Leader's Motivation Language – A Study on Internal Communication at National Library of Indonesia

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Abstract

This article presents the result of the study on understanding the Leader Motivating Language in daily internal communication in the work environment of Indonesian National Library. It uses MLT as a model and framework. The methodology is conducting deep interviews of senior staffs in the organization that have significant roles in the organization strategic vision goals. Result shows that MLT's used by the leader in birocratic organization confine the interaction using MLT of leader for all staffs. The use of MLT language in this organization tend to direction giving language, followed by empathetic language and meaning making language. The study suggest of develop MLT competence for leader especially in meaning making language to increase the organization vision of escalating the reading habit in Indonesia.

Keyword: Motivation language theory, Leadership, Internal organization communication

Abstrak

Artikel ini merupakan hasil dari penelitian mengenai Bahasa Motivasi Pemimpin dalam komunikasi internal sehari-hari di lingkungan di Perpustakaan Nasional. Penggunaan Bahasa Motivasi Pimpinan tersebut sebagai model dan kerangka kerja. Metodologi dalam penelitian ini dilakukan dengan wawancara mendalam pada staf senior yang memiliki peran penting dalam lembaga tersebut terutama terkait pencapaian visi strategis. Pengamatan dan data sekunder juga dimanfaatkan untuk memperkaya data. Hasilnya menunjukkan bahwa bahasa motivasi digunakan pimpinan dalam organisasi birokratik ini untuk berinteraksi dengan karyawan internal. Bahasa motivasi cenderung digunakan pimpinan untuk memberikan panduan terhadap pekerjaan, dilanjutkan dengan bahasa empati dan bahasa pemaknaan. Kajian ini menyarankan pentingnya pemimpin mengembangkan kemampuan dalam menggunakan bahasa motivasi khususnya terkait bahasa pemaknaan dalam mencapai visi organisasi terutama untuk meningkatkan kebiasaan membaca di Indonesia.

Kata Kunci: Teori bahasa motivasi, Kepemimpinan, Komunikasi internal organisasi

Introduction

Leader in an organization needs quotient information (Rachmiatie, 2016) in producing information that will be then disseminated to his subordinate row to achieve the organization goal. At the meantime, in achieving its goal, the organization will be affected by various factors, among others, the leader ability in formulating organization visions and delivering it to all staff effectively. Thus, leader and staff have to work together to achieve that vision. Leader who is capable of relating organization culture through vision articulation, might have influenced the organization positively (Belias & Koustelios, 2014).

In communicating company's vision and mission, leadership's communication has positive and satisfactory effect to the internal organization (staff) and external organization. The importance of leader's communication about organizational vision can outweight leader's communication in motivating and utilizing his or her staff. As a consequence, staff will use that vision as a guideline in doing daily works (Kantabutra & Avery, 2010).

Communication between superordinate and subordinates should be done on daily basis. Canary (2010) identified five common goals from leader's communication toward its subordinates. First, is to implement goals, strategies, and objectives. Second, is to give instruction regarding scope of work and the reasons behind it. Third, is to describe procedure and how to implement it. Fourth, is to give feedback about subordinate's performance. Fifth, is to motivate staff in adopting mission, cultural values, and participating in company's activities.

Motivational language is one of communicational approach to achieve organization goals. According to Mayfield (2015), motivational language theory

constructs communicational model about how the highest leader in an organization can spread organizational vision to all stakeholders, either within or outside of organization, in order to achieve organization's goals and shared prosperity.

Mayfield (2012) believes that the leaders who use motivational language will tend to increase the employee's confidence 34% and among those who showed increase confidence will show increase work performance for as much as 20%. Therefore, communication between leaders and employees is advisedly using motivational language.

To achieve effective superordinate-subordinate communication, it cannot be separated from the ability of subordinate's interpretation on superordinate's communication. If the interpretation is accurate, subordinates can capture and realize the vision and missions of the organization which contained within the motivation language's of the leader. In this study, observation toward interpretation were conducted in National Library (Perpustakaan Nasional/Perpusnas), one of government institution which has vital role as policy decision making, examination and development in library sector in Indonesia. Apart from that, National Library also function as a center of reference, center of deposit, center of research, center of preservation and library network throughout Indonesia. National Library's performance could be set as a barometer for the other general libraries in Indonesia.

National Library has a big task in achieving country's vision as stated in the Opening of 1945 Constitution, i.e to develop the education of country's living. National Library's Strategical Planning 2015 stated that National Library's vision is "The Realization of Intelligent Indonesia through Reading
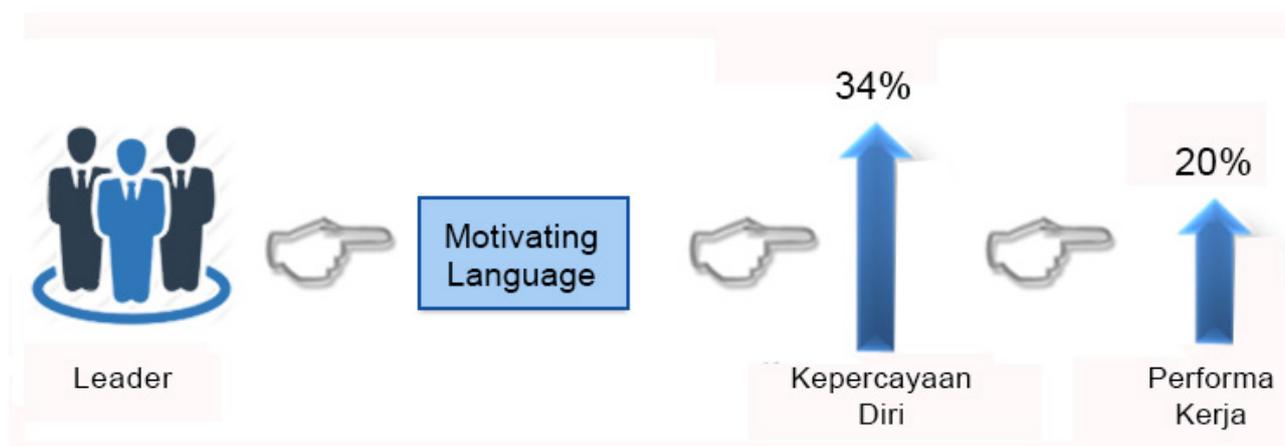

Figure 1. Leader's usage of motivating language

Encouragement by Empowering Library". The vision of National Library achieves a smart Indonesia by reading has been proclaimed since 1996 through the reading movement. President Suharto's leadership held a National Book Day and reading encouragement's month. President Megawati Soekarno Putri's Government launched the National Reading Movement with the inauguration of reading houses across Indonesia simultaneously on 12 November 2003. In the government of President Susilo Bambang Yudhoyono, the Library Empowerment Movement in the Community was held again on 17 May 2006. In 2010, National Library formulated the 2010-2014's vision and the 2015-2019's strategic plan, which is "Leading in Library Information toward the encouragement of Reading Indonesia". This is very supportive to the working cabinet's vision of President Joko Widodo's that is to realize the high quality, advanced, and prosperous of human life of Indonesia.

As can be seen in the above pictorial, the vision set by the National Library always carries the reading interest's effort for the people of Indonesia. Nevertheless, the results have not yet reached expectations. The results of the 2016 study of *The World's Most Literate Nations* (WMLN) indicated that the reading rank of Indonesians is the 60th out of 61 countries studied (Miller & McKenna, 2016). The results of National Library's study in 2015 on Indonesian Reading Culture also provides the fact that Indonesia's reading culture is still low. It is characterized by main indicator of low reading frequency per week; low duration of reading time; the number of pages read per week is very low; and low allocation of book purchases per year. The indicator value of Indonesian society is still very far from ideal standard set by UNESCO, which is one person reads 7 books per year. Miller (2016) stated that reading behavior is significantly affect the individual and country's success rate, especially in comprehending economic based knowledge which define the future global success.

Considering how important the reading interest is, researcher intend to elaborate the vital supporting factors in achieving organization's vision and missions, i.e how to internal communications interact within National Library. Specifically, researcher intend to know how staff's perception toward leader's motivating language in order to achieve vision and missions in a tend-to-bureaucratically government's institution such as National Library. Perception of leader's motivating language, in this research refer to

category developed by Mayfield (2012), that is **meaning making language, directive language, and empathy language.** Researcher wanted to get the image of motivating language selection from those three categories, which tend to use by leaders in daily activities. Researcher also wanted to know the staff's reaction whether they are motivated or not, in working to achieve organization's mission. In this study, leader refer to the Director of the National Library, while staff are A, B, C, D, E and F.

Theoretical Framework

Many studies found that internal communication within organization is very important. Study from Watson Wyatt from 2002 to 2006 found that companies with effective internal communication program contribute 91% of total profit to the share holders compared to the non effective counterparts, which is only generated 62% of the profit (Argenti, 2010).

Internal communication of the organization, mainly in government's organization, tend to be bureaucratic. Although have the power to do standard activities very efficient, bureaucracy also has its own weakness. Among them is that the carried out specialization tend to create sub unit conflicts. Functional goals of unit can put aside the common goals of the organization. Another major weakness from bureaucracy is the excessive attention toward rules compliance. If there is an out of rules case, there is no room to modify. Efficient bureaucracy only to the extent that its employees face problems that have been encountered before, for which the rules have been set. This happened also in National Library.

In the context of leadership communication, although using bureaucratic approach, communication competence of the leadership will affect the delivery of leadership information on subordinates.

A leader's communication skills have a strategic role for the organization to work effectively. Communication is everything that happens in organizations, whether through vision, strategy, business plans, meetings with management, information flow, management knowledge and so on (Barrett, 2002).

The leader sets the direction by developing a vision for the future; then they unite people by communicating this vision and inspiring them to overcome obstacles. Leadership is defined as the ability to influence a group toward the accomplishment of a goal. (Robbins, 2001).

One of the theories that carries the theory of mo-

tivation by means of linguistics is the motivational language presented by Sullivan (1988) early concept of ML - the term *motivational language* about the language of leaders that can be used to build participation, motivate, build commitment, and share the vision of the organization among the workers, so as to improve the company's achievement to a higher level and a better quality of life.

Motivating language theory (MLT) — to create a model of how top organizational leaders can transmit organizational visions and related values to internal and external stakeholders in order to attain improved organizational performance and stakeholder welfare (Mayfield et al., 2015).
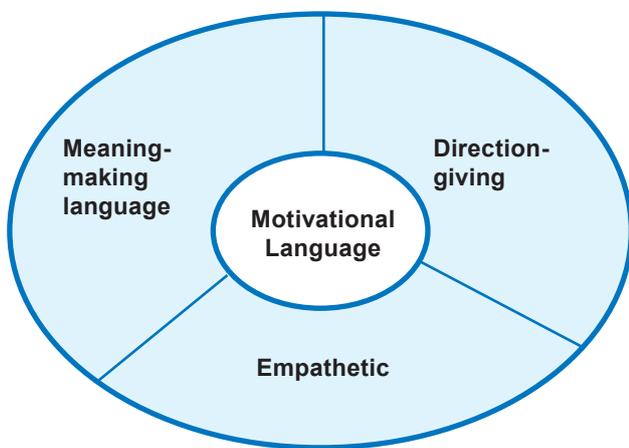
There are three important components in the motivation language model: (1). Meaning-making language or how to interpret speech to build an organizational mentality and underline the contribution of every employee in achieving organizational goals. (2) Direction-giving or perlocutionary speech or guidance, most common in leader-follower messages and contemporary management of motivational theory. (3) Empathetic or illocutionary language. Messages are delivered in the form of a conversation when the leader expresses his humanitarian side to the employee.

These three things are a prominent manifestation and the benefits of every aspect of motivating language when used by the highest leaders to convey the organization's strategic vision with the communication model as follows:

Material and Methodology

This research was conducted with qualitative approach. The researcher establishes the basic assumptions of a case and then seeks answers from the informants who become the object of research. The location of the research is National Library. Informants in this research are senior staff in National Library that have direct communication relationship with the leader. National Library in the composition of the existing organization in the National Library and has an important role in achieving the vision of the Library. Informants were selected using purposive sampling method. Interviews were conducted in the period February - May 2016.

There are six people of informants with criteria already working in National Library for more than

Figure 2. Motivating Language Models

Table 1. The Division of Motivation Language in Three Categories

THE DIVISION OF MOTIVATION LANGUAGE IN THREE CATEGORIES		
Meaning Making Language	**Direction Giving Language**	**Empathy Language**
Clarify organizational beliefs	**Describe organizational goals**	**Express appreciation to internal stakeholders**
Clarify the distribution of mental models	**Energy reaches the goal**	**Show sensitivity to the needs of internal stakeholders**
Emphasize the importance of stakeholders	**Goal setting**	
Clarify the direction of a positive future	**Eliminate the dual meaning / ambiguity**	
	The relationship of rewards and organizational goals	

ten years or senior staff. This consideration is taken in the light of the informant has more opportunity to communicate with the leader and has a lot of experience and information about activities related to the leadership's motivating language used in achieving the vision of the Library. In addition, the staff also has an important role in achieving the vision of National Library.
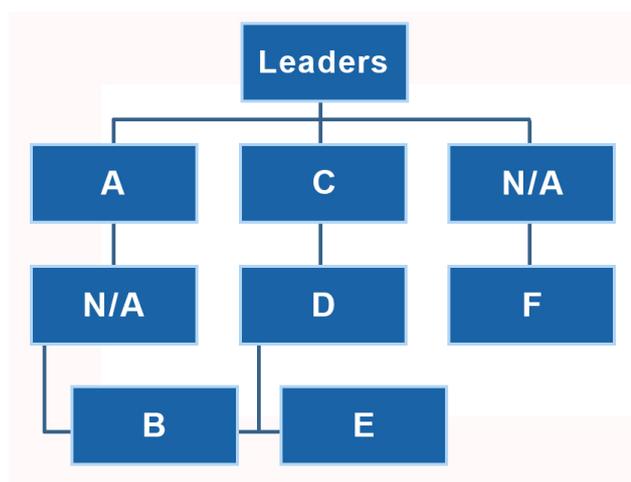

Table 2. Informants Data

Data collection Technique is done by interview and observation. Researchers also use secondary data in the form of phrases from the leadership of National Library which has been packaged in the form of articles in the internal publication (FOCUS) for the staff of National Library. Data analysis was done based on Miles and Huberman's reference (1984) that after the information collected, the researcher reduces the data, presents, verifies the data and makes the conclusion.

Result and Discussion

In general, the results of this study proves that the motivating language is consciously used by the leadership to motivate the National Library's staff, both the direction giving language, meaning making language and the empathy language. Unfortunately, not all staff are directly exposed and are intensively obtaining motivational language from the leadership. This happens because there are staff who are structurally far away from the leader, so communication with them tends to be indirect, although there are occasional moments for direct interaction. One of the direct interaction is through print media, in this case is the internal publication, where the motivating language reaches all staff in writing.

- **Internal Communication of National Library and Motivating Language**

As a non-departmental government institution, the National Library in daily activities follows the rules of bureaucracy. Internal communications that runs tend to flow from top to bottom

Implementation of internal communication in National Library conducted in five forms. First, top-down communication is contained in the Decree of the Director of the National Library No. 03/2001 on Organization and Administration of National Library.

Informant statements about bureaucratic levels that restrict the motivating language take place throughout the staff, illustrated in the following dialogue:

> "*My subordinates only three: Mr. D, Mr. Z and Mrs. E. So don't get me wrong. I do not give motivation to the librarian in general, no. I did not do that. Because they are not directly under me.*"
> (Interview with informant C)
> "*That kind of communication is more often with such hierarchy.*" (Interview with informant F).

Second, internal communication with face to face in a non formal situation.

> "*So the routine, because the leader usually meet with one step lower subordinate, for example eating together. Usually in one room, chatting informally. Better like that. Or it could be after we have a meeting, we have lunch together at break time, usually there…*" (Interview with informant F).

Third, internal communication with information technology – using gadgets to communicate online. *Fourth*, using internal publication for employees, i.e *Fokus* Magazine.

Fifth, internal branding by setting up standing banner in each entrance to the staff's office.

- **Using Motivating Language in form of Meaning Making**

The delivery of messages in meaning-making language include the message of mission and vision in order to build the mental organization and underline the contribution of each employee in achieving organizational goals

The advantage of being a non-departmental government institution in this case is the availability of specific times that allow the motivation language to

be communicated by the leadership to subordinates thoroughly such as through ceremonies or in the morning ceremonies or at the opening of the workshop or even seminars and roadshows. The encounter is used by the leader to convey the important things and packed in the meaning making language.

The internal *Fokus* magazine, which quotes many messages from the Director of National Library, reveals the reaffirmation of organizational goals and vision of the organization's mission.

This is included in the category of meaning making, because of the words implied that the leader provides the motivation directly or indirectly. For F to feel that what the leader does not only to remind them of the goals of organizational achievement but also to push harder for the goals to be achieved. For A to feel that the motivation should be done with solid examples, not just giving command. While C sees that the motivation to achieve National Library missions has to involved many stakeholders. D is more to the motivation from within the person who is exposed to words of motivation.

- **Usage of Motivating Language in the form of Direction Giving**

Direction-giving or perlocutionary speech is the most common thing in leader-follower and contemporary management in the theory of motivating language.

This is evident in the result of interview with the staff who showed that the direction from leader as

Director of National Library is very prominent compared to the other 2 motivating languages.

"Giving direction because he really understands about functional position since it's his background to deal with such things" (interview with Informant C).

"Thus it's in the form of leader's direction. It's in formal form. The informal one usually taken place when we hang out together" (interview with Informant F).

"There is still exist some sectorial ego. Even when there is a direction from the Director" (interview with Informant E).

*"For Pusteling (*Perpustakaan Elektronik Keliling / *Mobile Electronic Library), the idea was originated from us but after we propose the idea and got approval, the idea was also got some directions from the leader"* (interview with Informant B).

From some excerpts in the internal publication of the National Library (Fokus), indicating the existence of a directive language conveyed by the Director of National Library to the stakeholders both internal and external. Here are some examples of direct quotes from the Director of National Library.

Work Meeting of National Library of Indonesia 2015 in Toward Indonesia Encouragement Reading 2019. The Director of National Library of Indonesia in the occasion of Rakornas (Rapat Koordinasi Nasional / National Coordination Meeting) said that the policy direction of National Library is

Table 3. Usage of Motivating Language in the form of Meaning Making

Clarification of Organizational Beliefs	Clarification the distribution of mental models	Emphasize the importance of stakeholders	Clarification of direction in the form of a positive analogy
F: So the leader's communication is to remind, and not only remind, but also encourage	*A: But I didn't see the success achieved with speech. It was not obvious because their habit is just to listen to the speech. For triggering actions and doings, has to be done through daily works.*	*C: But we have to guarantee that local government gives the funds. But the central government has the obligation, when the local libraries are about to collapsed, then we will help.* *E: So my friends are told from the leader whom also told from the uppermost stakeholders that the program has to be guided…* *B: It is indeed in achieving vision mission, it has to be interpreted by the subordinates, in this case is leader's staff…*	*D: I always say that motivation is analogous to fresh blood for people who are having leukemia disease.*

how to improve the reading culture in society and improve the quality of library services, both in capacity, access and utility. (Fokus, Number 2 Year 2015)

Roadshow of National Library Manado - The Director of National Library explained that the effort to realize a prosperous Indonesian society must have quality resources pursued through education (Fokus, No. 4 of 2015).

National Library submits 8 units of MPK (*Mobil Perpustakaan Keliling* /Mobile Library Car), in an Effort of Bringing Reading Materials to the Society. The Director of National Library said:

"The mobile library with such books will not be effective if it is not operated properly. Therefore it is expected that each region can schedule operational MPK in order to serve the community. The book collections must be developed in order to enrich knowledge".

"Mobile library is very useful because it makes people closer to the books. It has been proven, if the library material closer to the public, public reading's interest will increase".

"The mobile library can socialize in the form of introduction of applied technology from the collection book. We must be able to keep up with times. So in the future, all elements of society understand the importance of the library as a lifelong learning backup and support the national education system," he said (Fokus, No. 6 of 2015)

Use of Motivating Language in the Form of Empathy

Here, the language of empathy in the context of communication is a form of empathetic or illocutionary language ie messages conveyed in the form of a conversation when the leader expresses the humanity to the employee.

The language of motivation included in the leader's internal organization empathy category is the expression of the leader's appreciation of internal stakeholders and the way leaders demonstrate the sensitivity to the needs of internal stakeholders.

The results found by researcher in the form of interviews and quotations of empathetic language are as follows:

Table 4. Use of Motivational Language in the Form of Directive Language

Describe Organizational Goals	Energy Reaches the Goal	Goal Setting	Eliminate Ambiguity	The Relationship of Rewards and Organizational Goals
A: With meetings and checks and re-checks and inventories of which issues have been resolved and which ones have not.	D: So from my opinion, the motivation given by the leader to his subordinates is tantamount to the motivation of the subordinate to carry out his duties….	F: So if in one year there are two to three times meeting with the Director… It is in the form of leader's directions F: It was the direction from the Director. He always reminds us not to forget, remember, we have a program vision and reading interest achievement, library empowerment. E: Sometimes when one department doing an activity, not supported by other department. Sectorial ego still exists. Eventhough there are directions and functions from the Director.	C: Giving direction because he really understands about functional position since it's his background to deal with such things. So he guided accordingly. She is in the right track. Like that.	E: We are with only a few of these staff to be equipped with the same knowledge, guidance, what to do before the program, at the time of the activity, and after completion of the activity.

Table 5. Use of Motivating Language in the Form of Empathy

Express appreciation to internal stakeholders	Show sensitivity to the needs of internal stakeholders
C: He already knows, the library should be like this. And he always said that if we can, we always put our side with the librarians and the library users. So don't be hard on them (the librarian).	F: I also want to show you that you can talk directly to the leader. We have to give the opportunity like that to subordinates. Sometimes they are afraid and hesitate to meet the leader.
C: With the existing of the training, there is motivation for people outside Jakarta to come to Jakarta as a reward for them.	F: In my place, I am giving my friends chance to communicate directly to the leader.
A: We have the reward, ie with Tunjangan Kinerja (TUKIN / Performance Benefits) and result of work in the form of SKP.	F: Specifically for the staff at National Library, in the era of current Director of National Library, we have shuttle car for employees to get motivated to facilitate transportation to the office. It's a form of appreciation that the Director grants to employees.
D: Thus, in this good opportunity, where we can find opportunity to come down to the region, all my staff…..	
D: …that I can make him go to college because he said he is senior citizen. I motivate him, "you can do it".	F: In addition to the shuttle car, with the reform of the bureaucracy, we can get performance benefits.

From the data found, the leaders and the rank of the structural leaders have taken action in the form of empathy to appreciate and be sensitive to the needs of their staff, especially in terms of increasing human resources capability and awards in the form of training and abroad training and scholarships. While in the form of sensitivity is the award giving, gratitude and provide pickup car as transportation assistance for the staff of National Library.

Discussion

National Library as a non-departmental government institution, bureaucratic communication flow prevails within the organization. Structures and structural positions greatly affect the flow and implementation of internal communication in the National Library. Several informants insisted that the motivational language used by the leader is confined to his staff within his chain of command only.

The limitations of the bureaucracy make the highest leadership not easy to reach all staff within the organization. The form of internal communication directly by the top management to all staff within the organization is only done at the beginning of the inauguration. In the high ranks, communication is done during work meetings and coordination meetings. Continuous and uninterrupted internal communication, though done thoroughly, but loose, is done when flag ceremonies take place, where com-

munication conveyed is not interpersonal, but public communication.

It means, when the leader is heavily dependent to his/her staff within his/her chain of command to transfer to lower staff about the vision of what is the organization wants to achieve, and the lower staff is supposedly re-transfer the same information to the lower rank, and so on.

As a result, verbal motivation language that has three categories motivates only a small portion of the staff within the organization. In fact, in the Mayfield study (2015) showed that self-employee success increased 34% higher and employee performance grew 20% because of the language motivates leaders. That is, the chances of gaining higher performance and success from employees, are diminishing.

Although the motivating language can reach a wider internal staff in writing through internal publications, but there is no data that prove that 500 copies of the publication are read by a total of 780 staff under the National Library.

The use of motivating language in the internal communication of the National Library itself is more likely to be the directive motivating language. Another interesting finding that catch my attention is the support of staff to the leaders to provide direction to themselves, even to the ideas that arise from the staff themselves. For example, the staff asked for supervisor's guidance to provide guides on the inno-

vations that the subordinates developed. For example in a Mobile Electronic Library (Pusteling) program, staff who are joined in the Pusteling team have made a budget proposal and activities to become one of the reading interest improvement programs, when the proposal submitted to the leader, the leader then provides input and direction about what things can make the program run more efficiently and effectively and provide ideas by involving more stakeholders for the program to get wider support.

Attitudes to request direction to supervisor can be attributed to the culture of Indonesian society that tends to be in high power (Geert & Jan, 1991). Communities in high power distance cultures are in a position to accept and hope that power is unequally distributed. Countries in high power distance cultures tend to use more autocratic and paternalistic power relations. Subordinates recognize the power of others only based on where they are in a formal structure or a particular hierarchical position. In maintaining organizational harmony, subordinate attitudes not to step over the authority of leaders, generally accepted. That is why, subordinates ask the direction from superiors, even on the innovation of subordinate work itself.

Although cultures have the potential to influence, but research in Australia – a low power distance state – by James C. Sarros, Elvira Luca, Iain Densten and Joseph C. Santora (2014) against 1,918 Respondents at the Australian Institute of Management, led to the conclusion that the direction language is the most prominent in strategic management and leadership activities. Furthermore, it is followed by the motivating language of meaning making and the language of empathy. The difference with the research in National Library is, the leader's motivating language used tend to language of instruction, language of empathy and language of meaning making.

From this research it is concluded that the staff have positive perception toward leader's motivating language of empathy. The staff stated that the leaders in National Library not only conveyed in words but also with positive perceived actions. Among others, providing opportunities for training for staff, both at home and abroad; Providing opportunities for continuing education to Undergraduate, Master or Doctoral levels to staff; provides a shuttle facility for employees in order to help employees arrive on time.

Empathy shown by the leaders, is likely to be influenced by the personal background of leaders who depart from the lower rank and struggle with dedication and sacrifice until finally became the number one person in the National Library. This is stated in the leader's biography in the book "30 Years of Engraving Meaning," (Sularsih, 2015).

The dominance of the leader's motivating language in the form of motivating language of direction and motivating language of empathy, when associated with gender. Referring to the research results of the Pew Research Center (2015) on Leadership and Women, it was found that the motivational language associated with "mentoring employees" in women reached 25% compared to men who only 7%. The study concludes that women tend to provide more direction for programs that are run and intuitively, women have more empathy and appreciation for their staff.

As mentioned above, the results of this study indicate that the use of motivation language in the internal communication of the National Library itself is more likely in the motivating language of directives, followed by motivating language of empathy. *Motivation language of meaning making* tend to be less used by the leaders. In fact, vision and mission need to be explained through 'meaning making language' so that it is more internalized and becomes guidance for the staff. If the leader conveys more strategic language, it will creates involvement, motivation, commitment building, and create a vision of the organization along with the workers, which will improve the achievement and quality of life (Sullivan, 1988).

Mayfield and Sharbrough III (2015) in his journal article entitled *Strategic Vision and Values in Top Leaders' Communications: Motivating Language at a Higher Level* that describes the importance of the highest leadership of an organization using motivational language to build communication and pass on its strategic vision and related matters in the mission to improve the company's achievements. According to them, communication is clear and effective in stating the vision and values related to stakeholders both within and outside the organization.

If it is linked to the achievement of the vision and mission of the National Library in encouraging pople to read, this can be a reflection - although the supporting elements both internal and external are varied - but it can not be ignored that it could be one of the elements that have an effect on improving institutional performance, ie leader's motivating language, has always been less optimized

This research showed that not all motivating language is utilized by the leader, although the balance between three different languages (meaning making, empathy and directive) have to be used in leading organization.

In general, leader's communication ability has great contribution toward organization development. Yulk in Sarros et al, said that 82% leader's activities consist of communication that aims to follow, clarify standards, or provide answers or responses to various matters.

The study of Madlock and Sexton (2015) yields the conclusion that motivational language influences: a) employee perceptions on their leadership communication competence, b) their own job satisfaction and c) company's commitment that ultimately affects the company's success.

Leader-follower communication takes place in the context of leader-follower relationships not merely transmitting / passing information only, but also on the compatibility of the motivation language with leader behavior (Mayfield & Mayfield, 2012). This is because communication with motivating language have relationship to the leader's behavior. That is, good leader communication can not take place, without a good leader-subordinate relationship; And the bad leader's behavior, will destroy the good leader's communication

In the context of National Library, the leader in this research is career official. Friendship among other officials have been established long ago. They come in and work together. If related to the motivation language amongst friends' official of the Director of National Library, they support each other by giving motivating language of empathy, not only from up bottom but also from bottom up.

Such good relations are interesting, referring to the opinions of Miller & Steinberg (in (Budyatna & Ganiem, 2011) mixed between interpersonal relationships that are sociological and psychological. In interpersonal relationships at the sociological level the rules of communication are influenced by their respective roles as superiors. While in the context of communication relations at the psychological level, the communication rules of the superior with subordinates are agreed upon by both parties. In the psychological level, relationships are not seen as superiors, but as friends so that the rules of communication between them are unique and agreed upon by both parties, not governed by organizational rules as superior subordinates

Apparently, the psychological context is more likely to be related to the 'motivating language of empathy", because each other can exchange empathy for what it is, as a 'friend'. While related to 'motivating language of directives and meaning making', the leader is likely to use his role sociologically as 'boss' in a bureaucratic government institution.

The leader's language of motivation is very meaningful in unifying vision and building a conducive working environment. The leader's language of motivation can inspire the spirit of the staff and open up new opportunities and give courage for the staff to come up with new ideas and innovations for the achievement of organizational goals. So it is possible if the leadership skills use motivational language in the form of direction, empathy and meaning making will motivate staff and bring the staff to the same level as the organization envisioned.

Another interesting point, is that from the relationship of subordinate-superiors, it turns out, motivation language will also be very effective if owned by subordinates, resulting in synergy of both parties. The study of Godfrey A. Steele and Daniel Plenty (2015), in his article entitled *Supervisor-Subordinate Communication Competence and Job and Communication Satisfaction*, mentioned that communication competence is not only required by the leader but also required by subordinates (staff or employees). Thus, if the two sides have one another and develop a language of motivation in their interactions in both formal and informal contexts, then communication satisfaction between leadership and staff will occur.

Conclusion

This research is aimed to find out how staff interpret internal leadership communication in the context of the use of motivating language, and how staff interpret that motivational language of leadership can motivate staff in achieving organizational vision.

In the context of institutions with a bureaucratic communication approach, subordinate-superior communication has a chain of command that tends to be strict. The implication is that the motivational language from superiors to subordinates is less intense to be enjoyed by the whole range of employees. Medium that allows for interaction on all employees is visible but limited, that is through the ceremony, inauguration, or internal media organization.

The motivating language chosen by the leader in

interacting internally tends toward the motivating language of directive, then the language of empathy, and finally the language of meaning making.

Motivating language competence for leader is important. The three aspects of motivating language need to be improved, both the language of meaning making, language of direction and the language of empathy in a formal or informal atmosphere. Especially related to the language of meaning making, vision-mission of the organization is an idea that should always be socialized by the leader. In the context of the National Library of Indonesia, the importance of meaning making language is a matter that needs to be constantly improved, so that all stakeholders, especially internal, can work together in carrying out the grand vision and mission in related to the reading desire. These findings suggest that the language of motivation in the realm of communication and leadership is a promising area for future leadership development.

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