
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON WORK ENGAGEMENT MEDIATED BY MOTIVATING LANGUAGE IN MINING INDUSTRY

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Abstract

This study aims to determine the influence of transformational leadership style on work engagement mediated by motivating language in mining industry. Mining work is a type of heavy work requiring work engagement from the employee in order to achieve the goals of the company, therefore needed a leader who is able to move or direct the employees to be involved in their work, besides that with the existing of a motivating language, it is hoped that employees will be more involved in their work. This research was conducted on 222 mining company employees working in four regions of Indonesia, results obtained that transformational leadership style has a negative and insignificant influence on work engagement, furthermore transformational leadership style has a positive and significant influence on the three motivating language, namely direction-giving language, empathetic language, and meaning-making language, whereas from the third motivating language only direction-giving language has a significant influence on work engagement. Based on the research, it was found that only direction-giving language was able to mediate transformational leadership style on work engagement, Therefore, in order for employees to be more involved in their work and the goals of the company can be achieved, it is important for the leader to maintain and increase direction-giving language.

Keywords: Transformational leadership style; work engagement; motivating Language; direction-giving language; empathetic language; meaning-making language.

INTRODUCTION

Employees are an important asset in a company because they are the ones who make sure the company is successful or not. Companies that realize the importance of employees will definitely establish various strategies and policies to ensure that the welfare of their employees is guaranteed and that employees are engaged in their work. Regardless of this review, the influence of leadership style is very important and necessary in influencing employee engagement at work. Leaderes who emphasize production need a communication style that can increase and optimize employee engagement so that the employee will be more engaged with his work.

The leadership factor is one of the most important factors, a leader is believed to be able to direct and motivate employees to achieve the goals of the company (Chua & Ayoko, 2021). Leadership is a process of influencing other people, where that person will voluntarily carry out joint activities to achieve predetermined goals (Busro, 2018).

According to Chua & Ayoko (2021) in their research, it predicts perceptions about leadership style to be one of the aspects that have a positive impact on work engagement and based on this research this perception can be accepted. There is another study conducted by Aboramadan & Dahleez (2020), which states the same thing, namely leadership style has a positive effect on work engagement.

In the mining industry, leadership style is an important factor because the type of work is difficult and the goal is to achieve production without injury or accidents. To achieve this goal work engagement is needed. In the mining industry, work requires teamwork, so that each individual must be able to work together. Every individual certainly has their own goals at work, therefore a leader is needed who is able to link the goals of each individual with the goals of the company itself. An example of a leadership style that can be applied is transformational leadership style, where the notion of transformational leadership style according to Chua & Ayoko (2021) is to assist in linking the collective goals of a team or organization with each personal goal, so that leaders enable everyone to independently achieve that purpose.

From the background explanation above, the researcher wants to take a theme related to "The Influence of Transformational Leadership Style on Work Engagement in the Mining Industry". In addition to the relationship between transformational leadership style and work engagement, researchers are also interested in adding a mediating factor, namely motivating language. This research is based on previous research by Rabiul & Yean (2021), where this study examined the effect of leadership style on work engagement mediated by motivating language in the hospitality industry with a sample size of 391 hotel employees working in Bangladesh. In this study, there were two leadership styles studied, namely servant leadership style and transformational leadership style. Because the hospitality industry is an industry engaged in service, servant leadership is considered to be one of the factors that influence work engagement (Rabiul & Yean, 2021). Based on the results of this study, it was found that both leadership styles had a positive effect on work engagement with the presence of a mediating factor, namely motivating language.

In this study, researchers only use transformational leadership style as a leadership style variable because the focus or goal of companies in the mining industry is to achieve production without any injuries or accidents, so that cooperation between individuals is needed. The leader himself must be able to connect each goal of each individual so that teamwork is established in order to achieve the goals of the company, therefore motivating language is considered capable of mediating this, so the title of this study is the influence of transformational leadership style on work engagement mediated by motivating language in the Mining Industry.

RESEARCH METHODS

RESEARCH DESIGN

This study aims to obtain answers to the influence of *transformational leadership style* on *work engagement* mediated by *motivating language* in several mining companies. Furthermore, the application of theory to examine the mediating effect of three motivational languages related to *transformational leadership style*, including its effect on *work engagement* and hypothesis testing.

The research article used refers to the findings of research findings from Rabiul et al., (2021); Chua & Ayoko (2020); Aboramadan & Dahleez (2020) using the research method to be carried out is a quantitative approach. The presentation is given in the form of a narrative. The quantitative approach is the research method used, which is presented in the form of a narrative. According to Sugiyono. (2018), research with a quantitative approach is a research method that aims to carry out predetermined hypothesis testing, which is carried out by examining certain populations or samples.

Mining company employees are the object of this study, where the analysis component consists of several departments, namely *operation* or production, *technical service* or *engineering*, HSE, Plant or *Maintenance* and other departments operating in 4 (four) regions, namely Kalimantan, Manado, Banyuwangi, and North Sumatra. The research design studied has characteristics in hypothesis testing and analysis of the influence of *transformational leadership*

style, direction-giving language, meaning-making language, work engagement on work engagement in mining companies. The research design uses *hypothesis testing* in testing hypotheses between variables.

VARIABLES AND MEASUREMENTS

Variables and Measurements

Research variables are a framework that has been established for research purposes and obtain indications and conclusions in research (Sugiyono *et al.*, 201: 8). Assessment of perceptions of the five variables, namely *transformational leadership style, direction-giving language, empathetic language, meaning-making language, and work engagement* was carried out using the *Likert* scale.

The *Likert* scale is useful for measuring the response or opinion of research subjects regarding events that are happening (Sugiyono *et al.*, 2018). Answer scoring is carried out with the following conditions:

- a. Score 1 = strongly disagree,
- b. Score 2 = disagree,
- c. Score 3 = simply agree,
- d. Score 4 = agree
- e. Score 5 = Strongly agree.

The use of the *Likert* scale aims to facilitate the calculation of each statement in the questionnaire, with 5 (five) possible answers scored based on intervals with the *Likert* method. This study uses indicators obtained by adopting from several previous studies.

Variabel Independent

Transformational leadership style

The variable *Transformational Leadership Style* was measured by asking 6 question items adapted from the research of Rabiul *et al.*, (2021) using the following questionnaire:

1. My leader encouraged me to think about solving problems innovatively.
2. My leader communicated the vision of the future clearly and positively
3. My leader supports and encourages the development of his team
4. My leader gave encouragement and recognition to his staff
5. My leader fosters trust, involvement, and cooperation among team members
6. My leader instilled pride and respect in others and inspired me to be highly competent.

Mediation Variables

Direction-giving Language

Measurement of variables Variable *Motivating Languages: Direction-giving language* measured by submitting 5 statement items adapted from the research of Rabiul *et al.*, (2021) using the following questionnaire:

1. My leader gave me helpful information about upcoming changes related to my work
2. My leader gave me a useful explanation of what needed to be done in my job
3. My leader gave me helpful information about past changes that affected my work
4. My leader gave me clear instructions on solving my work-related problems
5. My leader gave me easy-to-understand instructions about my work

Empathetic Language

Measurement of variables *Motivating Languages: Empathetic language* is measured by submitting 6 statement items adapted from the research of Rabiul *et al.*, (2021) using the following questionnaire:

1. My leader gave me advice on how to behave at organizational social gatherings
2. My leader offered me advice on how to fit in with other members of this organization
3. My leader told me about the people who have left this organization
4. My leader told me about people who received awards from this organization
5. My leader told me about the people who were admired in my organization
6. My leader told me about the people who have worked hard in this organization

Meaning-making Language

Measurement of variables *Variable Motivating Languages: Meaning-making language* is measured by submitting 5 statement items adapted from the research of Rabiul *et al.*, (2021) using the following questionnaire:

1. My leader showed encouragement for my work efforts
2. My leader showed concern about my job satisfaction
3. My leader gave me credit for my good work
4. My leader expressed his support for my professional development
5. My leader asked about my professional well-being

Dependent Variables

Work Engagement

The Work Engagement variable was measured by submitting 7 statements adapted from the research of Rabiul *et al.*, (2021) using the following questionnaire:

1. I feel strong and passionate in my work
2. When I wake up in the morning, I feel excited to go to work
3. I'm proud of the work I do
4. I am enthusiastic about my work
5. While working I dissolve with my work
6. While working I feel full of energy
7. I got carried away by my work

The primary data of the study was obtained through the distribution of questionnaires in the form of "questionnaires". The statement items on the questionnaire are designed in accordance with relevant management theories, based on the findings of previous researchers. Data collection using questionnaires is carried out by providing a list of questions or written statements to be answered to respondents (Sugiyono, 2018). Questionnaires are created through *google forms* and then shared *online* via *whatsapp* and social media.

According to Sugiyono (2018), population is a part of abstraction that has objects or subjects and has certain qualities and properties that are decided by researchers to be analyzed, which then make conclusions. The population is the employees of mining companies during the period November – December 2022.

RESULTS AND DISCUSSION

DESCRIPTION OF RESEARCH DATA

The description of research data to be discussed is the characteristics of respondents based on demographics. The main characteristics obtained based on measurements generally include gender, age, education level, and Department.

Table 1. Respondent Profile by Gender

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Man | 183 | 82.4% |
| Woman | 39 | 17.6% |

The table above shows that the majority of respondents were men as many as 183 people and 17.6% of the total research sample was women as many as 39 people. This shows that workers in the mining industry are dominated by men compared to women because the mining industry with heavy types of work is more dominant in accepting male workers than women.

Table 2. Profile of Respondents by Age

| Age | Frequency | Percentage |
|-----------------|-----------|------------|
| 22-25 Years Old | 18 | 8.1% |
| 26-29 Years Old | 91 | 41.0% |
| 30-33 Years Old | 49 | 22.1% |
| >34 Years Old | 64 | 28.8% |

From the results of data processing, the age range of 22-25 years was obtained as many as 18 people with a percentage of 8.1%. Then for the age range of 26-29 years as many as 91 people with a percentage of 41%. For the age range of 30-33 years as many as 49 people with a percentage of 22.1% and for those over 34 years old as many as 64 people with a percentage of 28.8%. From the age profile, it can be conveyed that the majority of employees who work in the mining industry aged more in the range of 26-29 years are of better health and energy for the type of work in the mining industry.

Table 3. Profile of Respondents by Education Level

| Education Level | Frequency | Percentage |
|-----------------|-----------|------------|
| High School | 38 | 17.1% |
| Diploma | 15 | 6.8% |
| Bachelor (S1) | 156 | 70.3% |
| Magister (S2) | 13 | 5.9% |

From the table above, 39 people were also obtained from the high school education level with a percentage of 17.1%, for the diploma education level as many as 15 people with a percentage of 6.8%, for the undergraduate education level as many as 156 people with a percentage of 70.3%, and for the master education level as much as 13% with a percentage of 5.9%. From the age profile, it can be seen that the majority of the education level in this respondent is undergraduate, this is because the questionnaire is distributed at the supervisory position level so that the majority already have an undergraduate education level.

Table 4. Respondent Profile by Department

| Department | Frequency | Percentage |
|------------------------|-----------|------------|
| Operation / Production | 73 | 32.9% |
| Technical Service | 88 | 39.6% |
| HSE | 23 | 10.3% |
| Plant / Maintenance | 11 | 4.9% |
| Admin | 3 | 1.4% |
| Survey | 1 | 0.5% |
| Others | 23 | 10.4% |

And for the department, it was obtained in the operation/production department as many as 73 people with a percentage of 32.9%, for the technical service department as many as 88 people with a percentage of 39.6%, for the HSE department as many as 23 people with a percentage of 10.3%, for plant/maintenance as many as 11 people with a percentage of 4.9%, for admins as many as 3 people with a percentage of 1.4%, for surveys as many as 1 person with a percentage of 0.5%, and other departments that did not fall into the election category as many as 23 people with a percentage of 10.4%. From the respondents' profiles, according to departments, the majority of employees are in the operation and technical service departments because these 2 departments are the departments with the most population in the mining industry with supervisory positions.

Descriptive Statistics

Descriptive statistical testing is used to describe and describe data in detail. Descriptive statistical testing in this study is reviewed based on the mean value and standard deviation, where the *mean* value is the average value of the respondent's answers, while the standard deviation value shows variations from respondents' answers (S ekanan and Bougie, 2016). If the value of the standard deviation obtained is closer to zero, it means that the answers from respondents are less variable, but if the standard deviation obtained is farther away from the zero value, it means that the answers from respondents are increasingly varied, the following is the result of descriptive statistical calculations of each variable explained through the mean and standard deviation.

Table 5. Descriptive Statistics Transformation Leadership Style

| Indicator | Mean |
|---|---------------|
| My leader encouraged me to think about solving problems innovatively. | 4.2837 |
| My leader communicated the vision of the future clearly and positively | 3.9685 |
| My leader supports and encourages the development of his team | 4.1847 |
| My leader gave encouragement and recognition to his staff | 3.9370 |
| My leader fosters trust, engagement, and cooperation among team members | 4.1171 |
| My leader fosters trust, engagement, and cooperation among team members | 4.0811 |
| Transformational Leadership Style | 4.0938 |

The average value for the *transformational* leadership style variable was 4.0938 which shows respondents in this study felt that superiors have a good transformational leadership style. The highest average score was 4.2387 which shows respondents agree that superiors in the respondent's workplace encourage them to think in solving problems so that employees feel more trusted by their superiors. The lowest average score was 3.9685 which indicates respondents feel that superiors do not communicate their vision of the future clearly and positively. This happens because the mining industry itself more often communicates about how production can be achieved or how the work can be completed without injury.

Table 6. Descriptive Statistics Direction Giving Language

| Indicator | Mean |
|---|--------|
| My leader gave me helpful information about upcoming changes related to my work | 3.9370 |

| | |
|--|---------------|
| My leader gave me a useful explanation of what needed to be done in my job | 4.0586 |
| My leader gave me helpful information about past changes that affected my work | 3.8198 |
| My leader gave me clear instructions on solving my work-related problems | 3.8649 |
| My leader gave me easy-to-understand instructions about my work | 3.9369 |
| <i>Direction Giving Language</i> | 3.9306 |

For variabel direction giving language has an average of 3.9306 which shows that superiors in this company provide good *giving language*. The highest average score was 4.0586 which indicates that the most prominent form of *direction giving language* is that the leader gives useful explanations about what needs to be done in my job. Meanwhile, the lowest average score was 3.8198, which indicates that my leader gave me helpful information about past changes that affected my work. This indicator is the lowest because standard operating procedures (SOPs) are always updated so that employees will always follow the latest SOPs.

Table 7. Descriptive Statistics Empathetic Language

| Indicator | Mean |
|--|---------------|
| My leader gave me advice on how to behave at organizational social gatherings | 3.6847 |
| My leader offered me advice on how to fit in with other members of this organization | 3.6306 |
| My leader told me about people who had left this organization | 3.2387 |
| My leader told me about people who got awards from this organization | 3.4775 |
| My superiors tell me about the people who are admired in my organization | 3.3784 |
| My leader told me about the people who have worked hard in this organization | 3.5766 |
| <i>Affective Commitment</i> | 3.4977 |

The average value for the *empathetic language* variable was 3.4977 which shows respondents feel *empathetic language* is quite good. The highest grade point average was 3.6847, indicating employers were advising on how to behave at the organization's social gatherings. Meanwhile, the lowest average score was 3.2387, which indicates that my leader told me about people who had left this organization. This indicator is the lowest indicator because some mining companies have a high turnover so that employee turnover has become commonplace.

Table 8. Descriptive Statistics Meaning Making Language

| Indicator | Mean |
|---|---------------|
| My leader showed encouragement for my work efforts | 3.9595 |
| My leader showed concern about my job satisfaction | 3.4505 |
| My leader gave me credit for my good work | 3.9640 |
| My leader expressed his support for my professional development | 4.0631 |
| My leader asked about my professional well-being | 3.6757 |
| <i>Job Satisfaction</i> | 3.8225 |

The average value for *the meaning making language* variable is 3.8225 which shows respondents feel superiors practice *good meaning-making language*. The highest average score

was 4.0631 indicating that the employer expressed support for professional development. Meanwhile, the lowest average score was 3.4505, indicating that employers showed concerns about job satisfaction from employees. This happens because the focus on the mining industry is to achieve production without injury or injury.

Table 9. Descriptive Statistics Work Engagement

| Indicator | Mean |
|---|---------------|
| I feel strong and passionate in my work | 4.0541 |
| When I wake up in the morning, I feel excited to go to work | 3.8604 |
| I'm proud of the work I do | 4.2748 |
| I am enthusiastic about my work | 4.2072 |
| While working I dissolve with my work | 3.6306 |
| While working I feel full of energy | 3.9459 |
| I got carried away by my work | 3.5676 |
| Empolyee Performance | 3.9344 |

The average value for *the work engagement* variable is 3.9344 which shows respondents have good *work engagement*. The highest average score was 4.2748 which shows respondents are proud of the work done. The lowest average score was 3.5676 which shows respondents are carried away by my work. This indicator is the lowest because employees do work so that it can be completed properly and production can be achieved without injury or injury.

Hypothesis Testing Results

Hypothesis testing used in this study is a statistical method using *Structural Equation Model* (SEM) analysis. According to Sekaran and Bougie (2016), this method can predict changes in dependent variables associated with changes that occur in independent variables. The error tolerance limit used is 5% ($\alpha=0.05$) with the following basis for decision making:

1. If the *p-value* ≤ 0.05 then H_0 is rejected that is, there is a significant influence, the conclusions drawn, the decision of the hypothesis is supported.
1. If the *p-value* > 0.05 then H_0 is accepted meaning that there is no significant influence, the conclusions taken, the decision of the hypothesis is not supported.

Table 10. Hypothesis Testing Results

| Hypothesis | Standardized Estimate | p-value | Decision |
|--|-----------------------|---------|------------------|
| H1: Transformational leadership style positively affects direction-giving language | 0.858 | 0.000 | H1 Supported |
| H2: Transformational leadership style positively affects empathetic-language | 0.710 | 0.000 | H2 Supported |
| H3: Transformational leadership style positively affects meaning-making language | 0.839 | 0.000 | H3 Supported |
| H4: Transformational leadership style positively affects work engagement | -0.056 | 0.795 | H4 Not Supported |
| H5: Direction giving language positively affects work engagement | 0.603 | 0.000 | H5 Supported |

| | | | |
|---|-------|--------|---------------------|
| H6: <i>Empathetic language berpengaruh positif terhadap work engagement</i> | 0.025 | 0.0805 | H6 Not Supported |
| H7: <i>Meaning making language positively affects work engagement</i> | 0.165 | 0.146 | H7 Not Supported |
| H8: <i>Direction giving language mediates the influence of transformational leadership style on work engagement</i> | 0.518 | 0.000 | H8 Supported |
| H9: <i>Empathetic language is able to mediate the influence between transformational leadership style and work engagement</i> | 0.017 | 0.716 | H9 Not supported |
| H10: <i>Meaning-making language mediates the influence of transformational leadership style on work engagement</i> | 0.138 | 0.294 | H410 Not supported, |

DISCUSSION OF RESEARCH RESULTS

The results of the first hypothesis test show a positive and significant influence of transformational leadership on direction giving language. which shows that transformational leadership style can increase the effectiveness of *direction giving language* from superiors to subordinates. This can happen because *the Transformational leadership style* articulates a vision based on organizational values by speaking to employees with great enthusiasm and inspiration (Rabiul & Yean, 2021), utilizing their competencies with communication skills. Therefore, *transformational leadership styles* can use *direction-giving language* or *direction language*, for example, through inspirational communication or verbal persuasion, they communicate positive and encouraging messages (Rabiul & Yean, 2021). The results of this study support previous research conducted by Rabiul & Yean, (2021) which showed the influence of *transformational leadership* on *direction giving language*.

The second hypothesis examines the effect of *transformational leadership* on *empathetic language* which shows a positive and significant influence. The results of this study show that transformational leadership can encourage better *empathetic language*(Hakim, 2023). This can happen because *transformational leadership* is more likely to use the language of direction with its employees to generate employee trust. Verbal and nonverbal communication is an important attribute of *transformational leadership*. Furthermore, *transformational leadership* is effective in using emotional language such as empathetic language and meaning to change values for its members (Salter et al., 2012). The results of this study are in line with the results of research from Rabiul & Yean (2021) which shows the influence of *transformational leadership* on *empathetic language*.

The third hypothesis examines the influence of transformational leadership on meaning-making language where the results show a positive and significant influence of *transformational leadership* on *meaning-making language* . This shows that *transformational leadership* is a leadership style that can increase the effectiveness of *meaning-making language*. This can happen because transformational leaders tend to present information, correct imbalances, and clarify goals, appreciations, tasks, and needs to prevent confusion and reduce uncertainty. This research is in line with the results of research from Rabiul & Yean (2021) which shows the influence of *transformational leadership* on *meaning-making language*.

The fourth hypothesis examines the direct effect of transformational leadership on work engagement and the results show that there is no significant effect of *transformational leadership* on *work engagement*. These results show that *transformational leadership* is not a factor that can affect *work engagement* directly. *Transformational leadership* aims to increase *employee work engagement* in work so that goals in accordance with those set by the company can be achieved. The *transformational leadership* approach is carried out through mutual exchange of efforts to change the expectations of followers to be higher in achieving the vision of the organization. However, this study shows no relationship between *transformational leadership style* and *work engagement*. This is because the focus on the mining industry is to achieve production without injury or injury so that employees themselves must first be tied to their work so that the focus can be achieved, where mining company employees tend to clearly know what they will do every day to achieve the focus or goals of the company. The results of this study are not in line with the research conducted by Rabiul & Yean. (2021), Chua & Ayoko. (2019) and Aboramadan & Dahleez. (2020) which has shown a positive relationship between *leadership style* and *work engagement*.

The fifth hypothesis examines the effect of *direction giving language* on *work engagement*. The results of the study show that there is a positive and significant influence of *direction giving language* on *work engagement*. This shows that the use of communication in the form of *direction-giving language* will be able to encourage better *work engagement* from employees. This can happen because *direction-giving language* refers to communication skills to direct clearly about what employees should do in the job and how to deal with problems at work, where if this happens the relationship will be more reversed with the manager so that it will create a psychologically safe environment for better engagement. Clear direction will lead to feelings of comfort and psychological satisfaction at work. Satisfied employees tend to engage themselves at work. The results of this study support the results of research conducted by Rabiul & Yean. (2021) which shows the influence of *direction giving language* on *working engagement*.

The sixth hypothesis examines the effect of empathetic language on work engagement and the results show no effect of *empathetic language* on *work engagement*. This shows that *empathetic language* is not a factor that can increase *work engagement*. *Empathetic language* refers to communication skills in expressing genuine concern for cohesion and emotional support. It describes human expression in building interpersonal relationships. However, because respondents in this study came from various different departments and also different superiors, *empathetic language* did not have an influence on *work engagement*.

The seventh hypothesis examines the effect of meaning-making language on work engagement and the results show no effect of *meaning-making language* on *work engagement*. This shows that *meaning-making language* is not a factor that can increase working engagement. *Meaning Making Language* is related to how to describe reality to the desires or expectations of workers. Therefore, the leader's use of articulate and appropriate articulating process will apply meaning to members to determine whether a given task is clear (Sarnos *et al.*, 2014). Results that show no effect may be due to the different meanings of employees because of different superiors. This research is not in line with the research conducted by Rabiul & Yean. (2021) which shows the influence of *making language* on *work engagement*.

The results of mediating testing the influence of direction giving language in the influence of transformational leadership on work engagement show the influence of mediation *direction giving language* from the influence of *transformational leadership* on *work engagement*. This shows that *transformational leadership* can affect *the direction of giving language* which can further affect *the work engagement* of employees. Communication can be used as a medium for interaction between leaders and followers (Rabiul & Yean, 2021), where *motivating language*

plays an important role in improving positive employee outcomes, besides that *direction-giving language* generates employee trust by reducing ambiguity (Rabiul & Yean., 2021). The results of this study are in line with the opinions of Rabiul & Yean. (2021) *Motivating Language* is an important mechanism for *leadership style* to further increase *work engagement*.

The results of testing the mediation of the influence of *empathetic language* in the influence of transformational leadership on work engagement show that there is no influence of *emphatic language* mediation in the influence of *transformational leadership* on *work engagement* . This result can occur because the path from empathetic to *work engagement* shows an insignificant relationship because in the mining industry with a focus on production targets that must be achieved *empathetic-language* itself is not something that is needed, where more clear and directed communication is needed to achieve the focus. The results of this study are not in line with the opinions of Rabiul & Yean. (2021) *Motivating Language* is an important mechanism for *leadership style* to further increase *work engagement*.

The results of mediating the influence of meaning-making language in the influence of transformational leadership on work engagement showed that there was no mediating influence of *meaning-making language* in the influence of *transformational leadership* on *work engagement*. This result can occur because the path from meaning-making language to *work engagement* shows an insignificant relationship because in the mining industry with a focus on production targets that must be achieved *meaning-making language* itself is not something that is needed . where more clear and directed communication is needed to achieve the focus The results of this study are not in line with the opinion of Rabiul & Yean, (2021) *motivating language* is an important mechanism for *leadership style* to further increase *work engagement*.

CONCLUSION

Based on the results of the analysis and discussion of research that has been conducted to analyze the influence of *transformational leadership style* on *work engagement* mediated by *motivating language*, it can be concluded that:

1. *Transformational leadership style* has a positive and significant effect on *direction-giving language*
2. *Transformational leadership style* has a positive and significant effect on *empathetic language*
3. *Transformational leadership style* has a positive and significant effect on *meaning-making language*
4. *Transformational leadership style* has a negative and insignificant effect on *work engagement*.
5. *Direction-giving language* has a positive and significant effect on *work engagement*
6. *Empathetic language* has a positive but not significant effect on *work engagement*
7. *Meaning-making language* has a positive but not significant effect on *work engagement*
8. *Direction-giving language* mediates the effect of *transformational leadership* on *work engagement*
9. *Empathetic language* is unable to mediate the effect of *transformational leadership* on *work engagement*

Meaning-making language is unable to mediate the influence of *transformational leadership* on *work engagement*.

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