



## The Influence of Entrepreneurial Leadership, Work Culture and Organizational Trust on Employee Engagement of Employees in the Ministry of Religious Affairs Republic of Indonesia

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### **Abstract**

This research aims to empirically test the influence of entrepreneurial leadership, work culture and organizational trust on employee engagement taken by employees. This research uses the quasi-method. The approach is used through the survey method with the path analysis approach. Data analysis techniques are done descriptively and inferentially. All hypothesis testing using the belief level  $\alpha=0.05$ . Based on the results of verified statistical testing that entrepreneurial leadership contributes to employee engagement. Based on the results of statistical hypothesis tests and discussions, the study produced the following conclusion: entrepreneurial leadership has a positive direct effect on employee engagement. This shows that if the leadership style of the entrepreneur model is applied properly, it will have an impact on engaged Ministry of Religious Affairs employees.

**Keywords:** *Employee Engagement; Entrepreneurial Leadership; Work Culture; Organizational Trust*

### **Introduction**

Employee engagement is the psychological condition of the individual in playing a role in the work (Lambert et al., 2021). In addition, employee engagement refers to the condition of a person's attachment to work (Chaudhary et al., 2021). Thus, the association between employees indicates emotional, cognitive and physical involvement that then motivates them in completing the task with feelings of satisfaction and enthusiasm (Jaupi & Llací, 2015). According to Shrotryia and Dhanda (2020), employee engagement refers to the condition of a person's attachment to work. Attachment between employees indicates emotional, cognitive and physical involvement that then motivates them to complete the task with feelings of satisfaction and enthusiasm (Van Nguyen et al., 2021).

The achievement of employee engagement is indeed influenced by the dimensions of one of them, namely: vigor, dedication, and absorption (Tkalcic Verčič, 2021). In addition, employee engagement can be influenced by several indicators, namely the vigor dimension, namely: work spirit, strong desire to work, and tenacity in work (Andrew & Sofian, 2011). The dimensions of dedication are: responsibility for work, pride in work, challenges to work, and feeling useful to others (Wang et al., 2020). Absorption dimensions are: difficult to escape, enjoy time and work atmosphere, and concentrate in work (Arrowsmith & Parker, 2013). The concept of engagement is growing through research from Mercer

(2011) that emphasizes the affective state or psychological condition of employees. Therefore, leadership is needed by organizations to develop a conducive work environment and build motivation for members so as to generate the expected feedback from various aspects (Stoner et al., 1994). An entrepreneurial leader needs to do two things in the face of challenges where the two are interconnected (Rudic et al., 2021). First, imagine and create a scenario to deal with any possibilities that occur in the future that may affect the current planned circumstances or can be referred to as scenario enactment. Second, an entrepreneur leader needs cast enactment, to awaken the trust of his subordinates and all stakeholders that the whole process of transforming from a regulated transaction will be possible by stringing together all the resources owned (Wahab & Tyasari, 2020).

That way, it can be concluded that the main characteristic of entrepreneur leaders is to be able to continue to innovate in utilizing existing opportunities for the betterment of the organization and dare to risk uncertainty (Chell & Athayde, 2011). Thus, the work culture has a role to be able to provide a direction for organizational policy in member management (Solossa et al., 2015). A system of shared meaning formed by members and at the same time a differentiator with one organization with another. Therefore, the work culture in an organization seems to have an influence on how an apparatus carries out its duties and responsibilities (Ferine et al., 2021). Thus, the main factors that can affect organizational trust built in an organization are the value of togetherness between members, the openness of each individual and the rules and policies implemented in an organization (Li et al., 2021). Research observes the complexity of problems related to employee engagement in the Ministry of Religious Affairs Republic of Indonesia. Based on the results of the analysis, relevant problems can be identified, namely: low level of discipline and work innovation, low work motivation, procrastination of tasks, lack of teamwork, and low work ethic which overall shows indications of low employee engagement.

### ***Research Methods***

This research aims to describe the causality relationship of the phenomenon of organization in the field of education administration, especially the Management of Human Resources in organizations in the Ministry of Religious Affairs of the Republic of Indonesia through a description of the influence between entrepreneurial leadership, work culture, and trust on employee engagement as a general goal. This research was conducted using survey methods with a path analysis approach (Streiner, 2005). The way to collect the data needed in this study is done through questionnaires and tests that have been compiled first. Analysis of the influence of research variables is carried out with path analysis techniques. The variables in this study consist of (1) endogenous variables, namely: employee engagement, (2) exogenous variables, namely: Entrepreneurial leadership and work culture, and (3) intervening variables, namely Trust. Overall, the population is 2,731 people, while the analysis unit is an employee with Class III as many as 2066 people.

Based on the population of the study, the study determined the number of samples using the formula Slovin. Based on these calculations, the sample of this study is 335.1176 and rounded to 325 people to be taken using proportional random sampling techniques from each central ministry work unit. Reliability calculations are performed on valid employee engagement (Y) instrument items, analyzed with Alpha Cronbach techniques. Data analysis techniques are done descriptively and inferentially. All hypothesis testing using the belief level  $\alpha=0.05$ . Hypothesis testing is done to determine the direct influence of each free variable and shared influence. The proposed hypothesis will be inferred through interpretation of the results of the test-t.

## Results and Discussions

### Direct Influence of Entrepreneurial Leadership on Employee Engagement

The results of regression significance test calculations, linearity tests and correlation tests between employee engagement variables over entrepreneurial leadership are outlined in the form of the following table:

**Table 1.** ANOVA<sup>a</sup> Y above X1

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6770.460	1	6770.460	200.602	.000 <sup>b</sup>
Residual	11238.961	333	33.751		
Total	18009.421	334			

a. Dependent Variable: EMPLOYEE ENGAGEMENT

b. Predictors: (Constant), ENTEPRENEURIAL LEADERSHIP

Based on the table above, the  $F_{\text{count}}$  shows the value of 200.602 which means greater than the  $F_{\text{table}(0.05:1:334)} = 3.87$  at  $\alpha = 0.05$  and  $F_{\text{table}(0.01:1:334)} = 6.71$  at  $\alpha = 0.01$ , so the regression equation is declared very significant. From the calculation obtained the employee engagement regression equation on entrepreneurial leadership, namely:  $\hat{Y} = 52,362 + 0.601 X_1$ . According to the table 1 to calculate the regression equation  $\hat{Y} = 52,362 + 0.601 X_1$ , obtained  $t_{\text{count}} = 14,163 > t_{\text{table}} = 1.97$  at  $\alpha = 0.05$ , then regression is declared significant. It is known that the significance value of deviation from linearity is 0.356.

**Table 2.** Simplification of Correlation

	Y	X1	X2	X3
Y	1	0.613**	0.430**	0.610**
X1	0.613**	1	0.499**	0.290**
X2	0.430**	0.499**	1	0.301**
X3	0.610**	0.290**	0.301**	1

Based on correlation coefficient  $r_{y1} = 0.601$ , from the results of the calculation of the test  $t$  obtained  $t_{\text{count}} = 14,163$  while  $t_{\text{table}}$  at  $\alpha 0.05$  and  $db = 333$  obtained the value  $t_{\text{table}} 1,967$ . Thus  $t_{\text{count}} > t_{\text{table}}$ , or  $14,163 > 1,967$ , so that a significant correlation coefficient. Thus, it can be concluded that the relationship between the variable employee engagement (Y) and Entepreneurial Leadership (X1) is a very significant regression coefficient, linear relationship, and correlation is very significant.

### The Direct Influence of Work Culture on Employee Engagement

The results of regression significance test calculations, linearity tests and correlation tests between employee engagement variables over work culture are poured in the form of tables, consisting of ANOVA tables as follows:

**Table 3.** ANOVA table to test the significance of regression Y over X2

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3326.223	1	3326.223	75.435	.000 <sup>b</sup>
Residual	14683.198	333	44.094		
Total	18009.421	334			

a. Dependent Variable: EMPLOYEE ENGAGEMENT

b. Predictors: (Constant), WORK CULTURE

Based on the table above, the  $F_{\text{count}}$  shows the value of 75,435 which means greater than the  $F_{\text{table}(0.05:1:334)} = 3.87$  at  $\alpha = 0.05$  and  $F_{\text{table}(0.01:1:164)} = 6.71$ , so the regression equation is declared very significant. From the calculation obtained the regression equation employee engagement over work culture, namely:  $\hat{Y} = 78.015 + 0.400 X_2$ . According to table 3 to calculate the regression equation  $\hat{Y} = 78,015 + 0.400 X_2$ ,  $\rho_{y_2} = 0,430$ , obtained  $t_{\text{count}} = 8,685 > t_{\text{table}} = 1,967$  at  $\alpha = 0.05$ , then regression is declared very significant. The correlation coefficient  $r_{y_2} = 0.430$ , from the results of the calculation of the test t obtained  $t_{\text{count}} = 8,685$  while  $t_{\text{table}}$  at  $\alpha 0.05$  and  $db = 333$  obtained the value of  $t_{\text{table}} 1,967$ . Thus  $t_{\text{count}} > t_{\text{table}}$  or  $8,685 > 1,967$ , so that a significant correlation coefficient is concluded. Thus, it can be concluded that the relationship between the employee engagement (Y) variable and the work culture (X2) has a very significant regression coefficient, a linear relationship, and a very significant correlation.

### Organizational Trust's Direct Influence on Employee Engagement

The results of regression significance test calculations, linearity tests and correlation tests between employee engagement variables over organizational trust are poured in the form of tables, consisting of ANOVA tables as follows:

**Table 4.** ANOVA table to test the significance of regression Y over X3

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6696.562	1	6696.562	197.117	.000 <sup>b</sup>
Residual	11312.859	333	33.973		
Total	18009.421	334			

a. Dependent Variable: EMPLOYEE ENGAGEMENT

b. Predictors: (Constant), ORGANIZATIONAL TRUST

Based on the table above, the  $F_{\text{count}}$  shows the value of 197.117 which means greater than the  $F_{\text{table}(0.05:1:334)} = 3.87$  at  $\alpha = 0.05$ , so the regression equation is declared very significant. From the calculation obtained the regression equation employee engagement of organizational trust, namely:  $\hat{Y} = 52,717 + 0.599 X_3$ . Based on the table 4, to calculate the regression equation  $\hat{Y} = 52.717 + 0.599 X_3$ ,  $\rho_{y_3} = 0.610$ , obtained  $t_{\text{count}} = 14,040 > t_{\text{table}} = 1,967$  at  $\alpha = 0.05$ , then regression is declared significant. Thus, it can be concluded that the relationship between the Employee Engagement (Y) variable and organizational trust (X3) is a very significant regression coefficient, linear relationship, and very significant correlation.

Entrepreneurial leadership has a positive and significant direct influence on employee engagement of ministry of religious affairs employees because all indicators contribute greatly. Of the eight indicators in entrepreneurial leadership, all contributed an average of over 4,000. In the perspective of The Ministry of Religious Affairs Employees, indicator creativity, able to motivate, flexible and persistent is the dominant indicator of entrepreneurial leadership character, so it can be a reference for leaders in the Ministry of Trade in implementing entrepreneurial leadership. In line with Chell and Athayde (2011) creativity of leaders in the context of entrepreneurial leadership is one of the characters to continue to innovate to adapt and move forward with the changing dynamic environment. In the perspective of the Ministry of Religious Affairs organization, the creativity of a leader can be implemented through a leader's efforts to innovate programs or ways of program achievement that have an impact on the realization of the vision and mission of the organization and the implementation of the main tasks of the Ministry of Religious Affairs organization. This means, open the widest opportunity for all units / work units in the Ministry of Trade to always innovate as a form of creativity.

According to the results of this study, entrepreneurial leadership will be able to play a greater role in the creation of employee engagement ministry of religious affairs, through several dominant indicators. Based on the theoretical-conceptual above, then by applying the leadership style of entrepreneurial leadership by the leader, Ministry of Religious Affairs employees will be able to be more engaged. Ministry of Religious Affairs employees who are engaged, of course, will contribute optimally

to the achievement of organizational goals, both in the context of providing excellent and quality public services and in improving organizational performance. This achievement of course contributes to the establishment of a positive image of the Ministry of Religious Affairs as revenue.

Organizational trust will contribute more to the realization of ministry of religious affairs employees who are engaged through the maintenance of consistency, integrity, and loyalty and increased competence and openness. Maintenance and improvement of aspects covered by employee trust in the organization, contributing to increased employee engagement. The results of this study have a correlation with the results of the study Li et al. (2021) explaining that employees will be engaged if they get organizational support. This form of organizational support includes the availability of a work environment that is able to provide distributive and procedural justice, a work environment that involves employees in decision making, and organizations that pay attention to the work-life balance and employee families.

### **Conclusion**

Based on the results of statistical hypothesis tests and discussions, the study produced the following conclusion: entrepreneurial leadership has a positive direct effect on employee engagement. This shows that if the leadership style of the entrepreneur model is applied properly, it will have an impact on engaged Ministry of Religious Affairs employees. Work culture has a positive, but insignificant, influence on employee engagement. However, the influence of positive work culture cannot be ignored to realize engaged Ministry of Religious Affairs, because it refers to the high correlation between the variables of work culture and employee engagement. This shows that if a positive work culture is applied correctly.

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