



World Scientific News

An International Scientific Journal

WSN 108 (2018) 64-73

EISSN 2392-2192

The Influences of Social Expectation Toward Leader Power, Leader Practices And Personal Branding to Establish The Leader Trust (Case Study on the Leadership of Bandung and Purwakarta Region on Gen-Z)

**Indra Kusumah*, Tb. Zulrizka Iskandar, Suryana Sumantri, Diana Harding,
Achmad Rizal, Efri Widianti**

Universitas Padjadjaran
Jl. Raya Bandung Sumedang Km 21, Jatinangor 45363, West Java, Indonesia

*E mail address: achrzlrzl@yahoo.com

ABSTRACT

The objective of this study was to analyze the influence of social expectations on the perceived leadership processes in the form of perceived leader power, perceived leadership practices and perceived personal branding to establish trust in leader on the leader of Bandung and Purwakarta region in the perception of Gen-Z. This research collected the sample of 405 peoples Gen-Z in Bandung and Purwakarta by adopted accidental sampling technique. The data investigated through scale. The analysis technique of this research was Structural Equation Modeling (SEM) using PLS (Partial Least Square) with Smart-PLS software operation. The results of the research revealed that social expectation influenced all variables in the perceived leadership processes to establish trust in leaders. All the stated variables in the leadership process correlated each other in the perception of Gen-Z. The model scheme of the leadership process to establish trust in leader proceeded together with the input stage of social expectations, the process stages of social perception and the output stage of social trust in the context of leadership.

Keywords: perceived, leader power, personal branding, leadership practices, social expectation

1. INTRODUCTION

The election of a leader in the democratic election process is accompanied by social expectation on how they should exercise the mandate of leadership. This social expectation accompanies the dynamics of elected candidates' leadership during their term of office according to the rules. Social hope is a social norm that is internalized for individuals and organizations, to society as a whole, about what one should do (Rizal et.al., 2018; Gooty et.al., 2011; Graen & Uhl-Bien, 2010; Graen & Cashman, 1975).

The leader designs various work programs in response and effort to fulfill social expectations by utilizing the leader's power, whether in the form of position power or personal power to show leadership practices as good leaders. Leadership practices are presented by a leader with the effort to socialize and inform the various activities as an effort to build personal branding (Rizal et.al., 2017; Grandey & Gabriel, 2015; Gross & John, 2003).

The empowerment of the leader to display the best leadership practices accompanied by a leader's personal rapping is a leadership process that will lead to trust in leader (Mayer et.al., 1995).

Trust to leaders has become an important concept in many disciplines, such as organizational psychology, management, public administration, organizational communication and so on in recent decades. In the research of organizational behavior literature, trust is identified as an important part of leadership theory (Syaifuddin & Rizal, 2018; Antonakis et.al., 2009; Bernerth et.al, 2007; Gross, 1998; Gross & Levenson, 1993).

There are several interesting phenomena related to the belief in the leadership of regional heads in Indonesia that attract the attention of the wider community, both on a provincial, national and even international scale. Among them is RK Leadership as the mayor of Bandung and the leadership of DM as the regent of Purwakarta which has an active uniqueness interact with Gen-Z either directly maupaun in cyberspace through social media.

Interaction of Bandung City and Purwakarta district head with Gen-Z in the area took place intensively, especially in social media. Several newspapers stated that RK is very popular in cyberspace because its policies and programs are very creative invites all people of Bandung, especially young people to participate in maintaining and mambangun back the entire city of Bandung infrastructure as seasri and as beautiful as possible with the help social media as a two-way communication tool between a leader and his people.

DM also actively interacts with Gen-Z directly and through in social media by creating a youth-related status and responding to comments from young children Gen-Z . Some DM posts are related Gen-Z viral in social media. Among other DM photos that are giving advice to students who bring the motor and wear clothes that are considered not appropriate (merdeka.com).

The novelty of this research are as follows: This study examines the influence of social expectations variable on perceptions about the leadership process in the form of perceptions about leader's power, perceptions about leadership practices and perceptions about personal branding in the perception of Gen-Z that have not been studied by other researchers; leadership process in the form of perception about leader's power, perception about leadership practice and perception about personal branding partially and collectively towards the formation of trust to leader in G-Gen perception which have not been studied by other researcher. This research studying dynamics of psychological function of head of regional leadership in the perception of Gen-Z in the area of Bandung and Purwakarta district that have

not been studied by other researchers. The purpose of this study are to obtain evidence and explanation of the influence of social expectations on perceptions of leaders' power, perceptions of leadership practices and perceptions of personal branding at Gen-Z, obtaining evidence and explanation of the influence of perceptions about leader power, perceptions of leadership practice and perceptions personal to the belief in leaders on Gen-Z; obtaining evidence and explanation of the influence of social expectations on the beliefs of the leader through the variables involved in the perception of leadership process in Gen-Z, obtaining evidence and explanation of the influence between variables involved in the perception of leadership process in Gen-Z and explain the dynamics of psychological function of the influence of social expectations to the variables involved in the perception of the leadership process that shapes the trust of leaders in Gen-Z.

2. RESEARCH METHOD

The design of this research is descriptive correlative with quantitative approach that is to test the influence of free variable or exogenous variable (X) to dependent variable or endogenous variable (Y). In this study there are five latent variables, namely social expectations, perceptions of leaders' power, perceptions of leadership practice, perceptions of leadership practice, perceptions of personal oppression, and trust in leaders. These latent variables are distinguished into exogenous latent variables and endogenous latent variables. Exogenous latent variables always appear as independent variables (independent latent variables) in all equations that exist in Structural Equation Modeling (SEM).

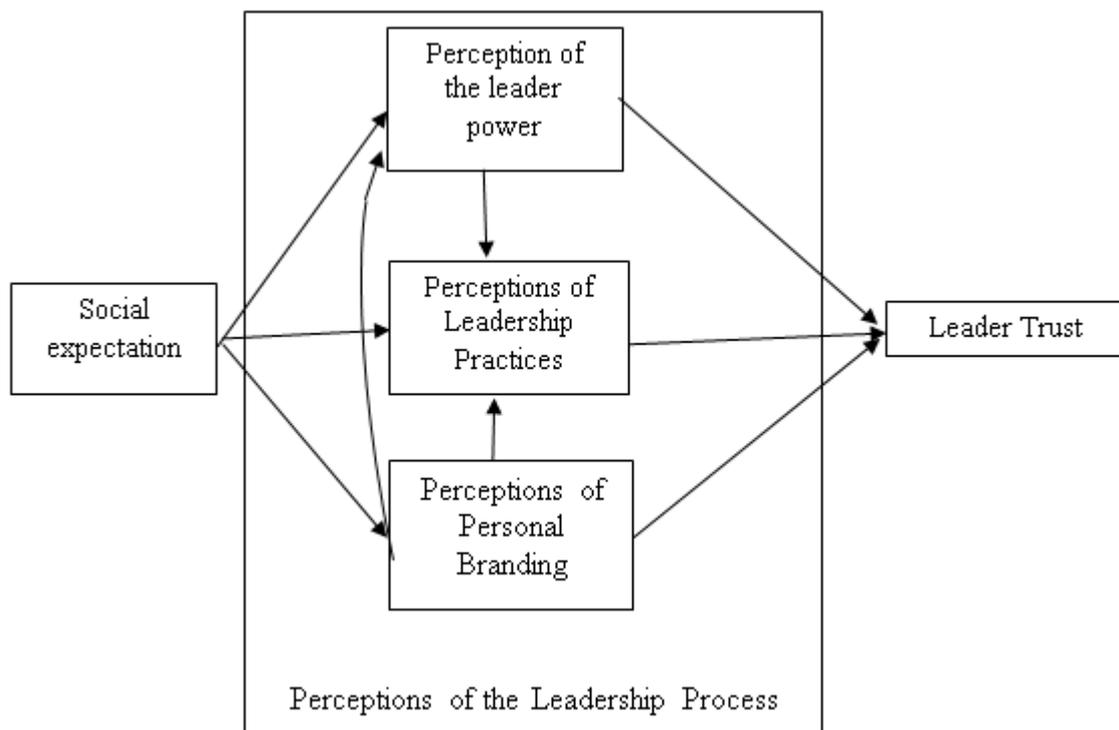


Figure 1. Variables in Research Design

Based on the identification stages, the exogenous variables of the first and fourth stages in this study are social expectations (X). In the second stage, exogenous variables are perceptions of leaders' power and perceptions of personal branding. In the third stage, exogenous variables are perceptions of leaders' power, perceptions about leadership practices and perceptions about personal branding. While the first stage of endogenous variables in this study are the variables of perceptions about the power of leaders (Y1), perceptions about leadership practices (Y2) and perceptions about personal branding (Y3). In the second stage, endogenous variables are perceptions of leaders' power (Y1) and perceptions of leadership practice (Y2). In the third and fourth stages, the endogenous variable is trust toward leader (Z). In the fourth stage of input-process-output, the variables in the leadership process become latent variables that act as mediators in this study, namely perceptual variables about leader power (Y1), perceptions about leadership practices (Y2) and perceptions about

This research was conducted in Bandung and Purwakarta Regency which is where RK became Mayor and where DM become Regent with various leadership practices both of which become study in this research. Population in this research are Gen-Z population of Bandung and Gen-Z population of Purwakarta Regency based on data of Central Statistics Agency (CSA) of West Java year 2017 amounted to 398,492 peoples. To determine the number of samples studied from the population used is to use the slovin formula (Barsade & O'Neill, 2014; Bauer & Green, 1996). With the estimated number of Gen-Z aged 17-22 years in Bandung and Purwakarta Regency as many as 398,492 peoples, so it takes a sample of at least 400 peoples Gen-Z.

Sampling technique in this research is accidental sampling technique. The number of respondents is determined proportionally to the level of city and district, which is 302 respondents of Bandung and 103 respondents of Purwakarta District, referring to the proportion of data from CSA and the minimum number of respondents calculation results with slovin formula. Instruments or measuring instruments used are the scale of social expectations, the scale of perceptions of the power of leaders, the scale of perceptions about personal branding, the scale of perceptions about leadership practices, and the scale of confidence in leaders. This research instrument was developed by the researcher and has been tested its validity and reliability.

Data analysis technique in this research is looking for picture of demographic profile, active social media profile used and description of subject perception score toward social expectation variable, perception about leader's power, perception about personal branding, perception about leadership practice and trust toward leader, hypothesis with Structural Equation Modeling (SEM) The analysis technique used to test the variables in this study using PLS (Partial Least Square) with Smart-PLS software operation. Hypothesis testing is done by comparing the result of coefficient path with T table. In this study there are variables of mediating yaituppersepsi about leadership practices. Testing of hypothesis of mediation can be done by path analysis procedure developed by Sobel (1982) and known by Sobel test (Sobel test) which is done by testing the indirect effect of exogenous variable (X) to endogenous variable (Z) through intervening variable (Y).

The value of t arithmetic compared with the value of t table is $\geq 1,96$ for significant 5% and t table ≥ 1.64 indicates a significance value of 10%. If the value of t arithmetic greater than the value of t table then it can be concluded that the influence of mediation (Brotheridge & Grandey, 2002). After tested statistically the data obtained then analyzed based on psychological dynamics.

3. RESULT AND DISCUSSION

Here is the model used in this study and the structural model formed from the results of PLS analysis are as follows:

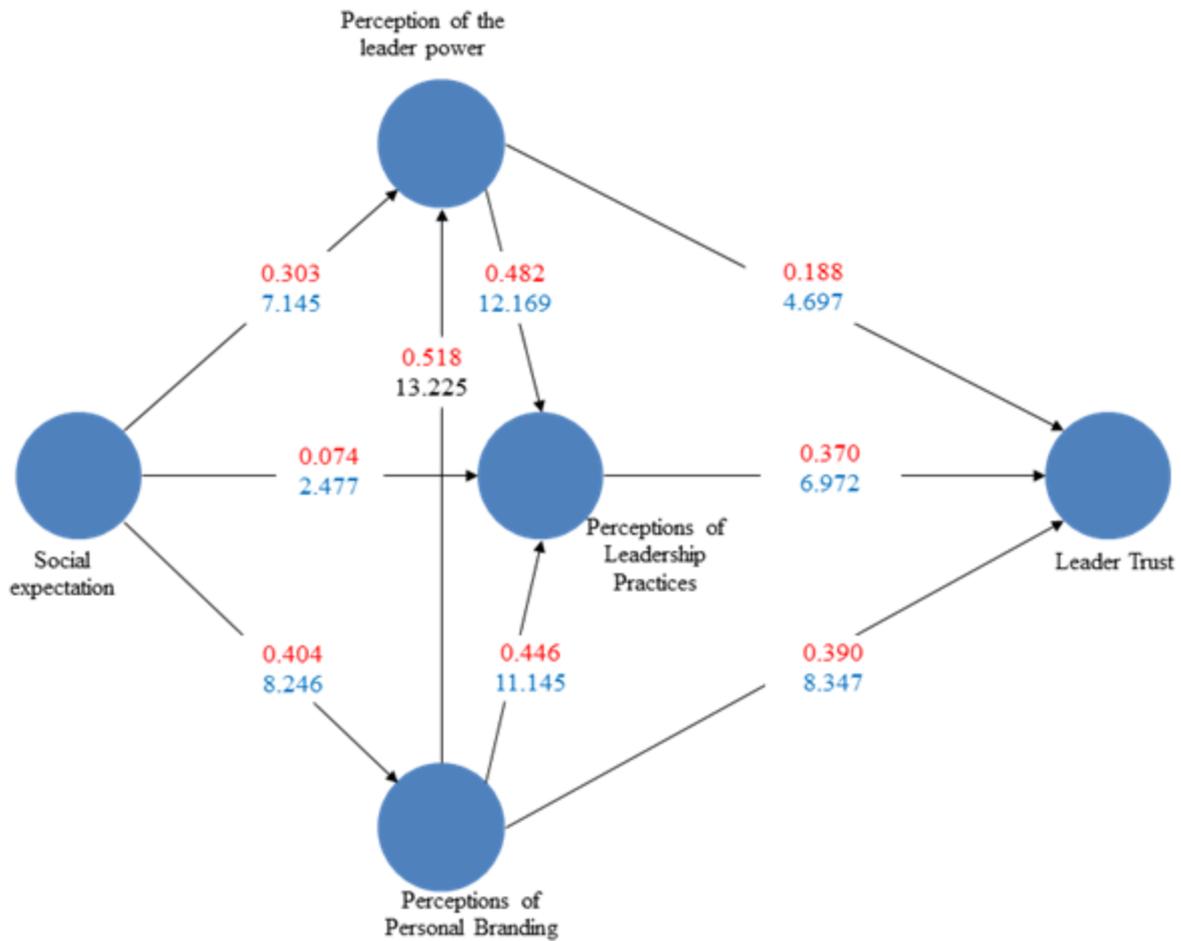


Figure 2. Research Model

The results showed that there was a significant influence of social expectations on perceptions about leader's power, perceptions about leadership practices and perceptions about personal branding in Gen-Z. This is in accordance with what was stated by Brotheridge & Lee (2008) that internal factors of expectation affect perception. Carver et.al. (1989) also states that the set of expectations affects a person's perception of an object.

Perceptions of leaders' power, perceptions of leadership practice and perceptions about personal glowing have a significant effect on trust in leaders in Gen-Z . This is in accordance with Dasborough (2002) which states that among the dimensions used in the interpretation of others is related to belief. Dulebohn et.al (2012) identifies that among the cognitive structures that play a role in perception is value. Values do not have to be price, if connected with Dasborough's opinion (2002) values can be related to trust.

The results of the study also indicate a significant influence of social expectations on the belief of leaders through the variables involved in the perception of the leadership process and influence between variables involved in the perception of the leadership process in Gen-Z. In addition to partially direct influence, there are also simultaneous influence of several variables against other variables. The results showed that there was a significant influence between social expectations (X1), perceptions about the power of leaders (Y1), perceptions of personal perception (Y3) on the perception of leadership practice (Y2) simultaneously on Gen-Z with total influence of 77.4 %. The result of the research shows that there is a significant influence between the perception about the power of leader (Y1), perception of personal harassment (Y3) and perception about leadership practice (Y2) on trust of leader (Z1) simultaneously on Gen-Z with total influence of 75, 6%.

The results of the calculation to explore the indirect influence of the social expectations variable (X1) on the belief of the leader (Z1) through the perception of the power of leader (Y1), Perceptions of personal Perceptions (Y3) and Perceptions about Leadership Practice (Y2) found that social expectations influence against the belief of the leader through perceptions about the leader's power of 0.32%. $t_{hitung} (3,909) > t_{table} (1,960)$ denotes H_0 is rejected meaning the significance of the path of social expectations influences the belief of the leader through the perception of leader power is significant, social expectations affect the trust of the leader through the perception of leadership practice by 0.07%. $t_{hitung} (2,307) > t_{table} (1,960)$ denotes H_0 rejected meaning the significance of the social expectations pathway influencing the belief of the leader through perceptions about leadership practice is significant, social expectations affect the trust of the leader through perception about personal scrapping by 2.47%. $t_{hitung} (6,079) > t_{table} (1,960)$ denotes H_0 rejected means the significance of the social expectations pathway influencing the belief of the leader through perceptions about personal scrutiny is significant.

Based on the above data, social expectations affect the trust of leaders through the variables involved in the perception of the leadership process is the perception of the leader's power, the perception of leadership practice and the perception of personal gloss at Gen-Z despite the level of weak influence, but of significance the track proved significant. Of the three variables involved in perceptions of the leadership process, the mediator variables that have the greatest impact are perceptions about personal rapping rather than perceptual variables about leaders' power and perceptions of leadership practice.

The process flow of trust to leaders also illustrates the dynamics between variables in which it can actually be summarized in three concepts in social psychology in the context of leadership, namely social expectations, social perception and social trust. Social hope is a social norm that is internalized for individuals and organizations, to society as a whole, about what one should do (Hasegawa et.al., 2007). Social perception is the judgments that occur in the human effort of understanding others. The context of social perception in this study is a leadership process that forms trust (Geddes & Callister, 2007). Social trust is a belief in honesty, integrity and trustworthiness in others (Gooty & Yammarino, 2011). According to Hardin (in Delhey & Newton, 2003) explains that social trust is the result of experience and constantly changing and renewing feelings of trust and distrust in responding to changing situations. In this approach, social trust is to see it as belonging to society and not to individuals.

Based on the findings of hypothesis test results, all the results of hypothesis testing of direct influence and indirect influence of social expectations variable (X1), to the belief of

leader (Z1) through mediation of variables Perceptions of Leader's power (Y1), Perceptions of personal Perceptions (Y3) and Perceptions about Leadership Practice (Y2) in the perception of Gen-Z has a significant influence, as well as the discussion of the psychological dynamics above, it is illustrated in the following process flow chart:

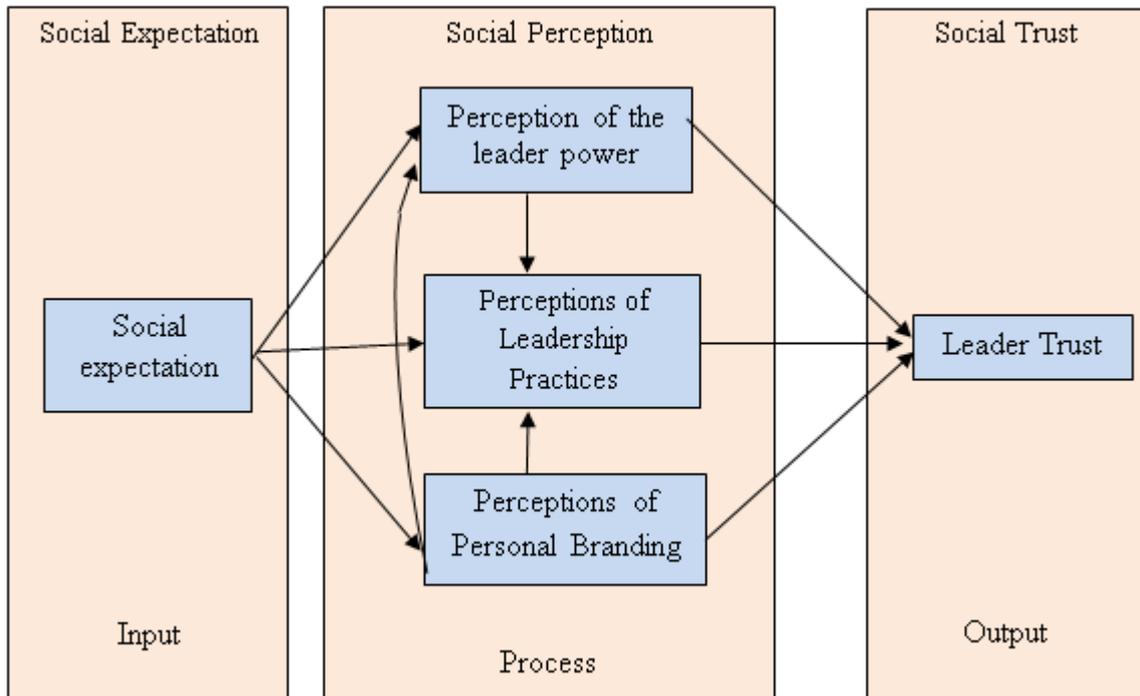


Figure 3. Model of Trust Leadership Process

4. CONCLUSION AND RECOMMENDATION

Based on the results of the variance of social expectations have an influence on the variables involved in perceptions about the leadership process of the perception of leaders' power, perceptions of leadership practice and perceptions of personal gloss on Gen-Z; the variables involved in perceptions about the leadership process have an influence in the formation of trust in the leader partially and simultaneously proved to have an effect on trust in leaders in Gen-Z; variables in the perception of the leadership process are in sync with each other; Social expectations must go through the process first with the variables involved in the perception of the leadership process.

The dynamics of psychology in the process model of trust formation consists of three concepts in social psychology, namely social expectation as input, social perception (social perception) as the process factor and social trust as output. The three concepts are dynamically one to another in the context of leadership with relevant variables of leadership.

Suggestions for further researchers to develop research related to broader leadership, can be associated with other variables that affect perceptions about the leadership process such as value system, motivation, personality and others. Research can be done to see the influence of perception about leadership process not only in forming trust in leader, but also

on political participation, performance or work achievement, work productivity and others so that not only serve political literature literature only, but also industrial and organizational psychology, and others; The population or sample used should be applied to the comparison of Gen-Z with Gen Y, Gen X and Baby Boomers to provide a more comprehensive picture.

Suggestions for political practitioners to build public confidence are needed to realize exemplary leadership practices; Leadership practices need to be maintained by optimizing the power sources in the form of personal power (power) and position power (power), and performing personal exemplars based on realistic leadership practices; Optimize the use of social media most actively used by Gen-Z in the region to communicate leadership practices that will, are and have been done to the Gen-Z segment.

Reference

- [1] Anderson J. & Gerbing D. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin* 103 (1988) 411–423
- [2] Antonakis J, Ashkanasy NM, & Dasborough MT. Does leadership need emotional intelligence?. *The Leadership Quarterly* 20(2) (2009) 247–261.
- [3] Ballinger GA, & Rockmann KW. Chutes versus ladders: Anchoring events and a punctuated-equilibrium perspective on social exchange relationships. *Academy of Management Review*, 35(3) (2010) 373–391.
- [4] Barsade SG, & O'Neill OA. What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in a long-term care setting. *Administrative Science Quarterly* 59 (2014) 551–598.
- [5] Bauer T, & Green S. Development of leader–member exchange: A longitudinal test. *Academy of Management Review* 39 (1996) 1538–1567.
- [6] Bedeian AG, Ferris GR, & Kacmar KM. Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behavior* 40(1) (1992) 33–48.
- [7] Bernerth J, Armenakis A, Feild H, Giles W, & Walker H. Leader–member social exchange (LMSX): Development and validation of a scale. *Journal of Organizational Behavior* 28 (2007) 979–1003.
- [8] Bolino MC, Turnley WH, & Bloodgood JM. Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review* 27(4) (2002) 505–522.
- [9] Brotheridge CM, & Grandey AA. Emotional labor and burnout: Comparing two perspectives of “people work”. *Journal of Vocational Behavior* 60(1) (2002) 17–39.
- [10] Brotheridge CM, & Lee RT. The emotions of managing: An introduction to the special issue. *Journal of Managerial Psychology* 23(2) (2008) 108–117.
- [11] Carver CS, Scheier MF, & Weintraub JK. Assessing coping strategies: A theoretically based approach. *Journal of Personality and Social Psychology* 56 (1989) 267–283.
- [12] Cropanzano R, & Mitchell MS. Social exchange theory: An interdisciplinary review. *Journal of Management* 31 (2005) 874–900.

- [13] Dansereau F, Graen G, & Haga W. A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance* 13 (1975) 46–78.
- [14] Dasborough M, & Ashkanasy, N. Emotion and attribution of intentionality in leader–member relationships. *The Leadership Quarterly* 13 (2002) 615–634.
- [15] Dasborough MT. Cognitive asymmetry in employee emotional reactions to leadership behaviors. *The Leadership Quarterly* 17(2) (2006) 163–178.
- [16] Delhey J., Newton K. Who trusts? The origins of social trust in seven societies. *European Societies* 5(2) (2003) 93-137.
- [17] Dienesch, R.M., & Liden, R.C. Leader–member exchange model of leadership: A critique and further development. *Academy of Management Review* 11(3) (1986) 618–634.
- [18] Dulebohn JH, Bommer WH, Liden RC, Brouer RL, & Ferris GR. A meta-analysis of antecedents and consequences of leader–member exchange: integrating the past with an eye toward the future. *Journal of Management* 38 (2012) 1715–1759.
- [19] Erdogan B, & Enders J. Support from the top: Supervisors' perceived organizational support as a moderator of leader–member exchange to satisfaction and performance relationships. *Journal of Applied Psychology* 92 (2007) 321–330.
- [20] Francis LE. Ideology and interpersonal emotion management: Redefining identity in two support groups. *Social Psychology Quarterly* 60 (1997) 153–171.
- [21] Geddes D, & Callister R. Crossing the line(s): A dual threshold model of anger in organizations. *Academy of Management Review* 32 (2007) 721–746.
- [22] Gelfand MJ, Leslie LM, & Keller KM. On the etiology of conflict cultures. *Research in Organizational Behavior* 28 (2008) 137–166.
- [23] George J M. Emotions and leadership: The role of emotional intelligence. *Human relations* 53(8) (2000) 1027–1055.
- [24] Gerstner C, & Day D. Meta-analytic review of leader–member exchange theory: Correlates and construct issues. *Journal of Applied Psychology* 82 (1997) 827–844.
- [25] Gooty J, & Yammarino FJ. Dyads in organizational research: Conceptual issues and multi-level analyses. *Organizational Research Methods* 14 (2011) 456–483.
- [26] Gooty J, Connelly S, Griffith J, & Gupta A. Leadership and affect: A state of science review. *The Leadership Quarterly* 21 (2010) 979–1004.
- [27] Graen GB, & Uhl-Bien M. Relationship-based approach to leadership: Development of leader–member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly* 6 (1995) 219–247.
- [28] Graen SG, & Cashman JF. A role-making model of leadership in formal organizations: A development approach. *Organization and Administrative Sciences* 6 (1975) 143–165.

- [29] Grandey AA, & Gabriel AS. Emotional labor at a crossroads: Where do we go from here?. *Annual Review of Organizational Psychology and Organizational Behavior* 2 (2015) 323–349.
- [30] Gross JJ. The emerging field of emotion regulation: An integrative review. *Review of General Psychology* 2 (1998) 271–299.
- [31] Gross JJ, & John OP. Individual differences in two emotion regulation processes: Implications for affect, relationships, and well-being. *Journal of Personality and Social Psychology* 85 (2003) 348–362.
- [32] Gross JJ, & Levenson RW. Emotional suppression: Physiology, self-report, and expressive behavior. *Journal of Personality and Social Psychology* 64 (1993). 970–986.
- [33] Hasegawa K, Shinohara C, Broadbent JP. The effects of social expectation on the development of civil society in Japan. *Journal of Civil Society*, 3(2) (2007) 179-203.
- [34] Mayer RC, Davis JH, Schoorman, FD. An integrative model of organizational trust. *Academy of management review* 20(3) (1995) 709-734.
- [35] Rizal A, Hasan Z, Gumilar I, Pratama RG. Decision Making Process and Factors That Influence Fishermen In Shark Fishing In Karangsong Village Indramayu Regency West Java. *Int. J. Agric. Env. Res.* Vol. 4 (2) (2018) 421-427.
- [36] Rizal A, Suryana AAH, Herawati H, Lantun PD, Izza MA, Regional Perspective To Build Competitiveness For Indonesian Fishery Sector In The Global And Autonomy Regime. *Int. J. Agric. Env. Res.* Vol. 3 (6) (2017) 4368-4388.
- [37] Sobel ME. Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13 (1982) 290-312.
- [38] Syaifuddin & Rizal A. The Influence of Corporate Communication Strategy and Customer Value Creation Toward Creation of Reputation (Case Study at Len-Indonesian State Owned Company). *World Scientific News* 105 (2018) 62-73.