



Leadership, Communication, and Work Motivation in Determining the Success of Professional Organizations

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Abstract: An organization is said to be professional if several indicators indicate the organization is professional. The leadership that regulates or manages the organization is the first indicator of an organization's professionalism because, without leadership, the organization cannot run and achieve its goals. Then after leadership, there are indicators of communication as a determinant and the professionalism of an organization. Moreover, another critical factor in professional organizations is work motivation, which if an organization has good motivation or goals, the organization will achieve its goals quickly. In his study, a literature review study was produced. This review article is Leadership, Communication, and Work Motivation in determining the success of Professional Organizations. The results of this library research are that: 1) Leadership determines the success of Professional Organizations; 2) Communication determines the success of Professional Organizations; 3) Work Motivation determines the success of Professional Organizations.

Keywords: Leadership, Communication, Work Motivation, Professional Organizations

INTRODUCTION

It is necessary to have variables that encourage them to achieve their goals properly in an organization. There are many factors in a professional organization, namely leadership, communication, and work motivation. Within the organization, these indicators must determine the direction of an organization's policies.

Professional Organizations aim to realize high standards of professionalism and fulfill responsibilities according to the fields they are involved in. In addition, the goal is to achieve high-performance results, expand connections and communication with an orientation to the public interest.

In this literature review, we will discuss Leadership (X1), Communication (X2), Work Motivation (X3) in determining the success of Professional Organizations (Y1)

Formulation of the problem.

Based on the background that has been discussed above, next to the formulation of the problem that will be discussed in the Article Journal so that it can focus more on literature studies, results, and later discussions, namely:

1. How Leadership determines the success of Professional Organizations ?.
2. How Communication determines the success of Professional Organizations ?.
3. How does work motivation determine the success of professional organizations ?.

LITERATURE REVIEW

Leadership in determining the success of Professional Organizations.

Leadership is a pattern of behavior for leaders to direct and regulate subordinates or subordinates to follow their will in achieving the vision and mission that has been determined. In leadership, a leader uses his influence to motivate group or organization members to achieve organizational goals that have been created. Leadership forms values and culture, communicate organizational goals to members of the organization or group, and provides support to provide examples of the best performance to members as examples or role models. (Saifullah, 2020)

A leader in influencing his subordinates or members must use the right and appropriate leadership style so that later the subordinates can be influenced and feel they belong to the company, the leader's philosophy. Moreover, a leader of the organization must be an expert and apply the appropriate leadership style regarding the situation and the participation of his subordinates. (Sudirno & Utama, 2017)

Leadership in a professional organization, whether in schools, colleges, or other agencies, has undergone many changes or changes in both leadership styles. Leaders of colleges or schools and even current agencies are more suited to implementing democratic leadership, which can embrace lecturers, educators, committees, student guardians, and the community. (Purwanto et al., 2020)

In the current era of the industrial revolution 4.0, everyone is required to be able to think and act critically, in the sense of solving a problem by looking at various points of view. These actions are needed so that every person or individual can compete and create their jobs based on industry 4.0. (Purwanto et al., 2020)

Of course, both Professional Organizations and others have a leader who will determine the direction of an organization's goals. An effective leader must be able to implement the right leadership style in the organization he leads, and it is better to stay away from dominating efforts in decision-making. Let the members or subordinates discuss determining a problem or goal so that it is later submitted to the leadership for the discussion results. (Sudirno & Utama, 2017)

Leadership has been widely studied by previous researchers, including: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).

Communication in determining Organizational Professionalism

Communication is an essential point in running a professional organization. With good communication, leaders can easily make the right decision. Every human being in organizational life always tries to determine something that supports the interests of several parties to carry out their activities and does not conflict with the activities of each organization. Communication is a daily activity in human life to create interaction between human beings with one. In the organization, the communication must be adequate: 1) Attracting the attention of the interlocutor with unusual intentions; 2) Always communicate behaving and behaving as desired; 3) The delivery of messages or advice that is easy to understand. (Julianto & Carnarez, 2021)

Running good communication will allow the exchange of information obtained from each group to be adequately achieved. So that the leader of an organization will easily make and take future policies. In addition to making policy decisions, information is also helpful in making decisions. (Mahmudah, 2015)

The characteristics of organizational communication are: structured, where the arrangement is related to the authority attached to the position. In organizational communication, there is usually an arrangement even though the person does not have a position, but there is a structural position even though it is informal, planned, and stable. Another characteristic is that communication in organizations usually has rules or standards that have been agreed upon by members of the organization. Communication in an organization is also usually predictable. In other words, organizational communication aims to build relationships and reduce uncertainty. (Widyaningrum, 2021)

In addition, communication is considered adequate if the information conveyed is accurate, timely, and well-received by others. If the communication contains inaccurate information, then the communication is considered ineffective (Tatiwakeng et al., 2021). In professional educational organizations, communication is also essential, such as a student and a lecturer exchanging information regarding student attendance. They convey information to each other in a timely, accurate, and acceptable manner to others. (Kusniawati & Rafiudin, 2020)

Communication has been widely studied by previous researchers, including: (Widayati et al., 2020), (Widayati et al., 2020b).

Work Motivation in determining Organizational Professionalism

Motivation is talking about how to direct the potential of subordinates, so they want to work more productively to realize the organizational vision and mission that has been planned. (Saifullah, 2020)

Work motivation regarding a job in a professional organization is essential, especially for educators such as teachers and lecturers. However, having high motivation is not easy because only a few people have characteristics with high motivational interests. (Ufaira & Hendriani, 2019)

There are several characteristics of people who have high motivation, namely: 1) Have realistic goals; 2) Dare to take risks; 3) Have high personal responsibility; 4) Look for opportunities to implement the plans that have been made; 5) Have a clear work plan. (Hidayah & Santoso, 2020)

In the organization, it is necessary to have a leadership role that can formulate strategies and have the ability to shape the organization to be flexible and innovative. Leaders who have the expertise can be the originator of change and role models for subordinates. Which, in turn, will improve and encourage them to run the organization according to plan. (Mahmudah, 2015)

To increase work motivation in professional organizations, it is necessary to have a firm leader for its members. Because there are individuals whom others must order to do something, there is no initiative in them. Although a person must have high work motivation, some problems or obstacles occur. They will feel bored and bored with the demands of work; if someone feels bored in their professional organization, they are likely to leave and leave their job. (Ufaira & Hendriani, 2019)

Because every individual who works in the organization will have hope in return for the sacrifices or achievements that they have been given to the organization. One hopes to achieve a position or position that is better than before, and a career is a necessity for every employee. (Mukhtar, Ali, et al., 2016)

Work Motivation has been widely studied by previous researchers, including: (Riyanto, Sutrisno, et al., 2017), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019), (Aima et al., 2017), and (Masydzulhak et al., 2016).

Table 1. Previous Research

No	Author (year)	Previous Research Results	Similarities to this article	Difference with this article
1	(Saifullah, 2020)	Determination of Teacher Motivation and Performance on Principal Leadership and Teacher Professional Competence	Motivation (Y1), Leadership (X1)	Determination Performance (Y2) and Teacher Professional Competence (X2))
2	(Mukhtar., Ali, H., & Jannah, S, 2016)	Analysis of Leadership Style and Organizational Culture Effect on Career Development at Ministry Religious Affairs in Jambi Province	Leadership Style (X1)	Analysis of Organizational Culture Effect (X2) on Career Development (Y1) at Ministry Religious Affairs in Jambi Province
3	(Sudirno, H., Utama, H, 2017)	Participative Leadership Style and Bureauratic Organizational Culture in Improving Employee Performance at the Environmental Management Agency (BPLH) Majalengka Regency	Leadership Style (X1)	Bureauratic Organizational Culture (X2) in Improving Employee Performance (Y) at the Environmental Management Agency (BPLH) Majalengka Regency
4	(Ufaira, R., Hendriani, W, 2019)	Work Motivation on Honorary Teachers in Indonesia: A Literature Review	Work Motivation	Honorary Teachers in Indonesia
5	(Hidayah, H,N., Santoso,B, 2020)	Motivation and work discipline as determinants of a teacher's work ethic	Motivation (X1)	Work Discipline (X2) as determinants of a teacher's work ethic

6	(Julianto, B., Carnarez, T,Y,A, 2021)	Factors Affecting Professional Organizations: Leadership, Effective Communication, Performance, and Organizational Effectiveness (A Literature Review of Applied Management Sciences)	Leadership(X1), Effective Communication (X2), Professional Organizations (Y1)	Perfomace (X3), Organizational Effectiveness (X4)
7	(Tatiwakeng, R,V., Mayulu, N., & Larira, D,M, 2021)	The Relationship between the Use of SBAR Effective Communication Methods and the Implementation of the Handover Systematic Review	Communication Methods (X1)	Effective SBAR and the Implementation of the Handover Systematic Review
8	(Kusniawati, E., & Rafiudin, 2020)	Relationship between Teacher Communication and Student Interest (Study at MTs Al-Inayah)	Teacher Communication (X1)	Student Interest (Y)
9	(Mahmudah, D, 2015)	Communication, Leadership Style and Motivation in Organization	Communication (X1), Leadership Style (X2), Motivation (X3)	Organization (Y1)
10	(Setiawan, N, 2021)	Determination of Work Motivation and Employee Performance; Total Quality Management and Leadership Style (Literature Review of Human Resource Management)	Work Motivation(X1), Leadership Style(Y2)	Employee Performance (X2), Total Quality Management (Y1)

RESEARCH METHODS

The methods used to write and make this article are the Qualitative Descriptive Method and Literature Review. Reading and reviewing published journals according to the theory discussed in this article in the Organizational Professionalism, Leadership, Communication, and Work Motivation.

Almost all the entire contents of the journal articles cited and citations are from Mendeley. And then the results of previous research are described in detail in the Literature of Review section.

FINDINGS AND DISCUSSION

1. Leadership in determining the Success of Professional Organizations

Leadership is the process by which a person can influence others, direct, and guide others. All organizational groups need leadership because someone who has these qualities has high responsibility, good planning, and has visionary thinking. (Purwanto et al., 2020)

Of the various elements contained in an organization, some elements can combine several aspects into a critical aspect with efforts to achieve organizational goals. This element is leadership. (Mahmudah, 2015)

In professional organizations, it is necessary to have someone who regulates the running of the organization in order to achieve organizational goals. A leader must be able to

regulate his position in the organization so that all organization members do not feel disadvantaged. (Julianto & Carnarez, 2021)

It improves the leadership ability of each member of the group. It is necessary to increase the ability, such through training, seminars, and other training programs that are useful for sharpening the leadership attitude of each member of the organization. (Agustini & Purnaningsih, 2018)

Sociological and psychological factors can influence discipline and leadership, and employee work performance—factors related to social relations between superiors and subordinates in an organization. Customs and habits become one of the determining factors about the employee's attitude, which cannot be separated. (Widodo et al., 2017)

Meanwhile, another factor is concerned with the personality and character of each employee of the organization, regardless of their status as leaders or staff. Although the atmosphere and work environment are good, if employees' mental or psychological conditions cannot support work, it will affect the sustainability of an organization. (Sudirno & Utama, 2017)

Leadership has an influence/relationship on Professional Organizations, and this statement is based on articles and research that is relevant and reviewed, including Elements of leaders who are considered to have the expertise to communicate and can combine it with a good leadership style to create an organizational atmosphere that can motivate employees to give their best performance. (Julianto & Carnarez, 2021)

Everyone who has a leadership attitude is judged to be able to solve problems well (problem-solving) because people who have a leadership spirit have many creative and innovative ideas, which will be used to solve problems. Someone who has leadership can be seen from his confidence, speech, language structure, and behavior. someone who has a leadership spirit usually always expresses his ideas. (Anwar et al., 2020)

2. Communication in determining the Success of Professional Organizations

Communication has an essential function in an organization, so organizational communication becomes an important thing to be the center of phenomena in the organization. When there is a change in the interaction system in the organization, communication will help build and maintain the achievement of organizational goals. (Mahmudah, 2015)

The ability to communicate is the essential tool for a leader to carry out this role. The decision to be taken by the organization is the leader's authority, but appropriate communication can certainly provide convenience in implementing these decisions. So it can be said that the organization is an interaction between its people. So the communication process in the interaction is the main thing in the organization. (Kusniawati & Rafiudin, 2020)

Humans or someone in organizational life tries to determine and form something that can accommodate the interests of all parties so that in carrying out their activities, they do not clash with each individual's various attitudes and behaviors. What is meant is none other than the culture where the individual is located, such as values, beliefs, assumptions, hopes, etc. (Julianto & Carnarez, 2021)

The organization has different structures according to the activities carried out, and communication plays an essential function in coordinating the things produced by each of these structures. Good organizational communication will create comfort and a sense of kinship. Compared with an organization with poor communication, they cannot get information well or maximally. (Agustini & Purnaningsih, 2018)

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of teamwork, leaders, and the characteristics of the organization, as well as the applicable administration process. Organizational culture is essential because it is defined as habits that occur in the organizational hierarchy that represent behavioral norms followed by organizational members. (Sudirno & Utama, 2017)

Communication skills can be improved by increasing self-confidence if self-confidence has emerged. Then someone can communicate or interact with the other person healthily. In the end, the communication and leadership style carried out aims to motivate employees to perform better. (Agustini & Purnaningsih, 2018)

3. Work Motivation in determining the success of Professional Organizations

Motivation is widely discussed in communication, management, and leadership. Because motivation has a close relationship with things that cause a person to devote his mental and physical energy to do something, everyone has a different will to do work. (Mahmudah, 2015)

Motivation is one of the most critical factors influencing human behavior and performance. Motivation theory has been discussed and conceptualized by various researchers. The level of motivation of an individual or team given in their task or work can affect all aspects of organizational performance. In recent research, motivation is defined as the willingness to exert a high level of effort towards organizational goals, which is conditioned by the effort's ability to satisfy some individual need. (Setiawan, 2021)

Motivation refers to the primary conditions that drive action. The relationship between motivation and action can be identified in the theories of motivation so that it can be seen as the main conditions that underlie the decision to behave in a certain way. Conducting coaching and motivation to improve the performance and morale of its employees also requires communication skills. These communication skills also need to be combined with an effective leadership style to create an organizational atmosphere that can motivate employees to give their best performance. (Rindy, 2015)

Leadership (Leading) means using influence to motivate employees to achieve organizational goals. Leadership means creating shared values and culture, communicating goals to employees throughout the organization, injecting the spirit to show the highest performance to employees. (Setiawan, 2021)

Someone who has high work motivation in an organization will be considered in his career path. Moreover, having high work motivation is a good thing that must be maintained. Different from someone who has no or little motivation work. They will do the work in organization that is not optimal. Because of the lack encouragement of appreciation that they. Work motivation can be done by giving rewards to employees with the best performance,

giving bonuses to employees, and paying attention to employee needs. (Hidayah & Santoso, 2020)

One of these methods is considered to be able to increase employee work motivation, because employees think they have leaders who care about their employees, and respect the existence of their employees. In a school organization, if the principal ignores and does not motivate and reward staff and teachers (teaching staff), then employees will feel unappreciated by the leader. Of course, the result is that employees will work as they wish, according to their wishes, and ignore existing administrative regulations. (Prayetno & Ali, 2020b)

Conceptual Framework

Based on the formulation of the problem described above, and discussion that has been described above, then the framework of this article as follows:

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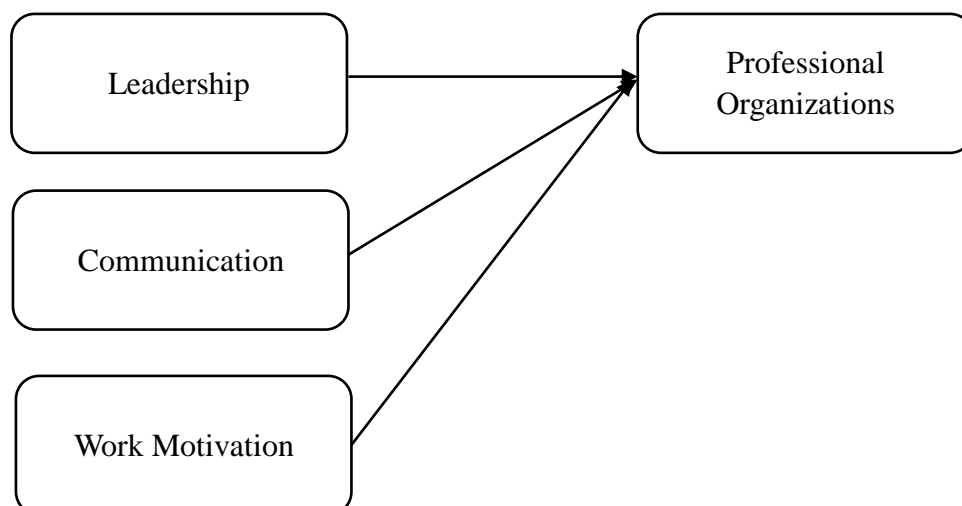


Figure 1. Conceptual Framework

This article discusses Leadership, Communication, Work Motivation in determining the Success of Professional Organizations. Several underlying factors affect Professional Organizations, namely:

- 1) Employee Performance: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).
- 2) Organizational Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016), (Saputra & Ali, 2022).
- 3) Knowledge: (Desfiandi et al., 2017), (Prayetno & Ali, 2020a), (Mukhtar, Risnita, et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).

- 4) Education: (Sari & Ali, 2019), (Ali & Sardjijo, 2017), (SiVARAM et al., 2019), (Chauhan et al., 2019), (Sulaeman et al., 2019), (No et al., 2017).
- 5) Organizational Culture: (Harini et al., 2020), (Elmi et al., 2016), (Saputra & Ali, 2022).

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the formulation of the problem described above, the research hypothesis is obtained include:

- 1) Leadership determines the success of Professional Organizations, one of the essential components in Professional Organizations because leaders will organize, direct, and guide members of the Organization to achieve organizational goals.
- 2) Communication determines the success of Professional Organizations; communication is the key to success of a professional organization. By doing good communication, the Organization's goals will be easily achieved because the amount of information provided will make it easier for leaders to make decisions.
- 3) Work Motivation determines the success of Professional Organizations because Work Motivation will impact the results of a person's work. If someone has high work motivation, then the results of his work will be good.

Suggestion

Based on the conclusions described above, the suggestions in this article are that there are still many variables that determine Professional Organization (Y1), Leadership (X1), Communication (X2), Work Motivation (X3). The following variables include Employee Performance, Organizational Commitment, Knowledge, Education, and Organizational Culture.

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