

An Integrative Reviews: The Role of Transformational Leadership and Personality Leaders Against Followers Performance Through Leader-Member Exchanges and Trustworthiness

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**An Integrative Reviews: The Role of Transformational Leadership and
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and Trustworthiness**

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INTRODUCTION

The development of the global world shows that the concept of an organization cannot be viewed. Morgan (2007) describes the organizational metaphor from various points of view, where the organization can be considered a machine, as an organization, as a culture, or as a function of the big brain. This explanation tries to provide an understanding that the organization will have such a tricky point of view. Actors in the organization are people, so that when people enter the organization, they will become part of the existing system and run within it. Organizational development depends on developing the actors in it, namely every officeholder, either as a follower or as a superior or head or leader.

Success in today's competitive global environment encourages organizations to maximize followers' performance, which is a set of actions and behaviors relevant from followers to achieve organizational goals (Campbell, 1990). The increase in followers' performance will contribute to the achievement of goals and organizational performance. This is a shared responsibility between leaders and followers, especially in human resource management, which has the main output to produce high-performance followers by identifying, measuring, and developing performance. Organizations spend time, energy, and funds to initiate performance management to influence followers' behavior to achieve organizational goals (Wathall and Dent, 2016; Ribeiro, Yucel, Gomes, 2018).

Followers' performance is the overall goal achieved by certain employees (Griffin, 2004), including individual behavior relevant to the production process (Hughes et al., 2008). Followers' performance is significant because it will create an overall organizational performance (Barberoglu and Secim, 2015). Followers' performance is a collective result of the abilities and efforts of followers to achieve organizational targets. Followers are defined as follower activities to fulfill obligations towards achieving organizational goals and objectives (Kocak, 2006). Schermerhorn (2000) argues that when quality or productivity is high, overall organizational performance efficiency will also increase (Zefeiti, Mohammad, 2017).

Yukl (2010) mentions the tendency to associate organizational success with the leader's role and obscure the part of followers. The condition of competent and motivated participants is essential for the success of task implementation and the achievement of a unit's goals or a group headed by a leader. The role of followers who have not received full attention is also conveyed by researchers such as Kelley (1992), Bjugstad and Spotlight (2006), Pitron (2007), Kellerman (2008), and Chaleff (2009).

According to Sulistyowati (2016), research conducted by Bjugstad and Spotlight (2006) cites book research conducted by Amazon.com that there are 95,220 book titles related to leadership, while 792 titles are linked to followership (or one hundred and twenty to one). This is ironic, considering that leadership and followership are two things that are interrelated with one another. The irony that this means is that: (a) the word followership is still considered a stigma; (b) followership often has negative and positive connotations, weak and confronting; (c) followership is a form of "devaluation" and connotes a negative image; (d) the emergence of an incorrect conception that leaders are more important than followers. Sixty-six thousand seven hundred sixty titles for leadership books and 162 titles for accounting books (or four hundred and twelve to one), while Barnes and Noble publishers have 28,391 titles for leadership books and 12 markers for follower books. (or two thousand three hundred and sixty-five to one).

Followers' performance can be seen in two categories, namely task performance, and contextual performance. Task performance refers to behavior that is directly related to the organization's function or technical work (Motowidlo and Van Scotter, 1994), which is also called in-role behavior (Brandes, Dharwadkar, and Wheatley, 2004). Meanwhile, contextual performance is a measure of behavior that is not directly related to functional or technical work processes, but rather to social, organizational, and psychological support provided by followers to the organization (Motowidlo and Van Scotter, 1994) such as job dedication (initiative, persistence) and interpersonal facilitation or cooperative behavior (Michael, Harris, Giles, and Field, 2005) as well as OCB (Wayne et al., 1997).

As previously explained, the concept of followers is different from subordinates' ideas, so it is necessary to understand the theory of followership. Followership must be understood as an interactive role that fulfills and supports leadership roles (Riggio & Chaleff, 2008). The role of participation will provide optimal benefits when the role is carried out in a balanced way, with leadership's role in achieving a goal. It is also understood that leaders will not exist without followers' role and that most of the 'work' in organizations is done by followers.

Followers' performance is also influenced by various factors, including transformational leadership and leaders' personality, which will shape leader followers' relationship patterns (leader-member exchanges) to create followers satisfaction and trustworthiness. The purpose of this study was to determine the leadership patterns and relationships of follower leaders on follower performance (Gottfredson, Aguinis, 2017; Wathall and Dent, 2016; Ribeiro, Yucel, Gomes, 2018). The strong relationship between leaders and followers is usually primarily determined by leadership effectiveness. One of the most important factors that build this bond is transformational leadership (Wang, Law, Hackett, Wang, & Chen, 2005). Transformational leadership is made from various constructs consisting of individualized influence behavior, intellectual stimulation, idealized influence, and inspirational motivation (Avolio, Bass, & Jung, 1997; Bass, 1985). The behavior of a transformational leader will create quality relationships with followers individually. Then followers are expected to reciprocate this social exchange relationship by exerting all efforts, strength, and encouragement for the leader (Deluga, 1992). In line with this view, several empirical studies have reported a positive relationship between transformational leadership behavior and the quality of the Leader Members Exchange (LMX) ((Basu & Green, 1997; Deluga, 1992; Howell & Hall-Merenda, 1999; Li & Hung, 2009; Piccolo & Colquitt, 2006; Wang et al., 2005).

Transformational leaders demonstrate high ethical and moral standards, pay attention to followers' feelings and needs personally, and do not publicly criticize followers (Avoilo & Bass, 2004; Bass, 1985; Bass & Riggio, 2006; Kearney & Gebert, 2009; Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Therefore, followers feel appreciated and safe so that a positive relationship is built, which creates followers satisfaction, trust in the leader (trustworthiness), and high-performance performance (followers performance).

Some researchers label idealized influence and inspirational motivation as second-order factors because they show the essence of transformational leadership. Idealized influence / inspirational motivation refers to how leaders provide an attractive and motivating future vision that challenges and energizes followers and makes leaders role models (Avolio and Bass, 2002). Intellectual stimulation refers to the leader's ability to encourage followers to make decisions in creative ways. Meanwhile, individualized consideration is the behavior of a leader who sees followers personally, not only as group members, but as subordinates, but as a complete human being. This behavior will position the leader as a coach and mentor by providing delegation and learning opportunities to succeed and experience failure without leaving followers. Also, individualized consideration behavior will give followers a higher level of performance by paying attention to their personal needs and providing an appreciation for each achievement achieved (Bass, 1985; Avolio et al., 1999; Avolio and Bass, 2002).

Unlike traditional leadership approaches, in general, leader members exchange (LMX) provides an understanding that leaders have different behaviors among their followers (Graen and Uhl-Bien, 1995). The leader gives assignments based on the degree of positive relationship he has with his followers. The primary and significant job is usually given to followers who develop and have a good relationship with themselves because the LMX applies social exchange concepts and reciprocity (Settoon et al., 1996; Wayne et al., 1997; Uhl-Bien and Maslyn, 2003).

There is very little empirical evidence linking personality attributes and LMX (Phillips and Bedeian, 1994). The study of the relationship between personality and LMX is significant because first, it is still limited to differences in demographic characteristics (Dienesch and Liden, 1986; Barry and Stewart, 1997; Bauer and Green, 1996; Deluga, 1998; McClane, 1991; Phillips and Bedeian, 1994; Smith and Canger, 2004). Second, it is necessary to know what types of persons can produce consistent behavior towards positive LMX (Bernerth, Armenakis, Field, Giles, Walker, 2007).

The LMX approach to leadership is unique, and previous evidence has often focused only on LMX followers (Dulebohn et al., 2012). But in fact, personality and similarities have a tremendous influence on differences in LMX perceptions between leaders and followers and have different impacts (Schyns, 2015). One of them is the Big Five Personality concept, which has implications for LMX (Yoon, Bono, 2016).

LMX theory develops a working relationship between leaders and followers, consisting of three phases: role taking, role making, and role routinization. At the role-taking stage, the leader makes assignments and evaluates followers' behavior and performance to assess their motivation and potential (Graen and Scandura, 1987). Then the role making stage, the relationship between follower leaders will be increasingly formed and stronger (Bauer & Green, 1996). The leader will

allow followers to complete unstructured tasks. When followers take this opportunity, the relationship will develop into a high-quality exchange relationship (Liden et al., 1997). The final stage is role routinization, where leaders and followers build mutual understanding and expectations. Leaders' and followers' behavior is intertwined (Graen & Scandura, 1987) and tends to be stable (Liden et al., 1997).

LMX is also associated with the leadership-making model (Graen & Uhl-Bien, 1995), starting with the stranger stage called low-quality LMX due to a lack of care and commitment (Liden et al., 1997). Both parties receive a working relationship-oriented towards career exchange, which is followed by the acquaintance stage where the leader and followers exchange information at the personal and work levels. This stage is critical because if it fails, it will return to the Stranger stage (Graen & Uhl-Bien, 1995). The next step is a mature partnership where the exchange occurs at the behavioral level and involves emotional factors. Followers will consider the loyalty, support, trust, Respect, and assistance received from the leader. Meanwhile, the leader will consider follower support, follower dependability, and encouragement provided by followers. This relationship is called a high-quality LMX (Graen & Uhl-Bien, 1995).

Tatan (2015) In previous studies on LMX, high-quality exchanges produce a high degree of trust while low-quality deals will produce low trust (Dienesch & Liden, 1986; Graen & Scandura, 1987; Graen & Uhl-Bien, 1995). Trust in leaders is closely related to the capacity to be able to predict and influence the behavior of others (Borgen, 2001). Dirks and Ferrin (2002) indicate that trustworthiness can be seen from two perceptions: relation-based, which uses social exchange theories, and character-based, which depends on followers' perceptions of leader behavior.

According to Liao (2017), LMX also affects follower satisfaction and overall performance ((Ilies et al., 2007, Gerstner and Day, 1997). Epitropaki and Martin (2005) also stated that LMX impacts follower satisfaction, incredibly high-quality LMX (Parker and Ohly, 2008).

Shapiro et al. (1992) and Lewicki and Bunker (1995) state that there are three types of trust in a relationship, namely calculus-based trust (CBT), knowledge-based Trust (KBT), and identification-based trust (IBT). KBT is considered more like a relationship dimension than a trust dimension. Meanwhile, CBT and IBT are the primary faith forms (Lewicki, Wiethoff, & Tomlinson, 2005).

CBT is more oriented towards transactional, economic calculations that pay attention to the relationship results than what has been spent to build it ((Lewicki & Bunker, 1995). CBT is very partial and fragile and associated with low-quality LMX (Uhl-Bien's, 2007). Each party tries to assess the rewards and prizes that have been issued to build this trust. In other words, faith is formed because it is the interest of each party (Boyd & Taylor, 1998). Graen and Uhl-Bien (1995) state that CBT is a cash and carry transaction model.

At the IBT level, followers understand and appreciate the needs of others. The interests of followers will be protected and do not need close supervision (Lewicki & Bunker, 1996). IBT will create a mature relationship (high-quality LMX) and is considered an effective trust (McAllister, 1995), in which there is a kind of emotional bond between parties. IBT is characterized by a high level of trust, Respect, and feelings of debt (Graen & Uhl-Bien, 1995). At this level, followers become loyal and provide support to the leader. The leader continues to rely on followers by giving

access to partnerships and assistance so that followers trust their leader (Scandura & Pellegrini, 2008).

LITERATURE Review

Transformational Leadership

The notions and definitions of leadership have a reasonably broad meaning, one of which means that leadership is seen as a process that involves how to influence the goals and objectives of a group or organization's tasks and strategies, influence people in the organization to set strategic goals and achieve goals, influence how the group is managed and how to influence organizational culture (Dunnette and Hough, 2002).

The study of Derue, Nahgrang, et al., 2011 shows that the behavioral approach in learning leadership is more relevant, one of which is transformational leadership. Transformational leadership is also considered to have a relatively high correlation in predicting leadership effectiveness.

The development of the business world and the demands to be competitive make the organization be able to produce new seed leaders and leaders capable of carrying out a transformative role. Transformation leaders are expected to be able to hold the responsibility for revitalizing the organization. Traditional managerial skills, such as reading financial conditions, company management skills, or marketing understanding, are the main aspects of organizational success, but not a significant factor in organizations transforming. The transformational leader will determine the need for change, create a new vision, move commitment in achieving the vision, and ultimately transform the organization. Systems and rules can be created to achieve operational efficiency, then leadership that will move the organization to maintain and maintain its position in the business arena.

Transformational leadership is considered the right pattern to foster passion and enthusiasm for members to answer the contemporary business and work world (Hartanto, 2009). Transformational leadership refers to the process where individuals involve themselves with other parties and create relationships that can increase motivation and morality, both on the side of the leader and the side of the follower. Transformational leadership is briefly defined as a way to influence others so that they experience change and growth and are ready to become the next leader. Developing to become leaders in their respective environment, transformational leaders are considered leaders who can grow other leaders (Hartanto, 2009).

Leaders Personality

Business people are often considered different in terms of how to react and interact in their work life. One of the underlying factors is the aspect of his personality. According to Allport's view (in Sarwono, 2009), the character is a dynamic organization within an individual consisting of psychophysical systems that determine the unique (particular) way of adapting the individual to his environment.

In covering the interaction between leaders and followers, in the dynamic process that occurs therein is not automatically that followers will fully accept the leadership mechanism they receive.

Aspects of previous experience, education, or culture in which individuals are involved will also influence. This will underlie that before individuals join the organization (or company where they work), individuals have had various experiences starting from parenting at home, education and in association with the environment, or with organizations or companies where the individual was previously involved. These experiences contribute to "behavior patterns" or characteristics for individuals.

1. Definition of Personality

As individuals, followers have their characteristics that will make it easy to interact with the environment, as Barrick, Parks, and Mount conveyed in Mushonga and Torrance (2008). Namely, personality traits refer to characteristics, enduring patterns of thought, emotion, and behavior that are stable over time and explain people's behavior across different situations. Thus, the mechanism for how individuals interact with the environment can differ from one another.

Howell and Mondez (in Riggio et al., 2008) explained that the interaction between leader and followers would be based on followers' relational self-concepts. This self-concept will be an antecedent factor in determining the role orientation of followers. Followers with a healthy relational self-concept will be strongly motivated to increase relationships and support their leaders. Followers with weak self-concept will be strongly motivated to improve relationships and support their leaders. While followers with a fragile self-concept will try to find personal benefits or personal safety for themselves, this will interfere with the effective interactive relationship between the leader and followers.

Suryabrata (2014) explains that in explaining Eysenck's personality, it emphasizes traits and types. Eysenck defines character as:

Personality is the sum- total of actual or potential behavior-patterns of the organism as determined by heredity and environment; it organizes and develops throughout the functional interaction of the four main sectors into which these behavior patterns are or the connective sector (character), the affective sector (temperament), and the somatic sensor (constitution) (Suryabrata, 2003, p. 290).

Eysenck (in Furnham, 2008) explains that the trait approach is considered more acceptable given that the structure and correlation of traits are consistent across cultures. Eysenck's other trait development approaches with three traits, Cattell with 16 traits, and Brand with six traits. McCrae and Costa develop these various views and develop the concept of the Five Factors Model; McCrae and Costa (in Furnham, 2008) also state that certain behaviors will emerge when these traits interact with the environment, and properties will be able to explain either directly or indirectly as the cause of the emergence of this behavior

2. Personality Dimensions

Eysenck mentioned several dimensions in discussing personality (Suryabrata, 2014). The dimensions meant include the personality dimensions, cognitive dimensions, affective dimensions, conative dimensions, and normative dimensions. In particular, the somatic or biological aspects receive attention in Eysenck's approach.

One of the personality models is the Five-Factor Model of Personality, which involves five relatively independent traits, which can provide information about how individuals differ in organizations and how individuals respond (Kumar and Bakhshi, 2010). Various controversies were raised about the five-factor approach. Some opinions suggest that the five factors are

considered too narrow because of an individual's personality. Eysenck said there were at least 4 (four) criticisms of the five factors. First, 3 of the five factors are primary factors and have an intercorrelation meta-analysis that three rather than five factors are the main factors. Third, the lack of a theoretical basis or nomological network for these five factors. Fourth, failure to prove the biological aspect of the link between genetic causes and the organization of behavior

The Five Factors Model has been widely applied in practice and organizations. The Five Factors Model has been extensively studied in terms of achievement, communication, teamwork, leadership, and even sales. The Five Factors Model uses the Personality language that is easily understood by the public, even though in terms of the underlying theory it is still not entirely practical for some psychologists, especially in terms of how the concept can be easily understood and following the theoretical concepts that are already owned (John, Naumann & Soto, 2008).

The Five-Factor Model of Personality's five traits is an openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae & John, 1991, McCrae & Costa, 2006, John, Naumann & Soto, 2008, Furnham, 2008 and Zaidi, 2013). The explanation of each trait is as follows:

- a) Openness to experience is defined as the extent to which individuals feel curious, original, creative, and intellectually interested, and open to new things. Individuals will tend to be imaginative, sensitive, appreciate art, have high curiosity, and have exceptional attention to inner feelings. Individuals like new ideas and are easily influenced by...
- b) Conscientiousness is defined as the extent to which individuals have a neat, orderly, organized, systematic, timely, dependent, and achievement-oriented attitude. Individuals will tend to do tasks according to their obligations, show self-discipline and motivation to assign tasks and achieve goals, are willing to postpone receiving awards if plans have not been completed. Another characteristic of this individual is that he thinks before he acts.
- c) Extraversion is defined as the extent to which individuals tend to be friendly, active, assertive, cheerful, talkative, and friendly. Individuals tend to like to show positive emotions and try to connect with other people so that other people will be affected and feel positive energy and enthusiasm given
- d) Agreeableness is defined as the extent to which individuals are tolerant, sensitive, trusting, and warm to others. Individuals show a tendency to be sincere and "gentle," quickly feel sympathy for others, and have a desire to help others as well. Individuals are also active in their communities.
- e) Neuroticism (emotional stability) is defined as the extent to which individuals quickly feel anxious, offended or temperamental and moody. Individuals will show a tendency to feel afraid, sad easily, threatened, and promptly handle guilty.

The Five Factors Model of Personality has been widely studied to its application in organizational environments. According to Robbins and Judge (2008), there are exciting things related to the type of openness and neuroticism concerning achievement. Individuals with reasonable emotional control (emotional stability) will perform better at work. However, the opposite happened. Individuals with good emotional stability will be calm and show a firm stance at work.

On the other hand, this happy condition will make him less have a 'sense of danger' or fail to see the potential danger, potential failure, or risk. Meanwhile, individuals with high openness tend to

be creative and are likely to be liberal. In a dynamic context, this high openness attitude is acceptable and in line with organizational conditions.

Furnham (2008) also concluded that neuroticism has a significant and consistent correlation to low performance at work or job satisfaction. Meanwhile, openness has a high correlation with intellectual aspects. Individuals with a high level of transparency will always have curiosity, have imagination, live in their mind orientation, and have a high sensitivity to art. The context of the work world demands to avoid neuroticism, while openness still can be involved in the world of work precisely.

Followers Performance

Kellerman (2008) sees that formally followers already exist in an organization, always to exist and appear in every organization. A participant is a person with a level (rank) below the superior and does not have special power, authority, or influence. However, participants (termed by Kellerman as subordinate) will dictate what the excellent (leader) will do or decide. Van Vugt and Kurzban (in Antelo, Henderson, Prilipko, 2010) that participation is defined and formed to carry out the coordination function of one action or goal with other parties' actions or purposes to encourage the achievement of the goals planned by the leader. Based on the concept of exemplary participation above, participation is defined as the ability of individuals to competently and proactively carry out instructions and support the efforts of their superiors (superior) in achieving organizational goals (Agho, 2009).

The following will present the development and journey of theory about followership from time to time.

a. Abraham Zaleznik (1960-1970)

Harvard Business Review published Zaleznik's writings in 1965 with the title "The Dynamic of Subordinacy" (Kellerman, 2008). The paper explains subordinates compared to superiors with Zaleznik's consideration that education on both sides of the vertical authority relationship is so important that it will influence how an organization performs. Followers are divided into two axes based on (a) dominant and submission aspects and; (b) activeness and assurance aspects. The first aspect will show how followers want to control their superiors to how the leaders want to be developed. The second aspect shows the extent to which participants show their initiative and involvement to the time that followers do not show initiative and involvement. Based on the two axes, a typology appears: (a) impulsive subordinates; (b) compulsive subordinates; (c) masochistic associates; (d) withdrawn subordinates. The explanation of each typology is as follows.

a. Impulsive subordinates. Is a rebellious follower, seeking to question and challenge superiors who have position and authority. This type of adjutant can be constructive even though it is spontaneous and critical because they can bring up the urge to create and achieve or a crisis to be handled immediately. This type of follower can influence how a situation is, which makes him 'lead.'

b. Compulsive subordinates, which are characterized by attempts to influence a superior or someone who has power and authority but is executed in passive ways. Followers of this type will feel guilty if they know their desire to influence. This is related to Freud's concept, where the individual will universally experience the first authority figure, namely the father.

c. Macholistic subordinates. This type indicates a follower who likes to suffer suffering, desires to be part of the control and function of the assertiveness of those in authority. This type of follower

will consciously welcome criticism for himself or unconsciously invite criticism for himself through the achievements or results of his work activities that are not relevant. d. Withdrawn subordinates, characterized by individuals who do not show concern or concern for the environment and what is happening in the workplace. In an extreme position, this type sees the environment as a condition that is unpleasant and incapable of giving a blessing, making it withdraw. In experimental conditions, this type of follower can still be in the organization. Yet, by showing a state of distrust, no attention, or difficulty getting involved, the possibility of giving effect will be challenging to determine $\neg r_i \neg m_a$.

The typology made by Zaleznik focuses more on the dysfunctional audience than the functional one. Yet Zaleznik remains a pioneer. Zaleznik is a management and leadership expert who pays particular attention that followers are influential so that followers need to be distinguished to provide benefits for the development of theory and practice.

b. Robert E. Kelley (1992)

The concept of participation began to take notice when Kelley wrote an article in the Harvard Business Review (HBR) entitled "In Praise of Followers" in 1988. This article is one of 25 significant articles in HBR that received requests for several reprints. Time. Kelley also became phenomenal with his book *The Power of Followership* in 1992. Kelley introduced exemplary followership as one of the typologies of the following, which he conveyed. Kelley also explains how a person performs the role of a follower and how it appears. According to Kelley, the concept of participation pays attention to a condition called enoughness, which is when people choose to become followers because they are. For some people following is another form of serving, and the first interest is serving.

Some people prefer to act as complementary and complementary than they have to argue and compete with their superiors. Even though they have the ability, they can be invited to occupy a structural function as leaders because that will cause them to come into conflict themselves.

c. Barbara Kellerman (2008)

The concept of participation conveyed by Kellerman involves followers as (a) rank/level, namely subordinates who have less power, authority, and influence than their superiors, (b) behavior, namely individuals who do something because another individual asks to do so or provides de-mission instructions. When doing so, these two aspects can be interrelated and mingled. Kellerman (2008) tells a story about Orwell in Burma and shows that the conditions for determining who are the leaders and who are the followers are not clear. Based on these conditions, Kellerman tries to explore and convey that followers cannot just be ignored because followers will also determine what actions a leader will take. Another example is the existence of the timer's whistle. In certain conditions, a gossip dealer is a subordinate, but what about a gossip dealer's ability to make a leader consider what should be decided and done. The development of leadership and its impact practically makes leadership an industry today (industry leadership). This condition raises the question that if all individuals are to become leaders, what should be taught to become followers? Can all things go on without anyone acting as a follower?

According to Kellerman (2008), followers are defined as subordinates who have less power, authority, and influence than their superiors and are under the line of command of their leaders.

The organization shows the function of followers by placing them as subordinates to a superior position. If developed widely, the follower is not a leader, an individual who does not have excellent power, status, authority, or extraordinary influence. Considering the leadership concept, then participation is applied in terms of the relationship (rank) between superiors and subordinates, action response (behavior) from subordinates to superiors /.

Becoming a follower is not a decision that is driven by leadership. In the book *The Followership* (2008), Kellerman explains how someone is willing to play a follower's role, which is the result of analysis and research from several experts. A study conducted by Milgram in 1960 was related to the concept of obedience to what the NAZI soldiers were doing about race annihilation. Milgram's research is also associated with Erich Fromm's writing entitled *Escape from Freedom*. Milgram tried to find out why and how ordinary people could do such a sad and very inhuman act. According to Fromm, individuals do not want to feel free under certain conditions or challenging conditions. Individuals hope that someone will take care of them or pay attention to them or even protect them. This is relevant to the German people's situation since the defeat in the First World War in 1930. The German people need a figure or figure in conditions of war defeat and depression. These conditions made the German people follow Hitler, following whatever he ordered (Kellerman, 2008).

e. Chaleff (2009)

Chaleff introduced the concept of courageous followership. The leader or follower of a leader in an organization will be responsible based on a purpose (leader-follower-based). The goal of all will be the basis for both sides' activities. When accepting responsibility (or receiving empowerment), followers are expected to understand three main things, namely: (a) understanding the role of the follower and how to carry out that role; (b) respect and understand the role of superiors and; (c) always be supportive with constructive and positive critical attitudes, considering that the leader will also accept obstacles in carrying out his work.

Paying attention to the historical development of the leader-follower relationship will show that this relationship begins with a condition of centralization. The leader is dominant and determines everything so that the follower model who "rely on follow what the leader says" is the main one. Even in leader-follower relationships, the role of the leader still dominates. Changes in information technology have changed this concept, where decentralization has become so commonplace. The change in this condition also demands a change in leader-follower relationships and shifts the paternalistic concept. Every member of the organization must be able and brave to fight for the organization's interests or common interests. Considering such conditions, a reorientation of the concept of leadership is needed so that the idea of a courageous follower appears. The concept of a beautiful follower is different from the following, which tends to be negative in general. The concept of brave followers can provide a proportional role in its relationship with the leader's role. The new leader-follower dynamic relationship model has a dimension as a form of courageous follower, namely:

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The new leader-follower dynamic relationship model has a dimension as a form of courageous follower, namely:

Pitron (2008) states that to become an effective follower or what is called an "organizational performer," the attributes that makeup follower performance are: (1) thinking for himself; (2) doing work beyond what is expected; (3) support groups and leaders; (4) goal-oriented; (5) doing critical things related to the achievement of goals; (6) taking the initiative to increase benefits for the organization; (7) understands that he can provide services with his contributions, experiences, and ideas; (8) managing daily activities and work; (9) see clearly how the work itself is related to the organization; (10) placing themselves as an essential part in achieving goals (11) believing that the tasks performed are critical; (12) check the progress of work periodically; (13) increasing awareness in the vital path area of achieving goals; (14) develop additional capabilities that are beneficial to the organization; (15) strive for new ideas.

Meanwhile, Gilbert and Hyde's (1988) research explains the follower performance aspects of (1) partnerships with leaders; (2) motivation; (3) competence; (4) a sense of humor; (5) willingness to carry out and follow what has been determined; (6) a positive working relationship; (7) courage to speak; (8) courtesy. Landino (2008) states that follower performance is formed through (1) skill-based components which include professionalism, interpersonal communication skills, and conflict orientation, which can be developed through training methods; (2) character-based features include intelligence, initiative, and integrity whose development can be done through experiences that must be faced by followers.

Leader-member exchange (LMX)

According to Seung and Taylor (2001: 2-3), the theory of LMX is based on two main theories, namely role theory and social exchange theory (Dienesch & Liden, 1986; Graen, 1976; Sparrowe & Liden, 1997). Based on role theory, work in an organizational context can be accomplished by forming and exchanging roles (Graen, 1976). The focus of role theory is on how excellent but different relationships between superiors and subordinates can be created

with social exchange theory, where LMX has another theoretical basis, namely how a superior and his associates try to initiate and continue the relationship between the two (Sparrowe & Liden, 1997). This theory suggests that people in an organizational context exchange not only in the form of biological material but also psychological and emotional support and goodness in superiors and subordinates (Yukl, 1989). According to social exchange theory, in LMX theory it is suggested that each party, namely superiors and subordinates, must offer something to other parties that are considered valuable, and each party must see the exchange as reasonable and fair (Graen & Scandura, 1987: 182; in Seung & Taylor, 2001: 3). Something exchanged between superiors and subordinates can vary from specific material and information to even emotional support (Graen & Uhl-Bien, 1995; in Seung & Taylor, 2001: 3).

The greater the perceived value of the commodities exchanged, both visible and invisible, the higher the quality of the LMX relationship. With high LMX quality, both superiors and subordinates are expected to experience a higher perception of reciprocal contributions and affective ties to the relationship between superiors and subordinates, so that superiors and subordinates will be more likely to form Respect between the two and become more loyal between one another (Dienesch & Liden, 1986; Liden & Maslyn, 1998; in Greguras & Ford, 2006: 435). Graen and Scandura (in Truckenbrodt, 2000: 234) say that in an organization, when viewed from the relationship and interaction between superiors and subordinates, it can be grouped into two groups, namely in groups and out-groups. The difference between these two groups is the closeness of the relationship and interaction between superiors and subordinates. The high interaction relationship between leaders and associates can be included in the in-group, and outside the in-group is the outgroup where the interaction relationship is low. Based on the opinion of Luthans (1985) that from various studies that have been conducted, it is reported that subordinates who are categorized as in groups experience less difficulty in dealing with superiors, and spend more time together when compared to subordinates who are categorized as out groups (in Novliadi, 2007): 13).

Menurut Wakabayashi dan Graen (1984) yang dikutip Novliadi (2007:13- 14) untuk mengukur tinggi rendahnya kualitas LMX maka aspek-aspek yang harus diperhatikan adalah:

- 1) Kemampuan atasan melakukan pendekatan (approachability) dan kemampuan atasan bertindak luwes (flexibility) terhadap bawahan.
- 2) Kesediaan untuk menggunakan kekuasaan otoritasnya untuk membantu bawahan memecahkan masalah yang dihadapi.
- 3) Kejelasan dari harapan (expectation) dan umpan balik (feedback) atasan yang ditujukan kepada bawahan.
- 4) Kemampuan bawahan untuk mempengaruhi atasan untuk mengubah peran yang dimainkan.
- 5) Kesempatan bawahan untuk bersama-sama dengan atasan melakukan aktivitas sosial dan santai setelah jam kerja.

According to Landy (1989) in Novliadi (2007: 14-15), interactions between superiors and subordinates of high quality are characterized by the following characteristics:

- a) The interaction of superiors and subordinates is more informal and more participatory. Therefore a superior will rarely use the power of authority to influence his associates.
- b) There is a high level of role negotiation between superiors and subordinates.
- c) The occurrence of discussions between superiors and subordinates about performance in a job.

- d) Bosses in discussing work problems with subordinates almost always begin with issues and things that are personal.
- e) There is genuine interest from superiors to the work difficulties faced by their subordinates. Meanwhile, if the superior's interaction with subordinates is of low quality, it will be characterized by the following characteristics:
 - a) The interaction between superiors and subordinates tends to be formal. Therefore a superior will use the power of authority to influence his associates.
 - b) The existence of a low level of role negotiation so that the interactions between superiors and subordinates are limited by their roles.
 - c) Bosses rarely talk to subordinates about task effectiveness.
 - d) Bosses rarely help subordinates by giving different tasks.

Riggio (1990) in Novliadi (2007: 15) states that if the superior's interaction with subordinates is of high quality, a superior will have a positive view of his subordinates so that the subordinates will feel that their boss provides a lot of support and motivation, on the contrary if the quality of the relationship is low, then a boss will pay less attention to their subordinates, and tend to have a negative view of their subordinates and vice versa, subordinates become less respectful and trusting of their superiors.

According to Landy (1989), with a high-quality relationship, a superior will act as a partner for subordinates, and vice versa. If the relationship's quality is low, the superior will act as a supervisor for subordinates, and both roles will be played by a superior. Continuously establishing relationships with subordinates (in Novliadi, 2007: 15)...

¹ Gerstner and Day (1997) suggest future LMX research to always measure from two perspectives: superiors and subordinates. In measuring LMX, early research by Graen, Dansereau, and Minami (1972), Dansereau, Cashman, and Graen (1973), and Graen et al. (1973) used a forty item structure of study questions from Ohio State University, namely Leader Behavior Description Questionnaire (LBDQ), which was added with twenty items from the research of Graen et al. (1973) cited by Schreishheim, Castro & Coglisier (1999). Over the years, many studies have attempted to combine measurements aimed specifically at measuring LMX.

The formation of a seven-point question scale used in Graen et al. (1984) or often abbreviated as LMX-7 as reported in Scandura and Graen (1984) has become the measurement most often used in the operationalization of LMX (Gerstner & Day, 1997). On a multidimensional scale, there are also twelve question items, often referred to as LMX-MDM (Liden & Maslyn, 1998). LMX-MDM (Leader-member Exchange - Multi-Dimensional Measure) has a wider coverage area and a better reflection of the evaluation of subordinates regarding the quality and characteristics of relationships between superiors and subordinates; LMX-MDM can measure better than the unidimensional measure of LMX (Liden & Maslyn, 1998, in Mumma, 2010: 18).

Leader-member exchange (LMX) Dimensions

¹ According to Liden & Maslyn (1998), the LMX-MDM measuring instrument has four measurement dimensions, namely:

- 1) Affect

Affect can be defined as mutual love between members in the relationship between the two parties, namely superiors and subordinates (dyads), which are owned by one another, especially more likely to be based on interpersonal interests, not from work or professional values. This mutual love can be manifested in the desire for a good relationship in conditions related to personal appreciation between superiors and subordinates and the manifestation of work results. One concrete example of this affect dimension is a friendship between superiors and subordinates. The dimensions of effect which are useful in the relationship between superiors and subordinates can be reflected in several things, including:

- a) There is a match between superiors and subordinates as individuals.
- b) The existence of expectations from superiors and subordinates to become friends.
- c) There are compatibility and the pleasure of working together.

2) Loyalty

Loyalty can be defined as an ¹expression of public support for the goals to be achieved and personal character towards other parties in the relationship between superiors and subordinates. Loyalty involves trust in an individual which is generally consistent from one situation to another.

The dimension of loyalty between superiors and subordinates can be reflected in several things, namely:

- a) There is a good defense from superiors to subordinates or vice versa for the work done to higher superiors, even without having a complete understanding.
- b) There is a defense from superiors to subordinates or vice versa when "attacked" by others.
- c) There is a defense from superiors to subordinates or vice versa to other parties, when one party commits a serious mistake.

3) Contribution

Contribution can be defined as the perception of the level of activity that is work-oriented, to achieve common goals either explicitly or implicitly in the relationship between superiors and subordinates. The important thing related to the evaluation of work-oriented activities is how broad the scope of responsibilities and tasks completed by a subordinate is far more than what is stated in the job description and / or work contract. Likewise, the extent to which a boss provides resources and opportunities for these activities.

The contribution dimension between good superiors and subordinates can be reflected in the following ways, including:

- a) Subordinates are willing to work for their superiors more than what has been written in the job description, and superiors also have confidence that subordinates will help in their work, especially when the workload is hefty.
- b) Subordinates are willing to give more effort than the normal effort required to achieve their superiors' work goals; on the other hand, superiors also have confidence that subordinates will work for further interests in group work.
- c) Subordinates do not mind working as hard as they can for their superiors.

4) Professional Respect

Professional Respect can be defined ¹as the perception of the extent to which both parties, namely superiors and subordinates, build a reputation within and outside the organization beyond the line

¹ of duty. These perceptions can be based on historical data about a person, such as personal experiences with other individuals, comments made about someone from among individuals inside or outside the organization, awards, or other professional recognition that a person has. It is possible, although not always necessary, to be able to build a perception of professional Respect before working together or even meeting someone.

The dimensions of professional Respect between superiors and good subordinates can be reflected in the following ways:

- a) There is admiration between superiors and subordinates for knowledge about work, both those owned by superiors and subordinates.
- b) There is mutual respect for the knowledge and competence in work possessed by superiors and subordinates.
- c) There is admiration between superiors and subordinates for the professional skills possessed by superiors and subordinates.

² Trustworthiness

² Shapiro et al. (1992) and Lewicki and Bunker (1995) state that there are three types of trust in a relationship, namely calculus-based trust (CBT), knowledge-based Trust (KBT), and identification-based trust (IBT). KBT is considered more like a relationship dimension than a trust dimension. Meanwhile, CBT and IBT are the primary forms of faith (Lewicki, Wiethoff, & Tomlinson, 2005).

CBT is more oriented towards transactional, economic calculations that pay attention to the relationship results than what has been spent to build it ((Lewicki & Bunker, 1995). CBT is very partial and fragile and associated with low-quality LMX (Uhl-Bien's, 2007). Each party tries to assess the rewards and prizes that have been issued to build this trust. In other words, trust is formed because it is the interest of each party (Boyd & Taylor, 1998). Graen and Uhl-Bien (1995) state that CBT is a cash and carry transaction model.

At the IBT level, followers understand and appreciate the needs of others. The interests of followers will be protected and do not need close supervision (Lewicki & Bunker, 1996). IBT will create a mature relationship (high-quality LMX) and is considered an effective trust (McAllister, 1995), in which there is a kind of emotional bond between parties. IBT is characterized by a high level of trust, Respect, and debt feelings (Graen & Uhl-Bien, 1995). At this level, followers become loyal and provide support to the leader. The leader continues to rely on followers by providing access to partnerships and assistance so that followers trust their leader (Scandura & Pellegrini, 2008).

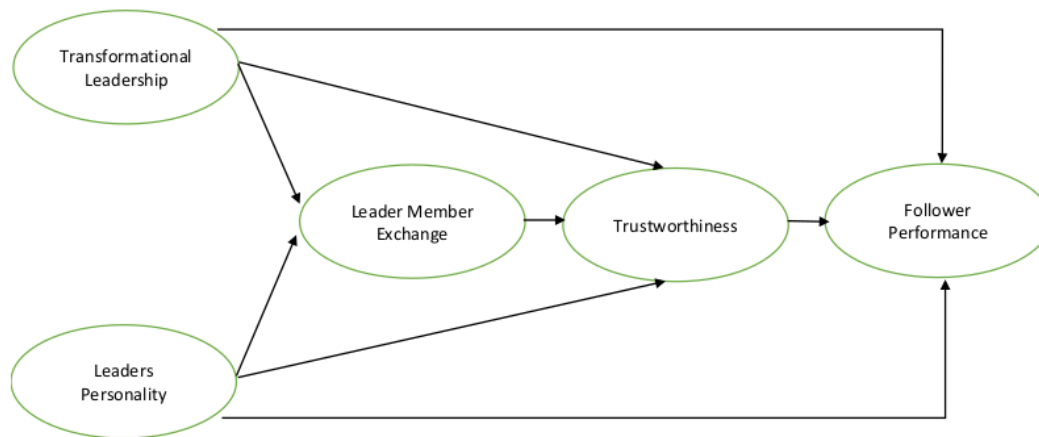


Figure 1. Research Model

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