

# Hubungan antara behavioral integrity dan efektivitas pemimpin melalui mediasi cognitive trust dan affective trust = Relationship between behavioral integrity and leader effectiveness mediated by cognitive trust and affective trust

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Abstrak

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Penelitian mengenai efektivitas pemimpin mulai mengarah kepada persepsi bawahan terhadap efektivitas pemimpinnya dan bukan karena performanya (Hannah, Sumanth, Lester, & Cavarretta, 2014). Behavioral integrity, yang merupakan pola konsisten antara ucapan dengan tindakan pemimpin yang dinilai oleh bawahan, merupakan salah satu faktor utama yang memengaruhi efektivitas pemimpin. Penelitian sebelumnya menunjukkan adanya hubungan positif antara behavioral integrity dan efektivitas pemimpin, dengan demikian penelitian ini melanjutkan penelitian-penelitian tersebut dengan beragumen bahwa hubungan antara behavioral integrity dan efektivitas pemimpin dapat terjadi apabila dimediasi penuh oleh cognitive trust dan affective trust. Penelitian ini dilakukan terhadap 215 orang pegawai di bidang jasa dengan metode survei menggunakan kuesioner. Hasil analisis parallel multiple regression menggunakan PROCESS menunjukkan bahwa hubungan antara behavioral integrity dengan efektivitas pemimpin hanya dapat terjadi apabila dimediasi penuh oleh cognitive trust dan affective. Ini berarti behavioral integrity baru dapat memengaruhi efektivitas pemimpin apabila bawahan memiliki cognitive trust dan affective trust kepada pemimpinnya.

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**ABSTRACT**

Leadership theories have shifted over the last few decades from a focus on objective measure of performance toward subordinate's evaluation of leaders' behaviors relevant to team performance. Behavioral integrity, which refer to subordinate's perception of pattern of word-deed alignment, is one of the most important factors that influence subordinate's evaluation of their leaders' effectiveness. We extend previous research by arguing that the importance of behavioral integrity on leader effectiveness is mediated by two forms of trust: cognitive trust, which refer to trust that based on performance-relevant cognitions such as competence, reliability, and dependability; and affective trust, which refer to the emotional bonds between individuals that are grounded upon expressions of genuine care and concern for the welfare of the other party. To test the hypotheses, we collected data from 215 employees in the service industry. Using parallel multiple regression by PROCESS, we find that the relationship between

behavioral integrity and leader effectiveness is fully mediated by cognitive trust and affective trust, suggesting that behavioral integrity will only take place when subordinate have cognitive and affective trust on their leaders. This research is particularly important because it delineate the mechanism under which behavioral integrity impact leader effectiveness