

Influences of Transactional and Transformational Leadership Styles on Work Motivation for Employees in Research and Development Agency Office

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Abstract— This research aims to (1) determine the influences of transactional leadership style on work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province; (2) determine the influences of transformational leadership style on work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province; and (3) determine which leadership style has dominant influences on work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province.

Populations of this research is all employees in the Research and Development Agency Office, Southeast Sulawesi Province, namely there are 62 people (excluding the leader). since there is limited number of research, then the researcher set the number of population units as the research respondents. This research used multiple linear regression analysis. Results of the research show that (1) the variable of transactional leadership style gives positive and significant influences on work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province; (2) the variable of transformational leadership style gives positive and significant influences on work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province; and (3) the variable of transformational leadership style is the dominant variable in influencing the work motivation for employees in Research and Development Agency Office, Southeast Sulawesi Province, namely by 0,900.

Index Terms— Transactional, Transformational Leadership Style, and Work Motivation

1 INTRODUCTION

Human resources are the main component in an organization as the active planner and actor of each organizational activity. They have heterogeneous thinking, feeling, willingness, status and educational background, age, gender taken in an organization, then they differ to machine, money, and material as passive as well as fully controllable and charged element in supporting the achievement of organizational objectives.

Qualify human resources having positions as leaders or members serve as the most important factors in each organization or entity both government and private. This is caused by the success of an organization or entity is greatly influenced by human factor as its work implementer.

Organization is a set of people with mutual cooperation by utilizing existing facilities to achieve any planned objectives. Organizational objectives are the achievement of an objective in which individuals can achieve it by themselves. By a set of people with cooperation cooperatively, there will be coordination to achieve better results than conducted by one people. Thus, the base in organization is principle of division of labour (Handoko, 1995: 171). In achieving organizational objectives, there are many factors influencing,

among others are human resource or employee quality, work methods, work environment and supporting facilities to achieve organizational / company objectives.

One of organization namely government organizational has organizational objectives, among others to achieve good performance, so that there will be good employee performance which will lead to ability to achieve organizational objectives effectively. Good performance is influenced by employee encouragement or motivation from within or from others.

Employees are expected to have encouragement or motivation in doing their jobs or tasks given to them; motivation is defined as a condition in which a person encourages individual willingness to conduct any activities to achieve objectives. Motivation provision also means to give chances for employees to have ability to develop ability and as maximum encouragement for employees to be productive. Motivation provision can be in the form of work security insurance and employee welfare which can develop their ability and as maximum encouragement to be employees with achievement.

Discussing work motivation is inseparable from employ-

ee work results since work motivation serves as an important part for attractive work behavior which is proven to have considerable benefits. High level of employee work effectiveness is influenced by encouragement caused by employee ability as its potency requiring supporting power.

In an organization or institution, leadership relates to direction for employees to conduct the work. It is the important part in understanding work behavior relates to increased employee work motivation. There are some researches showing that there is no other best way to lead subordinates, it depends on its leaders, subordinates and situation.

A good leader has greater responsibility than his subordinates, so it is expected to be a good leader. To determine appropriate leadership style, they should not only see their position as leaders who want everything to be done, but they must also work within the existing structure effectively and can provide good motivation for their subordinates.

Leaders in providing motivation must determine any necessary needs and desires by subordinates from the work results. People are willing to work so that they can fulfill their needs and desires (physical and mental), whether it is conscious needs or non-conscious needs. The most famous theory related to motivation is the theory of hierarchy of needs by Abraham Maslow's. Maslow hypothesized that in every human being, there are five levels of needs, namely physical needs, sense of security, social, respect, and self-actualization. The most basic need which should be satisfied by each person is physiological needs. Then the needs are followed by the need of security, social (affiliation), and self actualization (self-esteem). At the top of the hierarchy is the need for self-actualization. Each of these needs must be satisfied consecutively. If these needs are satisfied, those needs stop motivating behavior, and the following need in the hierarchy is the strong need.

To increase work motivation, it is supported by superior leadership style. Direct and indirect leadership has positive influences on increased subordinate work motivation. This is supported by Sinungan (1987: 32) stated that leadership including in the organizational environment is a potential factor in increasing work motivation. The same statement is expressed by Arep and Tanjung (2003: 51) stating that leadership serves as a source of motivation in working so that a leader is expected to master or influence and motivate employees.

Research and Development Agency, Southeast Sulawesi Province as one of the organizational units in the scope of the Southeast Sulawesi Provincial Government has tasks to assist the governor in running the government issues in the field of research and development, so that the main tasks and functions of the Research and Development Agency are to carry out research and development as well as activities routine and granting research permits. Therefore, employees must be able to have a good role in supporting the Research and Development Agency activities. To carry out these tasks, employees are led by superiors who can provide good work motivation, know the leadership style applied by superiors

at the Southeast Sulawesi Province Research and Development Agency.

For this reason, this research is important in determining the leadership style in the Research and Development Agency in increasing employee motivation in the Research and Development Agency, Southeast Sulawesi Province, so the author takes the research problem about the influences of transactional leadership style and transformational leadership style on work motivation for employees in the scope of the Research and Development Agency, Southeast Sulawesi Province.

The objectives to be achieved in this study are: (1). To determine the influences of transactional leadership style on employee work motivation at the Research and Development Agency, Southeast Sulawesi Province Research and Development Agency. (2). To determine the influences of transformational leadership style on employee work motivation at the Research and Development Agency, Southeast Sulawesi Province Research and Development Agency, and (3). To find out which leadership style has a dominant influence on employee work motivation at the Research and Development Agency, Southeast Sulawesi Province Research and Development Agency.

2 PLITERATURE STUDY

2.1 Definition of Leadership Style

According to Heidjrachman and S. Husnan, leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain objectives (Heidjrachman and Husnan, 2002: 224). Whereas according to Fandi Tjiptono, leadership style is a method used by leaders in interacting with their subordinates (Tjiptono, 2001: 161). Meanwhile, another opinion states that leadership style is a pattern of behavior (words and actions) of a leader felt by others (Hersey, 2004: 29).

According to Purwanto (1997: 48), leadership style is a method or technique of a person in carrying out a leadership. Then, it is stated that leadership style can also be interpreted as a behavioral norm used by a person when he or she tries to influence other behavior. In this case, the effort to harmonize perceptions between people who will influence the behavior and others who will be influenced is very important in their position.

In this research, leadership style defines as contingency (situational) leadership style meaning leadership style based on situations and conditions. Since a successful leader is a leader with ability to adapt his style to be well-adjusted to any particular situation (Heidjrachman and Husnan, 2002: 16).

In explaining group of tasks, then it should be a directive style; when referring to any attractive things for its members, then it must be consultative; to formulate group goals, it should be in a participatory style; when subordinates are already have capability and experiences in dealing with a task, he is delegative.

2.2 Determining Leadership Style

According to Heidjrachman and Husnan (2002: 173) a leader must have a perceptive nature namely ability to observe and discover the reality of an environment. Thus, he must be able to see, observe, and understand any workplace situations or conditions, in terms of his subordinates, organizational situation, assignment situation, and also about his own abilities. He must be able to adjust to his environment. To choose any leadership style to be used, it is necessary to consider various factors that influence it. Although there are many factors to be considered, Haris in Heidjrachman and Husnan (2002: 173) divides it into 4 (four), namely: (1) factors in the organization; (2) manager leadership factor; (3) subordinate factor and (4) assignment situation factor.

Situational or contingency leadership concept was developed by Hersey and Blanchard in 1969. Furthermore, Blanchard thinking (1995: 6) formulated 4 (four) basic behaviors of contingent leadership, namely: directive behavior, consultative behavior, participatory behavior

Participatory behavior is applied when employees understand required techniques and have developed a close relationship with the leadership. Leaders spent their time to chat with them, to better engage them with work decisions, and to listen to their suggestions regarding performance improvement and delegative Behavior.

2.3 Transactional Leadership Style

Pawar and Eastman (1997) in Andarika (2005: 45) state that one form of leadership strategy is transactional. Transactional leaders are leaders operating the existing system or culture by trying to satisfy their subordinate needs by focusing on giving rewards to behavior change and giving greater attention to any deviations, mistakes or irregularities and take corrective actions.

Bass (1997: 120-121) argued that there are three factors forming transactional leadership style, namely: contingency rewards, active exception management and passive exception management. Contingency reward factor is defined as provision of direction from the leadership to the subordinates regarding procedures in implementing any tasks and will-be achieved targets. Subordinates will receive rewards from the leadership in accordance with their ability to comply with task procedures and their success in achieving predetermined targets. Active exception management describes behavior of leaders who always provide directive supervision to their subordinates.

The directive supervision is to supervise the process of implementing subordinate duties directly. It aims to anticipate and minimize any level of errors during the work process. A transactional leader does not hesitate to correct and evaluate directly his subordinate performance in spite of incomplete work process. This action is intended so that subordinates are able to work in accordance with established work standards and procedures. While passive exception management describes that a transactional leader will give warnings and sanctions to his subordinates if there are any errors in the process carried out by the subordinate concerned. However, if the work process carried out is still run-

ning according to standards and procedures, the transactional leader does not provide any evaluation to his subordinates.

2.4 TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leadership is a process in which there is a provision of priority between leaders and subordinates to high level of morality and motivation. Bass (1997: 124) expressed that transformational leadership is a leadership involving an exchange process in which followers obtain immediate and real rewards to conduct any leadership instructions.

Transformational leadership is built on initial ideas by Burns in Bass (1997: 123). The level in which a leader can be said as transformational can be measured in its relation to the leader effects on its subordinates. Subordinates of a transformational leader can feel the sense of trust, admiration, loyalty and respect at the leader and they are motivated to do more than what is expected by the leader. The leader motivates its subordinates so that they are more aware to the importance of a work results, supports them to prioritize the organization than themselves and activates higher level of needs.

Transformational leadership will tend to motivate subordinates by giving inspiration, but will tend to empower staffs, as the important element of service management (Bowen & Lawler, dalam Bass, 1997: 116). It is caused by transformational leaders prioritize on use of their staff intelligence and creativity (Bass, 1997: 122), as a reflection of trust and mitigation. However, currently there can be different focus of service-oriented behavior between transformational and transactional leadership, and there will tend any different activities. Transformational leadership has 4 (four) components according to Bass (1985) in Gary Yulk (1998: 29) namely: Charisma, Intellectual stimulation, Individual consideration and Inspirational motivation

2.5 DEFINITION OF WORK MOTIVATION

Motivation comes from the Greek word of movere meaning support or move. In a concrete form, motivation can be given by the superior as "a process of motive (driving force) bprovision to work for subordinates in such a way so that they are willing to work sincerely in order to achieve organizational effective efficiently" (Sarwoto, 1979: 135).

Motivation is a provision of working enthusiasm for employees. By the motivation provision, there will be provision of stimulation for the employees to work with all of their power and efforts (Manullang, 1982: 150).

Robbins (2003: 208) stated that motivation defines as a willingness to provide the high level of effort to achieve organizational objectives through effort ability in meeting some individual needs. According to Menurut Luthans (2002: 249), motivation is a process initiated from willingness or support directing a person in term of physiology or psychology, or by needs to motivating one behavior, or the willingness to achieve an objective or in the form of certain incentives.

In the perspective of motivation as a process, then motivation consists of 3 (three) elements with mutual interaction, namely (Luthans, 2002: 249-250):

1. Needs are felt by a person, both physiological or psychological. In other words, needs is perceivable items as one's deficiency both physiological and psychological.
2. Drives (desires, hopes) encourages or guides someone to guide the needs in question. Drives and Motives are two words that are often used interchangeably, which refer to the desire or drive to fulfill a needs. For example, someone has a needs to eat because of hunger, needs to have friends because of affiliation.
3. Incentives (rewards, rewards), as all issues to meet or satisfy a particular needs or reduce drives. In other words, incentive is the end result of a motivation cycle; that is, everything that is rewarded and can fulfill a need and reduce drive (desire or hope).

The concept of work motivation used in this study is derived from Herzberg's theory. Especially in the components of 'Motivators' by Herzberg including: (1) achievement (2) recognition (3) work-itself (4) responsibility (5) advancement (Luthans, 2002: 263). These five dimensions of work motivation are then used in this study. As explained by Luthans, (2002: 263-264), the five motivator components are as follows:

1. Achievement; this is about encouragement and opportunity of an employee to perform on a particular task. That is, an assignment / job must make it possible for an employee to carry out the task / work to devote his ability to achieve certain achievements. Therefore, it is recommended that a task / job should be 'challenging', meaning that the task / work burden is not too easy and not too difficult to achieve, assuming that the employee concerned has a desire to achieve.
2. Recognition; this concerns recognition from leaders and colleagues. That is, someone will be motivated to work if there is self-recognition or appreciation from the leader and his colleagues.
3. Work itself; this concerns clarity of job descriptions; and support of other people (leaders and colleagues) in carrying out tasks / jobs.
4. Responsibility; this concerns opportunity and clarity of the responsibilities of an assignment / job. A person is difficult to work well if he does not have opportunity or he does not get the responsibility of a task / job. Likewise, if someone does not have clarity about their responsibilities towards a task / job properly.
5. Advancement, this is about desires, opportunities, and clarity of policies that relate to employee self-development efforts. This is based on the assumption that one of the goals (motives) of an employee at work is an effort to develop knowledge and skills, and to develop a career through a much higher promotion.

3 RESEARCH METHODS

The populations in this study are all employees of the Office of Research and Development Agency of Southeast Sulawesi Province namely there are 62 people (not including leaders). Because of the limited population, the researcher set the number of population units as well as the research respondents.

In collecting data in this study, data collection methods are used through (a). Questionnaire, that is by using a list of questions given to the respondents in this case the employees to be filled in according to their opinions, (b) Interview, namely data collection through oral communication in accordance with research needs

In achieving the objectives of this study, then the data obtained will then be processed with analytical techniques in accordance with the needs of this study, namely multiple linear regression analysis with the assistance of SPSS 17 For Windows.

According to Sudjana (1991: 74) formulation of a linear regression model of population is as the following:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots \dots \dots + \beta_n X_n + e$$

Which:

Y = Dependent variable

β = Constanta

X_1, \dots, X_n = Independent variable

β_1, \dots, β_n = regression coefficient of each variable of X_i ($i = 1, 2, 3, \dots, n$)

e = error factor

the model application is then conditioned with this research so that it is obtained the multiple linear regression equation as follow:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + e$$

which :

Y : employee work motivation

a : constanta

b_1, \dots, b_6 : regression coefficient

X_1 : Transactional Leadership style

X_2 : transformational leadership style

e : standard deviation is assumed by 0 (error factor)

4 RESULT AND DISCUSSION

4.1 Statistic Results of Simultaneous Regression Model

Prooving the research hypothesis is conducted by using multiple linear regression analysis. This is conducted to determine the simultaneous influence of transactional and transformational leadership on employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province. The results of multiple regression analysis are presented in Table 4.19.

Table 4.19. Results of Multiple Linear Regression Analysis of Transactional and Transformational Leadership Style Influences on Employee Work Motivation at the Research and Development Agency Office, Southeast Sulawesi Province

No.	Independent Variables (X)	Regression Coefficient (β)	$t_{\text{arithmetic}}$	$t_{\text{significant}}$	Information
1	Transactional (X_1)	0,243	1,261	0,025	Significant
2	Transformational (X_2)	0,900	5,514	0,000	Significant
Constanta		4,571	F Sig	0,000	
R Square		0,885	F arithmetic	227,957	
R		0,941	Error Standard	1,907	

Source : Annex 5.

Based on calculation results using SPSS 17,0 program as presented in Table 4.19 then it can pose the following description :

1. The constant number (β_0) is 4.571 with a significant value of 0.012 which means it is smaller than the value of $\alpha = 0.05$, it can be interpreted that statistically, the constant value (β_0) is significantly different from zero. Therefore, the value of these constants can be included in the regression model.
2. Value of $F_{0,05} = 227.957$ with a significant value of $F_{\text{sig}} = 0.000$ which means that ($F_{0,05} < 0.05$), then statistically the variables of transactional (X_1) and transformational (X_2) leadership styles simultaneously have significant influences on the employee work motivation (Y) at the Research and Development Agency Office, Southeast Sulawesi Province at the confidence level of 95%.
3. The value of R^2 (R-Square) of 0.885 shows that the amount of the direct influence of X_1, X_2 on Y is 88.5%, so the influence of other variables not explained in the model is 11.5%.
4. The value of R (number of correlation coefficients) of 0.941 shows that the close relationship between X_1, X_2 and Y is 94.1%. This relationship is statistically very strong / closely related. This is as stated by Riduwan (2003: 216) that the very strong / closely related relationship is 0.80 - 0.10. Therefore, the regression model produced can be said to be a "fit" model or can be a good predictor model in explaining the influence of transactional and transformational leadership styles on the employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province. On this basis, the regression model produced as an explanatory model of the influence of transactional and transformational leadership styles on the employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province can be stated as follows:

$$Y = 4,571 + 0,243 X_1 + 0,900 X_2 + 1,907$$

Which: Y = Work Motivation
 X_1 = Transactional
 X_2 = Transformational
 $\beta_1 = 0,243$
 $\beta_2 = 0,900$
 $\varepsilon = 1,907$

4.2 Testing Result of Partial Regression Model

Results of multiple linear regression analysis in the annex 4 as summarized in Table 4.19, can be interpreted as the following:

1. The significance of the transactional leadership style variable (X_1) influence on the work motivation (Y), obtain arithmetic ($t_{0,05} = 1.261$), with a significance value of $t_{\text{sig}} = 0.025$ which means that it is smaller than the value of $\alpha = 0.05$. This indicates that the β_1 coefficient value of 0.243 is statistically significantly different from zero. Therefore, the transactional leadership style (X_1) partially has a significant influence on the work motivation (Y). On this basis, it can also be stated that the transactional leadership style variable (X_1) can be included as one of the estimating variables for increasing the employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province
2. The significance of the transformational leadership style variable (X_2) influence on the work motivation (Y), obtain arithmetic ($t_{0,05} = 5,514$), with a significance value of $t_{\text{sig}} = 0,000$ which means that it is smaller than the value of $\alpha = 0.05$. This indicates that the β_2 coefficient value of 0,900 is statistically significantly different from zero. Therefore, the transformational leadership style (X_2) partially has a significant influence on the work motivation (Y). On this basis, it can also be stated that the transformational leadership style variable (X_2) can be included as one of the estimating variables for increasing the employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province
3. Based on the results of model partial testing, the simultaneous regression model stating the influence of transactional and transformational leadership styles on the employee work motivation at the Research and Development Agency Office, Southeast Sulawesi Province can be stated as follows:

$$Y = 4,571 + 0,243 X_1 + 0,900 X_2 + 1,907$$

(1,261) (5,514)

Which : Y = Work motivation
 X_1 = Transactional Leadership
 X_2 = Transformational leadership
 (...) = arithmetic value

4.3 Hypotheses Testing

The research hypothesis is stating that the transactional (X_1) and transformational (X_2) leadership styles have significant influence on the employee work motivation (Y) at the Research and Development Agency. Southeast Sulawesi Province. Simultaneous test results using the $F_{\text{arithmetic}}$ value at the level of $\alpha = 0.05$ of 227.995 ($F_{0,05} = 227.957$), and the F_{sig} value of 0.000 ($F_{\text{sig}} = 0.000$), which means the value of $F_{\text{sig}} < \alpha = 0.05$. Therefore, as a whole or simultaneously, the transactional (X_1) and transformational (X_2) style leadership variables significantly influence on the employee work motivation (Y) at the Research and Development Agency. Southeast Sulawesi Province. On this basis, the previously proposed research hypothesis can be accepted because it is proven to be valid.

5 DISCUSSION

5.1. Siultaneous Influence

Results of data analysis indicate that the transactional (X1) and transformational (X2) leadership style variables simultaneously have significant influences on the employee work motivation (Y) at the Research and Development Agency, Southeast Sulawesi Province. This means that high and low employee work motivation at the Research and Development Agency, Southeast Sulawesi Province has been heavily influenced by transactional and transformational leadership styles.

This is also confirmed by determination coefficient obtained (R²) by 0.885. This figure shows that the variation in employee work motivation variables (Y) can be explained by the variables of transactional (X1) and transformational leadership styles (X2). In other words, the simultaneous direct influence of the two variables (X1 and X2) on the employee work motivation (Y) is 88.50%. Therefore, there are still other variables that are not explained in the model, namely 11.50%.

In addition, the correlation level of the simultaneous relationship of the two transactional and transformational leadership style variables on the employee work motivation is 94.10%. This figure shows that the transactional (X1) and transformational (X2) leadership style variables have a close relationship with an increase or decrease in employee work motivation of 94.10%. According to Riduwan (2003: 216) it states that the correlation level of the relationship of 0.941 can be said to be "very high / very correlated". Therefore, overall it can be concluded that the transactional and transformational leadership styles have significant influences and relationship to the employee work motivation at the Research and Development Agency, Southeast Sulawesi Province.

The results of this study are in accordance with Thomas (2003) who stated that transactional and transformational leadership styles as a leadership style can be used to obtain motivation of subordinates by encouraging their own interests. Leadership behavior is focused on the results of task and good employee relationship in exchange for desired reward. Transformational and transactional leadership encourages leaders to adjust their style and behavior to understand subordinates' expectations.

Whereas according to Bass (1997: 123), a leader who uses transactional leadership style helps his employees in increasing motivation to achieve desired results in two ways, the first, a leader recognizes what subordinates must do to achieve any planned results after the leader clarifies the role of subordinates then subordinates will feel confident in carrying out the work that requires their role. The second, the leader clarifies how meeting the needs of subordinates will be confused with the determination of roles to achieve agreed outcomes.

5.2. Partial Influence

Influences of Transactional Leadership (X₁) On Work Motivation (Y)

The direction and significant influence of transactional leadership style (X₁) on employee work motivation (Y), is shown in the b₁ coefficient number of 0.243 with a significant

value less than 0.05 ($t_{sig} 0.025 < 0.05$). This figure indicates that the transactional leadership style (X₁) has significant influences on employee work motivation (Y) with 95% confidence level. Thus, it can be interpreted that better transactional leadership style application by a leader will lead to higher employees work motivation at the Research and Development Agency, Southeast Sulawesi Province.

Influences of Transformational Leadership (X₂) On Work Motivation (Y)

The direction and significant influence of transformational leadership (X₂) on employee work motivation (Y), is shown in the b₂ coefficient number of 0.900 with a significant value smaller than 0.05 ($t_{sig} 0.000 < 0.05$). This figure indicates that transformational leadership style (X₂) has significant influences on employee work motivation (Y) with 95% confidence level. Thus, it can be interpreted that better transformational leadership style application by a leader, higher employee work motivation at the Research and Development Agency, Southeast Sulawesi Province

5 CONCLUTION AND RECOMMENDATION

5.1 Conclusion

Based on the analysis results and discussion in this research, then it can conclude:

1. Transactional leadership style variable provides positive and significant influence on employee work motivation at the Research and Development Agency, Southeast Sulawesi Province.
2. Transformational leadership style variable provides positive and significant influence on employee work motivation at the Research and Development Agency, Southeast Sulawesi Province.
3. The Transformational leadership style variable is the dominant variable in influenceing the employee work motivation at the Research and Development Agency, Southeast Sulawesi Province. This can be seen from the smallest t significance value by 0,000.

5.2 Recommendation

Based on the research conclusion above, the author proposes some recommendations as follow:

1. In increasing employee motivation, there are some important factors that must be considered by the leadership, especially in the Research and Development Agency, Southeast Sulawesi Province, namely transactional and transformational leadership styles that are applied by the leadership, so that there will be better maintenance and improvement of employee motivation,
2. Although statistically, transactional and transformational leadership style variables have significant influences on employee work motivation, transactional and transformational leadership styles are the only determinants of employee motivation (subordinates). Therefore, in the following study about the determination of employee work motivation, in addition to including

variables of transactional and transformational leadership styles, it is also necessary to combine working conditions variables, such as task / job characteristics, compensation, organizational culture and policies in order to obtain a more comprehensive employee work motivation estimation model.

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