

## Research Article

# The Influence of Leadership Style and Organizational Learning on Organizational Performance at Syiah Kuala University Library Banda Aceh, Indonesia with Organizational Innovation as a Mediating Variable

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**Abstract:** This aim of study is to determine the effect of leadership style and organizational learning on organizational performance at UPT. Unsyiah Library with organizational innovation as a mediating variable. The sample in this study was taken using a data collection method called the Saturated Sampling Technique (census). The number of samples used was 53 respondents. Primary data collection is done by distributing questionnaires. The analysis used in hypothesis testing with Structural Equation Modeling-Partial Least Square (SEM-PLS) with the WarpPLS version 5.0 program. The results showed that descriptively the leadership style, organizational learning, organizational innovation, and organizational performance had gone well. Then the results of simultaneous testing indicate that leadership style and organizational learning have a significant effect on organizational innovation, leadership style, and organizational learning have a significant effect on organizational performance. Partially shows that leadership style has a positive and significant effect on organizational innovation, organizational learning has a positive and significant effect on organizational innovation, organizational innovation does not significantly influence organizational performance, leadership style has a positive and significant effect on organizational performance, and organizational learning has a positive and significant to organizational performance. Then this study did not find an indirect effect of leadership style and organizational learning on organizational performance through organizational innovation, meaning that organizational innovation does not play a role as a mediating variable (no mediating effect).

**Keywords:** Leadership Style, Organizational Learning, Organizational Innovation, Organizational Performance

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## 1. INTRODUCTION

In the current digital era, organizations are faced with a turbulent environment and increasing competition, forcing organizations to find new ways to survive in improving organizational performance, one of the factors to improve organizational performance by organizational innovation (Rhee, Park and Lee, 2010). Organizational innovation is a new mechanism in the form of ideas, ideas, or actions applied by the organization to adapt to change, conditions of competition, technological advances and market expansion by producing products or services, techniques, and systems (Hadi Razavi and Attarnezhad, 2013).

To develop innovation in organizations requires organizational learning because innovative behavior occurs when individuals within the organization carry out organizational learning (García-Morales, Jimenez-Barrionuevo and Gutierrez, 2012). Organizational learning can be an important role for organizations to encourage employees to achieve organizational goals and to manage these employees or employees in this case a leadership style is needed. According to Robbins (2015: 364) leadership style is a way that someone uses to influence groups towards achieving organizational goals. The leadership style is divided into two dimensions: 1) the transactional

leadership described as leadership that provides an explanation of what is the responsibility of subordinates and the rewards they can expect if the specified standard is achieved. 2) transformational leadership described as a leadership style that can motivate employees so that it will have an impact on improving performance (Zeb *et al.*, 2015).

Various factors that can affect organizational performance need to be analyzed more deeply so that it can be obtained an overview of the factors that influence organizational performance and have an impact on organizational success. As with the UPT.

Library of Syiah Kuala University, a phenomenon that is currently described by the UPT. Library of Syiah Kuala University was awarded A from the National Library in 2013, but ideally, a library is declared to have good and quality performance can be seen from how many visitors and borrowers of books in the library (Law number 43 of 2007 concerning libraries). In fact, based on data from the quality assurance section of the UPT. Library of Syiah Kuala University shows the number of visitors in the UPT. Library of Syiah Kuala University increases only in certain months, as can be seen on table 1 as follows:

**Table 1.** Number of Visitors to UPT. Library of Unsyiah

Year / Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2013	13.927	17.864	20.049	30.684	18.403	28.393	8.445	7.229	18.011	28.256	18.996	27.337
2014	12.131	21.403	22.359	38.391	19.360	30.146	19.736	8.621	13.450	38.786	12.934	49.701
2015	7.419	12.403	21.004	30.788	26.929	29.743	5.969	12.502	34.531	47.901	33.275	48.707
2016	15.217	33.391	48.025	16.008	36.811	51.485	9.334	13.787	37.801	60.616	32.927	52.921
2017	14.748	26.067	48.730	60.429	37.492	52.086	13.690	20.660	40.568	61.551	32.116	52.716

**Source:** Quality Assurance UPT. Library of Unsyiah, 2018

Then as well as borrowing books (collection loan transactions) occurs at UPT. Library of Unsyiah, where collection transactions increase only before the

midterm exam and the final semester exams both in the even semester and odd semester, as can be seen on table 2 as follows:

**Table 2.** The number of Book Borrowers at UPT. Library of Unsyiah

Year / Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2013	1.080	2.571	921	2.919	2.080	2.571	533	254	2.542	2.561	2.361	2.627
2014	641	3.773	3.085	3.681	2.739	4.216	634	605	1.621	6.145	4.378	5.338
2015	699	1.384	6.037	53.997	4.797	10.106	775	1.375	2.195	10.500	8.129	9.234
2016	2.361	7.458	8.407	10.463	6.395	12.200	1.334	2.310	1.825	12.153	9.902	10.785
2017	2.028	8.305	8.736	10.474	8.245	15.046	2.520	3.516	2.783	13.774	9.331	11.509

**Source:** Quality Assurance UPT. Library of Unsyiah, 2018

To improve the performance of the Library of Unsyiah currently, the innovations carried out by the Library of Unsyiah are to improve library services and attract students to visit the Unsyiah Library by launching the UILIS application Mobile (UNSYIAH Integrated Library Information System). The UILIS application Mobile is a search site that can make it

easier for students to find the book they are looking for and facilitate library services. With this innovation, it is expected to facilitate library services and improve the performance of the library of Unsyiah. But in reality, this innovation is still far from expectations can be seen from the recapitulation of UILIS users Mobile UPT. Library of Unsyiah in the following table 3:

**Table 3.** User Recapitulation of UILIS Mobile UPT. Library of Unsyiah

Year / Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2016	4.337	6.587	9.329	6.454	4.972	4.233	2.320	3.911	6.904	9.895	7.537	6.327	72.806
2017	234	393	634	387	215	134	167	168	489	461	145	119	3.546

**Source:** UPT Quality Assurance. Unsyiah Library, 2018

From the table above shows that UILIS users Mobile decreased dramatically from the total 72,806 users in 2016 decreased to 3,546 users in 2017, so we can conclude that the innovations made have not succeeded in improving the performance of the UPT. Library of Unsyiah.

Then based on direct observation that there are still many students who cannot find the books they

need, even though the library of Unsyiah currently has a collection of 75,114 titles or 136,925 copies. The collection is spread in various types, including textbooks, periodicals (journals), final reports, theses, theses, dissertations, magazines, reference books, research reports, CD-ROM and documentation. From the results of this observation, it shows that the library of Unsyiah has not implemented organizational learning, meaning that it cannot maintain and improve

performance based on experience, because there are still students who do not find the books they need. The decline of visitors who came to the Unsyiah Library, then the lack of success of the innovations carried out and there were still students who could not find the books they needed, this showed that the decline in employee performance at the UPT. Unsyiah Library and certainly will have an impact on the decline in organizational performance at the UPT. Unsyiah Library. The decline in the performance of the Unsyiah library is very dependent on the leadership style applied by the leadership of the UPT. Unsyiah Library, because leadership is one of the important factors in improving the ability of subordinates in the organization that leads to better performance.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Organizational Performance

It refers as a totality of the work achieved by an organization. According to Nawawi (2014: 212), it is the result of the overall work of an organization in achieving the goals, objectives, vision, and mission of the organization. According to Dwiyanto in Nawawi (2014), there are 5 indicators used to measure it, namely: 1) productivity, 2) service quality, 3) responsiveness, 4) responsibility, and 5) accountability.

### 2.2. Organizational Innovation

According to Damanpour in (Jiménez-jiménez and Sanz-valle, 2011), it is an idea or new behavior in organizations like products/services, processes, structures and systems new administration or new planning or programs in the organization. In this study the indicators of it used are indicators developed by (Jiménez-jiménez and Sanz-valle, 2011), namely: 1)

product innovation, 2) process innovation, and 3) administrative innovation.

### 2.3. Organizational Learning

According to Huber in (Santos-Vijande, Lopez-Sanchez and Gonzalez-Mieres, 2012), it is a process by which a company or organization develops new knowledge and insights from the experiences of people who first enter the organization, and have the potential to influence and improve the performance of an organization or company. Its indicators include 1) Knowledge Acquisition, 2) Knowledge Distribution, 3) Knowledge Interpretation, and 4) Organizational Memory.

### 2.4. Leadership Style

According to Robbins (2015: 364), it is one method used by a leader in influencing, directing and controlling the behavior of others to achieve goals. In this case, it is divided into two dimensions, namely the transactional leadership dimension consisting of indicators, namely: 1) contingency rewards, 2) management with exception / active (active management by exception), 3) management with exceptions (passive management by exception), and 4) laissez faire. while the dimensions of transformational leadership which consists of indicators are: 1) charisma (charisma), 2) inspirational (inspiration), 3) stimulation intellectual (intellectual stimulation) and 4) individualized consideration.

Model in this study illustrates the relationship of independent variables, namely Leadership Style (X1), Organizational Learning (X2) on the dependent variable namely Organizational Performance (Z) with Organizational Innovation (Y) as a mediating variable. The conceptual framework by using SEM-PLS can be seen on figure 1 as follows:

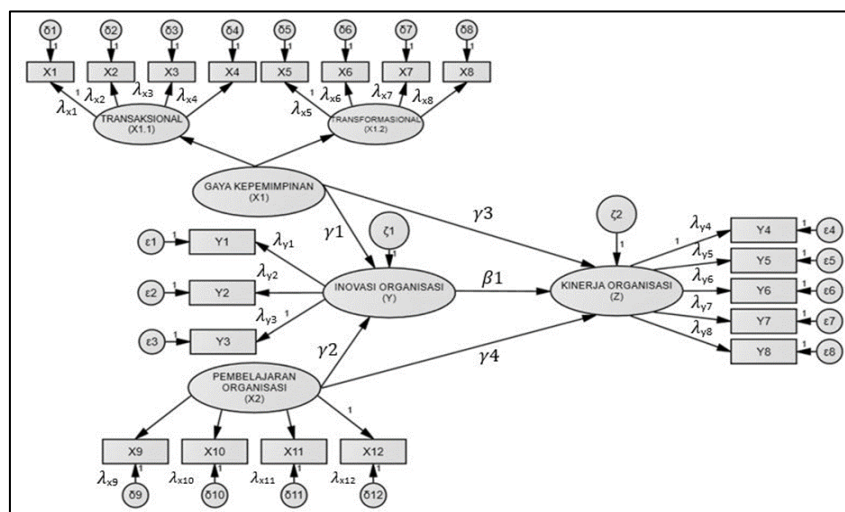


Figure 1. Conceptual Framework by using SEM-PLS model

**Remarks:**

Transaksional: Transactional, Transformasional: Transformational, Gaya Kepemimpinan : Leadership Style, Inovasi Organisasi: Organisational Inovation, Pembelajaran Organisasi: Organisational Learning, Kinerja Organisasi: Organisational Performance

There are variously previous research have been done regarding the relationship between independent and dependent variables employed in the study among others:

*The Influence of Leadership Style and Organizational Learning Simultaneously on Organizational Innovation and Organizational Performance*

Leadership style is one of the important factors of individual influence on corporate innovation, then organizational learning skills are the key to organizational innovation, such as research conducted by (Aragón-Correa, García-Morales and Cordón-Pozo, 2007) with data 408 big. Results research shows that leadership style and organizational learning simultaneously influences organizational innovation, where leadership style and organizational learning significant and positive influence on organizational innovation. The research conducted by (Radzi *et al.*, 2013) with a sample of 168 manufacturing companies. Research result shows that transformational leadership styles and organizational learning simultaneously have influence positive and significant towards organizational innovation.

Research conducted by (García-morales, Jiménez-barrionuevo and Gutiérrez-gutiérrez, 2012) with a sample of 168 companies in Spain. Results research shows that transformational leadership style and organizational learning have a positive and significant effect on organizational performance. Then the results this research is strengthened by research conducted by (Sanz-Valle *et al.*, 2011) with a sample of 451 companies in Spain. The results of this study indicate that leadership style and organizational learning significantly influence organizational performance.

Based on the results of the above research, the formulation of the hypothesis is proposed in this research is as follows:

**H1:** There is influence style leadership and simultaneous organizational learning of organizational innovation

**H2:** There is a style influence leadership and organizational learning simultaneous to organizational performance

*The Influence of Leadership Style and Organizational Learning on Organizational Innovation*

A leadership style consisting of transactional and transformational leadership styles has been emphasized as one of the most important individual influences in improving the performance of companies or organizations by carrying out organizational innovations as research conducted by (Bhaskar and Paulina, 2016) with conducted a survey based on

surveys from members of the top management team in 163 companies in services, construction, manufacturing and other industries in the United States, the results showed that the behavior of transactional and transformational leadership styles had a positive effect. Then many findings show that leadership style (transactional and transformational) influences organizational innovation, one of which is research conducted by (Isabel and Vargas, 2015) which shows empirical evidence that transactional and transformational leadership styles or a combination of these two types of leadership dimensions have an impact positive towards the achievement of organizational innovation by a company or organization.

To innovate in the organization, organizational learning is needed and to carry out organizational learning, employees or employees who carry it out are needed. In accordance with the research conducted (Salim and Sulaiman, 2011) through an electronic survey of 320 small and medium enterprises operating in the ICT industry in Malaysia. The results show that organizational learning contributes to the ability of organizational innovation so organizational learning has a positive impact on organizational innovation. Then organizational innovation has an important contribution to organizational learning, in research conducted (Fang, Chang and Chen, 2011) This study collected 563 valid questionnaires for analysis. Objects in this study are regional hospitals in central Taiwan, including nurses, supervisors, and managers. The results showed that organizational learning ability had a positive and significant effect on organizational innovation.

Based on the results of the research described earlier, the formulation of the hypothesis proposed in this study is as follows:

**H3:** There influence of leadership style on organizational innovation

**H4:** There influence of organizational learning on organizational innovation

*Influence of Organizational Innovation on Organizational Performance*

Organizational Innovation is needed by an organization to improve organizational performance in this globalization era. In accordance with the research conducted (Rediyono and Ujianto, 2013) with a total of 140 respondents from 14 community banking in the province of East Kalimantan, the results showed that organizational innovation had a significant effect on the performance of banking companies in East Kalimantan Province. The research conducted by (Santos-Vijande, Lopez-Sanchez and Gonzalez-Mieres, 2012) sampled 246 knowledge-intensive business services (KIBS) in Spain. Empirical results show the influence of organizational innovation on achieving a competitive advantage at the business level and in the performance



of new services. As well as subsequent research conducted by (Gunday *et al.*, 2011) based on an empirical study that included 184 manufacturing companies in Turkey. The results show the positive effects of organizational innovation on company performance in the manufacturing industry.

Based on the results of the above research, the formulation of the hypothesis proposed in this study is as following:

**H5:** There is an influence of organizational innovation on organizational performance.

### ***The Influence of Leadership Style and Organizational Learning on Organizational Performance***

Achieving organizational performance is the ability of leaders to influence others in doing the right thing, in line with research conducted by (Muyazir, Hafasnuddin and Bahri, 2017) that leadership style influences employee performance. Then research was conducted by (Wongyanon *et al.*, 2015) with 820 respondents from three local organizations in Thailand. The results showed that transformational, transactional and leadership styles laissez-faire had a significant and positive influence on organizational performance. The results of the study interpreting transactional leadership have a negative influence on organizational performance in the long run but on the contrary transformational leadership has a positive influence on organizational performance.

Organizational learning is the basis for the organization to obtain sustainable competitive advantage and is the key to improving organizational performance as research conducted by (Bhaskar and Mishra, 2017) with 207 samples from Indian public sector organizations. The results show that organizational learning will improve employee performance and will have an impact on company performance. Then by (Hui *et al.*, 2013) data from 172 food manufacturing industries from Taiwan, China, and Malaysia. The results of the study indicate that organizational learning has a positive influence on organizational performance.

Based on the results of the research above, the formulation of the hypothesis proposed in this study is as follows:

**H6:** There influence of leadership style on organizational performance

**H7:** There influence of organizational learning on organizational performance

### ***The Influence of Leadership Style and Organizational Learning on Organizational Performance Through Organizational Innovation***

Research conducted by (Zumitzavan and Udchachone, 2014) with a sample of 419 managers with questionnaires and surveys. The results show that leadership style influences organizational performance.

In addition, the results of the study also show the relationship between leadership style influences organizational performance mediated by organizational innovation. In line with research conducted by (Ebrahimi, Moosavi and Chirani, 2016) with the population of this study covering about 5000 manufacturing companies in Guilan Province and using the formula Cochran, the required sample size was estimated to be more than 401. The results showed that transformational leadership had a significant effect on organizational performance through organizational innovation, but transactional leadership does not affect organizational performance with organizational innovation as a mediating variable.

Organizational learning is the ability in an organization to maintain and improve performance based on experience. Then organizational learning will increase the innovative capacity of an organization and will have an impact on organizational performance (Hsiao and Chang, 2011). Like the research conducted by (García-morales, Jiménez-barrionuevo and Gutiérrez-gutiérrez, 2012) confirms this effect empirically based on an analysis of samples from 168 Spanish companies. The results show that organizational learning affects organizational performance positively, both directly and indirectly directly through organizational innovation.

Based on the results of the research above, the formulation of the hypothesis proposed in this study is as follows:

**H8:** There is an indirect influence on leadership style on organizational performance through organizational innovation

**H9:** There is an indirect influence of organizational learning on organizational performance through organizational innovation

## **3. RESEARCH METHOD**

### **3.1. Population and Sample**

This study was conducted at UPT. Unsyiah Library. While the population in this study were all UPT employees. Unsyiah Library totaling 53 people were sampled in this study using Saturated Sampling Techniques (census).

### **3.2. Data Analytical Tools**

Analysis of data used in this study is Structural Equation Modeling-Partial Least Square (SEM-PLS) with WarpPLS version 5.0.

## **4. RESULTS**

### **4.1. Descriptive Analysis**

Based on the results of research on leadership style variables, where the dimensions of transactional leadership obtain an average value of 4.24 this indicates that the respondents in this study had a perception that the leadership of the UPT. The Unsyiah Library leads

transactionally or contractually while the dimensions of transformational leadership obtain an average value of 4.36, meaning that the respondent has the perception that the leadership of the UPT. The Unsyiah Library can inspire employees to do a good job even more than expected. Organizational learning has been very well done at the UPT. The Library of Unsyiah this can be seen from the average value of 4.30 this indicates that the respondents in this study have a perception that UPT employees. The library continuously improves its workability both by learning and sharing knowledge among employees. Organizational innovation gets a value of 4.44 this indicates that respondents have the perception of UPT employees. The Unsyiah Library has developed their creativity to make changes in the UPT. Unsyiah Library. And organizational performance gets an average value of 4.22 which means that respondents perceive UPT. The Unsyiah Library has succeeded in achieving the implementation of tasks in an effort to realize the goals, objectives, vision, and mission of the organization.

## 4.2. Data Analysis

### 1. Evaluation of Measurement Model (Outer Model)

There are 3 criteria in the measurement model evaluation analysis, namely convergent validity, discriminant validity, and composite reliability. The following are the results of data processing:

#### a. Convergent Validity

Convergent validity of the measurement model can be seen from the correlation between indicator scores with construct scores (loading factor) with the criteria loading factor of each indicator greater than 0.7 can be said to be valid for research confirmatory and values loading factor between 0.6 - 0.7 is still acceptable for research exploratory. However, according to Chin in Latan and Ghazali (2014), for the initial stage of developing the value of loading factor greater than 0.5 - 0.6 it can still be said to be valid. The output of convergent validity can be seen on table 4 above:

**Table 4.** Convergent Validity

No	Indicator	Loading Value	<i>p</i> - value	Description
<b>Leadership Style (X1)</b>				
1	X11.1-1	0.715	<0.001	Valid
2	X11.1-2	0.841	<0.001	Valid
3	X11.2-3	0.672	<0.001	Valid
4	X11.2-4	0.540	<0.001	Valid
5	X11.3-5	0.796	<0.001	Valid
6	X11.3-6	0.515	<0.001	Valid
7	X12.1-1	0.843	<0.001	Valid
8	X12.1-2	0.882	<0.001	Valid
9	X12.2-3	0.677	<0.001	Valid
10	X12.2-4	0.896	<0.001	Valid
11	X12.3-5	0.671	<0.001	Valid
12	X12.3-6	0.561	<0.001	Valid
13	X12.4-7	0.725	<0.001	Valid
14	X12.4-8	0.576	<0.001	Valid
<b>Organizational Learning (X2)</b>				
15	X2.1-1	0.822	<0.001	Valid
16	X2.1-2	0.804	<0.001	Valid
17	X2.2-3	0.848	<0.001	Valid
18	X2.2-4	0.628	<0.001	Valid
19	X2.3-5	0.776	<0.001	Valid
20	X2.3-6	0.590	<0.001	Valid
21	X2.4-7	0.820	<0.001	Valid
22	X2.4-8	0.747	<0.001	Valid
<b>Organizational Innovation (Y)</b>				
23	Y1-1	0.792	<0.001	Valid
24	Y1-2	0.558	<0.001	Valid
25	Y2-3	0.642	<0.001	Valid
26	Y2-4	0.657	<0.001	Valid
27	Y3-5	0.807	<0.001	Valid
28	Y3-6	0.807	<0.001	Valid
<b>Organizational Performance (Z)</b>				
29	Z1-1	0.777	<0.001	Valid
30	Z1-2	0.781	<0.001	Valid
31	Z2-3	0.903	<0.001	Valid
32	Z2-4	0.884	<0.001	Valid
33	Z3-5	0.783	<0.001	Valid
34	Z3-6	0.819	<0.001	Valid
35	Z4-7	0.889	<0.001	Valid
36	Z4-8	0.766	<0.001	Valid
37	Z5-9	0.871	<0.001	Valid
38	Z5-10	0.887	<0.001	Valid

**Source:** Output WarpPLS 5.0 that has been processed, 2018

From the results of the table above, it is seen that the loading factor of the item constructs the leadership style, Organizational learning, organizational innovation, and organizational performance are all valid with the value of the loading factor produced  $> 0.5$  so that it meets the requirements convergent validity.

### b. Discrimination Validity

Discrimination validity is assessed from cross-loading measurements with constructs. The latent construct will predict the indicator/dimension better than other constructs. If the correlation of constructs with the principal of measurement (each indicator) is greater than the size of the other construct then discriminant validity is fulfilled. The test result of discriminant validity can be seen on table 5 as follows:

**Table 5.** Discriminant Validity (cross-loading)

Indicator	Leadership Style (X1)	Organizational Learning (X2)	Organizational Innovation (Y)	Organizational Performance (Z)	Description
X11.1-1	<b>(0.715)</b>	0.019	-0.201	-0.129	Fulfilled
X11.1-2	<b>(0.841)</b>	0.007	-0.214	0.020	Fulfilled
X11.2-3	<b>(0.672)</b>	-0.229	0.237	-0.193	Fulfilled
X11.2-4	<b>(0.540)</b>	0.492	-0.570	-0.019	Fulfilled
X11.3-5	<b>(0.796)</b>	0.096	-0.069	0.139	Fulfilled
X11.3-6	<b>(0.515)</b>	0.178	-0.193	0.307	Fulfilled
X12.1-1	<b>(0.843)</b>	0.154	-0.161	0.004	Fulfilled
X12.1-2	<b>(0.882)</b>	-0.045	-0.068	0.054	Fulfilled
X12.2-3	<b>(0.677)</b>	-0.183	0.128	-0.244	Fulfilled
X12.2-4	<b>(0.896)</b>	-0.153	-0.107	0.079	Fulfilled
X12.3-5	<b>(0.671)</b>	-0.149	0.446	-0.149	Fulfilled
X12.3-6	<b>(0.561)</b>	-0.224	0.112	-0.036	Fulfilled
X12.4-7	<b>(0.725)</b>	0.258	0.422	0.018	Fulfilled
X12.4-8	<b>(0.576)</b>	-0.157	0.283	0.168	Fulfilled
X2.1-1	0.120	<b>(0.822)</b>	-0.236	0.104	Fulfilled
X2.1-2	-0.151	<b>(0.804)</b>	-0.060	-0.096	Fulfilled
X2.2-3	-0.041	<b>(0.848)</b>	-0.166	-0.009	Fulfilled
X2.2-4	-0.074	<b>(0.628)</b>	0.281	0.002	Fulfilled
X2.3-5	0.114	<b>(0.776)</b>	-0.009	-0.101	Fulfilled
X2.3-6	-0.246	<b>(0.590)</b>	0.588	0.028	Fulfilled
X2.4-7	0.046	<b>(0.820)</b>	0.170	0.032	Fulfilled
X2.4-8	0.165	<b>(0.747)</b>	-0.366	0.044	Fulfilled
Y.1-1	0.127	-0.174	<b>(0.792)</b>	-0.062	Fulfilled
Y.1-2	-0.103	0.176	<b>(0.558)</b>	0.097	Fulfilled
Y.2-3	-0.003	-0.048	<b>(0.642)</b>	-0.041	Fulfilled
Y.2-4	-0.207	-0.232	<b>(0.657)</b>	0.059	Fulfilled
Y.3-5	0.047	0.105	<b>(0.807)</b>	-0.004	Fulfilled
Y.3-6	0.071	0.171	<b>(0.807)</b>	-0.018	Fulfilled
Z.1-1	-0.037	0.089	-0.160	<b>(0.777)</b>	Fulfilled
Z.1-2	-0.210	0.279	-0.229	<b>(0.781)</b>	Fulfilled
Z.2-3	-0.298	0.182	0.038	<b>(0.903)</b>	Fulfilled
Z.2-4	-0.303	0.226	-0.033	<b>(0.884)</b>	Fulfilled
Z.3-5	0.171	-0.059	-0.119	<b>(0.783)</b>	Fulfilled
Z.3-6	0.212	0.032	-0.051	<b>(0.819)</b>	Fulfilled
Z.4-7	0.020	-0.266	0.233	<b>(0.889)</b>	Fulfilled
Z.4-8	0.569	-0.206	-0.139	<b>(0.766)</b>	Fulfilled
Z.5-9	-0.193	0.102	0.139	<b>(0.871)</b>	Fulfilled
Z.5-10	0.154	-0.368	0.239	<b>(0.887)</b>	Fulfilled

Source: Output WarpPLS 5.0 that has been processed, 2018

Based on the table above, it can be concluded that the entire construct meets the criteria of discriminant validity, where all latent constructs predict their indicators are greater than other indicators.

### c. Composite Reliability

The next test is testing composite reliability which aims to test the reliability of instruments in a research model. The construct is said to have high reliability if the value is  $> 0.7$ . The detailed composite Reliability is shown on following table 6:

**Table 6.** Composite Reliability

No	Variable	Composite Reliability	Description
1	Leadership Style (X1)	0.936	Reliable
2	Organizational Learning (X2)	0.915	Reliable
3	Organizational Innovation (Y)	0.862	Reliable
4	Organizational Performance (Z)	0.959	Reliable

Source: Output WarpPLS 5.0 that has been processed, 2018

From the table above, we can see that the results show that the composite reliability is satisfactory from each construct, namely leadership style (0.936), organizational learning (0.915), organizational innovation (0.862), and organizational performance (0.959). So it can be concluded that each construct has reliability high or has fulfilled the reliability test.

**2. Evaluation of the Structural Model (Inner Model)**

Structural Evaluation (Inner Model) which includes a model match test (model fit and quality indices), path coefficient, and R<sup>2</sup>. In this model match test there are 10 test indices, as explained in the following table 7 below:

**Table 7. Model Fit and Quality Indices**

Measurement	Results	p-value	Criteria	Description
Average Path Coefficient (APC)	0.338	P =0.002	P < 0.05	Accepted
Average R-Squared (ARS)	0.467	P < 0.001	P < 0.05	Accepted
Average Adjusted R-Squared (AARS)	0.438	P < 0.001	P < 0.05	Accepted
Average block VIF (AVIF)	1.647	≤ 5 and ideally ≤ 3,3		Accepted
Average Full Collinearity VIF (AFVIF)	2.275	≤ 5 and ideally ≤ 3,3		Accepted
Tenenhaus GoF (GoF)	0.519	small ≥ 0.1, medium ≥ 0.25, and large ≥ 0.36		Accepted
Sympson's Paradox Ratio (SPR)	1.000	≥ 0.7, and ideally = 1		Accepted
R-Squared Contribution Ratio (RSCR)	1.000	≥ 0.9, and ideally = 1		Accepted
Statistical Suppression Ratio (SSR)	1.000	≥ 0.7		Accepted
Nonlinear Bivariate Causality	1.000	≥ 0.7		Accepted
Direction Ratio (NLBCDR)				

**Source:** Output WarpPLS 5.0 that has been processed, 2018

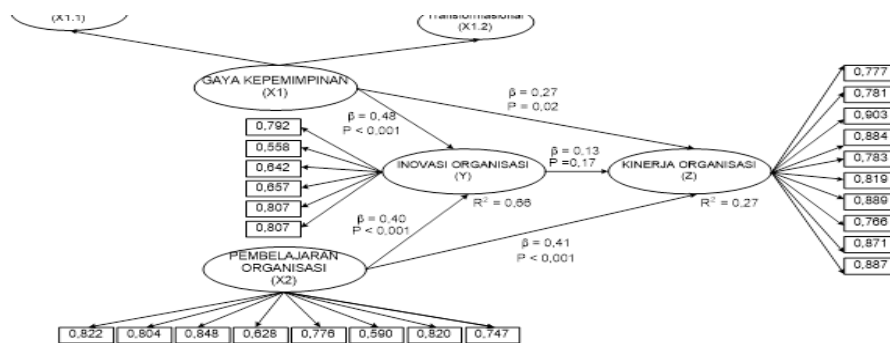
From the table above can be seen the model has a good fit seen from 10 (ten) model sizes fit, where the p-value value for Average path coefficient (APC), Average R-squared (ARS), Average adjusted R-squared (AARS) <0.05 with APC = 0.338, ARS = 0.467 and AARS = 0.438, as well as Average block VIF (AVIF) and Average full collinearity VIF (AFVIF) values, which generated <3.3, which means that there is no problem of multicollinearity between indicators and between latent variables. The resulting GoF is 0.519 which means the model fit is very good so it can be concluded that the GoF model is included in the large category. Then for Sympson's paradox ratio (SPR), R-squared contribution ratio (RSCR), statistical suppression ratio (SSR) and nonlinear bivariate

causality direction ratio (NLBCDR) resulted in a value equal to 1, which means there are no causality problems in the model. So from these results, 10 sizes of the fit model have been fulfilled so that it can be said that the model meets the requirements of the fit model.

**3. Hypothesis Test Results**

**a. Direct Effects**

Testing the hypothesis in this study is based on the significance value and path coefficients. The significance level in this study is 5% (P-values <0.05). The following figure 2 and table 8 are presented the results of the research hypothesis testing that has been obtained based on data processing:



**Figure 2. Output of PLS Full Model**



Following are the results of hypothesis testing based on the results of the full measurement model are presented in table form as follows:

**Table 8.** Direct Influence

Criteria		GK (X1)	PO (X2)	IO (Y)	KO (Z)
Path Coefficients	GK (X1)				
	PO (X2)				
	IO (Y)	0.48	0.40		
	KO (Z)	0.27	0.41	0.13	
p-value	GK (X1)				
	PO (X2)				
	IO (Y)	<0.001	<0.001		
Effect Sizes for path coefficients	KO (Z)	0.02	<0.001	0.17	
	GK (X1)				
	PO (X2)				
	IO (Y)	0,362	0,299		
	KO (Z)	0,076	0,176	0,022	

Source: Output WarpPLS 5.0 that has been processed, 2018

**Based on the table of the results of the direct influence test above, it can be obtained:**

- 1) Hypothesis 1 is accepted, simultaneous leadership style and organizational learning have a significant effect on organizational innovation at the UPT. Unsyiah Library. This is indicated by the value of  $p < 0.001$  which meets the 5% significance criteria and  $R^2$  is 0.66.
- 2) Hypothesis 2 is accepted, simultaneous leadership style and organizational learning have a significant effect on organizational performance at the UPT. Unsyiah Library. This is indicated by the value of  $p < 0.001$  which meets the 5% significance criteria and  $R^2$  is 0.27.
- 3) Hypothesis 3 is accepted, partially the leadership style has a positive and significant effect on the organizational innovation of the UPT. Unsyiah Library. This is indicated by the path coefficient value ( $\beta$ ) of 0.48 and the value of  $p < 0.001$  meets the 5% significance criteria.
- 4) Hypothesis 4 is accepted, partially organizational learning has a positive and significant effect on organizational innovation UPT. Unsyiah Library. This is indicated by the path coefficient value ( $\beta$ ) of 0.40 and the value of  $p < 0.001$  meets the 5% significance criteria.
- 5) Hypothesis 5 is rejected, partially organizational innovation has no significant effect on organizational performance at UPT. Unsyiah Library, because the significance value  $p = 0.17$  is greater than 0.05 and the path coefficient value ( $\beta$ ) is small 0.13.
- 6) Hypothesis 6 is accepted, partially the leadership style has a positive and significant effect on the performance of the UPT organization. Unsyiah Library. This is indicated by the value of the path coefficient ( $\beta$ ) of 0.27 and the value of  $p = 0.02$  meets the 5% significance criteria.

- 7) Hypothesis 7 is accepted, partially organizational learning has a positive and significant effect on organizational performance at the UPT. Unsyiah Library. This is indicated by the path coefficient value ( $\beta$ ) of 0.41 and the value of  $p < 0.001$  meets the 5% significance criteria.

#### b. Indirect Effects

To answer the mediation hypothesis, the data will then be analyzed using resampling bootstrapping using the VAF method (*Variance Accounted For*). The following are the results of testing mediation effects, namely:

- 1) Hypothesis 8 rejected, leadership style does not have a significant effect on organizational performance at UPT. Unsyiah Library through organizational innovation, where direct influence (c) leadership style (X1) on organizational performance (Z) with p-value produced  $< 0.001$  (significant), predictor influence (a) leadership style (X1) on organizational innovation (IO) with p-value the resulting  $< 0.001$  (significant), but mediator influence (b) organizational innovation (IO) on organizational performance (KO) with the resulting p-value  $p = 0.33$  (not significant). Based on this, the path (b) is not significant or does not meet the conditions described by Kenny and Judd (2014); MacKinnon (2008), Ghozali (2016), the picture above shows the indirect effect that there is no significant, so it can be concluded that the model does not have a mediating effect. From these results, it means that the leadership style does not have a significant effect on organizational performance in the UPT. Unsyiah Library through organizational innovation, so the research hypothesis is rejected ( $H_0$  Accepted).

2) Hypothesis 9 is rejected, organizational learning does not have a significant effect on organizational performance in the UPT. Unsyiah Library through organizational innovation, where the direct influence (c) organizational learning (X2) on organizational performance (Z) with p-value the resulting  $<0.001$  (significant), then the predictor influence (a) organizational learning (X2) on organizational innovation (IO) with p-value produced  $<0.001$  (significant), but the influence of mediator (b) organizational innovation (IO) on organizational performance (KO) with p-value produced  $p = 0.41$  (not significant). Based on this, the path (b) is not significant or does not meet the conditions described by Kenny and Judd (2014); MacKinnon (2008), Ghozali (2016), the picture above shows the indirect effect that there is no significant, so it can be concluded that the model does not have a mediating effect. From these results, it means that organizational learning has no significant effect on organizational performance in the UPT. Unsyiah Library through organizational innovation, so the research hypothesis is rejected (H0 Accepted).

## DISCUSSIONS

- 1) Testing the first hypothesis, shows that leadership style and organizational learning simultaneously affect organizational innovation. This means the application of the leadership style applied by the leadership of the UPT. Unsyiah Library and organizational learning carried out by UPT employees. Unsyiah library can improve organizational innovation which will have an impact on improving the performance of the UPT. Unsyiah Library. The results of this study are supported by research conducted (Aragón-Correa, García-Morales and Cordón-Pozo, 2007) showing that leadership style and organizational learning simultaneously affect organizational innovation, where leadership style and organizational learning have a significant and positive effect on the implementation of organizational innovation. Then the results of these studies are strengthened by the results of research conducted by (Radzi *et al.*, 2013). The results showed that leadership style and organizational learning simultaneously had a significant influence on organizational innovation. Thus, the H1 hypothesis in this study is accepted and the results of the findings in this study are in line with the findings of the previous research.
- 2) Testing the second hypothesis, shows that leadership style and organizational learning simultaneously affect organizational performance. This means the implementation of the leadership style applied by the leadership of UPT. Unsyiah Library and the implementation of organizational learning carried out by UPT employees. The Unsyiah Library can improve the performance of the UPT. Unsyiah Library. The results of this study are in line with research conducted by (Sanz-Valle *et al.*, 2011) showing that leadership style and organizational learning significantly influence organizational performance. Thus, the H2 hypothesis in this study is accepted and the results of the findings in this study are in line with the findings of the previous research.
- 3) Testing the third hypothesis shows that there is a positive and significant influence on leadership style on organizational innovation. This means that the application of leadership style (transactional and transformational) can encourage UPT employees. Unsyiah Library in carrying out organizational innovation. This is consistent with the research conducted (Overstreet *et al.*, 2013) states that the application of leadership styles can make employees make changes by innovating based on the situation they face. As well as research conducted by (Isabel and Vargas, 2015) analyzing empirical evidence that supports two leadership styles (transactional and transformational) has a positive impact on the achievement of organizational innovation by employees or employees. Thus, the H3 hypothesis in this study is accepted and the results of the findings in this study are in line with the findings of the previous research.
- 4) Testing the fourth hypothesis shows that there is a positive and significant influence on organizational learning on organizational innovation. This means that with the existence of organizational learning carried out by employees, it can improve the innovation ability of UPT employees. Unsyiah Library. The research results are supported by (Salim and Sulaiman, 2011) showing that organizational learning contributes to the ability of organizational innovation so that organizational learning has a positive impact on organizational innovation. Then the results of this study are strengthened by research conducted by (Gomes and Wojahn, 2017) the results show that organizational learning abilities affect organizational innovation carried out in both small and medium enterprises. Thus, the H4 hypothesis in this study is accepted and the results of the findings in this study are in line with the findings of the previous research.
- 5) Testing the fifth hypothesis shows that there is no significant effect of organizational innovation on organizational performance. This means that organizational innovations carried out by employees cannot improve the performance of the UPT. Unsyiah Library. The results of this study are in line with the research conducted by (Gunday *et al.*, 2011) based on an empirical study that included 184 manufacturing companies in Turkey. The results show a positive, albeit

insignificant effect of organizational innovation on company performance in the manufacturing industry. Thus, the hypothesis H5 in this study was rejected.

- 6) Testing the sixth hypothesis shows that there is a positive and significant influence of leadership style on organizational performance. This means that the leadership style applied by the leadership of the UPT. The library has an influence on employees in improving the performance of the UPT. Unsyiah Library. The results of the study are supported by the results of the study supported by (Maulizar, Musnadi and Yunus, 2012) showing that transactional leadership and transformational leadership have a significant effect on employee performance in the Bank Syariah Mandiri Banda Aceh Branch. The results of these studies are in line with the results of research conducted by (Hanafi, Bahri and Majid, 2017) which shows that leadership styles have a significant effect on employee performance at SMTI Vocational High School. Thus, the H6 hypothesis in this study was accepted and the results of the findings in this study are in line with the findings of previous studies.
- 7) Testing the seventh hypothesis shows that there is a positive and significant influence on organizational learning on organizational performance. This means that the implementation of organizational learning carried out by employees at the UPT. The Unsyiah Library will have an impact on improving the performance of the UPT. Unsyiah Library. The results of this study are in line with research conducted by (Hui *et al.*, 2013) which shows that organizational learning has a positive effect on organizational performance. Then the results of these studies are strengthened by research. The results of these studies are reinforced by research conducted by (Arinaldi, Amri and Darsono, 2017) which shows that organizational learning has a positive and significant effect on employee performance which will have an impact on improving the performance of the Aceh Provincial Land Office. Thus, the H7 hypothesis in this study was accepted and the results of the findings in this study are in line with the findings of previous studies.
- 8) Testing the eighth hypothesis shows that there is no indirect influence of leadership style on organizational performance through organizational innovation. This means that leadership style does not have a significant effect on organizational performance in the UPT. Unsyiah Library through organizational innovation. This finding can be interpreted that organizational innovation does not play a mediating role (no mediating effect) in influencing leadership style on organizational performance. Thus, the H8 hypothesis in this study was rejected and not in accordance with the results

of the findings in this study in line with the findings of previous studies.

- 9) Testing the eighth hypothesis shows that there is no indirect effect of organizational learning on organizational performance through organizational innovation. This means that organizational learning has no significant effect on organizational performance at the UPT. Unsyiah Library through organizational innovation. This finding can be interpreted that organizational innovation does not play a mediating role (no mediating effect) in influencing leadership style on organizational performance. Thus, the hypothesis H9 in this study was rejected and not in accordance with the results of the findings in this study in line with the findings of previous studies.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Conclusions

- 1) Leadership style, organizational learning, organizational innovation, and organizational performance descriptively had gone well in the UPT. Unsyiah Library.
- 2) Leadership style and organizational learning have a simultaneously significant effect on organizational innovation
- 3) Leadership style and organizational learning have a simultaneously significant effect on organizational performance
- 4) Partially, the leadership style has a positive and significant effect on the innovation
- 5) Partially organizational learning has a positive and significant effect on organizational innovation
- 6) Partially organizational innovation has no significant effect on organizational performance
- 7) Partially the leadership style has a positive and significant effect on the performance
- 8) Partially organizational learning has a positive and significant effect on organizational performance
- 9) The leadership style does not have a significantly indirect effect on organizational performance through organizational innovation
- 10) Organizational learning has no significantly indirect effect on organizational performance through organizational innovation

### 5.2. Recommendations

- 1) From leadership perspective, it should maintain a transformational leadership style especially for inspirational because this can increase employee motivation to make organizational innovations and organizational learning which will have an impact on improving the performance
- 2) It should not use the transactional leadership style, especially in passive exception management, because this can make employees lazy to do organizational innovation or organizational

learning, because employees do not like it if they make a mistake must accept sanctions.

- 3) To make organizational innovations especially for the application of technology in the library, it should be done in stages because there are still rejections from employees who have not mastered the technology so that in the future there needs to be training for mastering technology.
- 4) To facilitate the implementation of organizational learning, it is necessary to increase teamwork to accelerate the achievement of the objectives of the Library.
- 5) For future research, it can use more respondents, and more than one research object, for example, to make comparisons between UPT. Unsyiah Library with Aceh Regional Library so that the results of the research will be more interesting.

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