THE EFFECT OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE

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Abstrak

This study explores the effect of transformative transactional leadership style on employee performance, with work motivation as an intervening variable. The respondents of this survey were the population of the Riau Islands National Narcotics Agency, which amounted to 68 respondents. Using the sampling method is intended by the sampling method. In this survey, data is collected through a survey in the form of Google Forms. Descriptive and route analysis were used as data analysis techniques. The results of the three independent variables are 1. The transformational leadership style variable has a positive and important effect on work motivation. 2 The transaction leadership style variable has a significant negative effect on work motivation. 3. The transformational leadership style variable has a positive and significant effect on employee performance. 4. Transactional leadership style variable has a negative effect on employee performance. 5. Fluctuating work motivation has a positive and significant effect on employee performance.

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1. Introduction

One of the keys to a company's success is the source of human power (Norton & Kaplan, 2001). The ability of a company to grow depends on the company's talent. Attention in the field of human resources should not be ignored. Because in this area, it is the first step in planning a talent plan to improve the quality of talent. Especially in service companies, employees are a factor in driving the company's success. Human resources play an important role in helping a company achieve its goals. Human resources are potential energy and cannot be separated from an organization or unit of work (Sudarsono, 2006). Good people can also be influenced by leadership style and employee performance motivation. Leadership style is the reason for a person's high motivation and performance at work (Siswatiningsih and Raharjo, 2018). The role of leaders influencing their subordinates is crucial to the progress of the organization. To guide an organization to that desire, it needs an organization leader (Koesmono, 2007). Leadership styles are a code of conduct for others, so leaders must be able to apply leadership styles to lead their subordinates and influence the success of an organization or company in achieving their goals. Through the use of leadership, leaders influence the perceptions of their subordinates and motivate them by directing them to task clarity, goal achievement, job satisfaction, and effective work performance (Thoha, 2010). This is highlighted by the ability of leadership to influence the group in achieving its goals (Robbins, 2007). Employee capabilities and organizational goals to achieve goals reflect employee performance.

Effective leadership styles are needed to improve employee performance in achieving organizational goals. Therefore, leadership style can be used as a good guide to improving employee performance.

Employee performance is the actual behavior that each individual present as the work performance generated by the employee through their role and work in the organization (Rivai, 2015). Therefore, every company needs to improve employee performance in the hope that it will quickly reach the goals it achieves. Based on the background explanation above, the author conducts a study entitled "The Impact of Transformational and Transactional Leadership Styles on Employee Performance and Motivation of Work as Intervention Variables" (Riau Islands). Research at the National Narcotics Agency).

2. Methods

This type of research is quantitative research with an explanatory research approach or explanatory research. Explanatory research is a process that will describe the position of each variable understudy with the influence of one variable on another variable. This study intends to determine the independent variables, namely transformational leadership style, transactional leadership style and work motivation, and employee performance as the dependent variable. The type of data used in this study is quantitative data obtained from the answers of the respondents in the form of numbers related to the problem under study. The data obtained will be analyzed using the path analysis method. According to (Sarwono, 2011), path analysis is a technique used to describe causal relationships between variables based on a time sequence, using path coefficients as values, and is an extrinsic variable to an intrinsic variable. The magnitude of the effect of is determined directly or indirectly. In this study, we used path analysis to determine the hypothesis test.

Population and Sample

The population is the entire research subject (Arikunto, 2013). If the researcher will examine all members of the population in the research environment, then the research includes population research. Based on the previous description, the population in this study were employees of the National Narcotics Agency of the Riau Islands Province, totaling 68 employees. The sample used was saturated. Because the population to be studied is 68 individuals or a little of 100 people. According to (Arikunto 2013) if the subject is less than 100 people, it is better to use the whole sample so that this research is a population study. From the opinion above, the researchers determined the number of samples was 68 people.

3. Result and Discussion
3.1 Descriptive Statistics

In this study, the authors distributed to employees of the National Narcotics Agency of the Riau Islands province. The data collected were 68 respondents according to the research sample. The characteristics of respondents in this study were divided into 3:

1. Respondents by Gender

The results of the data analysis of respondents based on gender are as follows:

Table 1. Respondent Data by Gender

Sex	Frequency	Percentage (%)
Man	46	67,0%
Female	22	33,0%
Total	**68**	100%

Based on the data in Table 1. above, it can be seen that of the total number of respondents as many as 68 people, respondents of the male sex are more dominant, namely 46 respondents with a percentage of 67%. While the female respondents were 22 respondents with a percentage of 33%.

2. Respondents Based on Education
The results of the data analysis of respondents based on Education Level are as follows:
Table 2. Respondent Data based on Education

Education Level	Frequency	Percentage (%)
Master Degree	10	14,92%
Bachelor Degree	26	38,2%
Postgraduate Diploma	7	10,3%
High School	25	36,8%
Total	68	100%

In Table 2. it can be seen that the most recent education of employees is Bachelor's degree as many as 26 employees with a percentage of 38.2% and then followed by high school / vocational graduates as many as 25 employees with a percentage of 36.8%.

3. Respondents Based on Employee Status
The results of the data analysis of respondents based on Employee Status are as follows:
Table 3. Respondent Data based on Employee Status

Employee Status	Frequency	Percentage (%)
PNS	22	32,83%
Polri	19	26,86%
PPNPN	27	38,80%
Jumlah	**68**	100%

*PNS : Pegawai Negeri Sipil (Government Employees)
*Polri : Kepolisian Negara Republik Indonesia (Indonesian National Police)
*PPNPN : Pegawai Pemerintah Non-Pegawai Negeri (Government Employees Non-Civil Servants)

In Table 3. it can be seen that the status of the most employees is PPNPN as many as 27 employees with a percentage of 38.86% then civil servants' employees 22 people with a percentage of 32.83%.

3.2 Inferential Statistics
The structural equations in this study are divided into:
a) Structural equation 1 = Y = ρYX1 + ρYX2 + ε1
b) Structural equation 2 = Z = ρZX1 + ρZX2 + ZY +ε 1

Normality Test
The normality test is to determine whether the data population is normally distributed or not. This test uses SPSS, the results can be seen

		Unstandardized Residual
N		68
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.51039765
Most Extreme Differences	Absolute	.106
	Positive	.062
	Negative	-.106
Test Statistic		.106
Asymp. Sig. (2-tailed)		.058[c]

		Unstandardized Residual
N		68
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.22347950
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.081
Test Statistic		.091
Asymp. Sig. (2-tailed)		.200[c,d]

Table 4. Normality Test Results

Structural equation 1	*Assymp. Sig. (2-tailed)*	0.058
Structural equation 2	*Assymp. Sig. (2-tailed)*	0.200

The results of the analysis above are the Kolmogorov-Smirnov values of 0.58 and 0.200 where (>0.05) (Sugiyono,2014), which means the value of 68 data is normally distributed.
Linearity Test
The linearity test aims to test whether two variables have a significant linear relationship or not. A good correlation should have a linear relationship between the independent variable (X) and the dependent variable (Y).
Table 5. Linearity Test Results

Equation	Sig.
Equation 1	
Work Motivation* Transformational Leadership Style	.742
Work Motivation* Transactional Leadership Style	.659
Equation 2	.276
Employee Performance * Transformational Leadership Style	

Employee Performance * Transactional Leadership Style	.083
Employee Performance * Work Motivation	.038

Based on Table 5. Above, the value of Sig. > 0.05, then there is a significant linear relationship between the independent variable and the dependent variable (Sugiyono,2014).

Multicollinearity Test

Multicollinearity is a situation that shows a strong correlation or relationship between two or more independent variables in a multiple regression model (Sugiyono,2014).

Table 6. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.854	3.119		7.968	.000		
	Transformational Leadership Style	.021	.046	.057	.456	.650	.968	1.033
	Transactional Leadership Style	-.043	.083	-.065	-.520	.605	.968	1.033

a. Dependent Variable: Work Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
2	(Constant)	3.711	3.898		.952	.345		
	Transformational Leadership Style	.055	.041	.162	1.358	.179	.965	1.037
	Transactional Leadership Style	.108	.074	.174	1.458	.150	.964	1.038
	Work Motivation	.225	.110	.239	2.037	.046	.994	1.006

a. Dependent Variable: Employee Performance

Based on Table 6 above, with structural equations 1 and 2 it can be seen that all variables have tolerance values > 0.1 and VIF < 10. So, it can be said that there is no correlation or multicollinearity symptom in this study.

3.2.1 Structural Equation Regression Analysis Result 1.

Effect of transformational leadership style and transactional leadership style simultaneously on work motivation.

Table 4. Results of the analysis of the effect of transformational leadership style, and transactional leadership style simultaneously on work motivation

Coefficient of determination	F Count	F Table	Significant
0.632	55.829	2.35	0.000

From Table 4. it can be seen that the value of the coefficient of determination is 0.632 or 63.2%. Based on these figures, it can be concluded that the transformational leadership style and transactional leadership style simultaneously affects work motivation of 63.2%, while the remaining 36.8% is influenced by other factors. Based on the table above, it is known that the significance value (sig) is 0.000. Because of the value of Sig. 0.000 < 0.05 (Sugiyono,2014). If it is seen based on the comparison of the calculated F value with the F table, the

calculated F value is 55.829. Because the calculated F value is 55.929 > F Table 2.35, then as the basis for decision making in the F test, it can be concluded that the transformational leadership style and transactional leadership style simultaneously affects work motivation.

3.2.2 Structural Equation Regression Analysis Results 2

The influence of transformational leadership style, transactional leadership style, and work motivation simultaneously on employee performance.

Table 5. The results of the analysis of the effect of transformational leadership style, transactional leadership style, and work motivation simultaneously on employee performance.

Coefficient of determination	F Count	F Table	Significant
0.403	14.409	235	0.000

From Table 5. it can be seen that the value of the coefficient of determination is 0.403 or 40.3%. Based on these figures, it can be concluded that the transformational leadership style and transactional leadership style simultaneously affects employee performance by, 40.3.2%, while the remaining 59.7% is influenced by other factors. Based on the table above, it is known that the significance value (sig) is 0.000. Because of the value of Sig. 0.000 < 0.05. If it is seen based on the comparison of the calculated F value with the F table, the calculated F value is 14.409. Because the calculated F value is 14.409 > F Table 2.35, then as the basis for decision making in the F test, it can be concluded that the transformational leadership style and transactional leadership style simultaneously affects employee performance.

The path analysis method to see the magnitude of the influence between variables can be seen in the beta value. The beta value in the study is presented in the table as follows:

Table 6. Hypothesis Test Results

Hypothesis		Direct effect	Indirect effect	Total effect
H1	The Effect of Leadership Style Transformation on Work Motivation	1.502		
H2	Effect of Transact	0.839		

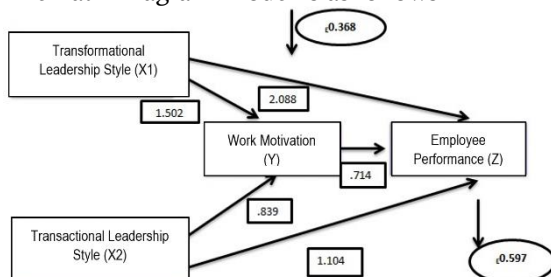|				
	ional Leadership Style on Motivation Work			
H3	Effect of Style Influence Transformational Leadership on Employee Performance	2.088	0.714	2,802
H4	The Effect of Leadership Style Transactional on Employee Performance	1.104	0.714	1,815
H5	The Effect of Work Motivation on Employee Performance	0.714		

The Path Diagram Model is as follows

Figure 1. The Effect of Work Motivation on Employee Performance

Analysis of the effect of X1 through Y on Z, it is known that the direct effect given by X1 on Z is 2.088. While the indirect effect of X1 through Y on Z is the multiplication between the beta value of X1 against Y and the beta value of Y against Z, namely: 1.502×0.714=1.072. Then the total effect given by x1 to Z is the direct effect plus the indirect effect, namely: 2.088+1.072=3.16. Based on the results of the above calculation, it is known that the direct influence value is 2.088 which is greater than the indirect effect value is 0.714. This shows that indirectly X1 through Y have a significant effect on Z.

Analysis of the effect of X2 through Y on Z, it is known that the direct effect given by X2 on Z is 1.104. While the indirect effect of X2 through Y on Z is the multiplication between the beta value of X2 against Y and the beta value of Y against Z, namely: 0.839×0.714=0.599. Then the total effect given by X2 to Z is the direct effect plus the indirect effect, namely: 1.104+0.599=1.703. Based on the calculation results above, it is known that the direct influence value is 1.104 greater than the indirect effect value is 0.599. This indicates that X2 through Y indirectly has a significant effect on Z.

4. Conclusions

Based on research from the Effect of Transformational Leadership Style, Transactional Leadership Style on Employee Performance with Work Motivation as an Intervening Variable at the National Narcotics Agency of the Riau Islands Province, the conclusions of this study are as follows:

1. Transformational Leadership Style has a positive and significant influence on work motivation in the National Narcotics Agency of the Riau Islands Province.
2. Transactional Leadership Style has a positive and significant influence on work motivation in the National Narcotics Agency of the Riau Islands Province.
3. Transformational Leadership Style has a positive and significant influence on employee performance at the National Narcotics Agency of the Riau Islands Province.
4. Transactional Leadership Style has a positive and significant influence on employee performance at the National Narcotics Agency of the Riau Islands Province.
5. Work motivation has a positive and significant influence on employee performance at the National Narcotics Agency of the Riau Islands Province.

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