

THE EFFECT OF TRANSFORMATIONAL AND TRANSACTIONAL
LEADERSHIP ON MOTIVATION IN ONE OF CHINA'S
MANUFACTURING COMPANY

PENG JIERU

A thesis submitted in partial fulfillment of the requirement for the award
of the degree of Master of Science Human Resource Development

Faculty of Management
Universiti Teknologi Malaysia

OCTOBER, 2014

To my beloved mother and father

ACKNOWLEDGEMENT

In preparing this thesis, I was in contact with many people, researchers, academicians, and practitioners. They have contributed towards my understanding and thoughts. In particular, I wish to express my sincere appreciation to my supervisor, Dr. SHAH ROLLAH ABDUL WAHAB for his encouragement, guidance, critics and friendship. Without their continued support and interest, this thesis would not have been the same as presented here. A special thanks to the examiners of my thesis Dr. SITI FATIMAH BINTI BAHARI and Dr. MASTURA BINTI MAHFAR for their invaluable feedback and suggestions that the thesis tends to further improved. Furthermore, I would like to thank the staff of the faculty of management and the Graduate School of the UTM for their help in this research.

I would also like to express my gratitude to the managers and staffs of the investigated China's manufacturing company for their participation and cooperation in this research. My special thanks to the company involved for allowing the study to be carried out in their company. Finally, I wish to convey my sincere appreciation to all kind hearted people who have contributed to this work and deserve to be recognized for their effort. I sincerely thank all of you for your good deeds. Your support and contribution have made this experience more momentous. I also want to express my thanks to my family for the financial and moral support, as well as the motivation to complete this research.

ABSTRACT

This study attempts to identify the effect of transformational and transactional leadership on motivation in one of China's manufacturing company. A total of 193 respondents from one of China's manufacturing company are selected as respondents and thus data is analyzed based on the completed questionnaires. Multifactor Leadership Questionnaire (MLQ) is employed to measure transformational and transactional leadership. Work Intrinsic and Extrinsic Motivation Scales (WEIMS) is employed as measurement tool to measure employees' motivation. Descriptive analysis, correlations analysis and multiple regressions analysis are utilized to analyze the collected data. The findings reveal that both types of leadership styles have a significant relationship to motivation (transformational leadership: r value is 0.576; transactional leadership: r value is 0.404). In addition, it is also found that transformational leadership and transactional leadership have a significant effect on employees' motivation. Several recommendations are suggested for the company and for future research.

ABSTRAK

Kajian ini dijalankan bagi mengenal pasti kesan gaya kepimpinan transformasi dan kepimpinan transaksi terhadap motivasi pekerja disamping mengenalpasti tahap motivasi pekerja di dalam sesebuah organisasi. Motivasi pekerja merupakan pembolehubah bersandar manakala pembolehubah bebas adalah gaya kepimpinan transformasi dan kepimpinan transaksi. Kajian telah dijalankan di sebuah syarikat perkilangan di China, dan seramai 193 orang pekerja telah dipilih secara sebagai responden kajian. *Multifactor Leadership Questionnaire* (MLQ) dan *Work Intrinsic and Extrinsic Motivation Scale* (WEIMS) telah dipilih dan digunakan sebagai alat untuk mengukur kepimpinan transformasi dan transaksi serta motivasi pekerja. Analisis deskriptif, analisis korelasi dan analisis regresi pelbagai telah digunakan untuk menganalisis data. Dapatan kajian menunjukkan bahawa kedua-dua gaya kepimpinan mempunyai hubungan yang signifikan dengan motivasi (kepimpinan transformasi: nilai r ialah 0.576; kepimpinan transaksi: nilai r ialah 0.404.) Tambahan lagi, dapatan kajian mendedahkan bahawa gaya kepimpinan transformasi dan transaksi memberi kesan yang signifikan kepada motivasi pekerja. Beberapa cadangan telah dinyatakan untuk organisasi dan penyelidikan pada masa akan datang.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	vi
	ACKNOWLEDGEMENT	vii
	ABSTRACT	viii
	ABSTRAK	ix
	TABLE OF CONTENTS	x
	LIST OF TABLES	xvi
	LIST OF FIGURES	xviii
	LIST OF SYMBOLS	xix
1	INTRODUCTION	
	1.1 Research Overview	1
	1.2 Background of the Research	1
	1.3 Problem Statement	5
	1.4 Research Questions	7
	1.5 Purpose of the Research	8
	1.6 Research Objectives	8
	1.7 Research Hypothesis	9
	1.8 Significance of the Research	9
	1.9 Scope of the Research	10
	1.10 Limitation of the Research	10

1.11	Definition of Terms	11
1.11.1	Conceptual Definition of Terms	11
1.11.1.1	Transformational Leadership	11
1.11.1.2	Transactional Leadership	12
1.11.1.3	Motivation	13
1.11.2	Operational Definition of Terms	14
1.11.2.1	Transformational Leadership	14
1.11.2.2	Transactional Leadership	15
1.11.2.3	Motivation	15
2	LITERATURE REVIEW	16
2.1	Introduction	16
2.2	Motivation	16
2.2.1	An Overview of Motivation	16
2.2.2	Dimensions of Motivation	18
2.2.3	Motivation Models and Theories	20
2.2.3.1	Herzberg's Motivation-Hygiene Theory	20
2.2.3.2	Self-Determination Theory	22
2.3	Leadership	25
2.3.1	An Overview of Leadership	25
2.3.2	Transactional Leadership	28
2.3.3	Dimensions of Transactional Leadership	30
2.3.4	Transformational Leadership	31
2.3.5	Dimensions of Transformational Leadership	34
2.3.6	Transformational and Transactional Leadership Models and Theories	37

	2.3.6.1	The Full Range of Leadership Development Model	37
	2.3.6.2	The Model of Transactional Leadership	39
	2.3.6.3	The Model of Transformational Leadership	40
	2.4	Relationship between Transactional Leadership and Motivation	43
	2.5	Relationship between Transformational Leadership and Motivation	44
	2.6	Summary of Literature Review	46
3		METHODOLOGY	49
	3.1	Overview of Methodology	49
	3.2	Research Design	49
	3.3	Population and Sampling	51
	3.4	Data Collection Procedures	52
	3.5	Study Instrument	53
	3.5.1	Measurement for Respondents' Demographic Profile	53
	3.5.2	Measurement for Transformational and Transactional Leadership	54
	3.5.3	Measurement for Motivation	55
	3.6	Pilot Study	55
	3.7	Data Analysis of the Research	58
	3.7.1	Descriptive Statistic Analysis	58
	3.7.2	Correlation Analysis	58
	3.7.3	Multiple Regressions Analysis	60

	3.7.3.1 Testing the Assumptions of Multiple Regressions Analysis	61
	3.8 Conclusion	63
4	ANALYSES AND FINDINGS	65
	4.1 Introduction	65
	4.2 Return and Usable Rate	65
	4.3 Respondents' Demographic	66
	4.4 Findings on Transformational Leadership, Transactional Leadership, and Motivation	67
	4.4.1 Descriptive Findings on Transformational Leadership	68
	4.4.1.1 Descriptive Findings on Intellectual Stimulation	68
	4.4.1.2 Descriptive Findings on Individualized Consideration	69
	4.4.1.3 Descriptive Findings on Idealized Influence	71
	4.4.1.4 Descriptive Findings on Inspirational Motivation	72
	4.4.2 Descriptive Findings on Transactional Leadership	75
	4.4.2.1 Descriptive Findings on Contingent Reward	76
	4.4.2.2 Descriptive Findings on Active Management by Exception	77
	4.4.2.3 Descriptive Findings on Passive Management by Exception	78

4.4.3	Descriptive Findings on Motivation	79
4.4.3.1	Descriptive Findings on Intrinsic Motivation	79
4.4.3.2	Descriptive Findings on Extrinsic Motivation	81
4.4.4	Overall Level of Transformational Leadership, Transactional Leadership and Motivation	82
4.5	Findings on Transformational Leadership Style and Motivation	83
4.6	Findings on Transactional Leadership Style and Motivation	84
4.7	Findings on the Effect of Transformational Leadership and Transactional Leadership on Motivation	85
4.8	Summary of Data Analysis	86
5	DISCUSSION AND CONCLUSION	88
5.1	Introduction	88
5.2	Discussion of the Research	88
5.2.1	Objective 1: The Level of Transformational Leadership in One of China's Manufacturing Company	89
5.2.2	Objective 2: The Level of Transactional Leadership in One of China's Manufacturing Company	90
5.2.3	Objective 3: The Level of Motivation in One of China's Manufacturing Company	91

5.2.4	Objective 4: The Relationship of Transformational Leadership and Motivation in One of China's Manufacturing Company	93
5.2.5	Objective 5: The Relationship of Transactional Leadership and Motivation in One of China's Manufacturing Company	94
5.2.6	Objective 6: The Dominant Leadership Affect on Motivation in One of China's Manufacturing Company	95
5.3	Recommendation	99
5.3.1	Recommendation for the Organization	99
5.3.2	Recommendation for the Future Research	101
5.4	Conclusion	102
	REFERENCES	104
	APPENDICES A-C	126

LIST OF TABLES

TABLE NO.	TITLE	PAGE
2.1	Herzberg's Motivation-Hygiene Theory (Hoy and Miskel, 2005)	20
2.2	The Self-Determination Theory (Ryan and Deci, 2005)	23
3.1	Reliability Coefficient (Cronbach's Alpha)	57
3.2	The Strength of the Relationship	59
3.3	Correlation between Transformational Leadership and Transactional Leadership	62
3.4	Multicollinearity of the Variables	62
3.5	Skewness and Kurtosis Value	63
3.6	Summary of Research Objectives and Its Method of Data Analysis	64
4.1	Return and Usable Rate of the Questionnaire	66
4.2	Findings on Respondents' Demographic	66
4.3.	Mean Score and Standard Deviation of Intellectual Stimulation	68
4.4	Mean Score and Standard Deviation of Individualized Consideration	69
	Mean Score and Standard Deviation of Individualized Consideration (continued)	70
4.5	Mean Score and Standard Deviation of Idealized Influence	71

	Mean Score and Standard Deviation of Idealized Influence (continued)	72
4.6	Mean Score and Standard Deviation of Inspirational Motivation	72
	Mean Score and Standard Deviation of Inspirational Motivation (continued)	73
	Mean Score and Standard Deviation of Inspirational Motivation (continued)	74
4.7	Mean Score and Standard Deviation of Contingent Reward	76
4.8	Mean Score and Standard Deviation of Active Management by Exception	77
4.9	Mean Score and Standard Deviation of Passive Management by Exception	78
4.10	Mean Score and Standard Deviation of Intrinsic Motivation	79
	Mean Score and Standard Deviation of Intrinsic Motivation(continued)	80
4.11	Mean Score and Standard Deviation of Extrinsic Motivation	81
4.12	Descriptive Statistics on the Three Variables	82
4.13	Correlations between Transformational Leadership and Motivation	83
4.14	Correlations between Transactional Leadership and Motivation	84
4.15	The Effect of Transformational and Transactional Leadership on Motivation	85
4.16	Coefficient for Transformational Leadership and Transactional Leadership on Motivation	85

LIST OF FIGURE

FIGURE NO.	TITLE	PAGE
2.1	Full Range Leadership Model (Bass and Riggio, 2006)	37
2.2	Transactional Leadership and Follower Effort (Bass, 1985)	39
2.3	Transformational Leadership and Extra Follower Effort (Bass, 1985)	41
2.4	Research Framework	48
3.1	The Research Design Process	50

LIST OF SYMBOLS

- s - Required sample size
- X_2 - the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).
- N - the population size.
- P - the population proportion (assumed to be .50 since this would provide the maximum sample size).
- d - the degree of accuracy expressed as a proportion (.05).
- α - Cronbach's alpha
- Y' - Predicted value of the dependent variable
- a - the value of Y when X is equal to zero. This is also called the "Y Intercept".
- X - an X score (X is Independent Variable)
- b_1 - the change in Y for each 1 increment change in X_1
- b_2 - the change in Y for each 1 increment change in X_2

CHAPTER 1

INTRODUCTION

1.1 Research Overview

This research aims to explore the effect of transformational and transactional leadership on motivation. This chapter discusses the background of this study, which begins with the background of the research, problem statement, research objectives, research questions, and significance of the study, as well as explains conceptual and operational definitions including transformational leadership and transactional leadership, and motivation.

1.2 Background of the Research

Motivation is driving forces to arouse and direct people's behavior that lead to employees to take the initiatives in activities and actions to greater performance when the required condition satisfied (Lameck, 2011). Peterson and Luthans (2006) identified financial and nonfinancial incentives in the process of motivating employees for business unit outcome, which involve tangible or intangible rewards to provide employees inner momentum in their work. Wiese and Coetzee (2013) emphasized nonfinancial incentives are strongly associated with motivation enhancement for sales representatives; the nonfinancial incentives are explained in influencing intrinsic and extrinsic motivation. Concretely, intrinsic motivation is referred to inner interests and enjoyment (Guay *et al.*, 2000). By contrast, extrinsic

motivation refers to positive rewards and higher psychological needs from outside such as organization and society (Ryan and Deci, 2000b).

The motivation which is intrinsic and extrinsic motivation potentially exists in families, schools, and workplace (Benabou and Tirole, 2003). Particularly, Kelly Global Workforce Index (2013) initiated an investigation to 120,000 respondents in 31 countries; the findings of the survey in China show company culture/reputation (30%), opportunity for personal growth/advancement (28%), and competitive compensation benefits (18%) as the top three factors influence employees to engage in the job. Another survey also from Kelly Global Workforce Index (2012) collected data from 170,000 respondents in 30 countries, the result from approximately 5,600 Chinese found personal fulfillment and personal growth/advancement as top two crucial motivators influenced employees to participate in the job. Hence, the organizations are required to create a supportive environment and flexible motivation mechanism for promoting employees' growth and fulfillment, as well as reward achievement.

Mohammed and Dinesh (2010) supported employees' motivation depends on positive work environment and leaders' support. The employees perform their job with high level of motivation when they perceive their managers investing time care about them in a positive organization environment. Kelly Global Workforce Index (2013) reported more transparent communication with leaders, more autonomy, and explicitly clarifying responsibilities, goals and objectives will deepen managers-employees relationship that employees take the initiatives in the organization activities. Furthermore, with employees' diversified needs, managers are continually challenged to conduct strategies to reinforce employees' motivation (Shanks, 2007). Wiese and Coetzee (2013) pointed out leadership is crucial to improve sales people motivation. Effective strategy which is leadership is developed to maintain and reinforce employee's motivation towards expected and beyond expected performance (Bass, 1985).

Leadership is an important strategy in organization for guiding employees to contribute their competencies, expertise, and responsibilities in their work for career

development (Sarros and Santora, 2001). Leadership is developed to organize activities effectively, motivate employees, and reasonably distribute tasks for objectives attainment, along with human resource was recognized as a vital asset in organization (Islam *et al.*, 2012). Managers and leaders do exert greater personal ability and influence over their employees including effective incentive system setting and influencing on employees' emotion and psychology such as emotional support, recognize and praise (Benabou and Tirole, 2003; Shanks, 2007). Organization's success depends on managers' competencies and their leadership (Boehnke *et al.*, 2003). In an organization, leadership is vitally utilized to gain sustainable profitability, comply with ethical standards, innovation and creativity, and to create a safe and healthy work environment (Hussain Haider and Riaz, 2010).

Facilitating leadership in an organization is an inevitable tendency in order to enhance competitive edge and sustainable development (Hussain Haider and Riaz, 2010). Givens (2008) highlighted leadership directly influences motivation reinforcement. McKinsey Quarterly Survey by Dewhurst *et al.* (2009) collected data from 1,047 executives, managers, and employees and found that performance-based cash bonuses (60%), praise and commendation from immediate manager (67%), attention from leaders (63%), opportunities to lead projects or take forces (62%) are more effective motivators to motivate employees. Different leadership styles diversely affect individuals and groups when the leader interacts with their employees (Goleman, 2000; Drew, 2013). As stated by Drew (2013), traditional leadership emphasizes on extrinsic reward to motivate employees such as compensation package, benefits, and promotion. Nevertheless, the extrinsic reward is more effective in short-term, when the extrinsic reward disappear or non-increased, the employees' positive behaviors and motivation will not be produced.

Importantly, Bass (1985) developed leadership styles on transformational and transactional leadership, of which aim to motivate people to achieve expected performance even transcend expected performance. The two types of leadership distinguish leaders' influence on the aspects of language, behavior, attitude, and perceptions to their followers (Bass, 1990). Initially, the leaders have transactional leadership disposition on transaction and bargain with followers (Azman *et al.*, 2010).

However, not only reacting to satisfy the followers' basic needs and crisis management, the leadership also advocates a greater role on supporting individuals to accomplish tasks and make extraordinary contributions, which namely transformational leadership (Bass and Riggio, 2006). Bradley (2013) and Drew (2013) highlighted that transformational leadership develops a long-term impact towards intrinsic motivation within continuous process by idealized influence, individual consideration, intellectual stimulation, and inspiration motivation.

According to transactional and transformational leadership concepts, the two types of leaders' styles tend to motivate employees through different behaviors and attitudes (Avolio *et al.*, 1999). As stated by Bass (1985), most leaders do both transactional and transformational leadership in different amounts, and transformational leadership is integrated with transactional leadership to heighten motivation for transcend performance. Many research pertaining to transformational and transactional leadership tend to hold their focus on the direct relationship of the two types of leadership in increasing the level of motivation in different industries such as banks (Chaudhry and Jave, 2012), universities (Islam *et al.*, 2012), public sectors (Almintisir *et al.*, 2013) and private sectors (Kaur, 2012; Hemsworth *et al.*, 2013).

To sum up, motivation is an inner momentum to drive people to take actions. In the workplace, motivation can be vitally influenced by leaders due to the supportive work environment, recognition and praise from leaders, and personal development opportunities which as significant motivators to employees. Thereby, leadership is considered as an effective strategy in organization to higher level of motivation. As noted by Bass (1985), transformational and transactional leadership are two types of leadership in implementing different characteristics to influence employees' motivation through motivational language, supportive attitude, perception and behavior influence, as well as contingent reward and passive and active management by exception.

1.3 Problem Statement

There are several major problems that interest the researcher to investigate motivation phenomena in one China's manufacturing company. Firstly, based on today's labor market, many workers are relatively new to fit the job, and they are less experienced to identify the problems and underlying causes (Business for Society Responsibility, 2010; Eloot *et al.*, 2013). Moreover, generation replacement and diversity personal psychological requirements generate new issues in the organization (Scarborough, 2001). Younger generation puts more concern on working atmosphere and career development (Business for Society Responsibility, 2010). Additionally, Business for Society Responsibility (2010) pointed out some factories lost workers because of low wages and ineffective incentives. According to these, the leaders of companies have vital responsibilities to develop strategies in creating a supportive environment and arousing employees on innovation and creativity, as well as developing effective motivation mechanism in organization (Bass and Riggio, 2006).

Secondly, China companies are lack of an effective system which links long-term motivation to promote, retain and attract employees (Cooke, 2004). Especially, companies and education in China are lack of encouragement on innovation and creativity, and less difference of communication styles (Chmielecki, 2012; European Union Small and Medium Enterprises Center, 2013). A report by China Consumers Association Examine Company (2013) showed private enterprises have no adequate motivation mechanism in organization. Most companies lack of permanent and effective mechanism of motivation support and complement traditional reward incentives that may indicate less engagement, poor cohesiveness, and high turnover. The problems are embodied in inexplicit incentives for different levels of employees, less multiple types of motivation, and neglecting employees' psychological and emotional needs. Career International Research Center (2013) investigated 1,700 different industries companies in China found that 42.2% employees in private enterprises consider the organization is lack of diversity motivation system; 43.0% employees consider less career development opportunities provided. Moreover, 41.3 % managers consider that the organization has inexplicit

strategies, and 31.6% managers consider poor leadership facilitating in the organization.

Significantly, motivation can be aroused by leadership as stated by Chandler and Richardson (2005), all 100 ways to motivate people that linked closely with leadership. However, in a survey by KeyLogic (2009), China companies are lack of maturity leadership training and development. KeyLogic (2009) investigated leadership in China among 160 Chinese companies reported that 62% companies are accounted for less than 30% of the entire training expenses to leadership training development; in contrast to American companies averagely invest more than 50% training expenses to develop leadership. Furthermore, only 18% of the investigated companies develop leadership programs integrated with business orientation and organization development, and only 29% of the investigated companies develop training programs and projects on the basis of the different levels of management. 40% respondents consider that the leadership in the organization is not systematized. Today's companies in China less attention on effective leadership may indicate the deficient motivation mechanism.

Particularly, in China manufacturing industry, the companies are facing new challenges in competitive environment as economic growth slows, cost rise, and value-chain complexity (Elout *et al.*, 2013). The Chinese manufacturing industry has insufficient versed professionals to cope up advanced technology and technical (EconomyWatch, 2010; Association Manufacturing Excellence, 2012). Moreover, economic pressures and accelerated technology development make the leaders of companies to be sensitive on creating effective strategies to organization survive and development (Nelson *et al.*, 2003). Companies expect more innovation and product development to raise output and productivity gains to overcome high labor cost (Elout *et al.*, 2013). The creativity of product and service is an important driver to enhance manufacturing companies' competitiveness (Deloitte, 2011). Thereby increasing motivation on innovation and creativity, and high efficient productivity are crucial for manufacturing companies.

As a private enterprise in manufacturing industry, the investigated company is improving productivity by expanding their market and establishing new factories. The company tries to remain competitive and sustainable development in the continuous competitive environment. But in the mean time, the company also faces the new challenges comprising of high labor cost, innovation and product-development, as well as developing effective motivation mechanism. Based on the interview of a manager in one of China's manufacturing company at December 2013, the employees are lack of motivation resulting in high turnover and low efficiency especially in the production line. The turnover rate tends to 25% - 30% in the company and most of them are from the production department, therefore production employees are chosen as the respondents of this study. According to previous studies, leadership is considered as a strategic process to influence employees (Ricketts, 2009; Eisenberg and Goodall, 2010). Significantly, leadership also is considered as a vital factor to motivation (Chandler and Richardson, 2005). As stated by Bass (1985;1990), transformational and transactional leadership have significant responsibilities on encouraging innovation and creativity, higher value and objectives, creating healthy environment, positively providing contingent reward, and active and passive management by exception. Thereby, understanding the effect of transformational and transactional leadership on motivation is deemed necessary. In this study, transformational and transactional leadership as emerging leadership styles are measured to employees' motivation.

1.4 Research Questions

1. What is the level of transformational leadership in one of China's manufacturing company?
2. What is the level of transactional leadership in one of China's manufacturing company?
3. What is the level of motivation in one of China's manufacturing company?
4. Is there significant relationship between transformational leadership and motivation in one of China's manufacturing company?

5. Is there significant relationship between transactional leadership and motivation in one of China's manufacturing company?
6. Do transformational leadership and transactional leadership affect motivation in one of China's manufacturing company?

1.5 Purpose of the Research

The purpose of this study is to probe the effect of transformational and transactional leadership on motivation in one of China's manufacturing company.

1.6 Research Objectives

The research objectives are to:

1. Identify the level of transformational leadership in one of China's manufacturing company.
2. Identify the level of transactional leadership in one of China's manufacturing company.
3. Identify the level of motivation in one of China's manufacturing company.
4. Measure the relationship between transformational leadership and motivation in one of China's manufacturing company.
5. Measure the relationship between transactional leadership and motivation in one of China's manufacturing company.
6. Determine the dominant leadership affecting on motivation in one of China's manufacturing company.

1.7 Research Hypotheses

H1: There is a significant relationship between transformational leadership style and motivation among workers in one of China's manufacturing company.

H2: There is a significant relationship between transactional leadership style and motivation among workers in one of China's manufacturing company.

H3: Transformational and transactional leadership have a significant effect on motivation among workers in one of China's manufacturing company.

1.8 Significance of the Research

The research has significant contributions to employees' motivation, especially to probe the implementation of leadership affecting motivation in one of China's manufacturing company. Firstly, this study provides discussion of motivation and of the two emerging leadership styles which are transformational and transactional leadership. Pertinent certified theoretical models and substantive findings are discussed on the basis of empirical researches to build the connection between theories and practice in a real workplace. Simultaneously, this study gives an overview to explain the crucial role of transformational leadership and transactional leadership on motivation. Transformational leadership significantly influences the followers in respect of innovation and creativity, personal development and higher value. Moreover, transformational leaders are put on their efforts to individualized consideration along with listening and reflecting upon followers' needs, and also idealized influence followers. On the other hand, transactional leadership emphasizes on providing contingent reward to motivate followers with more effort. The leadership also involves active and passive management by exception in organization.

Secondly, this study aims to identify the effect of transformational and transactional leadership on motivation in one of China's manufacturing company. The research clarifies the characteristics of the two leadership styles and motivation. The levels of the two leadership styles and motivation are measured based on the collected data from the manufacturing company. Significantly, this study provides empirical findings to identify the effect of transformational and transactional leadership on motivation in the investigated Chinese manufacturing company. The results present statistical data pertaining to the application of transformational and transactional leadership in improving employees' motivation at the work place. Moreover, developing depth understanding on how the transformational and transactional leadership affect motivation in one of China's manufacturing company.

1.9 Scope of the Research

There are three issues confined in the scope of the study. Firstly, this study is conducted in one of China's manufacturing company to investigate the effect of transformational and transactional leadership on motivation. The data are collected from respondents of the investigated company. Secondly, a designed questionnaire is employed as the research instrument to collect data. The transformational and transactional leadership are measured by using Bass's (1985) Multifactor Leadership Questionnaire (MLQ). Furthermore, the motivation is measured using Work Intrinsic and Extrinsic Motivation Scales (WEIMS) which is developed by Tremblay *et al.* (2009). Thirdly, the questionnaires are distributed to randomly selected respondents at the production department of the company. The general findings are produced based on the objectives of the study.

1.10 Limitation of the Research

There are several major limitations being associated with this study that need to be highlighted. Firstly, this study is conducted in one of China's

manufacturing company. Therefore, the findings are analyzed based on the investigated company only. Secondly, the duration of this study is set to one year, therefore only questionnaire is used for data collection. Thirdly, Multifactor Leadership Questionnaire (MLQ) and Work Intrinsic and Extrinsic Motivation Scale (WEIMS) are employed as research instruments to measure the level of transformational and transactional leadership and the level of motivation, as well as to identify the dominant leadership style affecting on motivation. Fourthly, based on the privacy and confidential of the company, the name list is not allowed to access the researcher; therefore the questionnaires are distributed by the manager.

1.11 Definition of Terms

1.11.1 Conceptual Definition of Terms

1.11.1.1 Transformational Leadership

Transformational leadership is looked upon as the process of changing and transforming individuals (Northouse, 2007), which involves encouragement, two-way communication, individual consideration and support, inspiring creativity and challenging, self-determination as well as influencing others as a charismatic leader (Sarros and Santora, 2001). It transcends short-term goals to focus higher value and intrinsic needs (Burns, 1978). Four characteristics of transformational leadership are developed in relation to idealized influence, individual consideration, intellectual stimulation and inspiration motivation (Bass, 1985).

Idealized influence is referred as a charismatic and successful model making followers follow his decisions, vision and goals (Bass, 1985; Hall *et al.*, 2012). The leaders influence others based on emotional level with followers' heartfelt trust, respect and admire (Burns, 1978). The second dimension is individual consideration which stresses the leaders act as advisors and mentors to listen and reflect upon followers' needs, thought, and expectations with open communication and interaction (Bass and Riggio, 2006). Furthermore, the leaders invest time to care about

employees and integrate their needs with organization development in order to effectively coordinate individuals within the whole organization towards common goals (Hall *et al.*, 2012).

Next, intellectual stimulation emphasizes creativity and innovation, and the leaders who encourage followers to create better methods and perspectives on old problems (Greiman, 2009). Some previous problems are proposed to discuss by arousing employees' creative consciousness and senses of fulfillment (Politis, 2004). Finally, inspirational motivation focuses on inspiring followers to make extra effort through communicating higher value and expectations (Islam *et al.*, 2010). In addition, strengthening their understanding on the job and raising the consciousness of employees on the organization's mission and vision (Sarros and Santora, 2001).

1.11.1.2 Transactional Leadership

Transactional leadership emphasizes on transaction and exchange between leaders and employees with contingent reward (Bass and Riggio, 2006). The leader pays more attention on controlling and monitoring followers with economic control and management (Bono and Judge, 2004). The leadership style involves reward and punishment to respond to employees' contributions, active and passive management (Sarros and Santora, 2001). Thereby, transactional leadership comprises three characteristics namely contingent reward, active management by exception and passive management by exception (Bass, 1985).

Contingent reward refers to feedback positive reward or punishment on the basis of employees' contributions and their outcomes (Bass, 1985; Chaudhry and Jave, 2012). The reward is a tangible encouragement such as commission, allowance, compensation packages, or penalty (Hussain Haider and Riaz, 2010). Active management by exception stresses on positive and proactive management which describes leaders draw attention on setting plan and strategies as well as predicting problems before the implementation of the project (Bass, 1985). The leaders actively

solve problems and give directions on the process of the project (Sarros and Santora, 2001). On the contrary, passive management by exception is negative and reactive management which describes the leader attempts to interfere with the work because the standards and the outcomes cannot be reached (Gill and Pitt, 1998).

1.11.1.3 Motivation

Motivation is the driving force to make people take actions or engage in activities (Mescon *et al.*, 2006). The motivation is derived from psychological needs such as a sense of ego-accomplishment and self-fulfillment, economic needs, emotional needs, and social relations needs (Sansone and Harackiewicz, 2000; Maslow, 1954). Lai (2011) defined motivation as the reason that drives people have willingness to take behaves. Particularly, Ryan and Deci (2000a) identified motivation into intrinsic and extrinsic motivation which from different factors comprising of internal motivation and external coercion.

Guay *et al.* (2000) defined intrinsic motivation as a reference to the people who do something for the things itself, and also to obtain pleasure and fulfillment. Intrinsic motivation is derived from inherent interest and satisfaction which means the person performs the work even pays extra effort because of the job itself (Ryan and Deci, 2000a). People are active, curious and ready to learn or to engage in because of inherent drives (White, 1959). The intrinsic motivation is not only a type of motivation, but also a form of volitional activity (Mageau and Vallerand, 2003). For instance, football players participate in the training activities every day until they gained the champion title because they have a deep love for playing football (Tremblay *et al.*, 2009).

By contrast, extrinsic motivation refers to the person who actively join in the activities due to some extrinsic factors such as expected reward, higher psychological needs, or to avoid punishment and cope with external pressure and perceive the thing that is important for the future (Ryan and Deci, 2000b; Tremblay *et al.*, 2009).

Likewise, Benabou and Tirole (2003) defined extrinsic motivation is regarded as an external force driving people to carry out actions such as reward or punishment. However, extrinsic motivation is partially internalized from controlled motivation to autonomous motivation (Gagne and Deci, 2005).

1.11.2 Operational Definition of Terms

1.11.2.1 Transformational Leadership

In this study, transformational leadership aims to transform and change employees' perspectives and behaviors through explicit articulation of job responsibilities, value enhancement, taking employees' needs into consideration, as well as influencing employees as a charismatic model. There are four dimensions of transformational leadership including idealized influence, intellectual stimulation, inspiration motivation, and individual consideration. Idealized influence refers to the leader who influences employees as a successful and trustworthy model. Intellectual stimulation emphasizes the leader who intellectually stimulates employees to higher value and development with motivational language and explicit interpretation of job responsibilities, as well as sharing organizational vision and mission. In addition, inspiration motivation is to motivate employees shift from the conventional thinking into creative perceptions. The leaders motivate employees to innovate and create new technology and products. Individual consideration refers to the leader who cares about employees' emotional and psychological needs and takes different personal characteristics and individual development into consideration. Transformational leadership is measured by using the Multifactor Leadership Questionnaire which is developed by Bass (1985).

1.11.2.2 Transactional Leadership

Transactional leadership, in this research, focuses on performance orientation, which emphasizes on transaction and exchange benefits with followers' effort and contributes. The reward is negotiated with the employees based on their contributions and performance. Moreover, transactional leadership involves with active and passive management by exception to proactively and reactively monitor and control employees towards tasks accomplishment. In respect of active management by exception, the leader proactively manages and monitors employees before the problems happened. By contrast, the leader with passive management by exception interferes with followers when the problem has already occurred. Transactional leadership is measured using the Multifactor Leadership Questionnaire from Bass (1985).

1.11.2.3 Motivation

Motivation is defined as psychological force and the reason to boost people taking the initiatives in activities. In this study, the motivation is referred to intrinsic and extrinsic motivation. Intrinsic motivation is autonomous motivation and self-determined motivation, which derived from innate interest and enjoyable. In contrast, extrinsic motivation is from external reward, psychological needs, and also coercive psychological factors and pressure. The extrinsic motivation is controlled motivation and partial autonomous motivation. Motivation is measured in organization which is referred to intrinsic and extrinsic motivation by using Work Intrinsic and Extrinsic Motivation Scale from Tremblay *et al.* (2009).

REFERENCES

- Alderfer, C. P. (1969). An Empirical Test of A New Theory of Human Needs. *Organizational Behavior and Human Performance*, 4(2), 142-175.
- Almintisir, A. B., Akeel, A. B., and Subramaniam, I. D. (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya. *Australian Journal of Basic and Applied Sciences*, 7(2), 99-108.
- Ambrose, D. J. (2009). *Identifying the Existence and Impact of Transformational Leadership in the Australian Public Sector*. Doctor of Business Administration Thesis. Southern Cross University, Lismore, New South Wales.
- Amirul, S. R., and Daud, N. (2012). A Study on the Relationship between Leadership Styles and Leadership Effectiveness in Malaysian Government Linked Companies. *European Journal of Business and Management*, 4(8), 193-201.
- Antonakis, J., Avolio, B. J., and Sivasubramaniam, N. (2003). Context and Leadership: An Examination of the Nine-Factor Full-Range Leadership Theory Using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295.
- Aragon, T. J. (2013). *Authentic Transformational Leadership*. Retrieved December 1, 2013, from <http://medepi.com/2013/07/02/authentic-transformational-leadership/>
- Arain, M., Campbell, M. J., Cooper, C. L., and Lancaster, G. A. (2010). *What is A Pilot or Feasibility Study? A Review of Correspondence Current Practice and Editorial Policy*. BMC Medical Research Methodology. Licensee BioMed Central Ltd.
- Asaf, V., and Serkan, V. (2012). Transformational and Transactional Leaders: A Case Study in the Higher Education. *The 9th International Conference on Intellectual Capital, Knowledge Management and Organizational Learning (ICICKM)*. 18-19 October. The Universidad del Rosario and the Universidad Jorge Tadeo Lozano, Bogotá Colombia.

- AsiaTradeHub (2014). *Manufacturing Industry in China*. Retrieved February 1, 2013, from <http://www.asiatraderhub.com/china/manu.asp>
- Association for Manufacturing Excellence (2012). *Challenges Facing the Manufacturing Industry and Taking the First Steps toward the Revitalization of Manufacturing*. Retrieved January 1, 2014, from http://www.ame.org/sites/default/files/AME_Whitepaper_Challenges%20Facing%20Industry%202011-02-24%20FINAL.pdf
- Atmojo, M. (2012). Transformational Leadership in the Efforts of Increasing Motivation, Performance, and Job Satisfactions at Pt Bank Mandiri Tbk. *Journal of Economics, Business, and Accountancy Ventura*, 15(2), 273-288.
- Avery, G. C. (2004). *Understanding Leadership: Paradigms and Cases*. California: Sage Publications Ltd.
- Avolio, B. J., Bass, B. M., and Jung, D. I. (1999). Re-examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 72(4), 441-462.
- Avolio, B. J., and Bass, B. M. (2004). *Multifactor Leadership Questionnaire: Third Edition Manual and Sampler Set*. Redwood City, California: Mind Garden.
- Baard, P. P., Deci, E. L., and Ryan, R. M. (2004). Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings. *Journal of Applied Social Psychology*, 34(10), 2045-2068.
- Baliga, B. R., Dachler, H. P., Schriesheim, C. A., and Hunt, J. G. (1988). *An Organization Life Cycle Approach to Leadership*. Emerging Leadership, Health, Lexington. Vistas: 129-149.
- Barbuto, J. E. (2005). Motivation and Transactional, Charismatic, and Transformational Leadership: A Test of Antecedents. *Journal of Leadership and Organizational Studies*, 11(4), 26-40.
- Barker, L. (2013). *What Is Primary Data?* eHow Mom. Retrieved December 1, 2013, from http://www.ehow.com/about_4685513_primary-data_.html

- Barreiro, P. L., and Albandoz, J. P. (2001). *Population and Sample. Sampling Techniques*. Management Mathematics for European Schools. Retrieved March 1, 2013, from http://optimierung.mathematik.uni-kl.de/mamaesch/veroeffentlichungen/ver_texte/sampling_en.pdf
- Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. New York: The Free Press. A Division of Macmillan, Inc.
- Bass, B. M. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. The Bass and Sogdill Handbook of Leadership. (3th ed.). *Organizational Dynamics*, 18(3), 19-32.
- Bass, B. M. (1996). Theory of Transformational Leadership Redux. *The Leadership Quarterly*, 6(4), 463-478.
- Bass, B. M., Avolio, B. J., Jung, D. I., and Berson, Y. (2003). Predicting Unit Performance by Assessing Transformational and Transactional Leadership. *Journal of Applied Psychology*, 88(2), 207-218.
- Bass, B. M., and Avolio, B. J. (1993). *Transformational Leadership and Organizational Culture*. SUNY-Binghamton.
- Bass, B. M., and Avolio, B. J. (1994). *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks, California: Sage Publications.
- Bass, B.M., and Riggio, R. E. (2006). *Transformational Leadership*. (2nd ed.). Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc.
- Benabou, R., and Tirole, J. (2002). *Intrinsic and Extrinsic Motivation*. Princeton University.
- Bhatti, N., Murta Maitlo, G., Shaikh, N., Hashmi, M., Aamir Shaikh, F. (2012). The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. *International Business Research*, 5(2), 192-202.
- Blank, W., Weitzel, J., and Green, S. G. (1990). A Test of the Situational Leadership Theory. *Personnel Psychology*, 43(3), 579-597.

- Boehnke, K., Bontis, N., DiStefano, J. J., and DiStefano, A. C. (2003). Transformational Leadership: An Examination of Cross-National Differences and Similarities. *Leadership and Organization Development Journal*, 24(1), 5-15.
- Bolden, R., Gosling, J., Marturano, A., and Dennison, P. (2003). A Review of Leadership Theory and Competency Frameworks. University of Exeter. *Edited Version of A Report for Chase Consulting and the Management Standards Centre*.
- Bradley, J. C. (2013). *How Does Transformational Leadership Relate to Motivation?* Small Business, Demand Media. eHow. Retrieved December 3, 2013, from <Http://Smallbusiness.Chron.Com/Transformational-Leadership-Relate-Motivation-57704.Html>
- Brown, D. R., and Harvey, D. (2006). *An Experiential Approach to Organization Development*. (7th ed.). Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Bryman, A. (1992). *Charisma and Leadership in Organizations*. London: Sage.
- Business for Society Responsibility (2010). *A Study on the Labor Shortage and Employment Guidelines for Manufacturers in China*. Primark.
- Bugenhagen, M. J. (2006). Antecedents of Transactional, Transformational, and Servant leadership: A Constructive Development Theory Approach. *Thesis and Dissertations, Agricultural Leadership, Education & Communication Department*. University of Nebraska – Lincoln.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Bushra, F., Usman, A., and Naveed, A. (2011). Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2(18), 261-267.
- Career International Research Center (2013). *China's Employee Retention Survey Report*. Retrieved November 12, 2013, from <http://wenku.baidu.com/view/68cc014de518964bcf847c2b.html>

- Chandler, S., and Richardson, S. (2005). *100 Ways to Motivate Others: How Great Leaders Can Produce Insane Results Without Driving People Crazy*. Franklin Lakes, New Jersey: The Career Press, Inc.
- Charbonnea, D., Barling, J., and Kelloway, E. K. (2001). Transformational Leadership and Sports Performance: The Mediating Role of Intrinsic Motivation. *Journal of Applied Social Psychology*, 31(7), 1521-1534.
- Chaudhry, A. Q., and Javed, H. (2012). Impact of Transactional and Laissez Faire Leadership Style on Motivation. *International Journal of Business and Social Science*, 3(7), 258 -264.
- China Consumers Association Examine Co., Ltd. (2013). *A Report of China Private Enterprise Employee Motivation Mechanism*. Retrieved February 15, 2013, from <http://wenku.baidu.com/view/68cc014de518964bcf847c2b.html>
- Chmielecki, M. (2012). HR Challenges in China. *Journal of Intercultural Management*, 4(3), 49 -55.
- Choi, S. (2007). Democratic Leadership: The Lessons of Exemplary Models for Democratic Governance. *International Journal of Leadership Studies*, 2(3), 243-262.
- Claxton, K., Eggington, S., Ginnelly, L. Griffin, S., McCabe, C., Philips, Z., Tappenden, P., and Wailoo, A. (2004). *A Pilot Study of Value of Information Analysis to Support Research Recommendations for the National Institute for Health and Clinical Excellence*. London: NICE.
- Cohen, J. W. (1988). *Statistical Power Analysis for the Behavioral Sciences*. (2nd ed.). Hillsdale, New Jersey: Lawrence Erlbaum Associates.
- Comaford, C. (2013). *Five Mistakes of Leaders*. Leadership Excellence China. Retrieved November 22, 2013, from <http://www.ceonline.com/leadership/ma/8800069243/01/>
- Conley, R. (2013). *Three Steps to Leading with Trust*. *Industry Week Advancing the Business of Manufacturing*. Retrieved November 22, 2013, from <http://www.industryweek.com/leadership/three-steps-leading-trust>

- Cooke, F. L. (2004). *Management Human Resources in Asia-Pacific: HRM in China*. PS Budhwar, Editor. Routledge.
- Cooper, D. R., and Schindler, P. S. (2003). *Business Research Methods*. (8th ed.). New York: McGraw-Hill.
- Covey, S. R. (1992). *Principle Centered Leadership*. New York: Free Press. Simon and Schuster, Inc.
- Crawford, C. B., and Strohkirch, C. S. (2004). Transformational Leader as Person Centered Communicator: Empirical Findings and Observations for Leadership Educators. *Journal of Leadership Education*, 3 (1), 40-60.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (4th ed.). California: Sage Publications.
- Creswell, J. W. (2008). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (3rd ed.). California: Sage Publications.
- Cronbach, L. J. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika*, 16(3), 297-334.
- Daft, R. L. (2003). *Management*. (6th ed.). Mason, Ohio: South-Western.
- Deci, E. L. (1975). *Intrinsic Motivation*. New York: Plenum Press.
- Deci, E. L., and Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Plenum.
- Deci, E. L., and Ryan, R. M. (2008). Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Health. *Canadian Psychology/Psychologie canadienne*, 49(3), 182-185.
- Deci, E. L., and Ryan, R. M. (2010). *Self-Determination*. New Jersey: John Wiley & Sons, Inc.
- Deci, E. L., and Ryan, R. M. (2012). Overview of Self-Determination Theory. *The Oxford Handbook of Human Motivation*. New York: Oxford University Press.
- Deci, E. L., Koestner, R., and Ryan, R. M. (1999). A Meta-Analytic Review of Experiments Examining the Effects of Extrinsic Rewards on Intrinsic Motivation. *Psychological Bulletin*, 125(6), 627-668.

- Decker, B. (2006). *Communication Skills for Leaders: Delivering a Clear and Consistent Message*. (3rd ed.). United States of American: Axzo Press.
- Deloitte (2011). *Where is China's Manufacturing Industry Going?* Deloitte China Manufacturing Competitiveness Study. Deloitte China Research and Insight Centre. Retrieved December 22, 2013, from http://www.deloitte.com/assets/Dcom-China/Local%20Assets/Documents/Industries/Manufacturing/cn_mfg_2011MFGreport_281211.pdf
- Den Hartog, D. N., Van Muijen, J. J., and Koopman, P. L. (1997). Transactional versus Transformational Leadership: An Analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19-34.
- Dewhurst, M., Guthridge, M., and Mohr, E. (2009). Motivating People: Getting beyond Money. *McKinsey Quarterly*, 1(4), 12-15.
- Dionne, S. D., Yammarino, F. J., Atwater, L. E., and Spangler, W. D. (2004). Transformational Leadership and Team Performance. *Journal of Organizational Change Management*, Abi/Inform Global, 17(2), 177-193.
- Drew, M. (2013). *Business Today*. New York: McGraw-Hill.
- Eagly, A. H., Johannesen-Schmidt, Mary, C., and Van Engen, M. L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Style: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin*, 129(4), 569-591.
- EconomyWatch (2010). *Chinese Manufacturing Industry*. Retrieved January 23, 2013, from <http://www.economywatch.com/world-industries/manufacturing/chinese.html>
- Egede, L. E., and Osborn, C. Y. (2010). Role of Motivation in the Relationship between Depression, Self-Care, and Glycemic Control in Adults with Type 2 Diabetes. *The Diabetes Educator*, 36(2), 276-283.
- Eisenberg, E. M., Goodall, H. L., and Trethewey, J. A. (2010). *Organization Communication: Balancing Creativity and Constraint*. (6th ed.). New York: Bedford / St. Martin's.

- Eisenberger, R., Pierce, W. D., and Cameron, J. (1999). Effect of Reward on Intrinsic Motivation – Negative, Neutral, Positive: Comment on Deci, Koestner, and Ryan. *Psychological Bulletin*, 125(6), 677-691.
- Elahi, M., and Dehdashti, M. (2011). Classification of Researches and Evolving a Consolidating Typology of Management Studies. *Annual Conference on Innovation in Business and Management*. London, United Kingdom.
- Eloot, K., Huang, A., and Lehnich, M. (2013). *A New Era for Manufacturing in China*. McKinsey & Company. Retrieved November 20, 2013, from: http://www.mckinsey.com/insights/manufacturing/a_new_era_for_manufacturing_in_china
- Erkutlu, H. (2008). The Impact of Transformational Leadership on Organizational and Leadership Effectiveness: The Turkish Case. *Journal of Management Development*, 27(7), 708-726.
- Erven, B. (2001). *Using Leadership Styles to Motivate Employees*. Ohio State University.
- European Union Small and Medium Enterprises Center (2013). *HR Challenge in China*. Retrieved February 20, 2013, from: http://www.eusmecentre.org.cn/elearning/downloads/HR_Challenges_in_China.pdf
- Ferguson, G. A., and Takane, Y. (1989). *Statistical Analysis in Psychology and Education*. (6th ed.). New York: McGraw-Hill.
- Fiedler, F. (1967). *A Theory of Leadership Effectiveness*. New York: McGraw-Hill.
- Frost, T. F., and Moussavi, F. (2011). The Relationship between Leader Power Base and Influence: The Moderating Role of Trust. *Journal of Applied Business Research*, 8(4), 9-14.
- Garg, G., and Krishnan, V. R. (2003). Transformational Leadership and Organization Structure: The Role of Value-Based Leadership. In S. Bhargava (Ed.), *Transformational Leadership: Value-Based Management for Indian Organizations*. New Delhi: Sage Publications.

- George, D., and Mallery, P. (2003). *Reliability Test, SPSS for Windows Step by Step: A Simple Guide and Reference*. (4th ed.). Boston: Allyn & Bacon.
- Gill, R., and Pitt, N. L. (1998). Leadership and Organizations for the New Millennium. *The Journal of Leadership Studies*, 5(4), 46-59.
- Givens, R. J. (2008). Transformational Leadership: the Impact on Organizational and Personal Outcomes. *Emerging Leadership Journeys*, 1(1), 4-24.
- Greenleaf, R. K. (2003). *The Servant-Leader Within: A Transformative Path*. New York: Paulist Press.
- Greiman, B. C. (2009). Transformational Leadership Research in Agricultural Education: A Synthesis of the Literature. *Journal of Agricultural Education*, 50(4), 50-62.
- Goleman, D. (2000). Leadership that Gets Results. *Harvard Business Review*, 78(2), 78-90.
- Goodridge, D. (2006). *Relationships between Transformational and Transactional Leadership with the Motivation of Subordinates*. Concordia University Montreal, Quebec, Canada.
- Goodnight, R. (2004). Laissez-faire Leadership. *The Economic Journal*, 98(392), 755-771.
- Grisoni, L., and Beeby, M. (2007). Leadership, Gender and Sense-Making. *Gender, Work and Organization*, 14(3), 190-209.
- Guay, F., Vallerand, R. J., and Blanchard, C. (2000). On the Assessment of Situational Intrinsic and Extrinsic Motivation: the Situational Motivation Scale (SIMS). *Motivation and Emotion*, 24(3), 175-213.
- Gumusluoglu, L., and Ilsev, A. (2009). Transformational Leadership, Creativity, and Organizational Innovation. *Journal of Business Research*, 62(4), 461-473.
- Hall, J., Johnson, S., Wysocki, A., and Kepner, K. (2012). *Transformational Leadership: the Transformation of Managers and Associates*. University of Florida IFAS Extension.

- Hair Jr., F., Black, W. C., Babin, B. J., Anderson, R. E., Tatham, R. L. (2006). *Multivariate Data Analysis*. (6th ed). Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Hammond, K. (2013). *Pros and Cons of the Motivation Theories*. eHow. Retrieved December 1, 2013, from http://www.ehow.com/info_8467189_pros-cons-motivational-theories.html
- Hartog, D. N., Muijen, J. J., and Koopman, P. L. (1997). Transactional versus Transformational Leadership: An Analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19-34.
- Hater, J. J., and Bass, B. M. (1988). Superiors' Evaluation and Subordinates' Perceptions of Transformational and Transactional Leadership. *Journal of Applied Psychology*, 73(4), 695-702.
- Hellriegel, D., Jackson, S., and Slocum, J. (2005). *Management: A Competency Based Approach*. (10th ed.). Mason, Ohio: South-Western.
- Hemsworth, D., Muterera, J., and Baregheh, A. (2013). Examining Bass's Transformational Leadership in Public Sector Executives: A Psychometric Properties Review. *Journal of Applied Business Research (JABR)*, 29(3), 853-862.
- Hersey, P., and Blanchard, K.H. (1977). *Management of Organizational Behavior*. Englewood Cliffs, New Jersey: Prentice Hall.
- Hersey, P., and Blanchard, K. H. (1988). *Management of Organization Behavior: Utilizing Human Resources*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Herzberg, F. (1968). *One More Time: How Do You Motivate Employees?* Harvard Business Review Boston, 40(1), 53-62.
- Herzberg, F. (1976). *The Managerial Choice: to Be Efficient and to Be Human*. Homewood, Illinois: Dow Jones-Irwin.
- Hetland, H., Hetland, J., Andreassen, C. S., Pallesen, S., and Notelaers, G. (2011). Leadership and Fulfillment of the Three Basic Psychological Needs at Work. *Career Development International*, 16(5), 507-523.

- Higgins, J. (2005). *The Introduction of Multiple Regressions*. The Radical Statistician. Retrieved March 5, 2014, from http://www.biddle.com/documents/bcg_comp_chapter4.pdf
- Hill, C. W., and McShane, S. L. (2008). *Principles of Management*. New York: McGraw-Hill, Irwin
- Horn, A. J., and Amorose T. S. (2000). Intrinsic Motivation: Relationships with Collegiate Athletes' Gender, Scholarship Status, and Perceptions of Their Coaches' Behavior. *Journal of Sport and Exercise Psychology*, 22(1-4), 63-84.
- Hoy, W. K., and Miskel, C. G. (2005). *Educational Administration: Theory, Research, and Practice*. (8th ed.). Boston, Mass: Mc Graw-Hill.
- Huitt, W. (2007). *Maslow's Hierarchy of Needs*. Educational Psychology Interactive. Valdosta, California: Valdosta State University.
- Hussain Haider, M., and Riaz, A. (2010). Role of Transformational and Transactional Leadership on Job Satisfaction and Career Satisfaction. *Peer-Reviewed & Open Access Journal*, 1(1), 29-38.
- Hyun, S (2009). *Re-examination of Herzberg's Two-Factor Theory of Motivation in the Korean Army Foodservice Operation*. Graduate Thesis and Dissertations. Paper 10510. Iowa State University.
- Illuminations (2008). Herzberg's Motivators and Hygiene Factors. *The Certified Account 2nd Quarter*, 55(34), 54-55.
- Ismail, A., Mohamad, M. H., Mohamed, H. A., Rafiuddin, N. M., and Zhen, K. W. P. (2010). Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes. *Theoretical and Applied Economics*, Volume XVII, 6 (547), 89-104.
- Islam, T., Aamir, M., Ahmed, I., and Muhammad, S. K. (2012). The Impact of Transformational and Transactional Leadership Styles on the Motivation and Academic Performance of Students at University Level. *Journal of Education and Social Research*, 2(2), 237-244.

- Jandaghi, G., Matin, H.Z., and Farjame, A. (2009). Comparing Transformational Leadership in Successful and Unsuccessful Companies. *International Journal of Social Sciences*, 4(3), 211-216.
- Jian, D. D., Duan, J. Y., and Wang, X. H. (2011). New Development of Motivation Theory: Self-Determination Theory. *Advances in Psychology*, 1(1), 46-49.
- Joanna, O. R. (2013). *Public Service Motivation*. Institute of Public Administration. Ireland's Public Service Development Agency. Retrieved November 12, 2013, from <http://www.ipa.ie/pdf/PublicServiceMotivation.pdf>
- Jung, D. I., Chow, C., and Wu, A. (2003). The role of Transformational Leadership in Enhancing Organizational Innovation: Hypotheses and Some Preliminary Findings. *The Leadership Quarterly*, 14(4), 525-544.
- Kalburgi, M. J., and Dinesh, G. P. (2010). Motivation as a Tool for Productivity in Public Sector Unit. *Asian Journal of Management Research*, 7(8), 2229-3795.
- Kanfer, R., Chen, G., and Pritchard, R. D. (2008). *Work Motivation: Forging New Perspectives and Directions in the Post-Millennium. Work Motivation: Past, Present, and Future*. New York: Taylor & Francis.
- Kaur, R. (2012). Transformational and Transactional Leadership Behavior in Selected Public and Private Sector Banks in Chandigarh. *International Journal of Engineering and Management Sciences*, 3(2), 126-133. Society for Science and Nature All Right Reserved.
- Kelly Global Workforce Index (2012). *Acquisition and Retention in the War for Talent*. Kellyservice. Retrieved February 15, 2013, from <http://www.tophr.net/html/2012423/2012423174952.htm>
- Kelly Global Workforce Index (2013). *Employee Engagement and Retention*. United Kingdom: Kellyservices, Inc. Retrieved November 15, 2013, from http://www.kellyocg.com/uploadedFiles/Content/Knowledge/Kelly_Global_Workforce_Index_Content/Employee_Engagement_and_Retention_2013_K_GWI.pdf

- Kent, T. W., Blair, C. A., Rudd, H. F., and Schuele, U. (2010). Gender Differences and Transformational Leadership Behavior: Do Both German Men and Women Lead in the Same Way? *International Journal of Leadership Studies*, 6 (1), 52-66.
- KeyLogic (2009). *The Survey of the Chinese Enterprise Leadership Development*. China: KeyLogic. Retrieved November 15, 2013, from <http://www.keylogic.com.cn/pdf/zhichiyuxiazai/lingdaoli/1.pdf>
- Kochanowski, S. M. (2010). Women in Leadership: Persistent Problems or Progress? *A Journal of the Oxford Round Table*, 2010(2), 1-12.
- Koestner, R., Otis, N., Powers, T. A, Pelletier, L., and Gagnon, H. (2008). Autonomous Motivation, Controlled Motivation, and Goal Progress. *Journal of Personality*. 76(5), 1201-1230. Wiley Periodical, Inc.
- Kouzes, J. M., and Posner, B. Z. (2008). *The Leadership Challenge*. (4th ed.). San Francisco, California: Jossey-Bass.
- Krejcie, R. V., and Morgan, D. W. (1960). Small-Sample Techniques. *The National Education Association Research Bulletin*, 38(4), 99.
- Krejcie, R. V., and Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Lai, E. R. (2011). *Motivation: A Literature Review*. Pearson Research Report. Retrieved November 20, 2013, from http://images.pearsonassessments.com/images/tmrs/motivation_review_final.pdf
- Lameck, W. U. (2011). Nonfinancial Motivation as Strategy for Improving Performance of Police Force: The Case Study of Police Force Headquarter in Tanzania. *International Journal of Management & Business Studies*, 1(4), 57-63.
- Lawrence, P. R., and Nohria, N. (2002). *Driven: How Human Nature Shapes Our Choices*. San Francisco: Jossey Bass.
- Lawler, E. E., and Suttle, J. L. (1973). Expectancy Theory and Job Behavior. *Organizational Behavior and Human Performance*, 9(3), 482-503.

- Lepper, M. R., Sethi, S., Dyaldin, D., and Drake, M. (1997). *Intrinsic and Extrinsic Motivation: A Developmental Perspective*. *Developmental Psychopathology: Perspectives on Adjustment, Risk, and Disorder*. New York: The Press Syndicate of the University of Cambridge.
- Lewin, K., Lippitt, R., and White, R.K. (1939). Patterns of Aggressive Behavior in Experimentally Created Social Climates. *Journal of Social Psychology*, 10(2), 269-299.
- Li, F. (2014). *Under the Dynamic Environment of Strategic Leadership*. Global Sources Chief Executive China. Retrieved February 12, 2014, from <Http://www.Ceonline.Com/Leadership/Ma/8800069355/01/>
- Liu, C. H. (2007). *Transactional, Transformational, Transcendental Leadership: Motivation Effectiveness and Measurement of Transcendental Leadership*. Paper Presented at the Workshop Six: Ethical Leadership in the Context of Globalization. University of Southern California, United States of American.
- Loiseau, J. W. (2011). *Herzberg's Theory of Motivation*. Academia Edu Share Research. Retrieved November 1, 2013, from https://www.academia.edu/901041/Herzbergs_Theory_of_Motivation
- Lunenburg, F. C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration*, 15(1), 1-6.
- Mageau, G. A., and Vallerand, R. J. (2003). The Coach-Athlete Relationship: A Motivational Model. *Journal of Sports Sciences*, 21(11), 883-904.
- Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-396.
- Maslow, H. A. (1954). *Motivation and Personality*. New York: Harper & Row.
- Mcfarlin, D. B., and Sweeney, P. D. (1992). Research Notes, Distributive and Procedural Justice as Predictors of Satisfaction with Personal and Organizational Outcomes. *The Academy of Management Journal*, 35(3), 626-637.

- McShane, S., and Von Glinow, M. (2003). *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. New York: McGraw-Hill/Irwin.
- Mertens, D. M. (1998). *Research Methods in Education and Psychology: Integrating Diversity with Quantitative and Qualitative Approaches*. California: Sage Publications.
- Mescon, M. H., Bovee, C. L., and Thill, J. V. (2006). *Business Today*. (10th ed.). Upper Saddle River, New Jersey 07458.
- Mikander, C. (2010). *The Impact of a Reward System on Employee Motivation in Motonet-Espoo*. International Business, Arcada.
- Mills, D. Q. (2005). *Leadership: How to Lead, How to Live*. Waltham, Massachusetts: MindEdge Press.
- Miner, J. B. (2002). *Organizational Behavior: Foundations, Theories, and Analyses*. New York: Oxford University Press.
- Modassir, A., and Singh, T. (2008). Relationship of Emotional Intelligence with Transformational Leadership and Organization Citizenship Behavior. *International Journal of Leadership Studies*, 4 (1), 3-21.
- Muenjohn, N., and Armstrong, A. (2008). Evaluating the Structural Validity of the Multifactor Leadership Questionnaire (MLQ), Capturing the Leadership Factors of Transformational-Transactional Leadership. *Contemporary Management Research*, 4(1), 3-14.
- Nelson, J., International Business Leaders Forum, Bergrem, C., and World Economic Forum. (2003). Responding to the Leadership Challenge: Findings of a CEO Survey on Global Corporate Citizenship. *World Economic Forum and the Prince of Wales International Business Leaders Forum*.
- Nielsen, K., Randall, R., Yarker, J., and Brenner, S. O. (2008). The Effects of Transformational Leadership on Followers' Perceived Work Characteristics and Psychological Well-Being: A Longitudinal Study. *Work & Stress*, 22(1), 16-32. Routledge Taylor & Francis Group.

- Nikezic, S., Puric, S., and Puric, J. (2012). Transactional and Transformational Leadership: Development through Changes. *International Journal for Quality Research*, 6(3), 285-296.
- Nohria, N., Groysberg, B., and Lee, L. E. (2008). Employee Motivation: A Powerful New Model. *Harvard Business Review*, 86(7/8), 78-84.
- Northouse, P. G. (2001). *Leadership: Theory and Practice*. Thousand Oaks, California: Sage Publications.
- Northouse, P. G. (2007). *Leadership Theory and Practice*. (4th ed.). Thousand Oaks, California: Sage Publications.
- Norusis, M. J. (2000). *SPSS10.0: Guide to Data Analysis*. New Jersey: Prentice Hall.
- Ocran, R. K. (2010). Motivation for High Performance: Case: Building and Road Research Institute (BRRI) Ghana.
- Obiwuru Timothy, C., Okwu, A. T., Akpa, V. O., and Nwankwere, I. A. (2011). Effect of Leadership Style on Organizational Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100-111.
- Odumeru, J. A., and Ifeanyi, G. O. (2013). Transformational vs. Transactional Leadership Theories Evidence in Literature. *International Review of Management and Business Research*, 2(2), 355-361.
- Pallant, J. (2011). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS Program*. (4th ed.). Open University Press, McGraw Hill Education. Allen & Unwin.
- Packard, T. (2004). *Leadership and Performance in Human Service Organizations*. Management for Performance. Retrieved November 1, 2013, from http://www.corwin.com/upm-data/27204_7.pdf
- Pan, X. X., Pan, X. X., and Jing, W. (2006). *Transformational Leadership vs. Transactional Leadership. The Influence of Gender and Culture on Leadership Styles of SMEs in China and Sweden*. Kristianstad University.

- Pastor, J. C., and Mayo, M. (2006). Transformational and Transactional Leadership: An Examination of Managerial Cognition among Spanish Upper Echelons. *International Cross-Cultural Conference of Leadership in Seoul, Korea*. Instituto de Empresa Business School Working Paper No. WP06-13.
- Pedraja-Rajas, L., Rodriguez-Ponce, E., Delgado-Almonte, M., and Rodriguez-Ponce, J. (2006). Transformational and Transactional Leadership: A Study of Their Influence in Small Companies liderazgo transformacional y transaccional: un estudio de su influencia en las pequeñas empresas. *Ingeniare – Revista Chilena De Ingenieria*, 14(2), 159-166.
- Peterson, S. J., and Luthans, F. (2006). The Impact of Financial and Nonfinancial Incentives on Business-Unit Outcomes over Time. *Journal of Applied Psychology*, 91(1), 156-165.
- Polities, J. D. (2004). Transformational and Transactional Leadership Predictors of the “Stimulant” Determinants to Creativity in Organizational Work Environment. *The Electronic Journal of Knowledge Management*, 2(2), 23-34.
- Poppendick, P. (2009). *Direct and Indirect Effects of Transformational Leadership on Innovative Behavior*. University of Twente.
- Purvanova, R. K., and Bono, J. E. (2009). Transformational Leadership in Context: Face-to-Face and Virtual Teams. *The Leadership Quarterly*, 20(3), 343-357.
- Rafferty, A. E., and Griffin, M. A. (2004). Dimensions of Transformational Leadership: Conceptual and Empirical Extensions. *The Leadership Quarterly*, 15(3), 329 – 354.
- Ricketts, K. G. (2009). *Leadership vs. Management*. Cooperative Extension Service. University of Kentucky College of Agriculture, Lexington.
- Riley, S. (2005). *Herzberg's Two-Factor Theory of Motivation Applied to the Motivational Techniques within Financial Institutions*. Senior Honors Theses. Paper 119. Eastern Michigan University.
- Robbins, S. P., Judge, T. A., and Sanghi, S. (2009). *Organizational Behavior*. (13th ed.). New Delhi: Doring Kindersley Pvt. Ltd.

- Ruggieri, S. (2009). Leadership in Virtual Teams: A Comparison of Transformational and Transactional Leaders. *Social Behavior and Personality: an International Journal*, 37(8), 1017-1021.
- Rush, M. (2013). *How Does Transformational Leadership Relate to Motivation?* Demand Media eHow. Retrieved December 1, 2013, from http://www.ehow.com/info_8447482_transformational-leadership-relate-motivation.html
- Ryan, R. M., and Deci, E. L. (2000a). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55(1), 68-78.
- Ryan, R. M., and Deci, E. L. (2000b). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Sachau, D. A. (2007). Resurrecting the Motivation-Hygiene Theory: Herzberg and the Positive Psychology Movement. *Human Resource Development Review*, 6(4), 377-393.
- Sanders, D. (2012). *Placing Trust in Employee Engagement*. Employment Relations Comment. Advisory, Conciliation and Arbitration Service, United Kingdom.
- Sansone, C., and Harackiewicz, J. M. (2000). *Intrinsic and Extrinsic Motivation: the Search for Optimal Motivation and Performance*. San Diego, California: Academic Press.
- Sarlak, M. A., Moradgholi, M., and Ghorbani, A. (2012). Effect of Transformational Leadership on Intellectual Capital. *African Journal of Business Management*, 6 (27), 7977-7986.
- Sarros, J. C., and Santora, J. C. (2001). The Transformational-Transactional Leadership Model in Practice. *Leadership and Organization Development Journal*, 22(8), 383-393.
- Sarros, J. C., Cooper, B. K., and Santora, J. C. (2008). Building a Climate for Innovation through Transformational Leadership and Organization Culture. *Journal of Leadership and Organizational Studies*, 15(2), 145-158.

- Scarborough, J. D. (2001). Transforming Leadership in the Manufacturing Industry. *Journal of Industrial Technology*, 17(2), 1-13.
- Schindler, C. (2011). Descriptive Statistical Methods and Comparison Measures. *Annual Meeting of the Swiss Societies of Neurophysiology, Neurology and Stroke, Lucerne*. Retrieved November 10, 2013, from http://www.sgkn.ch/fileadmin/user_upload/Kurse/Lucerne_1st_lecture.pdf
- Seloane, M. P. (2010). *The Relationship between Transformational Leadership and Organizational Culture*. University of South Africa.
- Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach*. (4th ed.). New York: John Wiley & Sons, Inc.
- Sergiovanni, T. J. (1991). *The Principals' Role: A Reflective Practice Perspective*. (6th ed.). Needham Heights, Massachusetts: Allyn and Bacon.
- Shanks, N. H. (2007). *Management and Motivation*. Jones and Bartlett Publishers. Retrieved December 20, 2013, from http://online.regenesys.net/pluginfile.php?file=%2F24050%2Fmodule_resource%2Fcontent%2F1%2FShanks_Management%20and%20motivation.pdf
- Shapira, Z. (1976). Expectancy Determinants of Intrinsically Motivated Behavior. *Journal of Personality and Social Psychology*, 34(6), 1235-1244.
- Shibru, B., and Darshan G. M. (2011). Transformational Leadership and Its Relationship with Subordinate Satisfaction with the Leader: The Case of Leather Industry in Ethiopia. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 686-697.
- Shi, J. (2013). *Report: Employers Lack Assessment on Leadership Capacity*. ChinaDaily. Retrieved November 1, 2013, from http://usa.chinadaily.com.cn/epaper/2013-07/18/content_16794770.htm
- Simon, G. (2003). *Multiple Regression Basics*. New York University.
- Singer, D. J. D., and Willett, J. B. (2003). *Applied Longitudinal Data Analysis: Modeling Change and Event Occurrence*. New York: Oxford University Press.

- Sosik, J. J. (2006). *Leading with Character: Stories of Valor and Virtue and the Principles They Teach*. Retrieved December 1, 2013, from [Http://Amzn.Com/1593115415](http://Amzn.Com/1593115415)
- Sosik, J. J., Jung, Don, I., and Jung, D. D. (2012). *Full Range Leadership Development*. New York, London: Taylor & Francis.
- Steers, R. M., Mowaday, R. T., and Shapiro, D. L. (2004). The Future of Work Motivation Theory. *Academy of Management Review*, 29(3), 379-387.
- Stello, C. M. (2011). *Herzberg's Two-Factor Theory of Job Satisfaction: An Integrative Literature Review*. Paper Presented at the Unpublished Paper Presented at The 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN.
- Stogdill, R. M. (1974). *Handbook of Leadership: A Survey of the Literature*. (1st ed.). New York: Free Press.
- Tavakol, M., and Dennick, R. (2011). Making Sense of Cronbach's Alpha. *International Journal of Medical Education*, 2(2), 53-55.
- The Lantern Group. (2009). *Four Drive Model: New Theory on Employee Motivation*. Lantern Igniting Brilliance. Retrieved November 20, 2013, from <http://thelanterngroup.wordpress.com/2009/06/16/four-drive-model-new-theory-on-employee-motivation/>
- Tabachnick, B. G., and Fidell, L. S. (2007). *Using Multivariate Statistics*. (5th ed.). Boston: Pearson Education.
- Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., and Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation Scale: Its Value for Organizational Psychology Research. *Canadian Journal of Behavioral Science /Revue Canadienne Des Sciences Du Comportement*, 41(4), 213-226.

- Trochim, W. MK. (2006). *Descriptive Statistics*. Psychology Resources. Retrieved February 20, 2014, from <http://www.socialresearchmethods.net/kb/statdesc.php>
- Törnblom, K. Y., and Vermunt, R. (2007). Towards an Integration of Distributive Justice, Procedural Justice, and Social Resource Theories. *Social Justice Research*, 20(3), 312-335.
- Ussahawanitchakit, P. (2011). Transformational Leadership and the Antecedents and Consequences: Evidence from Information Technology Business in Thailand. *Journal of International Business and Economics*, 11(1). Retrieved March 20, 2014, from <http://www.freepatentsonline.com/article/Journal-International-Business-Economics/272616499.html>
- Vansteenkiste, M., and Deci, E. (2003). Competitively Contingent Reward and Intrinsic Motivation: Can Loser Remain Motivated? *Motivation and Emotion*, 27(4), 273-299.
- Vansteenkiste, M., Lens, W., and Deci, E. L. (2006). Intrinsic versus Extrinsic Goal-Content in Self-Determination Theory: Another Look at the Quality of Academic Motivation. *Educational Psychologist*, 41(1), 9-31.
- Voon, M. L., Lo, M. C., Ngui, K. S., and Ayob, N. (2011). The Influence of Leadership Styles on Employees' Job Satisfaction in Public Sector Organizations in Malaysia. *International Journal of Business, Management and Social Sciences*, 2 (1), 24-32.
- Vroom, V. H. (1964). *Work and Motivation*. San Francisco, California: Jossey-Bass.
- Warrick, D. D. (1981). Leadership Styles and Their Consequences. *Journal of Experiential Learning and Simulation*, 3(4), 155-172.
- Weber, M. (1947). The Theory of Social and Economic Organization. *Trans. AM Henderson and Talcott Parsons*. New York: Oxford University Press.
- Wheelan, C. (2005). *Basic Statistics*. San Francisco: Samaras and Associates, Inc.
- White, R. W. (1959). Motivation Reconsidered: the Concept of Competence. *Psychological Review*, 66(5), 297–333.

- White, R., and Lippitt, R. (1960). *Autocracy and Democracy: An Experimental Inquiry*. New York: Harper and Brothers.
- Wiese, M., and Coetzee, R. (2013). The Importance of Non-Financial Motivators to Pharmaceutical Sales Representatives: A Demographic Study. *Southern African Business Review*, 17(1), 23-56.
- Williams, C. R. (2009). *Principle of Management*. (5th ed.). United States of American: South-Western Cengage Learning.
- Wright, B. E. (2001). Public Sector Work Motivation: Review of Current Literature and A Revised Conceptual Model, *Journal of Public Administration and Theory*, 11(4), 559-586.
- Yang, J. (2008). Individual Attitudes and Organization Knowledge Sharing. *Tourism Management*, 29(2), 345-353.
- Yang, J. (2010). Antecedents and Consequences of Knowledge Sharing in International Tourist Hotels. *International Journal of Hospitality Management*, 29(1), 42-52.
- Yukl, G. A. (2002). *Leadership in Organizations*. (5th ed.). Upper Saddle River, New Jersey: Prenticehall.
- Zagoršek, H., Dimovski, V., and Škerlavaj, M. (2009). *Transactional and Transformational Leadership Impacts on Organizational Learning*. Faculty of Economics, University of Ljubjana, Slovenia.