

# Peningkatan kualitas hubungan atasan-bawahan terhadap perilaku kewarganegaraan organisasi melalui pelatihan effective coaching pada manajer di PT. LH = Improving leader member exchange towards employee organizational citizenship behavior through effective coaching training for manager at LH company

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## Abstrak

Penelitian ini bertujuan untuk mengetahui adanya pengaruh peningkatan kualitas hubungan atasan - bawahan terhadap perilaku kewarganegaraan organisasi di PT LH. Berdasarkan data awal berupa Interview, FGD dan kuesioner diagnosa organisasi (ODQ), menunjukkan bahwa perilaku kewarganegaraan organisasi di PT LH masih perlu ditingkatkan. Kualitas hubungan antara atasan dan bawahan diduga berpengaruh terhadap perilaku kewarganegaraan organisasi. Hal ini dibuktikan dengan mengukur pengaruh kualitas hubungan atasan - bawahan terhadap perilaku kewarganegaraan organisasi. Kualitas hubungan atasanbawahan diukur dengan menggunakan kuesioner LMX-MDM dari Liden & Maslyn (1998) yang telah diadaptasi oleh Radikun (2010). Kuesioner kualitas hubungan atasan-bawahan ini terdiri dari 11 item ( $=0,877$ ). Sementara kuesioner perilaku kewarganegaraan organisasi menggunakan kuesioner dari Organ (1988) yang terdiri dari 18 item ( $= 0,812$ ). Hasil perhitungan uji regresi pada 40 responden memperoleh hasil  $R^2 = 0,117$  ( $p < 0,05$ ) yang berarti kualitas hubungan atasan-bawahan mempengaruhi perilaku kewarganegaraan organisasi sebesar 11,7%. Dari keempat dimensi kualitas hubungan atasan-bawahan, dimensi kontribusi yang memiliki sumbangan paling besar terhadap perilaku kewarganegaraan organisasi. Berdasarkan hasil tersebut, maka dilakukan intervensi untuk meningkatkan kualitas hubungan atasan-bawahan, khususnya dimensi kontribusi yang diharapkan dapat meningkatkan perilaku kewarganegaraan organisasi. Intervensi yang dilakukan berupa pelatihan effective coaching kepada para manajer di PT LH.

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This study aims to investigate the effect of improving leader member exchange to organizational citizenship behavior in PT. LH. Based on initial data from Interview, focus group discussions, and organizational Diagnosis Questionnaire (ODQ), the researcher found that organizational citizenship behavior in PT.LH still need improvement. Low quality of the leader member exchange are assumed to affect organizational citizenship behavior. This is evidenced by measuring the effect of leader member exchange to organizational citizenship behavior. Leader-Member Exchange was measured using LMX-MDM from Liden & Maslyn (1998) which has been adapted by Radikun (2010). LMX-MDM is consists of 11 items ( $= 0.877$ ). While organizational citizenship behavior measured by using a questionnaire from Organ (1988) which consists of 18 items ( $= 0.812$ ). The results of calculations using simple regression from 40 respondents showed  $R^2 = 0.117$  ( $p < 0.05$ ), which means the quality of LMX affects organizational citizenship behavior at 11.7%. Among four dimensions of LMX, contribution has the most influence and significant impact on organizational citizenship behavior. Based on these result, the intervention in this study was designed to increase leader member exchange, particularly contribution dimension in other to increase the organizational citizenship behavior of employees. Researcher then implemented effective coaching training towards manager in PT LH.