

Transformational Leadership and Organizational Communication as Predictors of Employee Performance at the National Library Librarian Development Center

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Abstract

This study aims to analyze the influence of transformational leadership and organizational communication on employee performance within the Librarian Development Center of the National Library of the Republic of Indonesia (Pusbinawan Perpustakaan RI) Salemba, Jakarta. This research is motivated by the limited empirical study of the relationship between the two variables in service-based public organizations and the development of national librarians. In addition, previous research has placed organizational communication more as a mediating variable, rather than as an independent variable analyzed with transformational leadership in influencing employee performance. The research uses a quantitative approach with a survey method. The research population amounted to 42 employees and all of them were made respondents through total sampling techniques. Data collection was carried out through questionnaires, observations, and documentation. The research instrument consisted of 36 statement items measured using a five-level Likert scale. Data analysis was carried out through validity, reliability, classical assumption test, multiple linear regression, t-test, F test, and determination coefficient (R^2). The results of the study show that transformational leadership and organizational communication have a positive and significant effect on employee performance, both partially and simultaneously. Organizational communication is the variable that has the most dominant influence on improving employee performance. A determination coefficient value of 0.814 indicates that 81.4% of employee performance variations can be explained by transformational leadership and organizational communication. This research confirms that the effectiveness of leadership and internal communication is a strategic factor in improving employee performance in modern public organizations.

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INTRODUCTION

Human resources are strategic assets that determine the success of public organizations in carrying out service functions to the community. In the context of modern bureaucracy, organizational success is no longer only measured by the implementation of government administration, but also by the organization's ability to produce services that are effective, responsive, innovative, and adaptive to changes in the work environment. Digital transformation, the demands of bureaucratic reform, and increasing public expectations for the quality of public services require government organizations to have employees with high performance, professional competence, and good collaborative skills. Therefore, improving employee performance is a

central issue in public sector human resource management because it is directly related to the effectiveness of the organization in achieving public service goals in a sustainable manner.

The performance of employees in public organizations reflects the ability of individuals and groups to carry out tasks according to the targets, work standards, and responsibilities that have been set by the organization. The optimal level of performance will have an impact on improving service quality, accelerating work completion, the effectiveness of organizational coordination, and increasing public satisfaction with government services. On the other hand, low employee performance can cause slow service processes, low organizational productivity, weak work coordination, and decreased effectiveness of

organizational program implementation. This phenomenon shows that public organizations need a management system that is able to encourage employees to work productively, adaptively, and oriented towards achieving organizational goals.

In recent years, the issue of employee performance in the public sector has become an important concern in various countries. International research shows that public organizations face challenges in the form of low work coordination, weak employee motivation, and internal communication barriers that have an impact on organizational productivity. Research on public organizations in Ghana found that transformational leadership has a significant influence on improving employee performance because it strengthens organizational commitment and employee work motivation (Donkora et al., 2021). Other research explains that effective internal communication is an important factor in creating work coordination and organizational effectiveness, especially in public organizations that have complex bureaucratic structures (Salim, 2022). The findings show that leadership and organizational communication factors are two important elements that affect the success of public organizations in improving employee performance.

In Indonesia, improving the performance of the state civil apparatus is also an important part of the national bureaucratic reform agenda. The government continues to encourage the creation of a professional, accountable, and public service-based bureaucracy. However, various evaluation reports of public organizations still show problems related to the effectiveness of employee work, coordination between units, delays in completing work, and differences in understanding of the implementation of tasks. This condition shows that improving the quality of human resources in public organizations is not enough only through improving technical competence, but also requires leadership that is able to inspire employees and an effective organizational communication system.

The National Library of the Republic of Indonesia (Pusbinawan Perpustakaan RI) is one of the public organizations that has a strategic role in fostering and developing library human resources in Indonesia. As an institution responsible for developing the competence of national librarians, this organization is required to be able to provide professional services, improve the quality of library staff development, and run competency development programs effectively. Based on the organization's performance report, most of the

organization's achievement indicators in 2023 and 2024 are in the very good category. However, there are still several indicators in 2025 that have not reached the optimal target, especially related to the increase in the number of library staff who receive coaching and competency improvement. This condition shows that the organization still faces challenges in maintaining the consistency of employee performance achievements and the effectiveness of the implementation of work programs.

In addition to being based on organizational reports, the results of the researcher's initial observations showed that there were several phenomena related to the implementation of employee duties within the National Library of the Republic of Indonesia. Some employees still show differences in understanding of the leader's instructions, work coordination between employees has not taken place optimally, and the level of employee participation in organizational activities tends to vary. In addition, the process of delivering information is sometimes not understood uniformly, causing differences in interpretation in the implementation of work. This condition indicates that improving employee performance is still a problem that needs serious attention, especially related to leadership patterns and organizational communication effectiveness.

One approach that is considered relevant in improving employee performance in public organizations is transformational leadership. Transformational leadership emphasizes the leader's ability to inspire, build work motivation, encourage creativity, and develop employee potential in a sustainable manner. Transformational leaders not only play the role of organizational directors, but also as agents of change who are able to build employee commitment and work spirit. International research shows that transformational leadership has a positive influence on work motivation, innovation, organizational commitment, and employee performance improvement in the public sector (Zeeshan & Su, 2021). In public organizations that have a bureaucratic character, transformational leadership is important because it can create a more participatory, adaptive, and public service-oriented work environment.

Within the National Library of the Republic of Indonesia, organizational leaders have provided space for employees to convey ideas, inputs, and work innovations in the implementation of daily tasks. The leadership also involves employees in various processes of developing organizational

programs and completing work collaboratively. However, the implementation of transformational leadership still needs to be strengthened in order to create a common perception of work, increase employee motivation, and strengthen employee involvement in achieving organizational goals. Thus, transformational leadership is seen as one of the important factors that needs to be studied further in relation to improving employee performance.

In addition to leadership, organizational communication is also an important factor that affects the effectiveness of employee work. Organizational communication is the process of conveying information, instructions, ideas, and feedback between members of the organization to support work coordination and the achievement of organizational goals. Public organizations that have complex bureaucratic structures need a clear, open, and effective communication system so that the implementation of work can run in a coordinated manner. Ineffective communication has the potential to lead to misunderstandings of work, delays in task completion, weak coordination between units, and low organizational effectiveness.

Previous research has shown that organizational communication is closely related to improved employee performance. Research on internal communication in public organizations has found that effective communication can improve work coordination, employee motivation, and overall organizational effectiveness (Polycarp, 2022). From the perspective of organizational systems theory, communication is seen as the main mechanism that connects all parts of the organization in order to work in an integrated manner in achieving common goals. Therefore, the effectiveness of organizational communication is one of the important indicators in determining the success of public organizations.

The phenomenon of organizational communication within the National Library of the Republic of Indonesia shows that coordination between employees and between work units has been carried out through various formal and informal communication channels. However, there are still obstacles in the form of unclear information delivery, suboptimal feedback in the work process, and differences in interpretation of work instructions. This condition shows that the effectiveness of organizational communication still needs to be strengthened so that the coordination process and the implementation of tasks can run more effectively and support the

improvement of employee performance.

Research on transformational leadership and organizational communication has actually been done a lot, both in public and private sector organizations. However, most previous research has focused more on the influence of transformational leadership on work motivation, organizational commitment, or employee innovation partially (Donkora et al., 2021). Meanwhile, research on organizational communication generally focuses more on business organizations or private companies with organizational characteristics that differ from government bureaucracy (Polycarp, 2022). In addition, previous research has rarely examined the simultaneous influence of transformational leadership and organizational communication on employee performance in public institutions engaged in librarian development and human resource development of national libraries.

The research gap in this study lies in the organizational context, research variables, and characteristics of the institution being studied. Previous research has been conducted more on business organizations, local governments, or other public service institutions, while research on the relationship between transformational leadership and organizational communication to employee performance within the National Library of the Republic of Indonesia is still very limited. In addition, some previous studies only placed organizational communication as a supporting or mediating variable, not as an independent variable analyzed with transformational leadership in influencing employee performance. Thus, this study seeks to fill the empirical study on the influence of transformational leadership and organizational communication on employee performance in public organizations based on services and national librarian development.

This research is important because it makes a theoretical and practical contribution to the development of public sector human resource management science. Theoretically, this study strengthens the study of transformational leadership relationships, organizational communication, and employee performance in the context of public organizations. Practically, this research is expected to be an input for public organizations, especially the National Library of the Republic of Indonesia, in formulating strategies to improve leadership quality, strengthen organizational communication, and improve employee performance in a sustainable

manner. Based on this description, this study aims to analyze the influence of transformational leadership and organizational communication on employee performance within the Center for Librarian Development of the National Library of the Republic of Indonesia.

METHODS

This study uses a quantitative approach with a survey method to analyze the influence of transformational leadership and organizational communication on employee performance at the Librarian Development Center of the National Library of the Republic of Indonesia (Pusbinawan Perpustakaan RI) Salemba, Jakarta in 2026. The research population amounted to 42 employees and the entire population was made respondents through the total sampling technique or saturated sample, so that all members of the population had the same opportunity to be involved in the research (Scott, 2021). Data were collected through questionnaires, observations, and documentation, with questionnaires as the main research instruments. The research instrument was developed based on theoretical indicators sourced from the concepts of Bass and Avolio for transformational leadership variables which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; Keith Davis and Mary Parker Follett's theory of organizational communication which includes vertical, horizontal, formal, informal, and feedback communication; and the concept of performance of Mangkunegara employees consisting of work quality, work quantity, punctuality, and work responsibility. The total research instruments consisted of 36 statement items, including 14 items of transformational leadership, 12 items of organizational communication, and 10 items of employee performance. All items were measured using a five-level Likert scale, i.e. a score of 1 = strongly disagree, 2 = disagree, 3 = hesitate, 4 = agree, and 5 = strongly agree (Sekaran & Bougie, 2020).

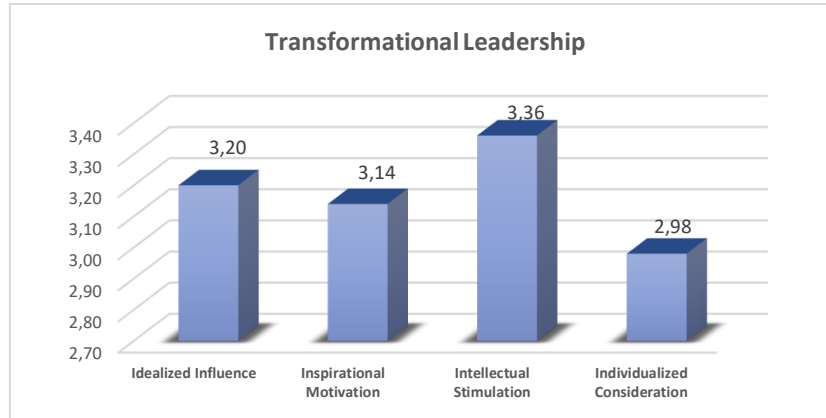
Before being used in research, the instrument is tested through validity and reliability tests to ensure the feasibility of the measuring instrument. The validity test is carried out using Pearson's Product Moment correlation with the

condition that the item is declared valid if the calculated r value is greater than the r of the table at a significance level of 0.05. Meanwhile, the reliability test was carried out using the Cronbach Alpha coefficient with reliability criteria if the alpha value > 0.70 . The research data was then analyzed using the help of statistical software through several stages, namely the classical assumption test which included normality, multicollinearity, and heteroscedasticity tests, then continued with multiple linear regression analysis to test the influence of independent variables on dependent variables. Hypothesis testing was carried out through a t-test to determine the partial influence of each independent variable, an F test to determine the simultaneous influence, and a determination coefficient (R^2) to measure the amount of contribution of transformational leadership and organizational communication in explaining the variation in employee performance within the Salemba National Library of the Republic of Indonesia, Jakarta.

DISCUSSION

This study shows that transformational leadership and organizational communication have a positive and significant influence on employee performance within the Librarian Development Center of the National Library of the Republic of Indonesia (Pusbinawan Perpustakaan RI) Salemba, Jakarta. These results show that improving the quality of leadership and the effectiveness of organizational communication are strategic factors in improving employee performance in public organizations based on services and human resource development. These findings not only confirm the importance of managerial aspects in modern bureaucracy, but also show that public organizations need a more participatory, communicative, and adaptive pattern of working relationships to the dynamics of organizational change. In the context of public bureaucracy, employee performance is not solely influenced by regulations and formal procedures, but also influenced by the quality of social interactions, communication patterns, and the ability of leaders to build employee motivation and involvement in achieving organizational goals.

Image 1. Data Categorization Histogram for Transformational Leadership



Source: SPSS research data processing version 27, April 2026

The histogram results showed that all transformational leadership indicators were in the high category with an overall average of 3.14, where intellectual stimulation obtained the highest score by 3.36 which indicates the success of leadership in encouraging innovation and problem-solving, followed by the ideal influence by 3.20 and inspirational motivation by 3.14, while individual attention obtained the lowest score by 2.98 even though it is still in the high category. This value shows that employees assess that the leader has been able to implement leadership behaviors that support the development of work motivation, innovation, and employee involvement in the organization. The intellectual stimulation dimension obtained the highest score compared to other indicators. This condition shows that organizational leaders are considered able to encourage employees to think creatively, find alternative solutions in completing work, and provide space for the development of new ideas in the implementation of organizational tasks (Piaralal et al., 2026). In public organizations that tend to be bureaucratic, the existence of intellectual stimulation is very important because bureaucracy is often synonymous with formal and rigid work patterns. With intellectual encouragement from leaders, employees have a greater opportunity to adapt to the demands of change, including digital transformation in public services and the development of librarian competencies.

These results are in line with Bass and Avio's transformational leadership theory which explains that transformational leaders are able to create changes in employee behavior through ideal influence, inspirational motivation, intellectual stimulation, and individual attention (Robbins & Judge, 2024). Transformational leadership not

only functions as an instrument of organizational control, but also as a means of building employees' emotional commitment to the organization. International research shows that transformational leadership has a strong relationship with increased work motivation, organizational commitment, innovation, and employee performance in the public sector (Zeeshan & Su, 2021). Thus, the findings of this study reinforce the view that public organizations need leadership patterns that are able to inspire and build more humane working relationships so that employees can work optimally.

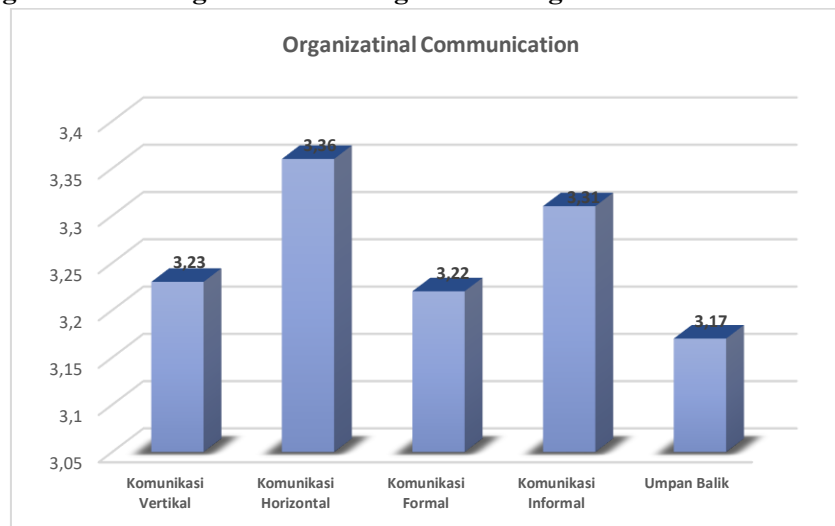
However, individual attention indicators received the lowest scores compared to other indicators, although they were still in the high category. These findings show that leaders' attention to employees' personal needs, individual development, and work assistance has not been running optimally. In public organizations, this condition often occurs because the bureaucratic structure emphasizes administrative and procedural aspects more than personal approaches. As a result, the relationship between leaders and employees tends to be formal so that attention to the individual needs of employees is not developed optimally. This situation is important to note because an individualized approach is one of the key elements in transformational leadership that can increase employee loyalty, job satisfaction, and attachment to the organization.

From the perspective of social exchange theory, the individual attention of leaders can form a positive reciprocal relationship between the organization and employees. Employees who feel cared for tend to show higher commitment, loyalty, and work responsibility. Thompson and Buch's research shows that transformational

leadership is more effective when employees view the leader as a fair figure, respectful of subordinates, and have strong interpersonal care (Thompson et al., 2021). Therefore, the results of

this study indicate that improving the quality of interpersonal relationships between leaders and employees is an important need in improving the effectiveness of public organizations.

Image 2. Data Categorization Histogram for Organizational Communication



Source: SPSS research data processing version 27, April 2026

The histogram results showed that all organizational communication indicators showed that horizontal communication obtained the highest score of 3.36 which indicates that coordination and collaboration between employees were going very well, followed by informal communication of 3.31, vertical communication of 3.23, and formal communication of 3.22 which reflected the effectiveness of the organization's information flow, while feedback obtained the lowest score of 3.17. In the organizational communication variable, the results showed an average of 3.26 which was in the high to very high category. This indicates that organizational communication within the National Library of the Republic of Indonesia has been quite effective in supporting the implementation of employee duties. Horizontal communication received the highest score, which indicates that coordination between employees at the same level of work is going well. This condition shows the existence of a collaborative work culture in the organizational environment, where employees are able to work together, share information, and support the completion of work collectively. In public organizations, horizontal communication plays an important role because most bureaucratic work requires cross-field coordination and intensive teamwork.

These findings reinforce the research of Lauritzen, Gron, and Kjeldsen who explain that horizontal relationships between employees have a major influence on employee performance in public organizations (Lauritzen et al., 2021). The research confirms that the effectiveness of public organizations is not only determined by vertical leadership, but also by the quality of the working relationships between employees in the organization's team. Thus, the high level of horizontal communication in this study shows that the employees of the National Library of the Republic of Indonesia have quite good coordination skills in supporting the achievement of organizational goals.

In addition to horizontal communication, informal communication also scores high. This shows that informal interactions between employees contribute to the creation of a more flexible and harmonious work environment. In public organizations, informal communication often serves as a complement to formal communication that tends to be bureaucratic and procedural. Through informal communication, employees can speed up the exchange of information, build closer interpersonal relationships, and reduce psychological barriers in the work process. This condition is important in public service organizations because work effectiveness depends not only on formal rules,

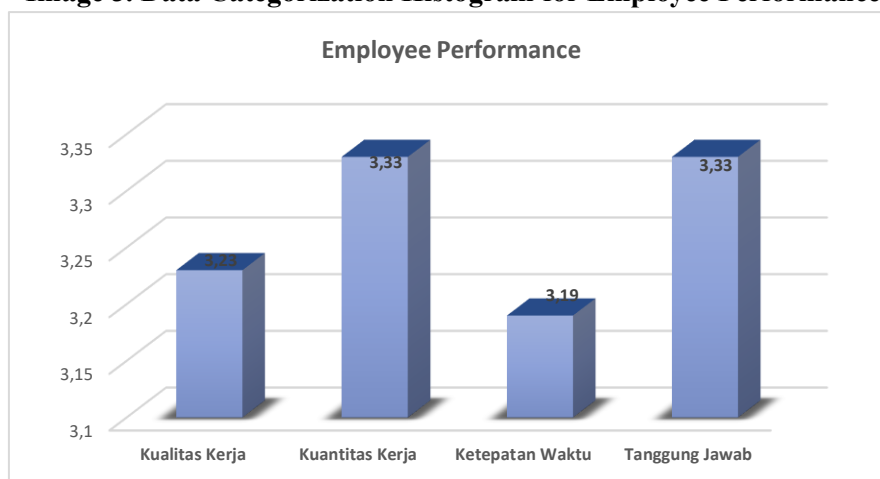
but also on the quality of social relations between employees.

However, the feedback indicator scored the lowest compared to other communication indicators. These findings indicate that the two-way communication process between leaders and employees has not been optimally carried out. In the context of public organizations, weak feedback can lead to delays in work evaluations, low quality decision-making, and misunderstandings in the execution of tasks. This condition shows that organizations still need to strengthen a participatory communication culture so that employees have more space to provide input, criticism, and responses to the implementation of work.

In the perspective of Ludwig von Bertalanffy's organizational systems theory,

communication serves as the main mechanism that connects all organizational components in order to work in an integrated manner. Public organizations that have complex bureaucratic structures need effective communication to maintain coordination and synchronization of work between organizational units. Research on internal communication in public organizations shows that open and transparent communication can increase work effectiveness, strengthen organizational coordination, and reduce the potential for internal conflicts (Jacobsen & Salomonsen, 2021). Thus, the results of this study show that the effectiveness of organizational communication is a strategic factor in improving employee performance in the public bureaucratic environment.

Image 3. Data Categorization Histogram for Employee Performance



Source: SPSS research data processing version 27, April 2026

The histogram results show that employee performance is in the high category with an average of 3.24, which indicates that employees have worked effectively in supporting the achievement of organizational goals. The highest indicator is found in the quantity of work and responsibility of 3.33, while punctuality obtained the lowest score of 3.19, so the efficiency of work completion still needs to be improved. These findings show that employees have been able to carry out organizational tasks well, especially in terms of work quantity and responsibility. A high responsibility score indicates that employees have awareness of work obligations and commitment to organizational tasks. In the context of public organizations, responsibility is an important dimension because it relates to the accountability of public services and the professionalism of state

apparatus. Employees who have a high sense of responsibility tend to be able to maintain service quality and complete tasks according to the organization's targets.

Nevertheless, the punctuality indicator obtained the lowest score compared to other indicators. This condition shows that the time efficiency in completing the work still needs to be improved. In public organizations, delays in the completion of work are often affected by lengthy bureaucratic procedures, complex cross-unit coordination, and reliance on formal administrative processes. Therefore, low punctuality does not only indicate weak individual performance, but can also reflect the structural challenges of public organizations that tend to be bureaucratic.

Table 1. Results of Multiple Linear Regression Analysis and Hypothesis Test t (Partial) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.331	1.820		1.281	.208
	X1	.350	.110	.372	3.176	.003
	X2	.303	.062	.575	4.914	<.001

a. Dependent Variable: Y

Source: SPSS research data processing version 27, April 2026

The equation shows that transformational leadership and organizational communication have a positive influence on employee performance. The constant value of 2.331 indicates that when the variables of transformational leadership and organizational communication are considered constant, the employee's performance remains at a positive value of 2.331. Meanwhile, the regression coefficient of transformational leadership of 0.350 indicates that every one unit increase in transformational leadership will increase employee performance by 0.350. The organizational communication has a coefficient of 0.303, which means that improving organizational communication will also improve employee performance positively.

The results of the t-test showed that transformational leadership had a positive and significant influence on employee performance with a t-value of 3.176 and a significance value of $0.003 < 0.05$. These findings show that the better the implementation of transformational leadership, the higher the level of employee performance. In the context of public organizations, transformational leadership is important because bureaucratic organizations often face challenges in the form of resistance to change, formalistic work culture, and low work innovation. Transformational leaders are able to overcome these conditions through motivation, organizational vision, and strengthening the collective work culture.

The results of this study are in line with Fareed and Su's research which explains that transformational leadership can increase public service motivation and the success of public sector organizations (Zeeshan & Su, 2021). Research in Ghana also shows that transformational leadership has a significant impact on the performance of public sector employees through increased organizational commitment (Donkora et al., 2021). Thus, this research strengthens the argument that transformational leadership is a

relevant leadership model for modern public organizations that require innovation, collaboration, and service orientation.

However, the results of the study show that the influence of organizational communication is more dominant than transformational leadership. This can be seen from the organizational communication t-value of 4.914 with a significance of $0.000 < 0.05$ and a standard beta value of 0.575 which is higher than transformational leadership. These findings indicate that the effectiveness of organizational communication is the most decisive factor in improving employee performance within the National Library of the Republic of Indonesia.

The dominance of organizational communication can be understood because public organizations are highly dependent on administrative coordination, information distribution, and synchronization of task implementation. In public bureaucracy, the success of work is often determined by the clarity of instructions, the effectiveness of the communication flow, and the quality of coordination between work units. Therefore, organizational communication has a direct impact on the smooth implementation of daily employee duties. Research on internal communication strategies of public organizations also explains that the effectiveness of internal communication is closely related to improving organizational performance and reducing bureaucratic barriers (Jacobsen & Salomonsen, 2021).

These findings also show that modern public organizations are not enough to rely solely on formal leadership. The success of the organization is also greatly influenced by the communication system that is able to create effective work coordination, information disclosure, and employee participation in the organizational process. In the context of the National Library of the Republic of Indonesia, organizational communication is an important instrument because the organization carries out the

function of fostering national librarians which requires cross-field collaboration, rapid information exchange, and continuous program coordination.

Table 2. Hypothesis Test F (Simultaneous)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	326.408	2	163.204	85.577	<.001 ^b
	Residual	74.377	39	1.907		
	Total	400.786	41			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS research data processing version 27, April 2026

The results of the F test showed that transformational leadership and organizational communication simultaneously had a significant effect on employee performance with an F value of 85.577 and a significance of $0.000 < 0.05$. These findings show that there is a synergistic relationship between leadership and organizational communication in improving employee performance. Transformational leadership provides organizational direction, vision, and motivation, while organizational communication serves as a medium for implementing that vision in daily work activities. Thus, the two variables complement each other in

building the effectiveness of public organizations.

In the perspective of Locke and Latham's Goal Setting Theory, organizational goals will be easier to achieve if employees clearly understand work targets and receive motivational support from leaders. Therefore, transformational leadership and organizational communication can be seen as two important elements in creating an understanding of organizational goals and increasing employee work motivation. This research shows that public organizations need an integration between visionary leadership and effective communication to improve the quality of public services in an ongoing manner.

Table 3. Determination Coefficient Result (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.902 ^a	.814	.805	1.381	.814	85.577	2	39	<.001

a. Predictors: (Constant), X2, X1

Source: SPSS research data processing version 27, April 2026

A determination coefficient value (R²) of 0.814 indicates that 81.4% of employee performance variations can be explained by transformational leadership and organizational communication, while the remaining 18.6% are influenced by factors outside the research model. These values show that both variables have a very strong contribution to improving employee performance. However, these results also show that there are other factors that also affect employee performance, such as organizational culture, work motivation, employee competence, job satisfaction, reward system, work

environment, and use of organizational technology.

In the context of modern bureaucracy, technological factors are also starting to become an important element in influencing the work patterns of public sector employees. Recent research shows that technological transformation in public organizations is changing the patterns of communication, work coordination, and decision-making of employees (Kim et al., 2024). Therefore, further research can develop a research model by including organizational digitalization factors, innovation culture, or work engagement as additional variables to obtain a more

comprehensive picture of the performance determinants of public sector employees.

Theoretically, this research has important implications for the development of public sector human resource management studies. This research strengthens the theory of transformational leadership by showing that visionary and participatory leadership has a real influence on improving the performance of public bureaucratic employees. This research also strengthens the theory of organizational communication which places communication as an integrative mechanism in maintaining organizational effectiveness. In addition, this study shows that organizational communication can be a dominant factor in bureaucratic organizations that have formal and complex work structures.

Practically, the results of the study provide managerial implications for the National Library of the Republic of Indonesia and other public organizations. Organizations need to strengthen transformational leadership patterns through increasing individual attention, developing employee work motivation, and providing room for innovation in the implementation of tasks. In addition, organizations also need to build a more participatory communication system by strengthening feedback mechanisms, clarifying work information flows, and improving coordination between organizational units. Strengthening organizational communication can be done through regular coordination meetings, the use of digital communication technology, and the development of a collaborative work culture that supports information disclosure.

Overall, this study confirms that transformational leadership and organizational communication are two strategic factors that affect employee performance in public organizations. In the context of the National Library of the Republic of Indonesia, the success of the organization is not only determined by administrative capabilities, but also by the quality of leadership and the effectiveness of internal communication. Therefore, public organizations need to continue to strengthen leadership quality, improve organizational communication systems, and build a collaborative work culture to improve the effectiveness of public services in a sustainable manner.

CONCLUSION

This study concludes that transformational leadership and organizational communication

have a positive and significant effect on employee performance within the Center for Librarian Development of the National Library of the Republic of Indonesia (Pusbinawan Perpustakaan RI) Salemba, Jakarta. Transformational leadership has been proven to be able to increase employee motivation, innovation, and engagement through intellectual stimulation, inspirational motivation, and the ideal influence given by leaders. However, the dimension of individual attention still needs to be strengthened so that the interpersonal relationship between leaders and employees becomes more optimal. On the other hand, organizational communication is the most dominant variable affecting employee performance, especially through horizontal communication and informal communication that supports coordination, collaboration, and smooth implementation of organizational tasks. The results of the study also show that simultaneously the two variables make a very strong contribution to improving employee performance with a determination coefficient value of 81.4%, so that the quality of leadership and the effectiveness of organizational communication are strategic factors in supporting the success of public organizations. These findings reinforce transformational leadership theory and organizational communication theory that place visionary leadership and effective communication as important elements in improving the effectiveness of public sector organizations.

The implications of this study show that public organizations need to build a leadership pattern that is more participatory, humanist, and adaptive to organizational change. In addition, organizations need to strengthen internal communication systems through improving feedback mechanisms, cross-unit coordination, and the use of digital communication technology to support employee work effectiveness. Based on the results of the research, practical recommendations that can be made by the National Library of the Republic of Indonesia are to improve transformational leadership development programs, strengthen collaborative work culture, and build a more open two-way communication system so that the process of coordination, decision-making, and implementation of organizational tasks can run more effectively and sustainably.

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