

Pengaruh sosialisasi dan coaching oleh atasan untuk meningkatkan leader member exchange dan perilaku inovatif bawahan di PT A = The effect of socialization and coaching by the superior to enhance leader member exchange and innovative behavior of subordinate in PT A

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Deskripsi Lengkap: <https://lib.ui.ac.id/detail?id=20389277&lokasi=lokal>

Abstrak

Kualitas dan jumlah partisipan pada kompetisi perilaku inovasi pada PT. A belum optimal. Berdasarkan penelitian awal, atasan memiliki peran yang penting dalam keikutsertaan karyawan pada kompetisi inovasi. Penelitian dilakukan untuk melihat pengaruh peningkatan leader member exchange terhadap perilaku inovatif karyawan. Penelitian dilakukan pada 77 karyawan PT A, dengan kuesioner leader member exchange-multidimensional (Liden & Maslyn, 1998) dan innovative work behavior (Janssen, 2000). Hasil regresi menunjukkan terdapat pengaruh signifikan dari leader member exchange terhadap perilaku inovatif. Berdasarkan hasil tersebut dilakukan intervensi sosialisasi coaching kepada atasan dan pemberian coaching oleh atasan kepada bawahan untuk meningkatkan leader member exchange dan perilaku inovatif. Efektivitas intervensi diukur pada 15 karyawan di wilayah Jakarta Pusat yang atasannya diberikan intervensi. Hasil menunjukkan perbedaan signifikan antara skor leader member exchange dan skor perilaku inovatif bawahan sebelum dan sesudah intervensi. Dengan demikian, atasan perlu melakukan coaching terhadap bawahan secara berkala, dan departemen HRD perlu melakukan monitoring pelaksanaannya.

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The quality and number of participants in the innovative behavior competition in PT A were still not optimal. Based on preliminary study, the superior has an important role in employee participation on the competition. This study was conducted to see the effect of leader member exchange on employee innovative behavior. This research was conducted on 77 staff employees of PT A using Multidimensional Leader-Member Exchange questionnaire from Liden and Maslyn (1998) and Innovative Work Behavior questionnaire from Janssen (2000). The results of regression statistical tests indicate that there is significant effect of leader member exchange on innovative behavior. Based on the results, socialization and coaching by superiors to subordinate were performed to enhance leader member exchange and innovative behavior. The effectiveness of the intervention was measured on 15 employees of PT A in Central Jakarta which the superior were given the intervention. The results showed that there are significant differences between leader member exchange scores and scores of innovative behaviors before and after the intervention. Thus, the superior should give coaching to subordinate on a regular basis, and the HR Departemen needs to monitor its implementation.