CHAPTER II

LITERATURE REVIEW

2.1 Leadership

While many have a gut-level handle of what leadership is, putting a definition to the term has demonstrated to challenge attempt for researchers and experts the same. Over a century has passed since leadership turned into a theme of scholarly reflection, and definitions have advanced persistently during that period. These definitions have been affected by numerous elements from world undertakings and legislative issues to the points of view of the control in which the theme is being examined.

Another arrangement of definitions conceptualizes leadership from a personality perspective, which propose that leadership is a mixes of extraordinary qualities or attributes that some individual have. These attributes empower those people to actuate others to achieve errands. Different ways to deal with leadership characterize it as a act or a behavior, the things leaders do to achieve change in a group. Moreover, some characterize leadership as far as the power relationship that exists among leaders and followers. From this perspective, leaders have control that they employ to impact change in others. Others see leadership as a transformational process that moves devotees to achieve more than is typically expected of them. At long last, a few researchers address leadership from a skills perspective. This perspective burdens the capacities (information and aptitudes) that make compelling leadership conceivable.

Characterizing leadership as a process implies that isn't an attribute or trademark that lives in the leader, but instead a value-based occasion that happens between the leader and the followers. Process suggests that a leader influences and is influenced by followers. It stresses that leadership is definitely not a straight, single direction occasion, yet rather an intelligent occasion. At the point when leadership is characterized as such, it winds up accessible to everybody. It

isn't limited to the officially assigned leader in a gathering. Leadership includes influence. It is worried about how the leader influences followers. Impact is the sine qua non of authority. Without influence, leadership doesn't exist. Leadership happens in groups. Groups are the setting where leadership happens. Leadership includes affecting a gathering of people who have a typical reason. This can be a little undertaking groups, a local groups, or an enormous groups incorporating a whole association. Leadership is around one individual affecting a group of others to achieve shared objectives. Others (a group) are required for leadership to happen.

Based on a book that Peter G Northouse has written with tittle Leadership Theory & Practice Seventh Edition, leadership itself has been defined by many experts, one of them is George R. Terry. He said, "Understanding leadership is an activity that affects others in order to be directed to realize organizational goals." (1972). Other than that, Hemhiel and Coons (1957) said "Leadership is the behavior of an individual in leading activities in an organization or group in achieving a shared goal (shared goal).". There are 3 theories of leadership. First is, Genetic Theory - states that the leader is born with talents that are already hidden in a person. Second, Social Theory - states that a person can become a leader through practice, opportunity and education. And the last one is, Ecological theory - this theory is a combination of the 2 theories above. According to the term the leader is said to be someone who has influence and power, which with that power he is able to regulate others so that they are obedient to what they want. A leader has characteristics that cause him to become a leader among the group. As stated by William Foote Whyte (quoted by Edi Purwanta) that a leader is caused by:

- Operational leadership. In the operational leadership factor, it is said that the people who become leaders have a lot of initiatives, and are interesting and dynamic among their groups. In addition, those who succeed to become leaders are people who have a better track record and have better job performance among their groups.

- Popularity. Those who become leaders are people who already have popularity or are known by the wider community. These practices were used intelligently by politicians when the elections began. They are competing to attract a candidate pair with an artist background. And this also for some successful candidates to become a leader in their respective regional elections.

- The assumed representative. People who are able to represent the voice or interests of group members. He is a person who understands and vocal to represent the desires of his group.

- The prominent talent. A leader is a person who does have more talent and ability to act and behave than members of his group.

Not only understanding the notion of leadership, we also need to know the purpose of leadership in an organization or company. The first function of understanding leadership is a means to achieve organizational or group goals. So, how leadership and leadership greatly affect whether the company's goals can be achieved or not. The next goal of leadership is to motivate others or maintain and increase motivation in themselves. Not only to realize the company's goals but also motivate people related to the organization and the company. That is, leaders must be able to encourage followers or subordinates to continue to be motivated so that goals are achieved.

Rafli Dwiputra in one of his article in kompasiana.com, the function of leadership is as a communicator that is doing the commands in the form of content, how to do, the time of execution and the place to carry out orders so that decisions are realized effectively. That is, the leader functions to give orders and the leader functions to carry out the leader's orders. The leader uses a consultative function that is able to communicate both ways. The goal is as an effort to set a decision that requires consideration and consultation from the person they lead. The function of participation is that leaders can involve their members in the

decision-making process or in the implementation of decisions. The leader has the function of delegation which is a form of trust of a leader to someone who is given the mandate to carry out and be responsible for delegating authority. In doing so, leaders and leadership can also provide guidance, direction, coordination, and supervision of the activities of followers or subordinates.

Some traits usually inherent in a leader, that are intelligence, self confidence, determination, integrity, and sociability. Intelligence - The ability to speak, interpret, and reason stronger than members who are led. Self Confidence - Confidence in the competence and expertise possessed. Determination - The desire to complete work that includes characteristics such as initiative, persistence, influence, and driving tendency. Integrity - The quality of honesty and trustworthiness by members. Sociability - The tendency of leaders to establish relationships that are pleasant, friendly, friendly, polite, wise, and diplomatic. Showing sensitivity to the needs of others and attention to their lives.

In Business News Daily, there are at least 9 leadership styles that are different from one another applied by a leader so that each member wants to work according to his direction. One of them is transformational leadership. Transformational leadership style can inspire positive change in those (members) who follow. Leaders of this type pay attention and are directly involved in the process including helping them to successfully complete their tasks. Leaders tend to have a positive enthusiasm for their subordinates so that their enthusiasm can influence their members to be more energetic. The leader will be very concerned about the welfare and progress of each of his subordinates.

Transformational leadership is an initiative style in which pioneers support, move and propel workers to develop and make change that will help develop and shape the future achievement of the organization. This is cultivated by setting a model at the official level through a solid feeling of corporate culture, worker proprietorship and freedom in the working environment. Transformational leaders rouse and inspire their workforce without micromanaging — they trust

prepared representatives to take authority over choices in their allocated occupations. It's an administration style that is intended to give workers more space to be imaginative, look to the future and find new answers for old issues. Representatives on the initiative track will likewise be set up to become transformational pioneers themselves through mentorship and preparing.

The idea of transformational leadership began with James V. Downton in 1973 and was extended by James Burns in 1978. In 1985, scientist Bernard M. Bass further extended the idea to incorporate ways for estimating the accomplishment of transformational leadership. This model urges pioneers to exhibit legitimate, solid authority with the possibility that workers will be motivated to go with the same pattern. While Bass' model dates to the '70s, it's as yet a compelling authority style rehearsed today — this style of bona fide administration never shows signs of change, only the conditions it's utilized in. It's relevant over each industry, yet it's particularly indispensable to the quick paced tech industry where advancement and spryness can represent the moment of truth an organization.

A leader can be categorized as having a transformational leadership trait when he has a behavior such as, credible, meaning that he has a consistent nature and high commitment what he says with what he does. The second, creation of opportunities, means creating opportunities for others to increase knowledge and skills. Next is, carrying, which means showing concern for others so that it makes subordinates feel recognized as part of the organization. And the last one is communication, which means having good communication skills with others. There are 3 aspects in transformational leadership, namely first, vision, is the ability of the self to describe, explain and convince subordinates about the future conditions they want and to realize them. Second, power is to have influence, control and power over other people or groups so that they get strong support to achieve their goals. Third, self confidence is the confidence to act that comes from the experience of the things that happen in his life.

Based on DJKN Article written by P. Soebagio about Leadership and Leadership model, there are 8 elements in transformational leadership that affect a manager or leader in achieving organizational goals:

- Organizational culture

What is meant by organizational culture here is, the dominant values supported by the organization, norms that guide how members should behave, values about what should be there and applied in the organization. Examples of organizational culture in the Hospitality Industry: integrity, professionalism, commitment, service.

- Integrity

A simple understanding of integrity is to maintain a high level of honesty and ethics in everyday words and actions. This integrity has 4 levels, namely: Trustworthy (same in words and deeds), as a reliable source of truthful information, consistently apply existing norms, act according to ethical codes and moral principles. The point is the quality to act honestly and have strong moral principles.

- Continuous improvement

that is, continuous improvement (continuous) aimed at improving organizational work processes, improving quality, efficiency, or effectiveness, a leader must actively be able to encourage each subordinate to improve results and work processes through improvements, able to create an environment that continually improves work processes.

- Continuous learning

that is learning to expand knowledge and skills through both formal and informal learning processes, is able to inspire subordinates to develop knowledge

and skills relevant to work, people who are always trying to improve their knowledge and skills throughout the working period. This leader should be able to give examples and encouragement to others to learn continuously.

- Managing Others

directing and leading others to achieve the goals and objectives of the organization, these leaders are able to effectively manage and direct the activities of others, they work through others to achieve goals and encourage performance through motivation, these leaders provide opportunities for subordinates to make decisions or doing these challenging tasks happens when the people they lead are very capable and motivated (Laissez-Faire), they have the type of educator and trainer.

- Interpersonal communication

Communicating clearly and effectively with people inside and outside the organization, conveying information, thoughts, or opinions clearly, briefly, and precisely and using good grammar, being open and listening to others, conveying information that is sensitive and/or complicated in the manner of delivery and the right conditions so that it can be understood by other parties, and convey information to other parties in ways that are interesting and easy to understand.

- Stakeholder service

Stakeholders are any group within or outside the company that has a role in determining the company. Stakeholder service is to recognize and understand the needs of stakeholders (stakeholders) and deliver results that exceed stakeholder expectations. This person tends to have a desire to please the best stakeholders by recognizing the needs of stakeholders and ensuring that stakeholders will be satisfied. Principles owned: Better, Faster, Newer, Cheaper, More Simple.

- Manage Subordinates

In managing subordinates, there are basically 4 (four) subordinate types, which are as follows: Constructive Type, Impulsive Type, Routine Type, Subversion Type. Constructive subordinate types, dare to take responsibility, can be trusted, able to understand and interpret the wishes of superiors, not just imitating superiors, but have creative thinking, forward-looking, have ambition and are responsive to various situations. Subordinate routine type, level of intellectual ability and imagination under the constructive type, lacks initiative, tend to be hesitant if without clear instructions and direction, but if directed correctly, he can work with loyalty and wholeheartedly. Impulsive type of subordinate, tend to be easy to change with the environment (such as a chameleon), doing tasks based on likes or dislikes to the leader, very unimaginative. Subversive type subordinates, Difficult to control, do not have strong principles, tend to think about personal benefits, can justify various ways to achieve desires.

2.2 Trust

"According to Mowen and Minor in Donni Juni (2017, p.116) Trust is all knowledge possessed by consumers and all conclusions made by consumers about objects, attributes and the benefits. According to Rousseau et al in Donni Juni (2017, p.116) Trust is a psychological area that is a concern for accepting what it is based on expectations of good behavior from others. According to Maharani (2010) Trust is the belief of one party in the reliability, durability, and integrity of the other party in the relationship and the belief that his actions are in the best interest and will produce positive results for the party you trust." (quoted by Dea Aprilinda Putri). Because research shows that leadership is closely related to positive work outcomes and satisfaction of subordinates. As per Ba and Pavlou (2002) identified with trust as an evaluation of associations with other people who

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will do certain exchanges as per desires in a situation brimming with endorsement. Something very similar likewise expressed by McKnight, Kacmar, and Choudry (in Bachmann and Zaheer, 2006), states that trust is worked before specific gatherings know each other through association or exchanges. Online trust alludes to trust in a virtual situation. Adjusted from this definition, Lim et al (2001) state purchaser trust in web shopping as buyers' readiness to open themselves to potential misfortunes experienced during shopping exchanges by means of the web, in view of the desire that merchants guarantee exchanges that will fulfill buyers and have the option to send products or guaranteed administration. So it very well may be reasoned that customer certainty is the ability of one gathering to acknowledge chance from the other party dependent on the conviction and desire that the other party will make a move true to form, despite the fact that the two gatherings don't yet have any acquaintance with one another.

In the business world as well as in social life, interacting with trust is something that is very expensive in value and to get it also needs to struggle let alone maintain the name of trust. When someone is trusted in the work environment, in the business world and in the community, then many things will go well and easily, but on the contrary when the trust is gone then slowly difficulties will be present. So noble is the meaning of a belief, so it takes time to build and maintain it. Schindler and Thomas (1993) found that there are five factors that can foster the trust of others in us. Namely integrity, competence, consistency, loyalty, and openness. Mahfuz Judeh said these five things are key to whether someone will believe and follow us or someone will not believe and leave us. These factors are:

1. Competence

is that we must have abilities about the fields we lead. Now the location, people who do not have any ability would be hard to believe. For example, we are

also difficult or even will not be able to trust others to lead us in business, while the person concerned has never even done business and his experience is below us. Ability in a particular field is one of the requirements that must be met if we want to lead an organization or a field. Is that the ability related to the field, or the ability to influence others to want to follow our direction, so they can trust and hand over their affairs to us.

For others to see the abilities we have, of course we must be willing to show it, and use it when there are people in need. For example we have the ability in the automotive field, of course we have to show it with things related to automotive, repairing vehicles, and so on. When other people have seen us capable in that field, maybe if we want to open a business related to automotive, other people will trust us as their leaders.

2. Benevolence

is where others believe that we will do good to them, and they believe that we will put aside the motive for profit and not be selfish. Loyalty indicates that they want to "stick" to us. This is quite difficult to build, because other people see this certainly from our daily behavior. To build this we must be able to communicate well and make others believe that we are not dangerous people. Maybe we can start by using body language or good non-verbal communication. For example, for example they believe that their leader is someone who will protect them from harm. Then they will definitely want to follow our direction.

3. Integrity

the relationship between integrity and trust is about how others see us and believe that we have principles that are acceptable to them. Integrity is where the superior's behavior can be accepted by subordinates. Integrity can be built by letting others know how we think and the values we hold, they know about it and feel compatible with our thinking. If we tend to lead in fraudulent or inhumane

ways, while we work with honest people, surely we will lose their trust and the organization we lead will be chaotic. Or as an example we have the principle, "just work casually, we do it slowly and the important thing is to get profit". Meanwhile, we work with people who are workaholics or workaholics and hungry for achievement, surely we will not be trusted to lead them. Especially when our principles are not supported by the achievements or characteristics above, which we discussed earlier.

4. Openness

is the belief of others that we want to share ideas and information freely with subordinates. However, sometimes we are not able to open all information about the organization to our subordinates, or not all of the organization can be opened to the public. Openness here is, we want to listen to them, accept their input and opinions, want to share important information that is not too dangerous if it is considered public, or just simply interacting with others, with our subordinates can make other people think we are open.

5. Consistency

this is that leaders who can be trusted are leaders who can be "predicted" in various situations. It can be predicted here that the mind is not easily guessed or read, but rather is consistent with the situation. For example, other people know that we are consistently never late, so when we say that we will meet with them at 9:00 somewhere they will believe it, and will try not to be late.

2.3 Communication

Rafli Dwiputra also said in his article that, communication is one of the important ways in interacting with each other with a team or boss in a company and organization, because communication is a process of interaction in an internal

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and external environment that will greatly impact the environment. Without the right and good communication can complicate the existing processes in the scope of the company or organization that will later hamper the company's plans or goals, therefore the importance of communicating properly is really needed in helping the company achieve these goals. In a company or organization a leader is as a communicator between fellow colleagues and subordinates in a company, because as a leader must be able to communicate properly and correctly to his subordinates. A leader must be able to influence his subordinates to make changes in realizing the company's vision and mission and achieving the company's goals. In communication, at least three elements are needed, namely source, message, and destination. In Rafli Dwiputra article, the leadership communication function consists of at least four parts, first there is an informative function, second there is a regulative function, third there is a persuasive function, and fourth there is an integrative function. The following is a brief explanation of the four functions of communication in leadership:

- Informative Functions:

    The organization can be seen as an information processing system (information-processing system), the intention is that information is needed in an organization and company. precise information, many sources, accurate and timely is very helpful in an organization or company carrying out its duties. For example, managers need information about information policies and rules from the company to deal with things that are not desirable, such as conflict. Whereas subordinates need information about their job desk, how to do their job desk, rules on work, security, social security and health, leave permission.

- Regulative Functions:

    The regulative function in an organization or company is related to regulations or regulations made by an organization. And this regulation must be

obeyed by all members and leaders in an organization in order to maintain discipline in the organization.

- Persuasive Functions:

Persuasive communication is communication that aims to change or influence one's beliefs, attitudes, and behaviors so that they act according to what is expected by the communicator. In managing an organization the leader does not always succeed in relying on his power and authority as a leader. Sometimes the leader must be more persuasive to his subordinates than to order or order his subordinates.

- Integrative Functions:

Each organization strives to provide channels that enable employees to carry out their duties and work well. Therefore the integrative function is needed in realizing this, there are at least 2 communication channels that can realize the integrative function, namely formal information channels and informal communication channels.

The leader must also have a humble, friendly nature in communicating with fellow officials or subordinates in order to create a harmonious organization because of these four elements and the humble and friendly nature is sufficient for the leader to establish good communication with his fellow officials and subordinates. Siti Maharani P quoted in her article that there are so many styles of leaders in communicating along with the development of this era. Some of the leaders communication styles are:

1. The Controlling Style

Leaders with controlling communication styles will limit and tend to regulate the behavior, thoughts and responses of subordinates. Communication

that is interwoven in this style of communication is one-way communication that comes from superiors to subordinates. This one-way communication is carried out by the leader to influence his subordinates to carry out the tasks in accordance with his orders. This style is often used to persuade others to work and act effectively, and generally in the form of criticism. However, this communication style that is controlling, often has a negative tone, causing other people to give negative responses.

2. The Equalitarian Style

This correspondence style has a trademark that is the progression of proportional correspondence. This correspondence will in general be done straightforwardly, this two-path style of correspondence is progressively compelling in joint effort since clients of this sort of correspondence will in general have a feeling of mindful and have the option to assemble great associations with any gathering in an individual setting or inside the extent of work relations. This style is viable in keeping up sympathy and participation, particularly in circumstances to settle on choices on an unpredictable issue.

3. The Structuring Style

This correspondence style has an organized correspondence style, using verbal messages recorded as a hard copy or verbally to set the orders that must be done, planning errands and work and authoritative structure. This style of correspondence gives more consideration to the longing to impact others by sharing data about authoritative objectives, work calendars, decides and strategies that apply in the association.

4. The Dynamic Style

This style is typically utilized by advertising and deals. This sort of correspondence means to impact others to make a move. This correspondence

style is very powerful in managing basic issues, yet with the prerequisite that representatives or subordinates have adequate capacity to beat these basic issues.

5. The Relinquishing Style

Messages right now correspondence will be compelling when the sender of the message or sender is working with individuals who are learned, experienced, faithful and ready to assume liability for all the undertakings or employments that they charge.

In communicating, sometimes the leader also has obstacles that interfere with communication with his fellow officials and subordinates, some of these obstacles are;

-   Semantic barriers

Communication caused by the language factors used by leaders or subordinates in communication.

-   Mechanical barriers.

Communication caused by electrical factors, machinery or other media.

-   Anthropological barriers

Barriers caused by differences in human beings, for example differences in opinions from one another about a thing

-   Psychological barriers

Obstacles caused by psychiatric factors.

The importance of leaders communicating well and correctly will greatly affect the organization in achieving their goals, with good communication

between leaders and subordinates will also create a harmonious space within the organization so that the organization becomes compact and solitary in carrying out its duties.

2.4 Teamwork

Humans are social creatures, that means humans cannot live alone but must coexist with other humans. That is because humans at all times need help from others in living their lives. One example if you want to achieve a certain goal humans will cooperate with each other to achieve the goals to be achieved. Collaboration can be done with people in the surrounding environment. For example, people who are in the school environment, the company environment, and their community environment work together. Teamwork can certainly be formed because of a common interest, one of which is the interest to achieve certain goals.

Understanding teamwork is a joint effort between individuals or groups to achieve common goals. Teamwork is the most important interaction because, in essence, humans cannot live alone without other people, so they always need other people. Teamwork can take place when the individuals concerned have the same interests and have the awareness to work together to achieve their interests. In an institution or company usually teamwork has become a necessity to realize success in achieving its goals. Teamwork can be an encouragement as energy or motivation for every individual who is incorporated in the work team. If teamwork can work well, fluency in communication and a sense of responsibility for each individual in the team will be formed.

In sociology, the definition of cooperation is a form of social interaction with an associative nature that occurs when there are groups of people who have the same view to realize a common goal. In Max Manroe article explain some definition of cooperation according to experts:

- An expert named Charles H. Cooley argues, teamwork will arise if people realize that they have the same interests and at the same time have sufficient knowledge and awareness of themselves to fulfill the interests of those interests.
- According to Rosen, the notion of teamwork is a source that is considered to be very efficient for service quality, especially in the context of economic cooperation, especially buying and selling.
- According to Thomson and Perry, the notion of teamwork is an activity that has different levels starting from the stages of coordination as well as cooperation to the collaboration in a collaborative activity.

In carrying out everything in this world certainly requires a purpose in its implementation. With the goals that are planned will make the process and also the direction of an activity to be focused and not widened everywhere. Included in the activities of working together also has the intended purpose. The general objective of conducting and building joint relationships is to increase the ratio of opportunities to achieve success, broadly increasing unity and unity in a country, making the perpetrators of these activities become more familiar with each other, becoming a means to express opinions and opinions.

Whereas in carrying out an activity, of course it will be followed by reciprocity given. The reciprocity can be negative or positive. In carrying out an activity together, of course it also has reciprocity or also benefits for people or groups doing this activity. Some of the benefits that can be felt are as follows, triggering the emergence of a spirit of unity and unity in a person, there is a bond of bonding for the person or group doing this activity, by doing things together an activity can be lighter, completing an activity together will make the job finished quickly.

Bitar said in her article in gurupendidikan.co.id that there are several aspects contained in the collaboration, namely:

- Two or more people. This means that there will be cooperation if there are at least two people / parties who make an agreement. Therefore, the success or failure of the collaboration is determined by the roles of the two people or the two parties that collaborate.
- Activity. Shows that the collaboration occurs because of the desired activity together, as a tool to achieve goals and this requires a strategy (business / business).
- Aim / target. Is an aspect that is the target of the business cooperation, usually is the benefits both financially and non-financially felt or received by both parties.
- A certain period of time. Shows that the collaboration is limited by time, meaning that there is agreement between the two parties when the collaboration ends. In this case, of course, after the desired goal or target has been reached.

Cooperation takes various forms, namely:
- Coalition. Coalition is a combination of two or more institutions that work together in realizing the same goal. Examples of coalition activities include the coalition between political parties in supporting the presidential candidate that he promotes. The joining of several parties has the aim to win the candidates that he carried in the presidential election.
- Bargaining. Bargaining is a form of cooperation carried out by two or more individuals regarding agreements and agreements in the exchange of services and goods. One example of this form of collaboration is the buying and selling activities that occur in traditional markets and those that occur in modern markets.
- Basic harmony. Cooperative activities based on harmony are collaborative activities that occur because of harmony in the community. Usually these things do not expect each other in return or in other words this is done

sincerely and sincerely. An example that we often encounter is mutual cooperation in cleaning up the local environment in villages.

- Cooptation. Cooptation is a process of collaborating on acceptance that comes from a variety of new elements in the organizational regime. This is a way to avoid various frauds and unwanted things that have the potential to occur. An example of this is the making of laws governing corruption and so on.

For example in terms of teamwork, A and B enter into a cooperation agreement. A has a certain amount of money that can be used as capital for a business, but A lacks control over business management. While B has no money, but has expertise in business management. In this case, the strengths and roles of A and B are not the same, but they agreed to do business cooperation and agreed on the distribution of benefits to be gained, for example by sharing 60% for A and 40% for B, and other agreements. From the illustration of the example above, it is clear that in cooperation, the parties that collaborate do not have to have equal strength, but more importantly is the clear motivation of the collaboration. Thus, successful cooperation will not be achieved if only one party plays a role, while the other party only demands results. Therefore, before a cooperation agreement is signed, it must be clear first what is agreed upon along with the rules of the game and sanctions, if one party breaks the promise of cooperation. So, in a business partnership a sense of belonging must be raised, so that it gives birth to a sense of responsibility for what has been agreed in the collaboration.

2.5 Previous Research

Budi Eko Soetjipto made a research titled "The Effect of Transformational Leadership and Organizational Culture on Employee's Working Performance Through Organizational Commitment", it is being said that there is a direct effect between transformational leadership on employee performance that can be seen

through employee attitudes. The attitude that can be seen is through respect and trust towards their leaders with a clear vision and that also turns out to be a leader who has a low profile. The stronger this transformational leadership can improve and strengthen employee performance. It also can strengthen work in terms of commitment, namely the nature of their loyalty.

Another research by Weiping Jiang titled "The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior" conclude that, transformational leadership turns out to have more impact on sustainable performance relations compared to the task of sustainable performance. transformational leadership is more directly related to the emotional leadership relationship between subordinates and employees. OCB mediates most of the effects of transformational leadership on employee sustainable performance. This is because OCB provides opportunities for employees to improve their own competencies and to enhance teamwork.

In the other hand, Ndisya Susan Mwongeli said that transformational leadership is important because leaders can be relied upon to generate commitment from followers. It has been said in her research titled "Influence of Transformational Leadership on Employee Performance".

2.6 Framework of Thinking

In this framework of thinking, it is going to analyze the effect between transformational leadership and teamwork. While in the mediation of trust and communication, it also will be explained the correlation between both of them. Beside of that, it will explicate the influence between transformational leadership and trust, transformational leadership and communication, trust and teamwork also communication and teamwork.
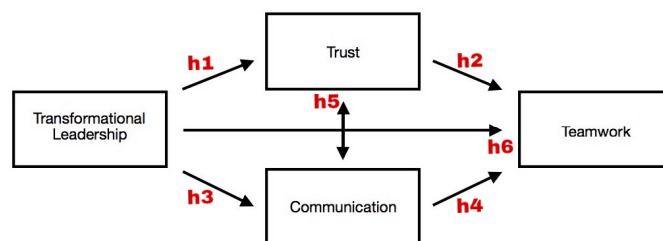

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Figure 2.4 Framework of Thinking

2.7 Hypothesis

ho1: There is no correlation between transformational leadership and trust.

ha1: There is correlation between transformational leadership and trust.

ho2: There is no correlation between trust and teamwork.

ha2: There is correlation between trust and teamwork.

ho3: There is no correlation between transformational leadership and communication.

ha3: There is correlation between transformational leadership and communication.

ho4: There is no correlation between communication and teamwork

ha4: There is correlation between communication and teamwork

ho5: There is no correlation between trust and communication.

ha5: There is correlation between trust and communication.

ho6: There is no correlation between transformational leadership and teamwork.

ha6: There is correlation between transformational leadership and teamwork.