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Exploring the Impact of Supervisors' Leadership Style, Motivational Language, Mindfulness, on Leadership Effectiveness

Eka Kadharpa Utama Dewayani¹

Abstract

In the bustling hospitality sector of Mataram, Lombok, effective leadership stands as a linchpin for organizational success, shaping guest experiences and driving operational excellence. This research delves into the nuanced dynamics of leadership within this vibrant industry, with a keen focus on supervisors' leadership style, the utilization of motivational language, and the cultivation of mindfulness practices. Through a comprehensive analysis of data gathered from 184 employees via questionnaire surveys, this study unveils significant relationships between leadership style and effectiveness, as well as between leadership style and motivational language. The findings underscore the pivotal role of leadership behaviors in influencing organizational outcomes, highlighting the importance of aligning leadership styles with organizational goals to enhance overall effectiveness. Furthermore, the study emphasizes the critical role of effective communication and motivational strategies in driving leadership success, as evidenced by the positive impact of motivational language on leadership effectiveness. However, while mindfulness is recognized as a potential influence in leadership dynamics, the analysis suggests a nuanced relationship, with mindfulness not significantly moderating the relationship between leadership style and effectiveness in this context. These insights contribute valuable guidance for industry practitioners and scholarly discourse, informing leadership development initiatives and organizational practices aimed at fostering effective leadership behaviors and enhancing overall organizational performance within Mataram's dynamic hospitality landscape.

Keywords: leadership style, motivation, mindfulness, effectiveness

Introduction

The hospitality industry is a captivating realm where every interaction leaves an indelible mark on the guest experience, making effective leadership the cornerstone of organizational success (Ling et al., 2017; Sijal et al., 2023). In the bustling city of Mataram, nestled amidst the picturesque landscapes and cultural richness of Lombok Island, the hotel industry thrives amidst a tapestry of diverse influences and vibrant energy. Here, hotel supervisors emerge as pivotal figures, guiding their teams towards excellence in service delivery, guest satisfaction, and organizational achievement (Saromi et al., 2024; Rusmiati, 2022).

This research embarks on an illuminating journey to unravel the complexities of leadership within the unique context of the hotel industry in Mataram, Lombok. With a keen focus on supervisors' leadership styles, the influence of motivating language, and the cultivation of mindfulness practices, this study seeks to delve deep into the intricacies of leadership dynamics and their profound impact on organizational outcomes. As the linchpin of hospitality operations, supervisors wield significant influence over employee engagement, morale, and

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This research embarks on an illuminating journey to unravel the complexities of leadership within the unique context of the hotel industry in Mataram, Lombok. With a keen focus on supervisors' leadership styles, the influence of motivating language, and the cultivation of mindfulness practices, this study seeks to delve deep into the intricacies of leadership dynamics and their profound impact on organizational outcomes. As the linchpin of hospitality operations, supervisors wield significant influence over employee engagement, morale, and

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ultimately, the guest experience.

Against the backdrop of Mataram's vibrant hospitality sector, this research endeavors to illuminate the subtle nuances of leadership behaviors and their ripple effects throughout the organizational ecosystem. By examining the interplay between leadership practices and organizational performance, this study aims to uncover actionable insights that can inform strategic decision-making, enhance leadership effectiveness, and elevate the guest experience in Mataram's dynamic hospitality landscape.

Through a comprehensive exploration of supervisors' leadership styles, the utilization of motivating language, and the integration of mindfulness practices, this research aspires to contribute to the broader body of knowledge surrounding leadership within the hotel industry. By synthesizing theoretical frameworks with practical insights gleaned from the vibrant hospitality scene in Mataram, Lombok, this study aims to provide valuable guidance for both industry practitioners and scholarly discourse.

Ultimately, the findings generated from this research endeavor to serve as a catalyst for positive change within the hospitality industry, fostering environments where leadership excellence thrives, employees are empowered, and guests are delighted. As Mataram continues to evolve as a premier destination for travelers seeking authentic experiences and unparalleled hospitality, this study seeks to pave the way for a future where leadership serves as a beacon of inspiration and innovation in the pursuit of service excellence and guest satisfaction. The study aims to provide practical insights that can inform strategic decision-making and enhance leadership effectiveness in the hospitality industry.

Literature Reviews

Leadership and Leadership Effectiveness

According to the research of Rukmani et al. (2010), This study aiming at the transformational and transactional leadership behavior of managers in public sectors organization. The result shows that leaders with transformational leadership are highly related to effectiveness.

Hiwa et al. (2021) studied relationships among leadership behaviors, organizational climate, and leadership effectiveness of executives of banks. The results show that both transformational and transactional leaderships are related to leadership effectiveness. In which the transformational behaviors were moderately high, transactional behaviors were lower. Thus, the hypothesis is formulated:

H1: *Leadership style has a positive influence on leadership effectiveness.*

Leadership and Motivating Language

Most of the managers motivate and led their subordinates through verbal language (Sullivan, 1988). It is also the most effective way to use motivational language for communications (Mayfield & Mayfield, 2002). Leaders of transformational leadership tend to introduce the visions to members of the organization and encourage internal and external organizations to work together to achieve goals and pursue excellence (Bass, 1999; Yukl, 2008). Hence, the hypothesis is formulated:

H2: *Leadership style has a positive influence on motivation language.*

Motivating Language and Leadership Effectiveness

Mayfield & Mayfield (2002) research, ML is important in the organization, because it links between leaders' strategic communication with the key to employee's outcome. Motivating language is a use of power within an organization that promotes the generation of commitments and encourages a sense of belonging and identity to organizational values and goals (Sharbrough et al., 2006). Rabiul & Yean (2021) research point out that the use of motivating language in the enterprise shows a high influence to increase self-efficacy and organizational performance. These views led to the following hypotheses:

H3: *Motivating Language has a significant influence on Leadership Effectiveness.*

Motivating Language as Mediation

According to the studied of (Becker et al., 2022), he studied the school principle's ML and the influences of the efficiency and student's tests outcome. The results show statistically significant differences in the usage of ML to student's achievements. Human behavior is predictable, just as animal behavior is a pattern and a tendency. Leaders also have the patterns described above, including communication between people. In other words, leaders are like others to use the language patterns to communicate with others (Becker et al., 2022). Interpersonal communication is the foundation of leadership. It can influence the behaviors and attitudes of others by verbal to meet everyday group needs and goals (Conger & Kanungo, 1987). Gathering all the view from the scholars', motivating language is a tool that leaders might use to improve others performance. Therefore, the hypothesis is formulating:

H4: *Motivating language has a mediation effect between the Leadership styles and Leadership Effectiveness.*

The Moderation Effect of Mindfulness on LS and LE

Mindfulness is a state of consciousness that may either foster or inhibit task performance (Dane, 2011; Glomb et al., 2011). Importantly, according to Levinthal & Rerup (2006) study, they state that Mindfulness is important if the contexts in which you operate are dynamic in contrast, In the less dynamic contexts, the mindlessness are more appropriate. Therefore, the hypothesis is formulated:

H5: *Mindfulness has a moderating effect between Leadership styles and Leadership Effectiveness*

Method

This article collected data from employees via a questionnaire survey across various organizational levels (such as first-line employees, supervisors, and managers) within Mataram City's hotel industry. The data collection occurred in 2023, resulting in 184 valid responses, with 39% males and 62% females, and 57% of respondents being married.

The majority of participants (37%) were under 30 years old, followed by 32% aged between 31 and 40. In terms of education, 60% held bachelor's degrees, while 27% held master's degrees. Non-managerial positions were held by 50% of respondents, while 11% were in senior managerial roles. Most participants had 11 to 20 years of experience (32%), and 40% reported working 40 to 43 hours per week.

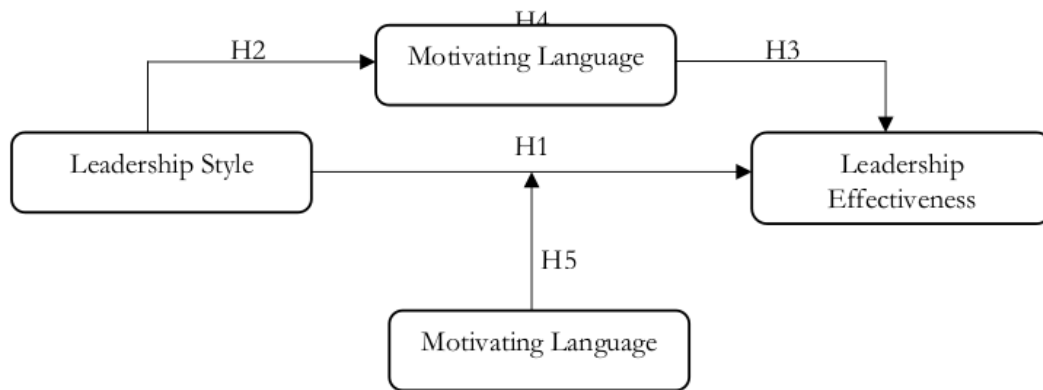


Figure 1: Research Framework.

The dependent variable, Leadership Effectiveness, encompasses Individual, Group, and Organizational Achievements, along with Leadership Abilities. Leadership Style is considered an independent variable, measured through Intellectual Stimulation, Inspirational Motivation, Contingent Reward, and Management by Exception. This measurement method aligns with Batista-Foguet et al. (2021) approach, based on the adjusted Multifactor Leadership Questionnaire (MLQ), which evolved from Transformational and Transactional Leadership (Bass, 1999).

The connection between Leadership Style and Leadership Effectiveness is affected by Motivating Language as a mediator and Mindfulness as a moderator. Motivating language is segmented into Direction-giving, Empathic, and Meaning-making language. Each variable employs a five-point Likert scale (ranging from 1= total disagreement to 5= total agreement), and SmartPLS software facilitated the analysis. Figure 1 illustrates the conceptual framework.

Result and Discussion

Based on validity and reliability tests, only two items in the mindfulness variable did not pass the test, necessitating their removal from the model.

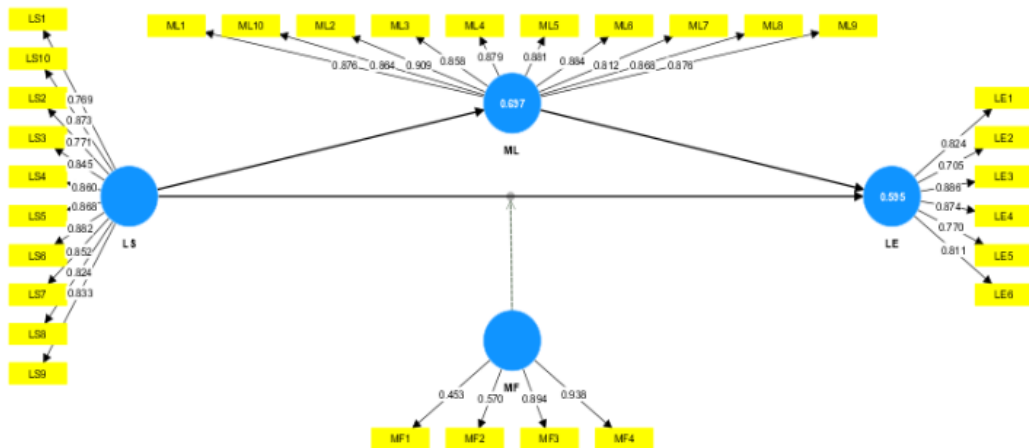


Figure 2: Outer Loadings.
Source: Data Processing.

Table 1:

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
LE	0.897	0.905	0.921	0.663
LS	0.953	0.956	0.959	0.703
MF	0.846	0.876	0.928	0.865
ML	0.965	0.965	0.969	0.759

Source: Data Processing.

The statistics provided offer a comprehensive evaluation of the reliability and convergent validity of the constructs under investigation. Cronbach's alpha values, which assess internal consistency, reveal strong reliability across all constructs, ranging from 0.846 to 0.965. Similarly, both measures of composite reliability (rho_a and rho_c) exceed the conventional threshold of 0.7, indicating robust reliability in capturing the constructs' variance. Moreover, the average variance extracted (AVE) values, which gauge convergent validity, are also promising, with all constructs surpassing the recommended threshold of 0.5, ranging from 0.663 to 0.865. These findings collectively suggest that the measurement instruments utilized for leadership effectiveness, leadership style, mindfulness, and motivational language exhibit high levels of reliability and convergent validity, bolstering the credibility of the study's outcomes and conclusions.

Main Effect and Moderating Effect

The figure below is the result of correlation analysis using Path Analysis.

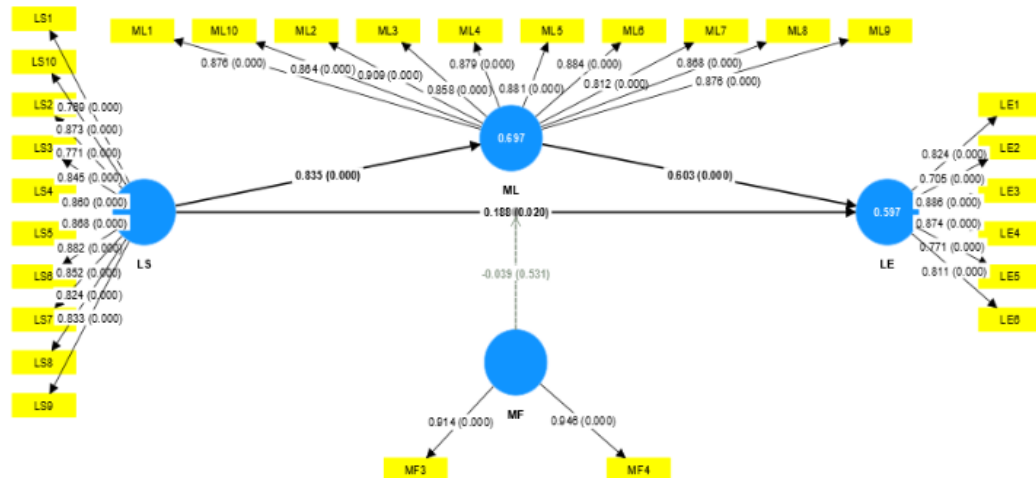


Figure 3. Correlation Results.

Source: Data Processing.

The results of the analysis provide valuable insights into the intricate dynamics of leadership within the studied context. Firstly, the analysis reveals a noteworthy relationship between leadership style and leadership effectiveness (p = 0.020, coefficient = 0.188). This finding underscores the significance of leadership style in influencing the overall effectiveness of leaders within the organizational setting. It suggests that certain leadership styles may inherently possess qualities or attributes that contribute to enhanced effectiveness in guiding and motivating teams toward achieving organizational goals. This aligns with previous research

emphasizing the pivotal role of leadership style in shaping organizational performance (Avolio, 1999; Yukl, 2002).

Moreover, the study identifies a robust positive association between leadership style and motivational language ($p = 0.000$, coefficient = 0.835). This suggests that leaders who exhibit particular styles are more inclined to utilize motivational language in their interactions with team members. Such language may encompass elements of encouragement, inspiration, and empowerment, thereby fostering a positive work environment and bolstering team morale. This resonates with literature highlighting the role of communication in leadership effectiveness (Gilley et al., 2009; Rostina & Hendry, 2022).

Furthermore, the analysis underscores the substantial impact of motivational language on leadership effectiveness ($p = 0.000$, coefficient = 0.603). This finding highlights the pivotal role that effective communication and motivational strategies play in driving leadership success. Leaders who adeptly employ motivational language are better positioned to inspire and mobilize their teams, resulting in heightened levels of performance and achievement. This is consistent with research emphasizing the importance of communication and motivation in driving organizational performance (Gilley et al., 2009).

However, while mindfulness is recognized as a potentially influential factor in leadership dynamics, the analysis indicates that it does not significantly moderate the relationship between leadership style and leadership effectiveness ($p = 0.531$, coefficient = -0.039). This suggests that, within the scope of this study, mindfulness may not exert a substantial influence on the way in which leadership style impacts leadership effectiveness. This divergence from some prior research suggests a nuanced relationship that warrants further exploration (Dane, 2011).

These findings collectively underscore the multifaceted nature of leadership within the studied context, emphasizing the intertwined roles of leadership style, motivational language, and mindfulness. By elucidating these relationships, the study provides valuable insights that can inform leadership development initiatives and organizational practices aimed at fostering effective leadership behaviors and enhancing overall organizational performance.

Additionally, the statistics provided offer a comprehensive evaluation of the reliability and convergent validity of the constructs under investigation. Cronbach's alpha values, composite reliability measures, and average variance extracted values all indicate high levels of reliability and convergent validity, bolstering the credibility of the study's outcomes and conclusions.

In conclusion, the findings of this analysis contribute valuable insights into the complex dynamics of leadership, highlighting the interplay between leadership style, motivational language, and leadership effectiveness. By corroborating existing literature and uncovering new insights, this study enriches our understanding of effective leadership practices and informs strategies for enhancing organizational performance in the studied context.

Mediating Effect

The mediating effect of motivating language between leadership style (independent variable) and leadership effectiveness (dependent variable) appears to be statistically significant based on the information in the table 2.

Table 2: Mediating Role of Motivating Language.

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
LS -> LE	0.504	0.506	0.061	8.203	0.000

Source: Data Processing.

The T statistic ($|O/STDEV|$) of 8.203 suggests a strong effect size, indicating that the mediation effect is substantial. Additionally, the p-value of 0.000 indicates that the observed effect is highly unlikely to have occurred by random chance alone, further supporting the significance of the mediation effect.

In practical terms, this suggests that motivating language plays a significant role in mediating the relationship between leadership style and leadership effectiveness. Leaders who exhibit certain styles are more likely to use motivating language, which in turn positively influences their effectiveness in guiding and motivating their teams. This underscores the importance of effective communication and motivational strategies in enhancing leadership effectiveness within organizational settings.

There is a growing body of literature that supports the finding that motivating language plays a significant role in mediating the relationship between leadership style and leadership effectiveness.

For example, a study by (Haider et al., 2018) found that leaders who exhibited a transformational leadership style, which emphasizes inspiration, motivation, and intellectual stimulation, were more likely to use motivating language. This, in turn, positively influenced their effectiveness in guiding and motivating their teams.

Similarly, a study by Gutierrez-Wirsching et al. (2015) found that leaders who exhibited a positive leadership style, characterized by optimism, enthusiasm, and encouragement, were more likely to use motivating language. This, in turn, led to higher levels of employee engagement and job satisfaction.

Furthermore, a study by (Hansen & Pihl-Thingvad, 2019; Purwanto et al., 2020) found that leaders who used a combination of transformational and transactional leadership styles, which emphasizes rewards and punishments, were more effective in motivating their teams. This was due, in part, to their use of motivating language to communicate expectations and provide feedback.

Overall, these studies highlight the importance of effective communication and motivational strategies in enhancing leadership effectiveness within organizational settings. By using motivating language, leaders can inspire and motivate their teams, leading to higher levels of engagement, job satisfaction, and overall organizational success.

Conclusion

In conclusion, this research delved into the intricate dynamics of leadership within the vibrant hospitality industry of Mataram, Lombok, aiming to unravel the influence of supervisors' leadership style, motivational language, and mindfulness on leadership effectiveness. Through a comprehensive exploration, several key findings emerged, shedding light on the multifaceted nature of leadership dynamics within this unique context.

Firstly, the analysis revealed a significant relationship between leadership style and leadership effectiveness, highlighting the profound impact of leadership behaviors on organizational outcomes. This aligns with existing literature emphasizing the pivotal role of leadership style in shaping organizational performance, underlining the importance of aligning leadership behaviors with organizational goals to enhance overall effectiveness.

Moreover, the study identified a robust positive association between leadership style and motivational language, indicating that leaders who exhibit particular styles are more inclined to utilize motivational language in their interactions with team members. This finding underscores the critical role of communication in leadership effectiveness, resonating with prior research highlighting the significance of effective communication strategies in driving organizational success.

Furthermore, the analysis underscored the substantial impact of motivational language on leadership effectiveness, emphasizing the pivotal role of effective communication and motivational strategies in driving leadership success. By adeptly employing motivational language, leaders can inspire and mobilize their teams, resulting in heightened levels of performance and achievement, aligning with previous studies emphasizing the importance of communication and motivation in driving organizational performance.

However, the analysis indicated that mindfulness did not significantly moderate the relationship between leadership style and leadership effectiveness within the scope of this study. This finding suggests a nuanced relationship that warrants further exploration, diverging from prior research suggesting the potential influence of mindfulness on leadership outcomes.

Overall, the findings of this research contribute valuable insights into the complex dynamics of leadership, emphasizing the intertwined roles of leadership style, motivational language, and mindfulness. By elucidating these relationships, this study provides valuable guidance for both industry practitioners and scholarly discourse, informing leadership development initiatives and organizational practices aimed at fostering effective leadership behaviors and enhancing overall organizational performance within the hospitality industry of Mataram, Lombok.

In conclusion, this research enriches our understanding of effective leadership practices and informs strategies for enhancing organizational performance in the studied context, paving the way for a future where leadership serves as a beacon of inspiration and innovation in the pursuit of service excellence and guest satisfaction.

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