

Pengaruh kompetensi terhadap kinerja dengan variabel intervening leader member exchange pada customer service PT. XL Axiata Tbk = Impact of competencies and intervening variable leader member exchange on performance of customer service PT XL Axiata Tbk

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Abstrak

Tesis ini mendeskripsikan pengaruh Kompetensi dan hubungan Leader Member Exchange (LMX) terhadap Kinerja pada Customer Service di perusahaan XL Axiata. Variabel Kompetensi yang diteliti dikhususkan pada dimensi Motives and Traits, Self Concept, dan Knowledges dan Skills. Hubungan Leader Member Exchange (LMX) dalam penelitian ini berperan sebagai variabel Intervening dan dilihat dari perspektif kualitas LMX dan dimensi LMX. Kinerja sebagai variabel terikat dan diukur dari tingkat pencapaian kinerja para Customer Service di tahun 2014 sampai dengan bulan Maret. Penelitian ini melibatkan 257 responden dari 9 unit customer service yang tersebar di seluruh Indonesia. Hasil analisis menunjukkan bahwa ada pengaruh positif yang signifikan antara Kompetensi terhadap Leader Member Exchange (LMX) secara langsung dan ada pengaruh positif secara tidak signifikan antara Kompetensi terhadap Kinerja secara langsung. Hubungan Leader Member Exchange (LMX) ternyata berpengaruh negatif secara langsung dan tidak signifikan terhadap Kinerja. Untuk dapat meningkatkan kinerja, XL Axiata tidak hanya perlu meningkatkan kompetensi tetapi juga dimensi selain LMX. Selain itu perlu dilakukan review lebih jauh terhadap efektivitas LMX terhadap upaya peningkatan kinerja customer service dan tingkat hubungan atasan bawahan yang ideal.

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This thesis describes the impact of competence and relationship Leader Member Exchange (LMX) on the performance of the company's Customer Service at XL Axiata. Variables studied Competence devoted to the dimensions of Motives and Traits, Self Concept, and Knowledge and Skills. Relationship Leader Member Exchange (LMX) in this study serves as an intervening variable and viewed from the perspective of the quality of LMX and LMX dimensions. Performance as the dependent variable is measured from the Customer Service's level of the performance achievement in year 2014 (up to March). The study involved 257 respondents from 9 unit customer service throughout Indonesia. The analysis showed that there was a significant positive direct impact between the competencies and the Leader Member Exchange (LMX) and there is insignificantly positive impact between the competencies and the performance directly. Leader Member Exchange (LMX) has insignificantly negative direct impact to performance. In order to improve performance, XL Axiata does not only

need to increase customer service's competency but also LMX dimensions. In addition it is necessary to further review of the effectiveness of LMX on improving the performance and the ideal level of customer service leader-member exchange.