

# **The Effect Of Transformational Leadership, Organizational Culture, And Communications On Motivation And Their Consequences For The Performance Of Employees At A Central Java Private Library**

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## **Abstract**

The purposes of this research are: (1) to analyze the influence of transformation leadership, organization culture on motivation; (2) to analyze the influence of transformation leadership, organization culture and communication on employees performance; (3) to analyze the influence of transformation leadership, organization culture and communication on employees performance through motivation in libraries employee of Private University (PPTS) in Central Java. Using the "Structural Equation Modelling" this study has following results: (1) transformational leadership, organization culture and communication have statistically positive and significant impact on motivation; (2) transformational leadership and communication have statistically positive and significance impact on library employees performance but not with organization culture; (3) motivation mediates the effect of organization culture on library employees performance. Motivation mediates the strongly effect of transformational leadership and communication on library employees performance.

Keywords: Transformation Leadership, Organization Culture, Motivation.

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## **I. Introduction**

Managing human resources is one of the organization's duties and obligations (HR). Once the importance of the human aspect in a business is recognized, it is vital to establish a field dedicated to human resource management. Humans are not merely a factor of production;

they are also an organizational asset that must be constantly motivated to increase performance, as performance is critical to the organization's success. Irham Fahmi (2016: 1) argues that human resource management is a collection of organizational activities aimed at attracting, developing, and retaining an effective workforce with the goal of providing maximum satisfaction to the company's management and having a positive impact on the company's value (company value) both in the short and long term. According to Gerry Dessler (in Widodo, 2015: 2), human resource management includes the process of recruiting, training, evaluating, and rewarding employees, as well as addressing their labor relations, health and safety, and justice concerns. (Human resource management (HRM) is the process of recruiting, training, evaluating, and rewarding employees, as well as managing their employment relationships, health, safety, and equity concerns.)

According to Ivancevich (2006:27), the key to organizational success is managing human resources that are willing to work hard, think creatively, and perform at a high level. Rewarding, encouraging, and maintaining human resources on a frequent and meaningful basis is critical. Performance is the outcome of an employee's work, both in terms of quality and quantity, in carrying out his duties in accordance with the obligations assigned to him. Achieved performance will be adequate if the criteria that contribute to performance are met. Numerous variables affect performance. These include leadership, corporate culture, communication, motivation, work discipline, and competence (Suparno and Sudarwati, 2014:12).

The librarian's performance is detailed in Law No. 43 of 2007 on Librarians. According to Article 1, a library is an institution that professionally manages a collection of written, printed, and recorded works. This signifies that the standard system meets the educational, research, preservation, information, and recreational demands of users. Efforts are made to enhance the performance of individual personnel in order to fulfill the organizational goals of Higher Education Libraries in Central Java. Here, accurate information on the employee's competence to supervise the activities performed is required. Unstable aspects of employee performance, motivation, leadership, corporate culture, and communication constitute an unmanaged plan.

The success of university library personnel in Central Java appears to be harmed by external and internal issues. Factors affecting performance include efforts to establish positive relationships and communicate with subordinates, as well as communication amongst associates. Certain factors imply that traditional corporate culture was not designed with organizational culture in mind. This is most likely related to educational background,

communication, which is becoming increasingly hampered by each individual's activities, and other factors such as motivation. Only 35% of Indonesia's 3100 private institutions (PTS) have quite adequate libraries. College Libraries are typically modest and located outside of Java: universities, colleges, and community colleges all have insufficient libraries. If drawn proportionately, Private Higher Education Libraries (PPTS) in Central Java have a relatively good library, accounting for approximately 35% of total library space.

The amount of high-quality research findings in higher education is one sign of its quality. PPTS is a critical tool for acquiring knowledge and information. Due to the fact that information transmission via information and communication technology is frequently unfiltered, PPTS plays a critical role in filtering. The library's quality reflects the nation's civilization. Egypt, China, and even the Java kingdoms all have excellent libraries. There are 245 private universities in Central Java, and as many as 63 PPTS leaders were invited to the PPTS management training for Kopertis Region VI. Among the 63 PPTS with a librarian competency background as defined by the Menpan Regulations, less than 30% have a librarian competency background.

Based on observations of PPTS employees' performance in Central Java, it appears that there are still a number of issues that represent the low level of employee performance. Numerous phenomena demonstrate this, including the following:

1. Because the majority of PPTS personnel lack the necessary abilities (minimum Diploma Two Library Education), they are less imaginative and creative in their job.
2. Some PPTS personnel do their responsibilities in a less professional manner, according to routines that are not motivated by morale, resulting in the underperformance of particular tasks.
3. Work is frequently not completed on time because PPTS employees' work attitudes are sluggish as a result of working fewer than 50% of available hours.
4. The existence of PPTS personnel who do not receive recognition from stakeholders, leading them to believe that their job is not motivated by interest.
5. Because the majority of private colleges have been unable to provide librarian functional allowances in the manner that they should, many library personnel lack the motivation to perform their tasks.
6. Many PPTS personnel are unaware of the breadth of their responsibilities, which turns out to be quite broad.

7. It is frequently discovered that there is a breakdown in communication between library staff and superiors, however this does not manifest itself in open conflict but rather in passive resistance manifested through initiatives, creations, and innovations.

## **II. Reserch Methods**

The study's design begins by defining the variables of transformational leadership, organizational culture, communication, motivation, and performance, and then investigates the effect of transformational leadership, organizational culture, and communication on employee motivation and performance. As a result, a variety of study designs are necessary, depending on the aims, types, methodologies, and units of analysis. The demographic for this study was the Central Java Private Higher Education Libraries, which included a total of 245 universities and 748 staff. The investigation sampled a total of 130 individuals. Proportional random sampling is the sampling strategy employed.

Primary and secondary data sources were used to compile this report. Primary data sources were questionnaires and interviews with Central Java PTTS personnel, while secondary data sources included the Central Java PTT network's official paperwork. Questionnaires and paperwork were utilized to collect data. Questionnaires were used to collect data on leadership, corporate culture, communication, motivation, and employee performance, while documentation was used to investigate previously collected data, namely the Central Java PTTS network's official documentation. Structural Analysis of Equation Modeling (SEM), a statistical technique for analyzing the pattern of interactions between latent constructs and their indicators, between latent constructs, and between latent constructs, and between latent constructs. SEM is a type of dependent statistic that is multivariate. SEM enables direct comparisons of multiple dependent and independent variables (Yasmin and Kurniawan, 2009: 4).

## **III. Results and Discussion**

### **The Impact of Transformative Leadership, Organizational Culture, and Communication on the Motivation of Central Java Employees**

According to the study's findings, leadership has a positive and significant effect on motivation, which means that the more transformational a leader is in the eyes of subordinates, the more motivated PPTS personnel are at work. The impact of transformative leadership on the

motivation of Central Java PPTS personnel has ramifications for the PPTS employees' quality of work. The higher the weight given to intellectual stimulation, inspirational motivation, individual consideration, and idealized influence, the more employees are encouraged to meet their life, development, and relationship needs. Similarly, transformational leadership's contribution is exemplified by the inspirational motivation reflected in the leader, which encourages employees to take on work responsibilities and affects employee motivation in meeting basic life needs, as demonstrated by employees working to earn income that meets their daily basic needs and provides peace of mind. motivation of employees. According to Baskoro (2015), leaders have the ability to influence their subordinates in such a way that their subordinates develop a sense of respect and appreciation for the leader.

Organizational culture has a positive and significant effect on motivation, which means that it contributes to employee motivation. Organizational culture is more effective in motivating people when it is based on shared perceptions and values, which are a collection of primary traits that are valued by organizations and have an effect on motivation. Aggressive culture, as demonstrated by the completion of unfinished work during normal working hours, is a necessary component of encouraging employee motivation.

This motivating desire to satisfy life's necessities is represented in the desire to make a salary sufficient to meet daily basic demands and maintain work peace of mind. Similarly, a culture of attention to detail demonstrates that employees value correctness in their work and that their work philosophy prioritizes accuracy. The attention to detail has an effect on employee motivation when it comes to addressing basic human requirements. Life necessities that demonstrate the desire to find work and make an income sufficient to meet basic daily demands. An innovation culture in which workers view work learning as a need and collaborate to produce new ideas for corporate growth. The innovation culture has an effect on employee motivation in terms of satisfying growth requirements, demonstrating the employee's dedication to work in order to continue to improve, and employees take advantage of available training to develop themselves.

The findings of this study demonstrate that communication has a considerable positive effect on employee motivation. Communication that demonstrates emotional expression, sustains motivation, exerts control over employee behavior, and gives information to motivate employees. Employee communication is concerned with enhancing the quality of employees' work and their ability to perform essential duties. Communication sustains motivation by demonstrating superiors explaining how to improve the work of employees who are deemed

less productive in accordance with the guidelines, thereby affecting employee motivation in meeting growth needs and demonstrating employee commitment to work in order to continue to excel. The importance of relationship needs in demonstrating the least motivational but still significant, therefore, the fulfillment of the need to feel accepted as part of the work environment and to gain recognition that is appreciated by users is the most fundamental non-material need that can motivate employees.

### **The Influence of Transformational Leadership, Organizational Culture, and Communication on the Performance of Central Java PPTS Employees**

The study's findings indicated that leadership and communication had a direct and beneficial effect on the performance of Central Java PPTS employees. The findings of this study corroborate Fitriani and Rizka's (2020), Yanthy et al(2020), .s and Akbar's (2015) research, all of which indicate that transformational leadership has a favorable and significant effect on employee performance. Additionally, Rustamaji (2017) discovered that transformational leadership style is an attitude that a leader must possess when managing his subordinates by providing encouragement, support, and input for performance improvement.

The study's findings indicate that intellectual stimulation has a considerable favorable effect on schooling and official training. Leaders who inspire people to generate new ideas at work, who encourage employees to innovate and make changes in response to the issues they confront, have an effect on the quality of work, the amount of work, and the ability of employees to meet official work standards.

The organizational culture of Central Java PPTS has no direct and meaningful effect on the performance of its personnel. An innovative, detail-oriented, results-oriented, assertive, and stable organizational culture has no direct and meaningful effect on the performance of PPTS employees. Employees' performance in areas such as education and official training, library materials utilization, storage and preservation of library materials, information services, and dissemination of library materials is not directly related to innovation, attention to detail, results-oriented behavior, aggressiveness, and stability.

Employee performance is positively impacted by effective communication. Communication that demonstrates emotional expression, sustains motivation, regulates employee behavior, and provides information has a positive and significant effect on performance, as demonstrated by the implementation of official training, library socialization, utilization and processing of library materials, and storage and preservation of library materials and

information services. Emotional expression communication has an effect on official training; emotional expressions that provide an outlet for feelings in order to meet social requirements have an effect on education and training aimed at improving job quality, work ability, and compliance with official work standards. The study's findings corroborate Prawirosentono's (2016) assertion that communication is an intentional attempt made by an individual to alter the behavior of another person or group of people through the transmission of several signals.

Maintain motivation by demonstrating how to improve work that is not in accordance with the guidelines and reporting on the progress of achieving work that affects the library's socialization. This demonstrates employees' efforts to improve library material circulation services, employees' efforts to increase literature searches for research purposes, and employees' creativity in fostering groups of readers as the primary task of PTS library employees in serving users.

#### **The Influence of Transformational leadership, Organizational Culture, and Communication on Performance Through the Motivation of Central Java PPTS Employees**

The findings of this study demonstrate that motivation has a favorable and significant effect on PPTS employees' performance. A strong commitment to work promotes employee performance. The shortcomings that exist in a person are accompanied by a sense of direction; this sense of direction is action-oriented in order to accomplish goals. Human needs, encouragement and discipline, gratitude, and the atmosphere conducive to goal attainment all influence humans to take action toward personal and organizational goals. Life requirements, growth requirements, and relationship requirements all have a positive and significant impact on the implementation of education and training, the utilization and processing of library materials, the storage and preservation of library materials, information services, and outreach for PPTS library materials. This work motivation is mostly driven by life requirements, developmental requirements, and relationship requirements. Motivated personnel are driven by an internal desire and sincerity to perform at the highest level possible. The outcomes of this study corroborate Septian's (2017) research, which indicates that motivation has an effect on employee performance.

The study's findings demonstrate that transformational leadership has a positive effect on motivation, which in turn has a positive effect on performance. It is difficult to improve the quality of work without a strong work motivation. A strong motivation fosters an intense desire to achieve the highest possible level of achievement (need for achievement), which has an effect on employee performance. The study's findings demonstrate that transformational

leadership has a positive effect on performance. Motivation as a mediating factor strengthens transformational leadership, which has a favorable and significant effect on the performance of library personnel. This suggests that work motivation bolsters the transformative leadership function. Transformational leadership has been shown to be more effective in motivating employees to exceed performance criteria. The findings indicate that transformational leadership influences employee behavior in order to exceed established rules and job standards.

According to the findings of this study, organizational culture does not have a direct effect on the performance of PPTS personnel, but it does have an indirect effect on performance. Motivation is influenced by organizational culture, while motivation is influenced by performance. Although the findings of this study do not have a direct effect on employee performance, organizational culture will have an indirect effect on performance through motivation, which acts as a mediator of organizational culture's influence on employee performance. Thus, without motivation, employing organizational culture to improve performance lacks empirical validity.

The study's findings demonstrate that communication has a direct effect on employee performance, corroborated by Taufik's research (2018). Additionally, communication has a bigger indirect effect on employee performance through its role as a mediator of job motivation. Communication that demonstrates emotional expression, maintains motivation, regulates employee behavior, and provides information has an effect on performance that demonstrates official training, library socialization, utilization and processing of library materials, as well as storage and preservation of library materials and information services. Performance is directly related to communication. Then communication has a greater effect on performance indirectly. Communication has an effect on motivation, and motivation has a bigger influence on performance. Even without motivation, organizational culture has no effect on performance sufficient to be influential with the motivation function.

#### **IV. Conclusion**

Leadership transformation, organizational culture, and communication all have a direct and positive effect on employee motivation. Leadership transformation, communication, and motivation all have a direct and considerable positive effect on the performance of private university library personnel in Central Java. Employee performance is not directly related to organizational culture. Leadership transformation, organizational culture, and communication



all have an effect on motivation, which in turn has an effect on performance. Organizational culture that has no direct effect on employee performance but does have an indirect effect on employee performance.

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