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# ANALYSIS OF THE EFFECTS OF LEADERSHIP STYLE AND COMMUNICATION ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS A MEDIATING VARIABLE IN THE NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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## ABSTRACT

This study uses quantitative research methods to develop a conceptual model to evaluate the effect of leadership style and communication on employee performance, with work motivation as a mediating variable. This research was conducted at the National Library of the Republic of Indonesia, involving employees as respondents. Data collection was conducted through a survey by distributing questionnaires that had been prepared based on leadership style, communication, work motivation, and employee performance. The results of quantitative data analysis using statistical methods will provide an overview of how leadership style and communication affect employee performance and how work motivation acts as a mediator in the relationship. This research is expected to contribute to further understanding of the factors that influence employee performance within the National Library of the Republic of Indonesia, as well as provide recommendations for improving the effectiveness of leadership, communication, and work motivation in the context of library institutions.

## KeyWords

Conceptual Model, Leadership Style, Communication, Employee Performance, Work Motivation

## INTRODUCTION

The National Library of the Republic of Indonesia is a national institution that provides printed and recorded works for the public interest. According to Law Number 13 of 2018, this library functions as a library of guidance, reference, deposit, research, preservation, and library network center in the national capital. In carrying out its duties, the library must pay attention to human resource management effectively and efficiently because human resources are critical to organizational progress. Investment in employees is carried out through training and seminars at home and abroad to form a leader who can drive change in the organization. A good leader is considered a role model in the organization, and organizational changes start from the level of leaders who can motivate, support, and make positive changes for the institution's progress.

In the business world, the leadership style strongly influences the course of the organization and its survival. A leader's role is crucial to a company's success in achieving its vision and mission. According to Michael Amstron (2012:310), leadership means inspiring people to do their best to achieve a desired result. This view states that leadership inspires people to do their best to achieve the desired results. Communication is vital in improving employee performance, based on previous research results and developing previous research. A leader must communicate well to convey information, messages, and ideas to subordinates. The trimmers are encouraged to adapt to the millennial subordinates so that age differences are tied away. Performance results from an employee's duties according to his position in the organization, affecting his obligation to his stakeholders to perform well. Employee Performance is the overall outcome of a person's work, which is compared against the work standard or the targets and responsibilities set and

mutually agreed beforehand (Rivai, 2004).

From the preliminary surveys carried out, there were several problems at the central secretariat of the national library, among others, the unfavorable leadership style, non-delegation, one-way communication, the seldom leaders discuss with staff, and communication that cannot penetrate all ages, given the age difference of leadership with distant staff. Based on this, this conceptual paper, Analysis of the Influence of Leadership and Communication Styles on Employee Performance with Work Motivation as a Mediating Variable in the National Library of The Republic of Indonesia.

## LITERATURE REVIEW

### A. Leadership Style

Leadership style is a way for a leader to carry out activities to direct, lead, and supervise the thoughts and feelings of a person or several people to achieve goals. (Brahmasari & Suprayetno, 2008). Leadership can also be a combination of knowledge and art. More than 8,000 studies on leadership have been conducted and collected in Bass & Stodgill's Handbook of Leadership until 2011. Nevertheless, Hughes also states that having a great deal of knowledge and theory about coaching does not guarantee that one will be a good leader. Others can become good and effective leaders without the need to study or attend leadership training. It is even possible for someone who has mastered much leadership knowledge to become a bad leader in practice. Leadership is the natural growth of people united for a purpose in a group. According to Michael Armstrong (2012:310), leadership means inspiring people to do their best to achieve a desired result. This opinion states that leadership means inspiring people to do their best to achieve desired results.

Their leadership style strongly influences the relationship between leaders and employees. This is because leaders have more power and authority to shape the realization of an expected organizational management model. Leaders with a leadership style that prioritizes task orientation tend to pursue targets or project work with maximum results and place employees and all resources owned to achieve targets.

From the description of the opinion above, leadership is individual characteristics, habits, ways of influencing others, interactions, position in the organization, and perceptions of legitimate influence, with the following indicators:

- 1) Nurturing staff;
- 2) Consulting on every problem before policy is taken;
- 3) Delegation behavior.
- 4) Fair;
- 5) Participate in staff misfortune;
- 6) Put the interests of the organization above personal or group interests;
- 7) Conduct staff coaching;
- 8) Set an example.

### B. Communication

Communication is crucial for enhancing employee performance. Effective communication allows employees to contribute to work processes. In an organization, communication is crucial as it influences employee performance, efficiency, and job satisfaction. Employees should communicate with their supervisors, colleagues, and managers to improve their performance. Good communication can lead to better performance and job satisfaction. In understanding the concept of communication as a process in organizations, three approaches can be used, namely: first, communication as a process of conveying information; second, communication as a process of conveying various ideas; and third, communication is seen as a process of creating "meaning" from ideas or ideas and concepts (Badrudin, 2015, pp. 202–204).

Studies on communication show that the communication competence of managers or leaders has a significant role in employee satisfaction. Some opinions and studies on communication competence, among others by Cushman and Craig (1976), suggest that managers' listening and negotiating skills are the determining factors in communication competency. According to Pavitt (1999), managers need to be collaborative in communicating to create a two-way channel so that employees can internalize the vision created as a team. Communication is required for the leader and the organization to be efficient and effective. With the help of communication, the manager can share, assert, and evaluate his or her ideas. They stated that managers or leaders need to collaborate in their communication methods to create two-way communication that allows employees to internalize the vision created as a team.

From the description above, it can be synthesized that communication is a skill to convey information, messages, ideas, or ideas, which in the delivery of communication must be clear and can be adequately understood by those who receive communication messages.

### C. Work Motivation

Motive is often referred to as encouragement. This encouragement or energy is a mental and physical movement, so the motive is a driving force that moves humans to behave. Their actions have a particular purpose (Moch. As'ad, 1995: 45). Motivation can be interpreted as "motivating," which implicitly means that the leader of an organization is amid his subordinates, thus providing guidance, instructions, advice, and correction if needed (Siagian, 1985: 129).

In human life, there are always various activities. One of these activities is realized in movements called work. According to

Moch As'ad (1999: 46), work means carrying out a task that ends with a work that can be enjoyed by the human being concerned. The need that must be met is a critical driving factor that causes humans to work. Activities at work contain elements of social activity, produce something, and ultimately aim to fulfill their needs. However, behind this indirect goal, people also work to get rewards, wages, or salaries from the results of their work. In essence, people work to maintain their survival and achieve a better standard of living. According to Smith and Wakeley (Moch As'ad, 1999, p. 47), a person is driven to activity because he hopes this will lead to a more satisfying situation than the current one.

From the various opinions about the definition of motivation and work definition above, it can be concluded that work motivation is the urge that grows within a person, both from within and outside him, to do a job with a high spirit, using all the abilities and skills he has aimed at to get the work result to satisfy his wishes. To provide quality and qualified work results, an employee or teacher needs the Motivation to work that will influence his work spirit and improve his performance. It has long been known that man is a social creature. As a social being, he needs affection, recognition of existence, and the desire to have these various needs. A man works and strives with all his strength to fulfill that desire.

#### D. Employee Performance

The performance of an organization can be seen by the extent to which it can achieve a goal based on a predetermined vision and mission. Performance is the result of work as a result of the execution of the duties of employees according to their position in the organization. The whole organization has a duty to its stakeholders to have good performance. Employee performance is the overall outcome of a person's work, which is compared against the work standard or the targets and responsibilities set and mutually agreed upon beforehand (Rivai, 2004). Employee performance is the overall outcome of a person's work compared to the work standard or target and a set of previously agreed responsibilities. Pawirosumarto et al. (2017) have narrated that employee performance is determined by the ability and desire of the employees and the work environment provided to them. Their study of 82 respondents in Indonesia found that employee performance has a significant and positive correlation with employee motivation. Employee performance is the ability and desire of the employee in the work environment given to them.

Performance refers to the values of employee behavior that contribute to achieving the organization's goals. According to the opinion, Mangkunegara in Saparno Eko (2014;124) "defines performance or performance of work is a prescription of work or actual achievement achieved by a person, that is, the result of work in terms of quality and quantity attained by an employee in the performance of his duties following the responsibilities given to him." Employee performance can be measured using employee performance indicators, which include (1) quality, (2) quantity, (3) time accuracy, (4) efficiency, and (5) independence. Performance indicators include the quality of the work done, the quantity of the outcome of the job done, discipline in terms of the accuracy of the time coming to the workplace, the accurate timing of the start of work, the exact time of completion, knowledge about the work to be done, creativity in doing the work, cooperation, and independence.

Based on the above opinions or definitions, an employee's performance can be synthesized as a work demonstration shown in the employee's work behavior in carrying out its main tasks with indicators of Quality and Knowledge of Work.

#### CONCEPTUAL MODEL

Considering the literature review and previous studies, it is suspected that variables such as leadership style and communication directly affect work motivation and performance. Leadership style and communication indirectly affect performance, which is mediated by work motivation. Therefore, this paper can formulate a conceptual model, as pictured in Figure 1 below.

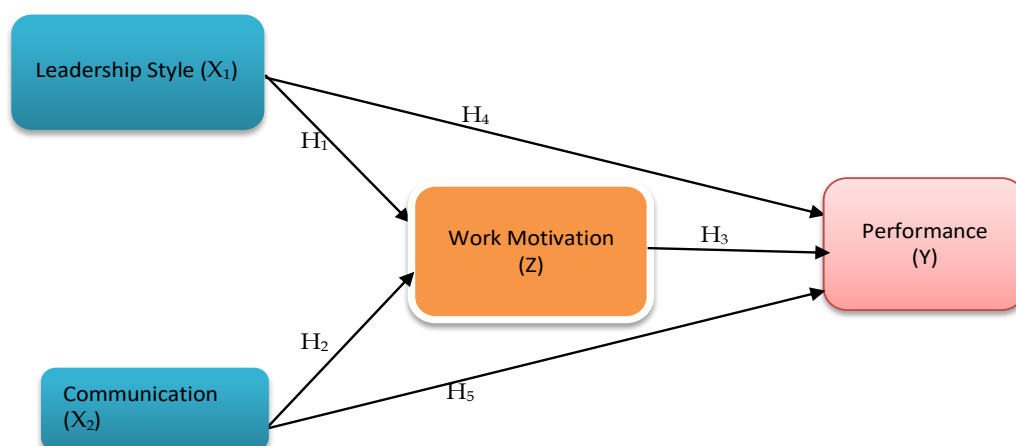


Figure 1. The Conceptual Model

## HYPOTHESIS DEVELOPMENT

The researchers developed this research by analyzing the phenomena between the variables studied to produce hypotheses. The following is a study that confirms that variables Leadership Style and Communication are thought to influence Work Motivation and have an indirect effect to Performance. Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

- H1: Leadership style directly has a positive and significant effect on Work Motivation
- H2: Communication directly has a positive and significant effect on Work Motivation
- H3: Work Motivation directly has a positive and significant effect on Performance
- H4: Leadership style directly has a positive and significant effect on performance
- H5: Communication directly has a positive and significant effect on performance
- H6: Work Motivation acts as a variable that mediates the relationship between Leadership Style and Performance
- H7: Work Motivation acts as a variable that mediates the relationship between Communication and Performance

## METHODOLOGY

This quantitative research method will be conducted on librarians in the library materials unit at the National Library of the Republic of Indonesia, Jakarta, with a total of 40 people; this research uses a saturated sample. Thus, all of these 40 people will be sampled. Data collection will be carried out using a questionnaire with 5 Likert scales. This research will be tested for validity and reliability using SPSS software, and the results will be analyzed using the same software.

## CONCLUSION

This paper aims to develop a conceptual model to investigate the effect of leadership style and communication on employee performance by using work motivation as an intervening variable or mediator. This conceptual paper consists of a research background, literature review, conceptual model, hypothesis, and research methodology on the issue of leadership style and communication in the National Library of the Republic of Indonesia. The implementation of this research can provide information about the relationship between leadership style and communication to employee performance by using work motivation as a mediator.

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