

Pengaruh peningkatan leader-member exchange terhadap perilaku kerja inovatif: implementasi intervensi "n-hancing leader member relationship" pada pimpinan PT X = The impact of leader-member exchange enhancement on innovative work behavior: implementing "n-hancing leader member relationship" intervention toward PT X's leader

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Abstrak

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Perilaku kerja inovatif merupakan salah satu faktor penting yang dapat memengaruhi keberlangsungan sebuah organisasi di tengah ketatnya persaingan di dunia industri. Oleh sebab itulah, untuk dapat mengoptimalkan perilaku kerja inovatif diperlukan pemahaman yang mendalam mengenai faktor-faktor yang dapat memengaruhi perilaku kerja inovatif, yang salah satunya berupa pendekatan kepemimpinan Leader-Member Exchange (LMX). Tujuan dari penelitian ini adalah untuk menguji pengaruh LMX terhadap perilaku kerja inovatif serta menguji efektivitas intervensi N-Hancing Leader Member Relationship yang diharapkan dapat mengoptimalkan LMX dan perilaku kerja inovatif karyawan yang berada di PT X. Desain penelitian yang digunakan adalah before-after study design dengan partisipan sejumlah 35 orang karyawan PT X yang ditempatkan pada Plant Z. Hasil survei dengan menggunakan kuesioner LMX-MDM serta perilaku kerja inovatif menunjukkan bahwa LMX berpengaruh secara signifikan terhadap perilaku kerja inovatif karyawan di PT X ( $F(1,33) = 4.56, p = .04, R^2 = .12$ ). Selanjutnya, dilakukanlah program intervensi N-Hancing Leader Member Relationship yang terdiri dari pelatihan Lead Their Ship beserta penugasan one on one conversation dan leader-member work activities kepada 10 pemimpin yang ada di Plant Z PT X selama empat pekan. Hasil pengukuran efektivitas intervensi yang dilakukan kepada 10 bawahan yang pemimpinnya menjadi peserta intervensi menunjukkan bahwa tidak terdapat perubahan yang signifikan baik untuk skor leader-member exchange ( $Z = -.59, p = .55$ ) maupun skor perilaku kerja inovatif ( $Z = -.14, p = .89$ ) pada karyawan di PT X dengan skor sebelumnya. Penelitian mendatang diharapkan dapat mempertimbangkan durasi waktu pemberian intervensi beserta rentang waktu pemantauan sehingga intervensi yang diberikan akan lebih optimal

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**ABSTRACT**

Innovative work behavior is one of the important factors that can influence the sustainability of an organization in the midst of competition in the industrial world. Therefore, to be able optimizing it, one thing that needs to be done is having deep understanding about the factors that can influence innovative work behavior, one of its factors is Leader-Member Exchange (LMX). The aims of this study were to examine the influence of Leader-Member Exchange on innovative work behavior and see the

effectiveness of N-Hancing Leader Member Relationship intervention which is expected to optimize leader-member exchange and innovative work behavior of employees at PT X. Before-after study design was used and the participants of this study were 35 PT Xs employees who placed on Plant Z. The survey results using LMX-MDM questionnaire and innovative work behavior scale show that leadermember exchange significantly influenced the innovative work behavior of employees at Plant Z, PT X ( $F(1,33) = 4.56, p = .04, R^2 = .12$ ). Furthermore, the intervention program called N-Hancing Leader Member Relationship consists of lead their ship training along with one on one conversation and leader-member work activities assignments was implemented for 10 leaders who were at Plant Z, PT X for four weeks. The results of the effectiveness of intervention measures conducted on 10 subordinates whose leaders were participants in the intervention showed that there were no significant changes for leader-member exchange scores ( $Z = -.59, p = .55$ ) and innovative work behavior scores ( $Z = -.14, p = .89$ ) to employees at PT X with the previous score. Future research is expected to be able to consider the duration of the intervention time and the monitoring time span so that the intervention provided will be more optimal