

The Effect of Transformational and Transactional Leadership Style to Trust, Self Efficacy and Team Cooperation

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ABSTRACT: This research is focused on analyzing transformational and transactional leadership style, trust, self efficacy and teamwork at PT Bank BNI Syariah Kediri Branch. Referring to the transformational and transactional leadership, the researcher wanted to see the influence between the transformational and transactional leadership style, on the belief, self efficacy and teamwork that existed on the body of the organization of PT. Bank BNI Syariah Branch Kediri.

Key Words: Leadership style, self efficacy, teamwork.

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I. INTRODUCTION

Based on the results of the research it can be concluded several things as follows: 1) .The results of hypothesis testing, obtained the results that indicate there is a positive and significant influence of Transformational Leadership Style influence on Trust. The result of direct influence of Transformational Leadership Style has significant effect on trust in getting p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Transformational Leadership Style has a significant effect on Trust. 2). The result of hypothesis testing shows that there is positive and significant influence of Transformational Leadership Style significantly influence Self Efficacy. The result of direct influence of Transformational Leadership Style has significant effect on trust in getting p-value equal to 0.000. This value is smaller than the alpha 5% indicates that there is a significant influence between the Transformational Leadership Style has a significant effect on Self Efficacy. 3). The result of hypothesis testing shows that there is positive and significant influence of Transactional Leadership Style significantly influence Self Efficacy. The result of direct influence of Transactional Leadership Style has significant effect on Self Efficacy in obtaining p-value of 0.000.

The value is smaller than the alpha 5% indicates that there is significant influence between Transactional Leadership Style has a significant effect on Self Efficacy. 4). Hypothesis testing results, obtained the results that indicate there is a positive and significant influence Transactional Leadership Style influence significantly to Trust. The result of direct influence of Transactional Leadership Style has significant effect on trust in getting p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between Transactional Leadership Style significant effect on Trust. 5). Hypothesis testing results, obtained the results that indicate there is a positive and significant influence Beliefs have a significant effect on Self Efficacy. The results of direct influence of trust influence significantly on self-efficacy in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Trust Style has a significant effect on Self-efficacy. 6). Hypothesis testing results, obtained the results that indicate there are positive and significant influence Trust significantly influence to Teamwork. The results of the direct influence of trust influence significantly on teamwork in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Trust Style has a significant effect on Self-efficacy. 7). The results of hypothesis testing, obtained the result that there is a positive influence and significant self-efficacy significantly influence the teamwork. The results of the direct influence of trust influence significantly on teamwork in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is a significant influence between the Trust Style has a significant effect on Self-efficacy.7). The result of hypothesis testing shows that there is a positive and significant influence of Transformational Leadership Style has significant influence to Teamwork. The result of direct influence of Transformational Leadership Style has significant effect on team work in getting p-value equal to 0.000.

This value is smaller than the alpha 5% indicates that there is significant influence of Transformational Leadership Style has a significant effect on Self-efficacy. 8). The result of hypothesis testing shows tat there is

positive and significant influence of Transactional Leadership Style significantly influence to Teamwork. The result of direct influence of Transformational Leadership Style has significant effect on team work in getting p-value equal to 0.000. This value is smaller than the alpha 5% indicates that there is significant influence of Transformational Leadership Style has a significant effect on Self-efficacy.

II. THEORETICAL REVIEW

Robbins (1996), Leaders can be defined as roles and tell people what, how, when, and where to perform various tasks, Leaders provide both directive behavior and supportive behaviors, Leaders and shareholders in decision making, Main leaders who can facilitate and communicate, Leaders provide little direction or support.

Thoha (2010: 51) The style of leadership is a behavioral norm used by a person when the person is trying to influence the behavior of others as he sees. Meanwhile, according to Hasibuan (2008: 79) The style of leadership is a way of leaders to influence subordinates, to want to work together and work productively to achieve organizational goals. Another opinion on leadership style proposed by According Thoha (2010) leadership style is the norm of behavior used by a person when the person is trying to influence the behavior of others as he sees.

Bryman (2007: 93) calls transformational leadership as the new leadership, while Sarros and Butchatsky (1996: 71) call it a breakthrough leader. Called as a breakthrough because such a leader has the ability to bring enormous changes to individuals and organizations by reinventing individual self-character in organizations or organizational improvements, initiating the process of innovation creation. Stueart and Moran (2002: 399) define that the working team is a group of people interacting with each other and coordinating their work to achieve specific work goals. Francis and Young (in Stott 1995: 25) describes the team as a collection of passionate and responsible people to achieve common goals, who work together and are happy to do their duties, and are able to produce the best results. A work team evokes positive synergies through a coordinated effort.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

A hypothesis is a statement or a temporary estimate or answer (based on the results of previous research or theory) on a question in a research problem, which will be tested with empirical data through this study. Then the hypothetical model in this research is as follows:

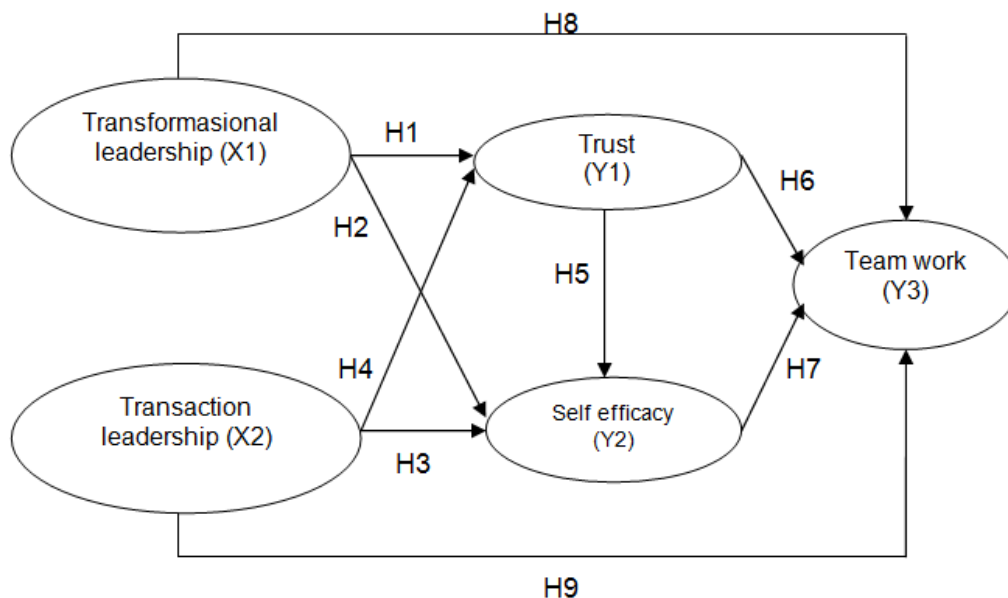


Figure 1 – Model of conceptual Framework and Hypothesis

- H1 : The Transformational Leadership Style has a significant effect on Trust (Trust).
- H2 : Transformational Leadership Style has a significant effect on Self Efficacy. (*self efficacy*).
- H3 : Transactional Leadership Style significantly influence Self Efficacy (*self efficacy*).
- H4 : Transactional Leadership Style significantly influences Belief (*Trust*).

- H 5 : *Trust* Have a significant effect on Self Efficacy
- H 6 : Trust has significant influence on teamwork
- H 7 : Self Efficacy significantly affects Teamwork
- H 8 : The Transformational Leadership Style has a significant effect on Teamwork
- H 9: Transactional Leadership Style significantly influences Teamwork.

IV. METHODS OF RESEARCH

Judging from the type of data research approach used in this study is quantitative approach, this is because the results of the research will be presented with the numbers. Sugiyono (2013: 7) that quantitative research demands the use of numbers, ranging from data collection, interpretation of the data, and the appearance of the results is data in the form of numbers or qualitative data that is suspected.

Suryabrata (2004), reliability is defined as the extent to which the measurement results with the tool can be trusted. From the above understanding, researchers can conclude that a data can be said realibel several times the implementation of measurements on the subject group at all obtained relatively similar results, as long as the aspects measured in the subject has not changed. In this case the same relative means there remains a tolerance of small differences between the results of several measurements. To speed up and simplify this research validity testing is done with the help of computer by using software SPSS v21. The test criterion used is to compare the cronbach alpha number with the critical value 0.6, so the basis of decision making: a). If the value of cronbach alpha > 0.6 then the question is said to be reliable. B). If the value of cronbach alpha ≤ 0.6 then the question is not reliable. Instrument reliability testing is done by using Cronbach's Alpha method by looking at the criteria of the Relative Coefficient Index, where the lowest limit is used in stating that the question items used reliabel is 0.600

V. RESULTS AND DISCUSSION

Two-lane analysis can be said to be an extension of linear regression analysis because it uses the same calculation with linear regression but by using standardized observation values. Therefore, the path coefficient is essentially a beta coefficient in the linear regression model. Path model testing is done to test whether there is influence of independent variable to dependent variable. In this study used path analysis to examine the influence between variables of Transformational Leadership Style (X1), Transactional Leadership Style (X2), Belief (Y1), Self Efficacy (Y2), Teamwork (Y3).

Table 1. Influence between Variables

| Influence | Koef path | R ² | Inf |
|---------------------------------|-----------|----------------|------------|
| X ₁ → Y ₁ | 0,987 | 97,5% | Signifikan |
| X ₁ → Y ₂ | 0,917 | 84,1% | Signifikan |
| X ₂ → Y ₂ | 0,860 | 73,9% | Signifikan |
| X ₂ → Y ₁ | 0,673 | 45,4% | Signifikan |
| Y ₁ → Y ₂ | 0,914 | 83,5% | Signifikan |
| Y ₁ → Y ₃ | 0,679 | 46,1% | Signifikan |
| Y ₂ → Y ₃ | 0,631 | 39,8% | Signifikan |
| X ₁ → Y ₃ | 0,654 | 42,8% | Signifikan |
| X ₂ → Y ₃ | 0,550 | 30,3% | Signifikan |

Source : data processed

Based on the hypothesis, it is found that there is a positive and significant influence of Transformational Leadership Style influence to Belief, the result is that the Transformational leadership style has a significant effect on Belief. The relationship between the two is positive, whereas the better I am Transformational Leadership done by the company (bank), it will lead to the better also the trust of employees to the leadership.

The measurement results in the Transformational Leadership style show the highest score on the ideal influence indicator, amounting to 72.9% that the Leader has been prioritizing the interests of the organization rather than personal interests. The result of measurement on Transformational Leadership style (X1) shows the highest score on the ideal effect indicator (X1.1) of 72.9% The result of measurement on the ideal effect variable shows the lowest average score on the indicator Leaders always try to build optimistic subordinate to his duties , Leaders work always appreciate the ideas given by employees, Leaders often serve as mentors to provide direction in the completion of duties PT employees. BNI Syariah Kediri Branch Office, where leaders

are eager to provide good direction to employees. In addition, the item with the lowest value found in this result is that it can provide subordinate opportunities, able to act as a mentor and trainer, can provide an objective assessment with an average value above 38.1%.

The result of direct influence of Transformational Leadership Style has significant effect on trust in getting p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Transformational Leadership Style has a significant effect on Trust.

The Influence of the Transformational Leadership Style to Efficacy. Based on the hypothesis, the results obtained that there is a positive influence and significant Transformational Leadership Style significantly influence Self Efficacy. The style of Transformational Leadership can be seen by a process whereby leaders and followers increase themselves to a higher level of morality and motivation. Measurement results in the Transformational Leadership style show the highest score on the indicator Leaders are always involved in oversight of the duties of employees, amounting to 60.4% that where leaders always supervise the work of employees. The results of measurements on the Transformational Leadership style (X1) show the highest score on a person's confidence indicator of his ability to organize and decide on the specific actions needed to obtain a better work result of 60.4%. The result of direct influence of Transformational Leadership Style has significant effect on trust in getting p-value equal to 0.000. This value is smaller than the alpha 5% indicates that there is a significant influence between the Transformational Leadership Style has a significant effect on Self Efficacy.

The Effect of Transactional Leadership Style on Self-efficacy. The measurement result in Transactional Leadership style shows the highest score on the indicator can complete the task according to standard with SOP (Standart Oprasioanal Procedure) company, 50.0% that employees work in accordance with the specified standard. This indicator indicates that the Transactional Leadership style (X1) is greatly influenced by helping its employees in increasing the motivation to achieve the desired outcomes in two ways, the first being that a leader recognizes what the subordinate has to do to achieve the planned results after which the leader clarifies the role of his subordinates Then subordinates will feel confident in carrying out work that requires its role.

The result of measurement on Transactional style (X2) shows the highest score on a person's confidence indicator about his ability to organize and decide the specific action needed to obtain better work result of 60.4% The result of measurement on the ideal effect variable shows the lowest average score on Indicators always socialize the rewards that will be received when performing well.

The result of direct influence of Transactional Leadership Style has significant effect on Self Efficacy obtained p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between Transactional Leadership Style has a significant effect on Self Efficacy.

(Pinasti, 2011: 12), Self efficacy is the ability to trust someone to perform the task. People who are confident with their abilities tend to succeed, while people who always feel fail tend to fail. Transactional Leadership deals with self efficacy whereby if a person has high self-efficacy then it tends to succeed in his task thus increasing his confidence over what he does.

The Effect of Transactional Leadership Style on Trust (Trust) Transactional Leadership Style significantly influences Belief. Based on the hypothesis, obtained the result that Transactional Leadership Style has a significant effect on Trust. Relations between the two are positive, where leaders delegate responsibility to subordinates and follow up by providing whether subordinates can be a compliment to encourage employees. This indicator shows that the Transactional Leadership style (X1) is strongly influenced by the Conditional Rewards, Active Management by Exception, Passive Management by Exception (Passive Management by Exception)

The result of measurement on Transactional style (X2) shows the highest score on a person's confidence indicator about his ability to organize and decide the specific action needed to obtain better work result of 60.4% The result of measurement on the ideal effect variable shows the lowest average score on Indicators always socialize the rewards that will be received when performing well.

The result of direct influence of Transactional Leadership Style has significant effect on trust in getting p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Transactional Leadership Style significant effect on Trust.

Avolio (2000: 7) and MacKenzie et al (2001: 310) in his research that there is a significant empirical relationship between transactional leadership and trust. In their meta-analysis, Dirks (2000) also reports for a strong relationship between transactional leadership and employee trust to leaders. Then, there are mixed theories and findings about the effect of transactional leadership on the beliefs of its followers.

The Effect of Trust on Self Efficacy. There is a positive and significant influence Belief has a significant effect on Self Efficacy. Trust is established through real behavior, our understanding and acceptance of trust does not mean anything. Building trust means thinking of a trust in a positive way, building step by step, commitment for commitment. Based on the hypothesis, the results obtained that belief significant effect on Self Efficacy.

Measurement results on Trust (Y1) shows the highest score on the indicator of Trust Leaders are always open in terms of criticism and suggestions by employees for organizational progress of 62.5% The results of measurements on the ideal effect variable shows the average lowest score on the indicator leader will be wise in Making decisions about all things related to work, In making decisions, whether the leader is always steadfast in its stance, Employees are loyal to the decisions given by leaders, leaders are always open in terms of any delivery concerning the interests of the organization, always socialize the benefits to be received when performing well.

The results of direct influence of trust influence significantly on self-efficacy in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is significant influence between the Trust Style has a significant effect on Self-efficacy. The results of this study are in accordance with the study, Hsu et al. 2007) in his research also supports trust that correlates with self efficacy in knowledge sharing.

The Influence of Trust (Trust) on Teamwork. The result of measurement on teamwork shows the highest score on the indicators of cooperation to solve the work, avoiding to discuss the problem and trying to solve itself by 70.8% The measurement results on ideal effect variables show the lowest average score on indicators willing to share information with other team members About work, improving communication among people who work in the same field, have competition among teams within the organization and feel like each other.

The results of the direct influence of trust influence significantly on teamwork in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is a significant influence between Trust Style has a significant effect on Self-efficacy. The results of this study are in accordance with McGregor's (1967) research, and Likert (1967) recognizes the importance of trust in leadership for effective teams and organizations.

Effect of Self Efficacy (Self Efficacy) on Teamwork. Based on the hypothesis, the results show that there is a positive influence and significant self-efficacy significantly influence the teamwork. Self-efficacy can be defined as the ability to organize and decide on the specific actions needed to obtain a particular outcome. Based on the hypothesis, the results obtained that the efficacy of self has a significant effect on teamwork. The relationship between the two is positive, a person's belief in his ability to perform a form of control over cooperation made within the organization. The result of measurement on teamwork shows the highest score on the indicators of cooperation to solve the work, avoiding to discuss the problem and trying to solve itself by 70.8% The measurement results on ideal effect variables show the lowest average score on indicators willing to share information with other team members About work, improving communication among people who work in the same field, have competition among teams within the organization and feel like each other.

The results of the direct influence of trust influence significantly on teamwork in getting p-value of 0.000. The value is smaller than the alpha 5% indicates that there is a significant influence between Trust Style has a significant effect on Self-efficacy. The results of this study are in accordance with Fukuyama research, 1995; Leana & Van Vuren, 1999). Wu et al., (2010: 11), in his research pointed out that trust affects individuals by way of building bridges for interpersonal interaction between individuals.

The Influence of the Transformational Leadership Style to Teamwork. Based on the hypothesis, the results obtained that there is a positive influence and significant Transformational Leadership Style significantly influence the teamwork. Transformational Leadership Style, where a leader is a person who has a vision as an agent of change in an organization and subordinates in changing the work environment by improving morality and high motivation in subordinates and also appreciate and pay attention to the needs of subordinates so that subordinates will further optimize performance to achieve Organizational goals that is in promoting the progress of the organization by working together.

The result of direct influence of Transformational Leadership Style has significant effect on team worker got p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence of Transformational Leadership Style has a significant effect on Self-efficacy. The results of this study are in accordance with Yang, Wu & Huang, 2013; Natalius (2011) who also said that transformational leadership positively influences teamwork.

Effect of Transactional Leadership Style on Teamwork.

The result of direct influence of Transformational Leadership Style has significant effect on team work in getting p-value equal to 0.000. The value is smaller than the alpha 5% indicates that there is significant influence of Transformational Leadership Style has a significant effect on Self-efficacy. The results of this study are in accordance with Yang, Wu & Huang, 2013; Natalius, 2011) who says that transactional leadership positively affects teamwork.

VI. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research it can be concluded that:

1. For the leader of PT. Bank BNI Syariah KC Kediri should be able to maintain the Transformational and Transactional Leadership style, with regard to it, transactional leaders can increase trust, self efficacy, teamwork within the organization.
2. For leaders, should not look as subordinates.
3. For further research is expected to add other variables, such as performance, morale or others to further improve the work of employees.
4. The leader should pay attention to his or her actions because basically the employee's judgment against him is, the most important is when the leader provides policies for the guidance of his subordinates.
5. Leaders are entitled entirely to the existing guidelines in the company, but in the case of handling issues must be in accordance with the procedure. Proven lack of inappropriate handling, leaders should form a team in an effort to provide a joint decision related to other fields.
6. Subordinates work in addition to wanting a decent wage that is increasing career. Leaders should be able to give their subordinates the opportunity to promote their position in order to increase their work ethic. In addition to the needs of employees leaders should be open in terms of recruitment of prospective employees obtained from internal and external companies.

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