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# THE EFFECTS OF LEADERSHIP AND MOTIVATION ON WORK PERFORMANCE WITH JOB SATISFACTION AS A MEDIATOR AT THE DIRECTORATE OF DEPOSIT & COLLECTION DEVELOPMENT NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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## ABSTRACT

The Directorate of Deposit & Collection Development is one of the departments that has a vital role in the National Library of the Republic of Indonesia. So, this research was conducted to determine the conceptual model to determine the influence of leadership and motivation on job satisfaction, which will later become a mediator in achieving employee performance. This paper contains several things, including research background, literature review, conceptual model, hypothesis, and research methodology. This research aims to explain how leadership and motivation can influence job satisfaction and its impact on employee performance at the Directorate of Deposit & Collection Development of the National Library of the Republic of Indonesia.

## Keywords

Conceptual Model, Work performance, Job Satisfaction, Leadership, Motivation.

## INTRODUCTION

The National Library of the Republic of Indonesia is a national-scale library that provides printed and recorded works intended for public use. This library functions as a supervisory library, reference library, deposit library, research library preservation library, and library network center located in the National Capital. So, in carrying out their duties, they must pay attention to aspects of human resources.

Human resources at the National Library of the Republic of Indonesia must be managed effectively and efficiently because human resources are a vital factor that determines an organization's progress. The National Library of the Republic of Indonesia must invest in its librarians by providing training and seminars both within the country and abroad to help further the institution's goals. Usually, training is intended to form a leader prepared by management to lead an organization in the future.

Professional leadership will influence work performance because it is the leader who moves the organization to achieve the goals that have been set. Motivation is also essential for employees or librarians in carrying out their duties and doing their best for the organization. These two elements significantly impact job satisfaction, which is then reflected in work morale, discipline, and work performance.

From the preliminary survey, the leadership has performed its functions well, but the staff needs to be more motivated. The leadership carries out coaching activities, but the staff must be more responsive and motivated to do a good job. This impacts the job satisfaction of librarians within the Directorate of Deposit and Library Collection Development.

Based on the background and issues mentioned above, this conceptual paper will discuss the effects of leadership and

motivation on work performance by using job satisfaction as a mediating variable.

## LITERATURE REVIEW

### A. Leadership

Leadership style encompasses a complex interplay of traits, habits, and interpersonal dynamics that influence how leaders interact with their teams. Kartono (2008) defines it as a combination of personal characteristics that distinguish a leader, emphasizing that leadership extends beyond formal roles to include individual traits. Supardo (2006) adds complexity, describing it as the intricate process through which a leader influences others to achieve organizational goals, considering the multifaceted nature of tasks and missions. Rivai (2014) views leadership style as a set of characteristics shaping a leader's influence on subordinates to achieve common goals, highlighting the leader's role in creating a conducive work environment. Hasibuan (2014) emphasizes interpersonal interactions, stating that leadership style involves how a leader influences collaboration and productivity, underscoring the importance of leader-member relationships.

As per Reitz (cited by Rahayu et al., 2017), factors influencing leadership style include the leader's personality, past experiences, and superiors' expectations, shaping their chosen approach. Subordinates' characteristics and task requirements also play significant roles, influencing the leader's decisions. Additionally, organizational climate, policies, and colleagues' behaviors contribute to the complexity of leadership styles. Understanding these factors enables leaders to adapt and develop approaches tailored to organizational needs and team dynamics.

As outlined by Marquardt (2002), leadership style indicators include comprehensive problem-solving, proactive improvement initiatives, encouragement of creativity, service orientation, effective coordination, guidance provision, and vision communication. These indicators guide leaders in fostering a dynamic and productive work environment. Leaders can effectively guide their teams toward sustainable success by internalizing these indicators.

### B. Motivation

Motivation, a complex concept, involves an internal drive compelling individuals to pursue specific goals. Uno (2008) highlights this innate urge, while Slavin (2011) emphasizes motivation's role in sustaining action. Sardiman (2007) adds that motivation entails emotional changes preceding goal-directed efforts. Purwanto (2014) describes motivation as a conscious force directing individuals' energy towards desired outcomes.

Understanding motivational factors offers insights into workplace dynamics. Hasibuan (2009) outlines physiological, safety, social, esteem, and self-actualization needs influencing motivation. Mangkunegara (2009) identifies five workplace indicators: responsibility, performance, advancement, recognition, and challenging tasks, reflecting varying aspects of motivation. Responsibility and performance showcase individuals' commitment and drive, while advancement opportunities and recognition affirm their contributions. Challenging tasks indicate motivation for personal and professional growth. In summary, motivation involves innate drives and conscious efforts towards goals. Recognizing and addressing motivational factors in the workplace enhances individual growth and organizational success.

### C. Job Satisfaction

Various factors influence job satisfaction, including adequate working conditions such as lighting, ventilation, humidity, temperature, cleanliness, and location. Employees tend to exert maximum energy when working conditions support their needs. Job skills play a crucial role in fostering intense job satisfaction among employees. Skilled work provides meaning, status, and responsibility; the higher the skill level required, the more satisfied the employees (Dey & Kumar, 2014). Positive relationships with colleagues also have a significant impact on job satisfaction. As employees connect with their coworkers, they develop personal and social relationships, contributing to workplace satisfaction.

Moreover, the location of the workplace near public facilities and amenities like shopping centers, media, entertainment, and transportation can enhance employee satisfaction with their jobs. Variation in job tasks, like offering task rotation or diverse responsibilities, can also contribute to satisfaction. Employees feel more satisfied when their work is not monotonous and routine. Understanding these complex factors allows organizations to design better human resource management strategies to enhance employee job satisfaction. Effective management of these factors improves individual well-being and positively impacts productivity and organizational sustainability overall (Dey & Kumar, 2014).

Regarding indicators of job satisfaction, Kadarisman (2012) identifies several key factors influencing organizational satisfaction levels. These indicators form the basis for understanding and evaluating employees' satisfaction with their work environment. The seven leading indicators outlined by Kadarisman:

1. Salary
2. Benefits and facilities
3. Relationships between superiors and subordinates
4. Relationships between coworkers

5. Development opportunities
6. Opportunities
7. Organizational policies

These indicators reflect the complexity of interrelated factors in shaping job satisfaction. Assessing salary, benefits, interpersonal relationships, development opportunities, chances, and organizational policies can provide deep insights into how organizations can improve employee well-being and satisfaction. Implementing wise strategies to respond to these needs can create a more productive and satisfying work environment.

### CONCEPTUAL MODEL

Based on the literature review and previous studies into consideration, it was found that leadership and motivation have a big role in job satisfaction and work performance. It is also suspected that leadership and motivation have indirect effects on work performance, which are mediated by job satisfaction. Therefore, this paper can formulate a conceptual model pictured in Figure 1 below.

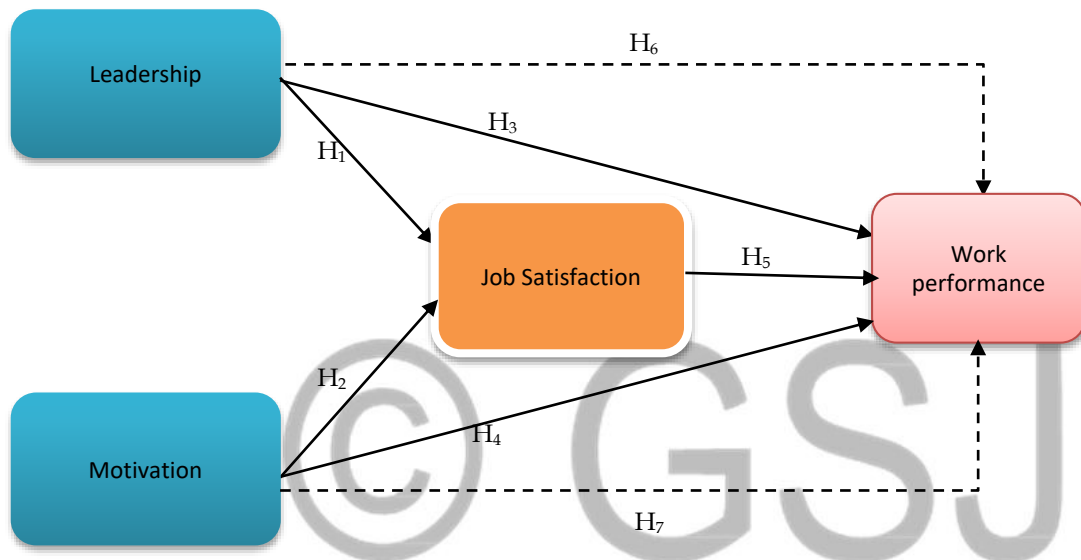


Figure 1. The Conceptual Model

Description:

→ : Direct Effect

- - - - -> : Indirect Effect (Mediated)

### HYPOTHESIS DEVELOPMENT

The researchers developed this research by analyzing the phenomena between the variables studied to produce hypotheses. This research was conducted to analyze phenomena that occur between several variables so that several hypotheses are formed. Next, a study was carried out which aimed to prove the hypothesis formed, namely the influence of leadership and motivation on job satisfaction and work performance. Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

- H1: Leadership directly has a positive and significant effect on job satisfaction.
- H2: Motivation directly has a positive and significant effect on job satisfaction.
- H3: Job satisfaction directly has a positive and significant effect on work performance.
- H4: Leadership directly has a positive and significant effect on work performance.
- H5: Motivation directly has a positive and significant effect on work performance.
- H6: Job satisfaction acts as a variable that mediates the relationship between leadership and work performance.
- H7: Motivation acts as a variable that mediates the relationship between leadership and work performance.

### METHODOLOGY

The research method used is a quantitative method, which allows collecting data from a particular population or sample using research tools. The data was then analyzed quantitatively and statistically, and the previously formulated hypotheses were tested. They will be conducted for the employees at the Directorate of Deposit & Collection Development National Library Of The Republic Of Indonesia. The population of this study is 81 employees at the Directorate of Deposit & Collection Development. This research will use

a saturated sampling method. The sample in this research were librarians at the Library Materials Processing Unit of the National Library of the Republic of Indonesia.

Data collection will be done using a 5 Likert scale questionnaire. This research will be tested for validity using SPSS software and reliability test using the Cronbach Alpha statistical test method, test path analysis assumptions, and hypothesis testing with path analysis using SPSS software.

## CONCLUSION

This research was conducted to investigate the influence of leadership and motivation on job satisfaction, which will later become a mediator in achieving employee performance. This paper includes the research background, literature review, conceptual model, hypothesis, and research methodology of librarians at the directorate of deposit and collection development of the National Library of the Republic of Indonesia as a research object. This paper is expected to provide information regarding how the relationship between leadership and motivation influences job satisfaction, which then has an impact on employee performance.

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