
THE INFLUENCE OF WORK CULTURE AND MOTIVATION ON THE PERFORMANCE OF LIBRARIANS / EMPLOYEES WITH JOB SATISFACTION MEDIATION AT PROCESSING CENTER FOR THE LIBRARY MATERIALS OF THE NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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ABSTRACT

Science and technology are crucial for a nation's progress; mastering them is critical to success. To encourage reading, the government should provide libraries that bridge the nation to master science and technology. Libraries should be magnificent buildings and provide a complete collection of written and recorded works, providing good service for easy access and satisfaction for librarians and users. The National Library of the Republic of Indonesia is a governmental institution that serves as a building, reference, and deposit library. With growing interest in research and intellectual/artistic works, more librarians visit the library to use its collections. The government recognizes the need to improve library performance to ensure satisfaction for both librarians and users. The leadership of the National Library of Indonesia should provide performance benefits, transportation benefits, and opportunities for self-development through education and training. A work culture encompassing values, norms, and guidelines should be established, with supervision and construction by the Head of the Field. In conclusion, the National Library of the Republic of Indonesia is vital in promoting scientific progress and fostering a positive work culture among its staff. This paper examines the influence of work culture and motivation on librarians' performance and satisfaction at the library material processing center.

KeyWords

Conceptual Model, Work Culture, Motivation, Job Satisfaction, Performance.

INTRODUCTION

Science and technology are crucial for a nation's progress, and mastering these fields requires diligent reading. To foster interest in reading, the government should provide libraries that serve as bridges for citizens to master science and technology. The National Library of the Republic of Indonesia is a national-scale library that offers printed and recorded works for public interest. It is a magnificent building and a comprehensive collection of written and recorded works. The government recognizes the need to improve the performance of librarians to ensure users can easily access and borrow these works, resulting in satisfaction. The library's mission is to provide a comprehensive and user-friendly experience for its visitors and borrowers.

According to Law number 13 of 2018, the National Library of the Republic of Indonesia is a No-ministerial Government Institution that carries out government duties in the field of libraries that function as a supervisory library, reference library, deposit library, research library and preservation library and library network center and domiciled in the National Capital.

The National Library of Indonesia is experiencing increased visits due to the growing interest in research and intellectual works. To improve the performance of librarians, the library leaders motivate performance allowances, transportation allowances, health insurance, and opportunities for self-development through education and training. They also foster a work culture based on values, norms, and guidelines for daily tasks by librarians. This approach aims to enhance the library's collection and user

experience.

Based on the background and topics discussed above, this conceptual paper will go over the influence of work culture motivation on the performance of librarians/employees by mediating satisfaction at the library material processing center of the National Library of the Republic of Indonesia.

LITERATURE REVIEW

A. Work Culture

Work culture is a habit that is carried out repeatedly by employees in an organization; violations of this habit are indeed no firm sanctions, but organizational actors morally have agreed that these habits are habits that must be obeyed in order to carry out work to achieve goals (Nawawi, 2003, p. 65). Brown and Dennis (1980) and Nugroho (2011) stated that work culture affects organizations in various ways, meaning that increasing work culture will affect employee performance.

Work culture is the implementation and actualization of a person's personality that can affect the performance and goals of the organization. Therefore it needs to be grown in the personality of the person or employee has an attitude of togetherness, openness, and professionalism and, creating a sense of comfort kinship and building better communication within the work environment so that the goal of realizing the organization effectively and efficiently can be carried out correctly (Sobirin, 2013). By creating a positive work culture and encouraging high work motivation, organizations can increase individual job satisfaction levels, which can ultimately positively impact employee performance.

From the description of some of the definitions above, it can be synthesized that work culture is values and norms used as guidelines in work that can be a differentiator from other organizations. Regulation of the Minister of PAN and RB Number 10 of 2011 states that the indicators of work culture are as follows:

- 1) Leadership commitment
- 2) Understanding and application of values
- 3) Leadership and subordinate relationship
- 4) Relevance
- 5) Consistency

B. Motivation

Motivation is the willingness to exert intensive effort to achieve organizational goals, which is triggered by the level of effort capability that can be delivered and meet various individual needs (Robbins, 2003). Saks and Rotman (2006) have found that motivation in the form of recognition and reward are key precursors to employee engagement as these factors oblige them to respond with a higher level of engagement. Furnham, A., Eracleous, and Chamorro-Premuzic (2009) have described motivation as an internal process resulting from the interaction of three components:

- 1) A person's needs,
- 2) The ability to decide the ways to meet those needs and
- 3) The work environment directs how the needs and the choices to meet those needs will act.

Motivation is a significant factor influencing employee job satisfaction in various organizations. Highly motivated employees tend to feel more satisfied with their jobs, and motivation plays a significant role in achieving job satisfaction through career development. With increased motivation, employees can achieve better career achievements, ultimately creating higher levels of job satisfaction. A high level of motivation allows employees to stay focused, adapt, and make maximum contributions in a dynamic work environment.

Kakkos and Trivellas (2011) have found a positive relationship between the Growth needs element of motivation and employee job performance. Milne (2007) has found that reward and recognition programs can positively impact motivation and employee performance and interest within an organization.

In measuring the variables of motivation, Mangkunegara (2009) stated that five indicators can be used in research, they are as follows:

- 1) Responsibility
- 2) Work Performance
- 3) Opportunities to advance
- 4) Recognition of performance
- 5) Challenging work

C. Job Satisfaction

Job satisfaction, a crucial aspect of workplace psychology, encompasses subjective evaluations of workload, relations, and overall environment (Rivai, 2005; Tangkilisan, 2005). It is influenced by various factors related to employees, employers, organizations, and job specifics. Employee-related factors include age, gender, tenure, personality, dependents, ambition, and mental abilities. Meanwhile, employer-related factors like salary, promotion opportunities, security, and supervision also play a significant role. Moreover, job-related factors such as working conditions, required skills, coworker relationships, workplace location, and job variety

impact satisfaction (Akhyadi, 2015).

Job satisfaction is a multifaceted construct shaped by evaluative, emotional, and perceptual aspects (Rivai, 2005; Tangkilisan, 2005). It encompasses individuals' subjective feelings of contentment or discontentment towards their work, influenced by various factors at both personal and organizational levels (Rivai, 2005; Akhyadi, 2015). Age, tenure, personality, salary, promotion opportunities, working conditions, and coworker relationships contribute to employees' overall satisfaction (Akhyadi, 2015). The interplay of these elements underscores the importance of a holistic understanding of job satisfaction for fostering positive workplace dynamics and enhancing organizational effectiveness (Rivai, 2005; Akhyadi, 2015).

Understanding these complexities aids in designing better human resource strategies and enhancing individual well-being and organizational productivity (Akhyadi, 2015). Kadarisman (2012) outlines critical indicators of job satisfaction, including salary, benefits, interpersonal relationships, development opportunities, chances, and organizational policies. These indicators reflect the intricate web of factors shaping satisfaction levels and guide strategies to create a more satisfying work environment.

D. Performance

Performance is the level of success or failure of a person in carrying out tasks by guidelines and rules determined by the organization (Siagian, 2008). 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).

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. Milkovich and Newman (2002) opined that the compensation system is based on an expectancy theory, which motivates employees to perform better performance when they receive a positive relationship between performance and compensation.

Pai and Tu (2011) pointed out that services provided at the customer touch points are crucial to attaining a satisfied customer. Noe, Hollenbeck, Gerhart, and Wright (2010; 350) "Companies that want competitive advantage through employees must be able to manage the behavior and outcomes of all employees." Employee performance will increase the company's competitiveness, and performance concerns the management of behavior and results of all employees.

Job Satisfaction is a significant mediating variable in linking Work Culture and other factors to individual performance in organizational and educational contexts. Efforts to increase motivation and create a satisfactory work environment can improve performance in various organizations.

According to (Mangkunegara, 2020), there are six indicators to measure employee performance individually, with the following description:

- 1) Librarian's ability to provide quality services
- 2) Librarians' ability to provide innovative services
- 3) Librarian's ability to understand their duties and responsibilities
- 4) Librarian's ability to work together
- 5) Librarian's ability to take action
- 6) The ability of librarians to fulfill their obligations

Performance indicators also include the quality of the work done, the quantity of the work done, discipline in the sense of punctuality in coming to the workplace, punctuality of starting work, timeliness of completing work, knowledge of the work to be done, creativity in doing work, cooperation, and independence.

CONCEPTUAL MODEL

By taking the literature review and previous studies into consideration, it is suspected that variables such as work culture and motivation have direct effects on satisfaction and performance. It is also suspected that work culture and motivation have indirect effects on performance, which are mediated by satisfaction. Therefore, this paper can formulate a conceptual model pictured in Figure 1 below.

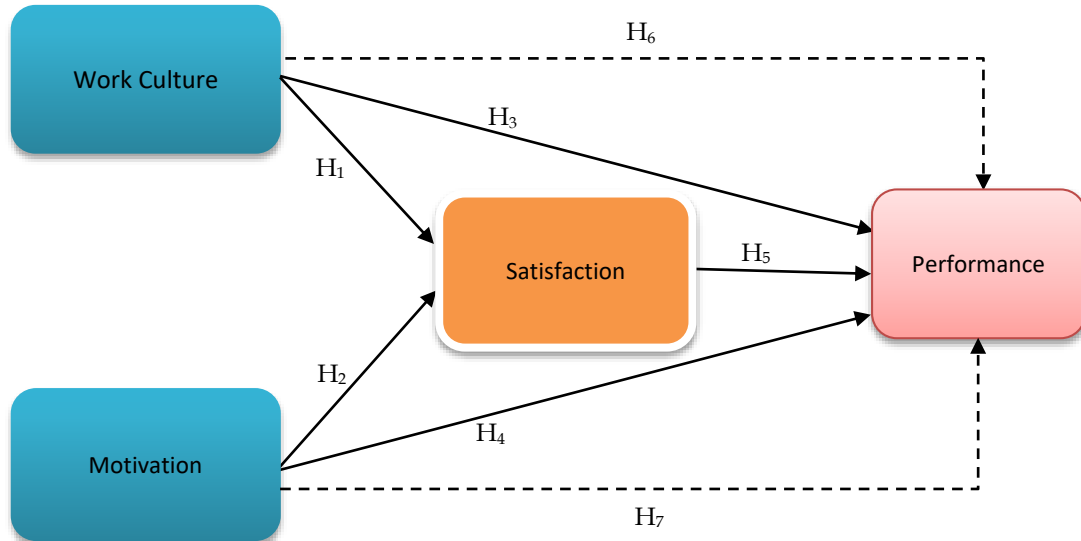


Figure 1. The Conceptual Model

Description:

→ : Direct Effect

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

HYPOTHESIS DEVELOPMENT

The researchers developed this research by analyzing the phenomena between the variables studied to produce hypotheses. The following is a study that confirms that variables work culture and motivation are thought to influence satisfaction and have an indirect effect on performance. Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

H1: Work Culture directly has a positive and significant effect on Satisfaction

H2: Motivation directly has a positive and significant effect on Satisfaction

H3: Satisfaction directly has a positive and significant effect on Performance

H4: Work Culture directly has a positive and significant effect on Performance

H5: Motivation directly has a positive and significant effect on Performance

H6: Satisfaction acts as a variable that mediates the relationship between Work Culture with Performance

H7: Satisfaction acts as a variable mediating the relationship between Motivation and Performance

METHODOLOGY

The method of this study is quantitative and will be conducted to investigate the relationship between Work Culture and Motivation to Performance by including Satisfaction as an intermediary element. The population in this study is librarians in the library materials unit at the National Library of the Republic of Indonesia, Jakarta, with a total of 79 people. The sample in this study is a librarian in the library material unit of the National Library of the Republic of Indonesia; this study uses saturated samples.

Data collection will be done using a 5 Likert scale questionnaire. This research will be tested for validity, reliability, and path analysis assumptions using SPSS software, and the results will be analyzed using path analysis and the same software.

CONCLUSION

This paper aims to develop a conceptual model to investigate the relationship between work culture and motivation to performance by including satisfaction as an intervening or mediator variable. This conceptual paper consists of a research background, literature review, conceptual model, hypotheses, and research methodology of the performance of librarians/employees problem at the library material processing center of the National Library of the Republic of Indonesia. By using satisfaction as a mediator, the application of this study can reveal information on the relationship between work culture and motivation on performance.

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