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The Effect of Leadership on the Teamwork Effectiveness in Wedding Planning Company

Ignatius Jeffrey¹ and Al Thohiroh²

¹Lecturer of Management of Postgraduate, University of Mercu Buana, Jakarta, Indonesia

²Magister Management, University of Mercu Buana, Jakarta, Indonesia

Abstract: Weddings business is currently growing quite rapidly, seen from the many wedding exhibitions in 2017. In the wedding planning company, leader is someone who has a very important role because all the preparation of the event are only followed by leaders and the leaders should inform the most important details of the entire preparation to the team as the executor during the event. Because of the importance of leadership role in the wedding business, then it is conducted a leadership research on the effectiveness of teamwork. Independent variables are transformational leadership, transactional leadership and charismatic leadership. The dependent variable is the effectiveness of teamwork. The research object in this research is conducted in four (4) service companies of Carlita Wedding Planner, Adhyakti Wedding and Family Events Planner, DnR Wedding, Event Planner & Organizer and Whiterose Entertainment, 94 respondents. Collection method of respondent data by population and data testing is using multiple linier regression analysis method. The result of hypothesis testing that there are effects of transformational leadership on the teamwork effectiveness, there are effects of transactional leadership on teamwork effectiveness, there are effects of charismatic leadership on teamwork effectiveness and the last hypothesis simultaneously there are effects of the three types of leadership on teamwork effectiveness. Leader should set the purpose and objectives at the beginning of planning and corrective action and direction should be done at the implementation of the planning.

Keywords: transformational leadership, transactional leadership, charismatic leadership, teamwork effectiveness.

I. INTRODUCTION

Wedding business is currently growing rapidly, marked by many of exhibition of wedding vendor each year. In 2017, there are more than five exhibitions of wedding vendors that have been held in Jakarta. This illustrates that the business of weddings vendor are growing rapidly wether for the building providers, decorations, food / catering, video documentation, music and entertainment, cultural shirts and also for the wedding planning services. In this case, the wedding planning services is quite interesting, because only

this business that sells products in the form of services and the interests of the bride and groom to use the wedding planning is high enough both to help during the event and also to provide advice in the selection of event concepts and vendors that will be involved. The role of the leader is crucial in this business as a bridge of information from clients and also vendors to the team who will work as the executor during the event.

II. THEORETICAL REVIEW

Transformational Leadership

Transformational leadership is an effort to motivate employees to work for the achievement of organizational goals and satisfy their needs at a higher level. Transformational leadership is a process where “leaders and their followers raise one another to higher levels of morality and motivation” (Burns, 1998). Employees feel trust, admiration, loyalty and respect towards the superiors and are motivated to perform beyond the expected (Bass, 1990). So it can be concluded that transformational leadership is a leadership that transforms the values or norms in the organization to achieve the vision, mission and purpose of the company or organization.

Transactional Leadership

Burns (1998) defines transactional leadership as a leadership that motivates subordinates or followers with their own self-interests. Transactional leadership also involves values but they are relevant only to the exchange process, not directly touching the substance of the desired change. Waldman, et.al (2002) said that transactional leadership “operates” in existing systems or cultures and the goal is to reinforce the existing strategies, systems or cultures, not to change them. Therefore, transactional leaders besides trying to satisfy their subordinate’s need to “buy” performance, also focus on subordinate’s deviations or errors and attempt to take corrective action. Yammarino, et.al (1993) mentions that transactional leadership is most widely encountered in everyday life, thereby evolving into a paradigm of leadership practice within the organization. It can be concluded that the relationship between leader and follower in transactional leadership theory is a contractual relationship of transactions, which is to exchange something that the leader needs with something that the follower needs. Transactions often begin with bargaining negotiations. Bids can happen in a friendly way as well as in situations of conflicting tensions. At the end of the negotiation there is agreement between the leader and the followers: the leader promises to give something to followers, if the followers give what the leader needs.

Charismatic Leadership

Yukl (2010) states that the theory of early leadership about charisma, Webber (1981) states that charisma is a form of effect which is based not on tradition or authority, but on the perception of followers that the leader is bestowed with extraordinary ability. House (1977) identifies how charismatic leaders behave, how they differ from others, and under what conditions they gain support for growth. It can be concluded that charismatic leadership is a leader who has a unique or distinctive appeal not just from physical performance but the innate nature of the leader who becomes the surrounding individuals are interested and effected to be his followers.

Effectiveness of Teamwork

Teamwork is a group whose individual efforts produce higher performance than the number of individual inputs (Stephen and Timothy, 2008). In (Stephen and Timothy, 2008) the various main components that make up an effective team can be classified into four general categories: Context, Composition, Work Design and Process. The elements of an effective team according to Davis and Newstrom (1998) are as follows: Supportive Environment, Clarity of roles, High goals, Appropriate Leadership and Possible Team Issues. It can be concluded that teamwork is a work done by more than one person with the same goal and the expectation of work will be easier and lighter because it is done by more than one person. And to produce an effective team, it is needed support from leaders, the environment and other components.

III. RESEARCH METHOD

Operational Conceptual Model

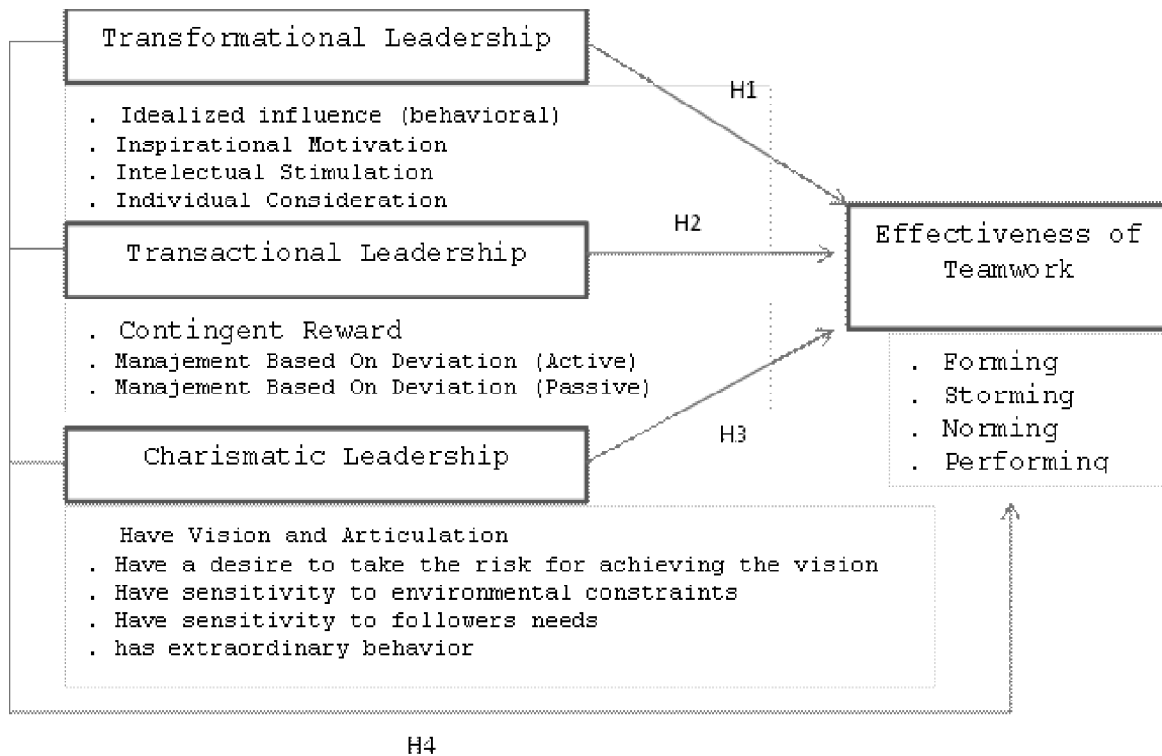


Figure 1: Research Model

Hypothesis

The hypothesis in this study as follows:

1. H_a : There are effects between transformational leadership on the teamwork effectiveness in wedding planning company.
2. H_a : There are effects between transactional leadership on the teamwork effectiveness in wedding planning company.

3. H_a : There are effects between charismatic leadership on the teamwork effectiveness in wedding planning company.
4. H_a : There are simultaneous effects between transformational leadership, transactional leadership and charismatic leadership on the the teamwork effectiveness in wedding planning company.

Research Method

This type of research is a causality research that is useful to analyze the effect of a variable to another variables. The used method is explonatory survey which is a way of collecting information from a population, with the aim to explain the occurring phenomenon by researching the effect between variables. Research data of 94 respondents are valid and can be processed. Primary data is from the interview and the spread of questionnaires and secondary data is from literature books and journals.

Processing of data is using multiple analysis method with hypothesis testing using F-test and t-test with previously tested with classical assumption tests, that are normality test, heteroscedasticity test and multikolineritas test. All tests are tested using SPSS 23 applications. The test results show the normality with the Kolmogorov-Smirnov One-Sample method obtained Asymp value. Sig of 0.957 > of alpha 0.05 which means that data on research variables have been distributed normally. Based on the multicollinearita test results showed that each independent variable (X_1 , X_2 , and X_3) obtained Tolerance value > 0.1 and VIF < 10. Thus it can be said that the data in this study is free from multicollinearity problems. Based on the result of heteroscedasticity test, it can be seen that every independent variable (X_1 , X_2 , and X_3) get Sig value > alpha 0.05. Thus, it can be concluded that the data in this study is free from the problem of heteroscedasticity.

Operational Variable

Table 1
Operational Variable of Research

<i>Definition of Variable</i>	<i>Sub Variable / Dimension</i>	<i>Indicator</i>	<i>No of questionnaire</i>
Transformational Leadership (X_1) Transformational leadership is a leadership that changes the system (innovation or new ideas) to achieve the organization / company objectives and the organization/ company to be better (Yuki, 2010)	1. Idealized Effect (behavioral)	• Consider the moral and ethical consequences in decision making	1.
	2. Inspirational Motivation	• Explain / demonstrate the importance of having feelings toward a strong goal	2.
		• Leaders are role models for subordinates.	3.
	3. Intellectual stimulational	• Show the assurance that the goals will be achieved	4.
		• Always talk enthusiastically about what needs to be done.	5.
	4. Individual Consideration	• Looking for different perspectives when solving problems	6.
		• Give opportunity to see problems from different angles	7.
	• Trying to innovate or change	8.	

contd. table 1

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<i>Definition of Variable</i>	<i>Sub Variable / Dimension</i>	<i>Indicator</i>	<i>No of questionnaire</i>
Transactional leadership (X₂) The ability of someone to influence other people (follower) using transaction like reward and punishment for the effort which is done by the follower (Yuki, 2010)	1. Contingent Reward	• Take the time to teach and give coaching to the subordinates	9.
		• Helping subordinates develop their own strengths	10.
	2. Management Based on Deviation (Active)	• Discuss in specific situations who should be responsible for achieving performance targets	1.
		• Make clear what a person can expect (in return) when goals are met.	2.
	3. Management Based on Deviation (Pasive)	• Describe the goals and objectives they want to achieve and direct subordinates to achieve them	3.
		• Leaders provide explanations and direction in the process of achieving goals as an effort to spur the performance of subordinates	4.
		• Always record all mistakes	5.
		• Paying attention to the unusual, errors, deviations and inequalities with existing standards	6.
		• Leaders set goals and objectives to be achieved as well as work standards to be followed	7.
		• Wait until something goes wrong, then take action	8.
1. Have vision and articulation.	• Show that he has a belief “If everything is not broken, it does not need to be repaired	9.	
	• Leader avoids corrective action or fray with the subordinates as long as the agreed goals and target achieved.	10.	
Charismatic Leadership (X₃) Charismatic leadership is the ability that a person possesses inherent in himself that makes others want or has the will to be his follower	2. Have a desire to take risks for the sake of achieving the vision	• Have an ideal goal	1.
		• Dare to take risks	2.
		• There is sacrifice for the achievement of the vision	3.

contd. table 1

Definition of Variable	Sub Variable / Dimension	Indicator	No of questionnaire	
(Conger & Kanungo's, 1998)	3. Have sensitivity to environmental constraints	<ul style="list-style-type: none"> Knows the constraints of the environment and resources 	4.	
	4. Has sensitivity to the needs of followers	<ul style="list-style-type: none"> Dare to make changes Knowing the ability of followers 	5. 6.	
	5. Shows extraordinary behavior	<ul style="list-style-type: none"> Dare to delegate The existence of rewards and punishment of followers Has a different behavior than usual Has unique characteristics 	7. 8. 9. 10.	
	The Effectiveness of Teamwork (Y) The effectiveness of the team work is the work done by the team members to get good performance or achievement of the predefined team work goals (Rois <i>et al.</i> , 2003)	1. Forming	<ul style="list-style-type: none"> Interested to join in a team Disappointment towards the leadership or team members 	1. 2.
		2. Storming	<ul style="list-style-type: none"> The need for productive human resources Just think about personal duties and responsibilities Satisfaction with teamwork 	3. 4. 5.
		3. Norming	<ul style="list-style-type: none"> A sense of common purpose in a team Team members feel the benefits of teamwork 	6. 7.
		4. Performing	<ul style="list-style-type: none"> The team is already working with a obvious system The team works effectively and efficiently The team works productively 	8. 9.

Source: Adapted from various literatures (2017)

IV. RESULTS OF THE STUDY

Characteristics of Respondents

In this study there are four characteristics of respondents, namely characteristics based on gender, age, duration of work and last based on work location. The characteristics of respondents based on gender consisted of 46 men (48.9%) and 48 people female (51.1%).

Descriptive Analysis

The result of descriptive statistic test in the table shows that the transformational leadership variable (X_1) has a minimum value of 3.10 and a maximum of 5. With a mean value of 4.0138 yields a standard deviation of 0.39962. For transactional leadership variable (X_2) has a minimum value of 2.90 and a maximum of 5, with a mean value of 4.0511 and a deviation unit of 0.39452. Charismatic leadership variable (X_3) shows a

Table 2
Descriptive Statistic Analysis

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
X1	94	3,10	5,00	4,0138	,39962
X2	94	2,90	4,80	4,0511	,39452
X3	94	3,30	5,00	4,0255	,37587
Y	94	2,00	4,80	3,7415	,42890
Valid N (listwise) 94					

Source: Processed Primary data (2017)

minimum value of 3.30 and a maximum of 5, with a mean value of 4.0255 and a standard deviation of 0.37587. On the team effectiveness effectiveness variable (Y) obtained a minimum value of 2.00 and a maximum of 5, with a mean value of 3.7415 and a standard deviation of 0.42890.

Regression Analysis

The results of multiple regression analysis are shown in table 3 below

Table 3
Results of multiple regression analysis
Coefficients^a

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	,078	,298		,263	,793
Transformational Leadership (X1)	,248	,125	,231	1,993	,049
Transactional Leadership (X2)	,349	,136	,321	2,572	,012
Charismatic Leadership (X3)	,351	,140	,307	2,496	,014

a) Dependent Variable: Teamwork Effectiveness

Source: Processed Primary Data (2017)

Based on the processing results of regression test testing using SPSS 23 software applications, the following equations are produced

$$\text{Effectiveness of Teamwork (Y)} = 0.078 + 0.248X_1 + 0.349X_2 + 0.351X_3$$

From the multiple linear regression equation above, it can be explained as follows:

- Based on table 3, Table Coefficient of regression analysis, it can be seen that the value of the constant value Y is 0.078 which this means if there is effect or change of the variable Transformational Leadership, Transactional Leadership and Charismatic Leadership basically variable Teamwork Effectiveness has a value of 0.078.
- Based on table 3, Table Coefficient of regression analysis, it can be seen that the value of regression coefficient obtained for 0.248 which means that if the variable Transformational Leadership

(X1) has increased by one unit, then the Teamwork Effectiveness (Y) will increase by 0.248, and vice versa.

- Based on table 3, Table Coefficient of regression analysis, it can be seen that the value of regression coefficient obtained for 0.349 which means that if the variable Leadership Transactional (X2) has increased by one unit, then the Teamwork Effectiveness (Y) will increase by 0.349.
- Based on table 3, Table Coefficient of regression analysis, it can be seen that the value of regression coefficient obtained by 0.351 which means that if the variable Leadership Charismatic (X3) has increased by one unit, then the Teamwork Effectiveness (Y) will increase by 0.351.

Hypothesis Test

Partial Hypothesis Test (t-test)

This test is used to find out whether in the regression model independent variables X_1 , X_2 and X_3 are partially significant effect on the dependent variable Y. The confidence level applied in this research is 5%, $\alpha = 0,05$. The basis of decision making is H_0 accepted if t-count < t-table or significance > 0.05 and H_0 rejected if t-count > t-table or significance < 0,05. The value of t-table in this study is 1,986 (in accordance with the calculation of significance t-table 0.05 with two-sided filing, where $df = n-1$), the following results are obtained

First Hypothesis: The effect of transformational leadership on the effectiveness of teamwork

Based on Table 3, it can be concluded that there is a significant effect between transformational leadership on the effectiveness of teamwork in a wedding planning company, with p value (Sig) is 0.049 and less than the significance limit value of 0.05.

Second Hypothesis: The effect of transactional leadership on the effectiveness of teamwork

Based on Table 3, it can be concluded that there is a significant effect between transactional leadership on the effectiveness of teamwork in a wedding planning company, with p value (Sig) is 0.012 and less than the significance limit value of 0.05.

Third Hypothesis: The effect of charismatic leadership on the effectiveness of teamwork

Based on Table 3, it can be concluded that there is a significant effect between charismatic leadership on the effectiveness of teamwork in a wedding planning company, with p value (Sig) is 0.014 and less than the significance limit value of 0.05.

Hypothesis Testing Simultaneously (F-test)

F Statistical testing are used to indicate whether all the independent variables (transformational leadership, transactional leadership and charismatic leadership) incorporated into the model have a mutual effect on the dependent variable (teamwork). The basis of decision making is almost the same as the t test ie, H_0 is received when F-count < F-tabel or significance > 0.05. Conversely H_0 is rejected if F-count > F-table or significance < 0.05. F-table in this study is worth (according to calculation $F_{table} = F(k-1; n-k)$).

The result of F-test hypothesis test can be seen from table 4 below

Table 4
Results of Simultaneous Hypotesis Test
(F-Test)
ANOVA^a

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 Regression	11,108	3	3,703	55,543	,000 ^b
Residual	6,000	90	,067		
Total	17,108	93			

a) Dependent Variable: effectiveness of teamwork

b) Predictors: (Constant), transformational leadership, transactional leadership, charismatic leadership

Source: Results of processed SPSS data (2017)

Based on Table 4 F-test results above, obtained Fstatistik value of 55.543 > from the value Ftabel (a = 0.05, df1 = 2, df2 = 91) 3.10 with the acquisition of Sig. of 0.000 < alpha 0.05. Thus, it can be concluded that the variables Transformational Leadership (X₁), Transactional Leadership (X₂), and Charismatic Leadership (X₃) together have a significant effect on the Effectiveness of Teamwork (Y).

Determination Coefficient Test

Based on the conducted results of research, following is the results of R in the analysis coefficient of determination:

Table 5
Result of Determination Coefficient Test
Model Summary

<i>Mode</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,806 ^a	,649	,638	,25820

a) Predictors: (Constant), transformational leadership, transactional leadership, charismatic leadership

Source: Results of processed SPSS data (2017)

Based on Table 5 above, we get the R-value of 0.806 which means there is a very strong relationship between Transformational leadership (X₁), Transactional Leadership (X₂), and Charismatic Leadership (X₃) with Teamwork Effectiveness (Y) of 0.806 or 80.6 %. Meanwhile, the table also shows that the value of Adjusted Rsquare (R²) is 0.638 or 63.8%. Thus, it can be concluded that the contribution of Transformational Leadership (X₁), Transactional Leadership (X₂), and Charismatic Leadership on Teamwork Effectiveness (Y) is 63,8%, while the rest 36,2% is formed or effected by other variable beyond this study.

V. THE DISCUSSION OF THE RESULT OF THE STUDY

The relationship of this study with the previously theories which ever researched from the overall hypothesis test results can be explained as follows

Transformational leadership on the effectiveness of teamwork

The first hypothesis shows that there are effects of transformational leadership with the teamwork effectiveness, meaning that if a leader using leadership with a transformational style will increase the effectiveness of teamwork. This supports the results of a research conducted by Ullah & Park (2013) which said that there was effect of transformational leadership on the effectiveness of teamwork. In the correlation between the dimensions of transformational leadership variables with the effectiveness of teamwork variables occur a weak relationship between the dimensions of inspirational motivation with the dimensions of forming with the value of $r = 0.376$. From the correlation refers to the existing indicators, it is suggested the boss shows more confidence that the goals will be achieved so that people have interest and are interested to join wedding planning company.

Transactional leadership on the effectiveness of teamwork

The second hypothesis shows that there is effect of transactional leadership with the effectiveness of teamwork, meaning that if a leader using leadership with transactional style will increase the effectiveness of teamwork. This supports the results of research conducted by McMurray, Et.al (2012) which said that there was effect of transactional leadership on the effectiveness of teamwork. The strongest correlation is found in the dimension correlation between transactional leadership variable and team effectiveness variable. There is a strong correlation between management dimension based on deviation (passive) to performing dimension with r value 0,724. This implies the leader should keep his decision that does not need to wait for a new error to take action, so the leader has to anticipate before a mistake occurs. Leaders maintain and it would be better to improve their decision to reprimand and praise the work done by team members. So the team members are happy to work because the work system is clear, team members work effectively and efficiently and members are already working productively.

Charismatic leadership on the effectiveness of teamwork

The third hypothesis shows that there is effect of charismatic leadership with the effectiveness of teamwork, meaning that if a pemimpian using leadership with charismatic style will increase the effectiveness of teamwork. This supports the results of research conducted by Alvi, Abdul Khalik (2016) who said that there is effect of charismatic leadership on the effectiveness of teamwork. Weak relationship occurs in the correlation between dimensions in the variable leadership kharismatik with the effectiveness of teamwork variables, namely the dimensions of vision and articulation of norming dimensions is the value of r count 0.240. The correlation of this dimension indicates that there must be improvement in terms of the logical and ideal objectives for the achievement of organizational goals so that team members have the desire to help each other's work for the achievement of team goals and they enjoy working in a team.

VI. CONCLUSION AND SUGGESTION

Conclusion

The conclusions of this study are as follows:

1. Transformational leadership significantly affects the effectiveness of teamwork in wedding planning company.

2. Transactional leadership significantly affects the effectiveness of teamwork wedding planning company.
3. Charismatic leadership significantly affects the effectiveness of teamwork in wedding planning company.
4. Transformational leadership, transactional leadership and charismatic leadership simultaneously significantly effect the effectiveness of teamwork in wedding planning company

Suggestion

In this study, researchers provide some suggestions to improve the effectiveness of teamwork in wedding planning company

1. The results of the study found that transactional leadership has a strong effect on the effectiveness of teamwork. Dimensions that correlate strongly with the effectiveness of teamwork are management based on deviation (passive). Based on that indicator, the authors propose the leaders to think and consider to use transactional leadership by maintaining and improving the dimension of management based on the deviation (passive) in the way that is not waiting for a new error to take action, it should be carefully planned every doing a plan, not waiting something damaged then repaired so that the fray or corrective action towards the subordinate is reduced and the agreed goals and objectives are well achieved.
2. The second variable that affects the effectiveness of teamwork is the Charismatic Leadership. The most strongly correlated dimension is sensitivity to the needs of followers. This indicator becomes important because in the effectiveness of teamwork is needed productive people, people who are happy and satisfied working in teams and feel have the same goals. Superiors should increase their ability to know the capabilities of followers so that can delegate appropriately and followers are happy to receive the work delegation.
3. The third variable that affects the effectiveness of teamwork is Transformational Leadership. In this variable there is an individual dimension of consideration having the least value. In this case leadership should do more innovation and new ideas for problem solving, set goals to be achieved, more interaction with the team either to motivate or to teach and provide guidance so that the leadership can develop the power of team members.
4. The effectiveness of teamwork should be improved so that the team members can work more productively and feel happy about being on the team, team members understand their duties and responsibilities and have a desire to help other team members, so that team members are expected to have the same interest, namely the achievement of team goals.

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