecturer job satisfaction and is followed by increased work involvement. This influence shows that remuneration is essential in increasing job involvement through job satisfaction of Alauddin State Islamic University Makassar lecturers. It is evident from the perception of respondents generally agreeing that the performance allowance received was given according to the rules set in the organization.

The essence of job satisfaction is a feeling of comfort. During work, job satisfaction becomes unstable, which can be affected by mood and emotions. The mood state usually lasts longer and has a short-lived causal object. Workplace events that trigger emotions are easier to remember than bad moods (Tabarsa and Nazari, 2016).

5. Conclusion

This study underscores the significant impact of transformational leadership, remuneration, and work motivation on job satisfaction and engagement. It is evident that transformational leadership plays a pivotal role in fostering both job satisfaction and work engagement by creating a supportive and motivating work environment.

While remuneration contributes positively to job satisfaction, it is essential to recognize that it is not the sole factor. To enhance overall job satisfaction, organizations should integrate competitive compensation with effective communication of their vision and goals. This holistic approach ensures that employees understand their role in achieving organizational objectives, thereby increasing motivation and job satisfaction.

Moreover, the study highlights the critical role of motivation in driving job satisfaction and, consequently, work engagement. Employees who understand the organization's goals and their role in achieving them are more likely to be motivated in their work. Therefore, organizations should prioritize transparent communication regarding goals and vision to boost employee motivation.

Regarding the impact of remuneration on work engagement, the findings suggest that it is not the most influential factor. Work engagement is a multifaceted phenomenon influenced by various elements, with remuneration being just one component. While adequate compensation is important, organizations should focus on addressing other factors that significantly influence work engagement.

In conclusion, organizations seeking to enhance job satisfaction and work engagement should prioritize transformational leadership, transparent communication of goals, and employee motivation. While remuneration is essential, it should be integrated into a broader strategy that considers these other critical factors. Ultimately, understanding and addressing the complexities of work involvement will lead to a more engaged and satisfied workforce.

6. Limitations and Further Study

This research focused on civil servant lecturers at Alauddin State Islamic University Makassar; therefore, the results may not directly apply to different populations or other educational institutions. The results obtained may reflect only the specific situation of the sample studied. Future studies can conduct research involving a more comprehensive sample of different educational institutions and cultural backgrounds to broaden the generalization of results.

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