

## The Effect of Transformational Leadership Towards Work Engagement: The Variable Meaning of Work as a Mediation at the Secretariat Region of East Java Province

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### Abstract

This study aims to see the effect of transformational leadership on work engagement with the meaning of work as a mediating variable at the Regional Secretariat of East Java Province. The population in this study were all employees with civil servant status in the existing bureaus at the Regional Secretariat of East Java Province, a total of 300 people. Sampling in this study used Slovin's formula therefore the results obtained were 81 people. The measurement technique uses SEM-PLS ( Structural Equation Modelling-Partial Least Square on the software Smart PLS. The results of this study indicate that transformational leadership has a positive effect but not a significant effect on work engagement and the meaning of work can mediate the relationship between transformational leadership and work engagements. The mediation behavior finding in this meaning of work is full mediation, which means the independent variable is not able to significantly influence the dependent variable without going through the mediator variable, transformational leadership is unable to significantly influence the work engagements. Variable mediating behavior meaning of work strengthen influence transformational leadership to work engagement.

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## INTRODUCTION

Leadership is the ability owned by a person to lead and influence in terms of work and aims to achieve targets (goals) that had been set. A leader must have a charismatic aura, a clear vision of mission, and be good at communicating with people so that he is able to control what he leads.

Transformational leadership is the development of a new leadership model so that in everyday situations, it sometimes uses authority and power. Transformational leadership arises as a result of frequent changes and develops from time to time. Research previously done by (Saragih, 2007) said that transformational leadership can inspire others to see the future optimistically, project an ideal vision, and be able to communicate that vision so that organizational targets can be achieved optimally.

This research was conducted on all existing bureaus at the Regional Secretariat of East Java Province. The regional secretariat is a representation of the central activities of the Provincial Government. The Provincial Secretariat is tasked with assisting the Governor in carrying out the tasks of running the government, administration, organization, and management as well as providing administrative services to all Provincial officers. In an organization, especially those within the local and central government, of course, has an organizational structure in which it has a hierarchy of positions that distinguishes between leaders and subordinates. The behavior of subordinates will be more or less influenced by one of their leadership styles, because of the interaction between leaders and subordinates.

### ***Transformational Leadership***

(Bass and Avolio, 1994) stated that the transformational leadership style is defined as a leader who wants to develop the full potential of their subordinates, higher needs, a good value system, morality, and motivation. Public sector performance is the result of work achieved by government officials, either individually, in groups, or in institutions in accordance with the vision, mission, and goals that have been set. Employee performance is the result of employee work in accordance with the provisions and the achievement of predetermined goals related to the vision and mission and goals of the organization. This performance measurement needs to be done in assessing the success or failure of an organization/government.

As an ASN (Government officer), the leader must have Persuasive Mapping characteristics which is an ability to map the problems and actualize the highest probability that will occur and persuade someone to do something when articulating opportunities. In addition, leaders must also have a strong desire to make positive changes in the lives of others and put the interests of others above their interests, and must work hard to meet the needs of their subordinates. That's why transformational leadership is needed in the bureaucracy.

There was a study conducted by (Ghadi, et al, 2013) about transformational leadership and work engagement: the mediating effect of meaning of work stated that training managers on transformational leadership styles and how to deal with different working conditions at different levels in the organization. Other than that, by having other abilities such as socio-emotional, physical, and economic resources, employees can feel the consistency between work experiences that will improve their abilities and produce better work. meaning. Thus, employees will be much more involved in a job without hesitation or orders from superiors.

### ***Work Engagement***

*The transformational leadership style and corporate equity affect work engagement. work engagement* which is created certainly not separated from the role of a superior. According to (Bakker and Leiter, 2010) work engagement is able to make employees feel valuable and meaningful towards their work which could improve the company's performance. Job engagement can also improve the performance of the employee.

Work engagement has two components, which is attention. It includes the availability of thoughts and time spent by workers in carrying out their roles, deepening inside the company, deepening enjoyment of their role in the company, and focusing on that role (Rothbard, in Saks, 2006). *work engagement* makes someone feel that their presence in the organization/company is meaningful for their lives to the deepest level which in turn will improve the performance of the company or organization in the end.

Work engagement is a concept of thought in which employees have flavor engagement. In other words, they feel bound to their work so that when they work they will be more enthusiastic and have a responsibility in doing their work. (Schaufeli & Bakker, 2004) stated that engagement said to be work engagement, which is a positive mental state or condition, related to the fulfillment of work are characterized by vigor, dedication, and absorption. High work engagement can be seen from the motivation to work as well as commitment, enthusiasm, and passion. Other studies have stated that work engagement has a positive impact on organizational productivity, such as decreased intention/turnover (Schaufeli & Bakker, 2004).

A meaningful experience in working psychologically will move attitudes, behavior, and attachment to work which in the end turn into the most important drive for work engagement (Mulyati et al, 2019). When employees perceive that their work has meaning, employees tend to exert all the power they have (Van Wingerden J & Van der Stoep J, 2018).

### ***Meaning Of Work***

Transformational leadership can create meaning in the work done by subordinates/employees and the meaning of work can predict and influence work engagement. As stated (Bakker, et al., 2011) conceptually explain that meaning in work can mediate the relationship between transformational leadership and work engagement. This confirms previous research that the meaning of work indirectly explains the influence of transformational leadership on work engagement.

When employees perceive that their work has meaning, employees tend to exert all the power they have (Van Wingerden J & Van der Stoep J, 2018). Seeing the above phenomenon, it is necessary to research and observe the Bureaus at the Regional Secretariat of East Java Province, which found problems related to low work engagement. E-presence has been quite effective in controlling fraud related to employee discipline, but this requires awareness from employees so that discipline does not only look at the discipline pieces given from the performance allowance. According to Schnell, Pollet, & Hoge (2013) meaning of work has a positive relationship and has a strong empirical relationship with work engagement and can mediate the relationship between job characteristics and work engagement. According to (Rosso, 2010) there are several factors that influence the meaning of work which are values, motivation and beliefs. Work is also closely related to other aspects of daily life such as family, fun, religion, and community life.

According to (Rosso, 2010) there are several factors that influence the meaning of work, which are values, motivation, and beliefs. Work is also closely related to other aspects of daily life such as family, fun, religion, and community life. Meaning of work is considered important by employees in realizing meaning in working on productivity and optimizing performance. ASN conducts training related to the meaning of work so that all government agencies work in totality. These things are done so that the government's performance is not inferior to the performance of private companies, and is encouraged to match the standards of international and global companies. This training is given to CPNS (Prospective Civil Servants) to build the character of CPNS in the Provincial Government. In this training, CPNS learn several aspects such as culture and the application of discipline to achieve targets.

By having the above training, it is not enough to see the meaning of work for each employee. This can be seen from the employee's resistance to organizational change. At the beginning of the year, the agency had a new SOTK (Organizational Structure and Work Procedure) so it makes many employees were not ready for it. For example, by streamlining the organization/merging several agencies into one so that many employees are transferred to adjust the existing positions. Many employees do not want to be transferred to other agencies because they feel that their previous workplace was already in their comfort zone. This causes the level of meaning of work to be very low.

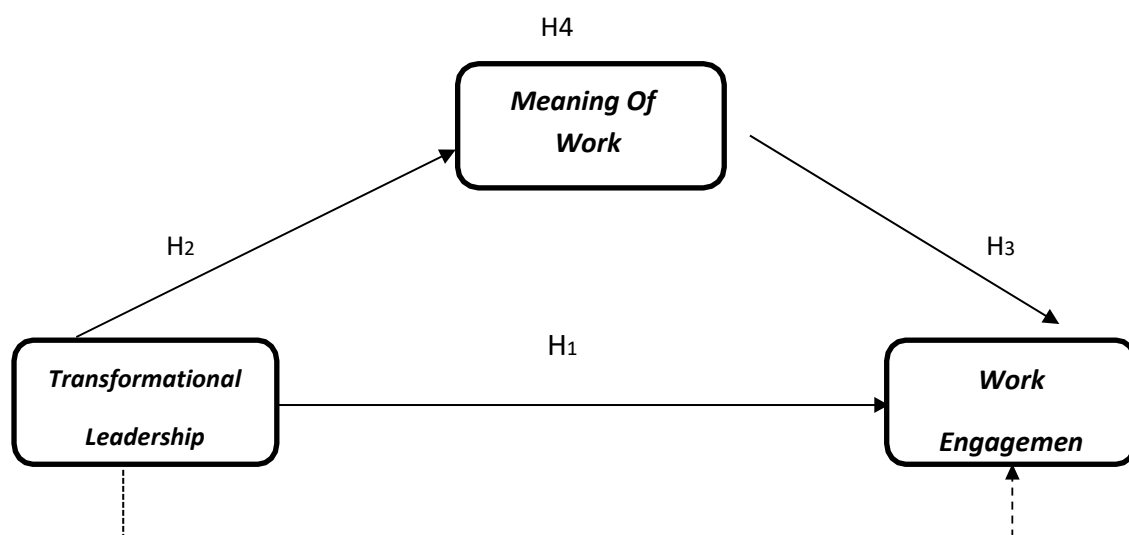


Figure 1. Conceptual Structure

## METHODS

This study analyzes the Relationship between Transformational Leadership and Work Engagement: Variable Meaning Of Work as Mediation in the Regional Secretariat of East Java Province. This research is a quantitative approach because it seeks to quantify the data and apply

certain statistical analysis, Malhotra (2010). The approach taken to test hypotheses using variables with measurable data and able to produce generalizable conclusions.

The independent variable or exogenous variable in this case is Transformational Leadership. The mediating variable that affects the relationship between the independent variable and the dependent variable into an indirect relationship and cannot be observed and measured is the meaning of work. The endogenous variable in this study is Work Engagement.

Several behavioral dimensions that define transformational leadership contained in the Multifactor Leadership Questionnaire (MLQ) are idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. ) as developed by Bass and Avolio (1991). Where MLQ consists of several dimensions, including:

**Tabel 1. Dimensions that define transformational leadership**

No.	Dimension	Indicator
1.	<i>Idealized Influence</i> (Charism)	<ul style="list-style-type: none"> <li>- Leaders can explain the vision and goals of the organization clearly to their employees to achieve common goals.</li> <li>- Leaders are always respected and trusted by employees.</li> <li>- Leaders are role models or role models for employees.</li> </ul>
2.	<i>Inspirational Motivation</i>	<ul style="list-style-type: none"> <li>- Leaders can inspire and provide insight into new opportunities for their employee</li> <li>- Leaders can increase employee enthusiasm at work and never get tired of continuously encouraging employees to achieve goals.</li> <li>- Leaders can communicate the vision and mission of the organization clearly and attractively to their employees.</li> </ul>
3.	<i>Individualized Consideration</i>	<ul style="list-style-type: none"> <li>- Leaders always pay attention to their employees based on their needs to grow in the organization.</li> <li>- Leaders are mentors who can be directives or training for employees to complete work</li> <li>- Leaders are willing to listen to input that concerns employees.</li> </ul>

4. <i>Intellectual Stimulation</i>	<ul style="list-style-type: none"> <li>- Leaders encourage employees to be more innovative, creative and dare to convey new ideas they have.</li> <li>- Leaders direct employees to try new ways of completing tasks and work.</li> <li>- Leaders involve employees in problem solving and see problems from different sides within the organization.</li> </ul>
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The meaning of work is closely related to understanding how important and valuable the work are so that a sense of responsibility for personal life emerges. Rosso, Dekas, & Wrzesniewski (2010) define the meaning of work (meaning of work) as an employee's understanding of what will and has been done at work in line with what they should do. Steger, Dik, and Duffi (2012) raised 3 dimensions of meaningful work, including:

**Tabel 2. Dimensions of meaningful work**

No.	Dimension	Indicator
1.	<i>Positive meaning of work</i>	<ul style="list-style-type: none"> <li>- Employees find meaningful careers</li> <li>- Employees feel that the work they do is meaningful in their lives</li> <li>- Employees really understand that the work they do is meaningful</li> <li>- Employees find jobs that have satisfying career goals.</li> </ul>
2.	<i>Meaning making through work</i>	<ul style="list-style-type: none"> <li>- Employees see their work as a contribution to their self-development.</li> <li>- Employees feel through work helps him understand himself</li> <li>- Employees feel through work helps him understand the surrounding environment</li> </ul>
3.	<i>Greater good motivations</i>	<ul style="list-style-type: none"> <li>- Employees feel that wherever they work they must do things that have a positive impact</li> <li>- The work that employees do will make a difference in the environment</li> <li>- Employees feel that the work they do has a big purpose</li> </ul>

The Work Engagement instrument used in this study is the UWES (Utrecht Work Engagement Survey) (Schaufeli and Bakker, 2003) based on three dimensions including:

**Tabel 3. Dimensions of work engagement**

No.	Dimension	Indicator
1.	Vigor	<ul style="list-style-type: none"> <li>- When at work employees feel full of energy</li> <li>- When doing work employees feel strong</li> <li>- Employees can continue to work for a very long time at a time</li> <li>- On the job, employees feel tough and mentally strong</li> <li>- In the workplace employees always persist even when things don't go well</li> </ul>
2.	Dedication	<ul style="list-style-type: none"> <li>- Employees find their work meaningful and purposeful</li> <li>- Employees are very enthusiastic in doing work</li> <li>- Work will inspire employees personally</li> <li>- Employees will be proud of the work done</li> </ul>
3.	Absorption	<ul style="list-style-type: none"> <li>- For employees, work is a challenge</li> <li>- Time passes quickly if employees work</li> <li>- When employees work they will forget everything around them</li> <li>- Employees feel happy if they work intensely</li> <li>- Employees will be immersed in their work</li> <li>- Employees will get carried away when they work</li> <li>- Employees will find it difficult to get away from their jobs</li> </ul>

The population in this study is ASN with the status of PNS (civil servants) as many as 300 people from each bureau. The research consisted of several bureaus including the Legal Bureau, Development Administration Bureau, Administration and Leadership Bureau, General Bureau, Organization Bureau, Economic Bureau, People's Welfare Bureau, Regional Government and Autonomy Bureau, and the Bureau of Procurement of Goods and Services. The considerations for selecting this population are so that the population represents each Bureau so that the sample can be evenly distributed and can be related to problems related to transformational leadership, work engagement, and meaning of work.

The total population in this study was 300 people, and the percentage of allowance used was 10%. In the Slovin formula, there are the following provisions: The value of e = 0.1 (10%) for a large population Value of e = 0.2 (20%) for a small population So the sample range that can be taken from the Solvin technique is between 10 -20% of the study population. So to find out the research sample, with the following calculations:

$$n = \frac{300}{1 + 300 (0,1)^2}$$

From the calculation above, the number 75 is obtained. So the minimum standard of researchrespondents is 75 people. From this study, the sample used was 81 people. This research

uses the Structural Equation Modeling (SEM) method and the analytical tool used in this method is Smart PLS 3.0 software. The PLS model is carried out by evaluating the measurement model (outer model) and structural model (inner model). Assessment of the measurement model (outer model) aims to test the construct validity and reliability of the instrument. To test the construct validity, convergent validity and discriminant validity methods were used, while for the reliability test the Composite Reliability and Cronbach's Alpha methods were used. The final result of testing the structural model (inner model) as well as the significance of the model is done using the bootstrap method (non-parametric method) because PLS does not use the assumption of normally distributed data (Hair et al, 2014).

## RESULTS AND DISCUSSION

### *Outer Model TEST*

The evaluation of the outer model aims to determine the validity and reliability of the measurement instrument in the research model. This is done to find out how well the questionnaire items measure the nature and concept of the variables being measured and to determine the consistency of the questionnaire items in measuring the same variables in different times and places. The analysis of the outer model can be seen from the values of convergent validity, construct validity, discriminant validity, and composite reliability. The outer model is shown as follows.

The first outer model analysis is to look at the convergent validity. Convergent validity test in PLS can be done by looking at the value of each loading factor. The loading factor value describes the magnitude of the correlation between each measurement item (an indicator on the questionnaire) and the latent variable (the construct). An indicator item is said to have met convergent validity if the loading score on each path (path) between components (latent variables) and manifest variables should be  $> 0.5$  (Ghozali, 2014).

**Table 4**  
***Loading Factor***

Items	<i>Loading Factors Value</i>	Fix value	Remark
TL1	0.875	0.5	Valid
TL10	0.781	0.5	Valid
TL11	0.889	0.5	Valid
TL12	0.824	0.5	Valid
TL2	0.923	0.5	Valid
TL3	0.854	0.5	Valid
TL4	0.852	0.5	Valid
TL5	0.810	0.5	Valid

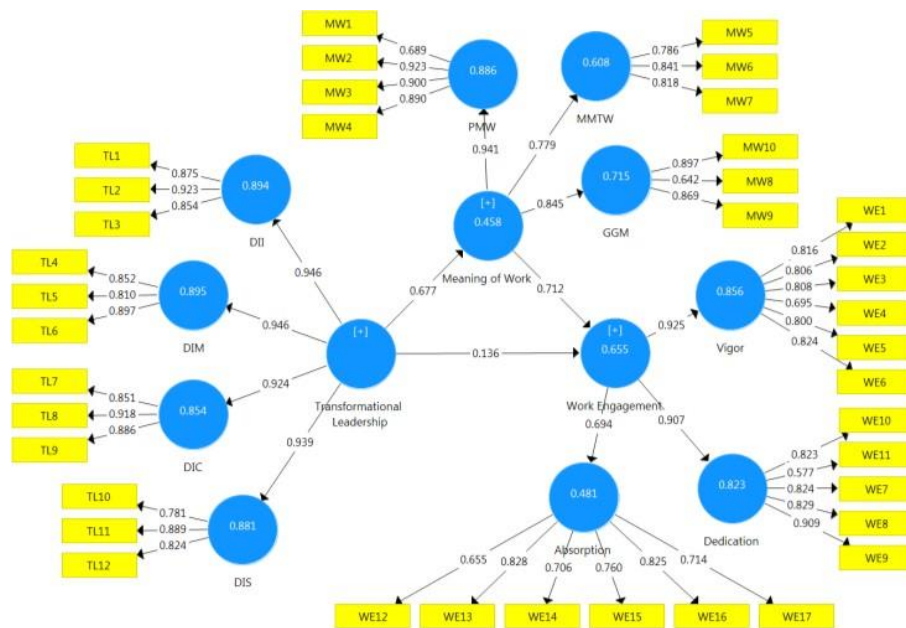


TL6	0.897	0.5	Valid
TL7	0.851	0.5	Valid
TL8	0.918	0.5	Valid
TL9	0.886	0.5	Valid
MW1	0.689	0.5	Valid
MW10	0.897	0.5	Valid
MW2	0.923	0.5	Valid
MW3	0.900	0.5	Valid
MW4	0.890	0.5	Valid
MW5	0.786	0.5	Valid
MW6	0.841	0.5	Valid
MW7	0.818	0.5	Valid
MW8	0.642	0.5	Valid
MW9	0.869	0.5	Valid
WE1	0.816	0.5	Valid
WE10	0.823	0.5	Valid
WE11	0.577	0.5	Valid
WE12	0.655	0.5	Valid
WE13	0.828	0.5	Valid
WE14	0.706	0.5	Valid
WE15	0.760	0.5	Valid
WE16	0.825	0.5	Valid
WE17	0.714	0.5	Valid
WE2	0.806	0.5	Valid
WE3	0.808	0.5	Valid
WE4	0.695	0.5	Valid
WE5	0.800	0.5	Valid
WE6	0.824	0.5	Valid
WE7	0.824	0.5	Valid
WE8	0.829	0.5	Valid
WE9	0.909	0.5	Valid

Source : data processing using PLS

This shows that the indicators in this study have been declared statistically valid and can be used in the research construct. Then, the loading factor value of each of these variables can also be said to have met the rules of thumb set by Ghazali (2014) which is > 0.5 which is declared valid

and can be used to measure constructs in research. The image below is an image that shows the research model as a result of using SmartPLS 3.0, which is as follows.



**Figure 2. PLS Model Outer Path Diagram**

**Construct Validity**

The analysis of the outer model in the second stage is to look at construct validity. Construct validity is the validity that shows the extent to which a test measures the construct of the theory that forms the basis for the preparation of the test. The construct is said to have good construct validity if the average variance extracted (AVE) value must be > 0.5 (Jogiyanto, 2016). The AVE value > 0.5 means that the probability of an indicator in a construct entering another variable is lower (less 0.5) so that the probability of the indicator converges and enters the construct in question is greater, which is above 50 percent (Jogiyanto, 2016). The results of testing construct validity using SmartPLS are obtained as follows:

**Table 5**  
*Average Variance Extracted (AVE)*

<i>Variables</i>	<i>Average Variance Extracted (AVE)</i>
<i>Transformational Leadership</i>	0.657
<i>Meaning of Work</i>	0.519
<i>Work Engagement</i>	0.637

Source : data processing using PLS

The AVE value for each variable in the analysis model of this study already has a good construct validity value, namely the AVE value is greater than 0.5.

**Discriminant Validity**

Discriminant validity is a test conducted to see whether each indicator that composes a latent variable has a higher loading value than the indicators for other latent variables. In the discriminant validity test, the parameter used is to compare the roots of the AVE of a construct that must be higher than the correlation between the latent variables, or by looking at the value of cross loading (Jogiyanto,2016). In the cross loading table it will be seen that each indicator in a construct will be different from the indicators in other constructs and collect on the construct in question. The following is the cross loading value of each indicator. The value of each indicator in a construct is higher than in other constructs and accumulates in that one construct. So in this study it can be said to have good discriminant validity.

**Composite Reliability**

The reliability test can be seen from the value of Cronbach's alpha and Composite reliability. A construct can be said to be reliable, if it has Cronbach's alpha value it must be > 0.6 and the Compositereliability value must be > 0.7 (Jogiyanto, 2016). Composite reliability measures the real reliability valueof a variable while Cronbach's alpha measures the lowest value (lower bound) of the reliability of a variable so that the Composite reliability value is always higher than Cronbach's alpha value (Jogiyanto,2016). The following is the value of Cronbach's alpha and Composite reliability of each variable in this study:

**Table 6**  
**Composite Reliability dan Cronbach’s alpha**

<i>Variables</i>	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.952	0.958
Meaning of Work	0.891	0.913
Work Engagement	0.916	0.927

Source : data processing using PLS

This can be interpreted that each construct in the research model has internal consistency in the instrument reliability test.

**Coefficient of Determination**

The coefficient of determination value for each variable is 45.8% for the variable meaning of work. This means that the coefficient of determination of the meaning of work variable has an effect on this study of 45.8%, while the remaining 45.2% is explained by other variables outside the research model. Then,the coefficient of determination of the work engagement variable is 65.5%. This means that the coefficient of determination of the work engagement variable has an effect on this research of 65.5%, while the remaining 44.5% is explained by other variables outside the research model.

### Testing of Hypothesis

The following is a path coefficient table to see the T-statistic value.

**Table 7**  
**T-statistic value**

<i>Hypothesis</i>	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Results</i>
<b>Transformational Leadership -&gt; Work Engagement</b>	0.136	1.337	0.182	<i>Insignificant Influence</i>
<b>Transformational Leadership -&gt; Meaning of Work</b>	0.677	8.375	0.000	<i>Significant Influence</i>
<b>Meaning of Work -&gt; Work Engagement</b>	0.712	9.842	0.000	<i>Influence</i>
<b>Transformational Leadership -&gt; Meaning of Work -&gt; Work Engagement</b>	0.482	5.690	0.000	<i>Significant Influence</i>

Source: data processing using PLS

### CONCLUSION

Based on the results of the path coefficient test in Table 6 above, it can be used to prove the research hypothesis as follows:

#### **The effect of transformational leadership on work engagement**

That transformational leadership has a positive and insignificant effect on work engagement, with a parameter coefficient of 0.136. This can be seen from the path coefficient results which show a T-statistic value of  $1.337 < 1.96$  and a p-value of  $0.182 > 0.05$ . Based on these statistical calculations, it can be concluded that transformational leadership has a positive and insignificant effect on work engagement in this research sample, so H1 which states that transformational leadership has a positive and significant effect on work engagement is rejected(not supported).

#### **The effect of transformational leadership to the meaning of work**

That transformational leadership has a positive and significant influence on the meaning of work, with a parameter coefficient value of 0.677. This can be seen from the path coefficient results which show a T-statistic value of  $8.375 > 1.96$  and a p-value of  $0.000 < 0.05$ . Based on these statistical calculations, it can be concluded that transformational leadership has a positive and significant effect on meaning of work in this research sample, so H2 which states that transformational leadership has a positive and significant effect on meaning of work is accepted (supported).

### **The effect of the meaning of work to work engagement**

The meaning of work has a positive and significant effect on work engagement, with a parameter coefficient value of 0.712. This can be seen from the path coefficient results which show a T-statistic value of  $9.842 > 1.96$  and a p-value of  $0.000 < 0.05$ . Based on these statistical calculations, it can be concluded that meaning of work has a positive and significant effect on work engagement in this research sample, so H3 which states that transformational leadership has a positive and significant effect on work engagement is accepted (supported).

### **The mediating role of meaning of work on the influence between transformational leadership and work engagement**

The meaning of work is able to significantly mediate the influence between transformational leadership and work engagement. The significant effect can be seen from the path coefficient results which show a T-statistic value of  $5.690 > 1.96$  and a p-value of  $0.000 < 0.05$ . Based on these statistical calculations, it can be concluded that meaning of work is able to significantly mediate the influence between transformational leadership and work engagement in this research sample, so H4 which states that meaning of work is able to significantly mediate the relationship between transformational leadership and work engagement is accepted (supported). The mediating nature of the meaning of work in these findings is full mediation, which means that the independent variable is not able to significantly influence the dependent variable without going through a mediator variable, transformational leadership is not able to significantly influence work engagement. The mediating nature of the variable meaning of work strengthens the effect of transformational leadership on work engagement.

The finding results of this research could be obtained by using SMARTPLS3 software and this finding able to tell that transformational leadership proved to have a positive influence but not significant towards work engagement. By having transformational leadership which means the leadership styles of each head of the bureau at the Secretariate Region will create some work engagement factors which is the job will be the challenge and it will make proud feeling of what have done for the employees. But this thing doesn't have any big impact/influence to the all employees at the Secretariate Region of East Java. The model of this research uses dimensions of transformational leadership which are Intellectual Stimulation (charism), Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation to influence work engagement. For further research, It needs an extension of the research variable so that the results could be compared to the leadership style which could influence work engagement. This is due to many civil servants focusing on performance and maintaining obedience to the standard procedures of the organizations. The organizational culture inside the government circles is always rigid and strict procedure so that it needs to do research on other leadership styles such as transactional leadership

or etc. In fact in the field sometimes it's not really matched with the hypothesis, but this thing becoming a new finding to do further study.

On the answer of the respondent results, this study reported that so far the leaders have had the ability to clearly explain regarding vision and mission to employees, and also leaders have been recognized by employees as being good examples (role models) who can inspire and able to listen to the attention things which had by the employee. Employees also assume that their leader can help employees to find jobs that can have to satisfy their career goals. as the increasing trust to the leaders, the employee understanding of meaningful work is also increasing. This study is in line with research by Ghadi et al, (2013) which also said that transformational leadership will be able to create meaning in work for employees, which means that the results of this study are supported by the hypothesis. Research conducted by Sparks & Schenk (2001) says that transformational leadership is enhanced in the workplace that can inspire others to make their lives meaningful and can achieve company goals for the common good.

The meaning of work existence could increase the sense of work engagement of employees related to a job at the Regional Secretariat, it will be more meaningful if an employee feels bound to his work. Employees will see work as a contribution to their development. Work that is considered meaningful by employees will contribute to the employee's self. This study is in line with research that has been conducted by Wrzenuewski, McCauley, Rozin & Schwartz (1997) which states that the good and bad work performance of workers is influenced by their capacity to interpret a job. This is supported by Ghadi et al (2013) who train managers on transformational leadership styles by having other abilities such as socio-emotional, physical, and economic resources, employees can feel the consistency between work experiences that will improve their abilities and produce more meaningful work. Thus, employees will be much more involved in a job without any hesitation or orders from superiors.

There are things that need to be considered in the transformational leadership style such as making the leader a role model for subordinates, motivating and inspiring subordinates by providing challenges to the work that must be done by subordinates, and encouraging expectations of the goals to be achieved, increasing subordinate awareness to see problems from a new perspective, and provide support and encouragement to subordinates and establish two-way communication with subordinates. The variable meaning of work successfully mediates between transformational leadership and work engagement. This is in accordance with the journal research by Debbi (2008) which found that the meaning of work in their work and commitment to the organization, overall members feel the moral truth in their work, have a workload balance, enjoy their work, able to develop skills, feel valued in their work. , receive support in his work, and work

in a stimulating environment, the greater the affective organizational commitment. Burns (in Northouse, 2010) says that the transformational leadership style pays attention to the needs and motives of subordinates and tries to help subordinates achieve their best potential.

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