

Hubungan antara leader-member exchange dan kepuasan terhadap atasan: implementasi program pelatihan coaching for coach pada karyawan divisi rooms (front office, health club & spa) Hotel XYZ =  
The relationship between leader-member exchange and supervision satisfaction: the implementation of coaching for coach training program on the employee at rooms division (front office, health club & spa) of Hotel XYZ

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Abstrak

Penelitian ini terdiri dari dua studi, yaitu studi pertama yang merupakan studi korelasional dan studi kedua yang merupakan program intervensi. Studi korelasional yang bertujuan untuk melihat hubungan antara <em>leader-member exchange</em> dan kepuasan terhadap atasan, dilakukan kepada 71 karyawan Divisi Rooms (Front Office, Health Club & Spa) pada Hotel XYZ. Pengukuran variabel menggunakan dua alat ukur yaitu alat ukur <em>leader-member exchange</em> dari Liden dan Maslyn (1998) dan alat ukur supervisi dari kepuasan kerja yang dikembangkan oleh Luthans (2002). Hasil studi pertama menunjukkan bahwa terdapat hubungan yang signifikan antara <em>leader-member exchange</em> dan kepuasan terhadap atasan ( $r=.79$ ,  $p<.01$ ). Selanjutnya, studi kedua bertujuan untuk mengetahui peningkatan <em>leader-member exchange</em> dan kepuasan terhadap atasan setelah diberikan intervensi. Intervensi merupakan program pelatihan <em>coaching for coach</em> yang dilakukan kepada 10 karyawan Divisi Rooms (Front Office, Health Club & Spa) pada Hotel XYZ. Karyawan tersebut merupakan atasan yang memiliki bawahan dengan skor kepuasan terhadap atasan rendah. Hasil evaluasi level 1 (reaksi) dari studi kedua menunjukkan bahwa peserta merasa pelatihan secara keseluruhan sudah baik. Hasil evaluasi level 2 (pembelajaran) menunjukkan bahwa pelatihan yang diberikan sudah mampu meningkatkan pengetahuan peserta secara signifikan ( $z=-2.40$ ,  $p<.05$ ). Hasil evaluasi level 3 (perilaku) menunjukkan bahwa tidak terdapat peningkatan skor <em>leader-member exchange</em> ( $z=-1.34$ ,  $p>.05$ ) dan kepuasan terhadap atasan ( $z=-1.342$ ,  $p>.05$ ) secara signifikan setelah diberikan intervensi. Program intervensi belum efektif meningkatkan <em>leader-member exchange</em> dan kepuasan terhadap atasan dibahas lebih lanjut dalam diskusi penelitian ini.

.....This research consisted of two studies, namely the first study which is a correlational study and the second study which is an intervention program. A correlational study aimed at looking at the relationship between leader-member exchange and supervision satisfaction was conducted on 71 employees of the Rooms Division (Front Office, Health Club & Spa) at XYZ Hotel. The measurement of variables used two measuring instruments namely leader-member exchange measuring instrument from Liden and Maslyn (1998) and supervisory measure of job satisfaction developed by Luthans (2002). The result of the first study showed that there was a significant relationship between leader-member exchange and supervisor satisfaction ( $r=.79$ ,  $p<.01$ ). Furthermore, the second study aimed to determine the increase in leader-member exchange and supervision satisfaction after being given an intervention. Intervention is coaching for coach training program conducted for 10 employees of the Rooms Division (Front Office, Health Club & Spa) at XYZ Hotel. The employees were the leaders who have subordinates with a low

supervision satisfaction score. Level 1 (reaction) evaluation result from the second study showed that the participants felt that the overall training was good. The result of level 2 evaluation (learning) showed that the training given has been able to significantly increase participants' knowledge ( $z = -2.40$ ,  $p < .05$ ). Level 3 (behavior) evaluation result showed that there were no significant increase in leader-member exchange ( $z = -1.34$ ,  $p > .05$ ) and supervision satisfaction ( $z = -1.342$ ,  $p > .05$ ) after the intervention was given. The intervention program which has not effectively increased leader-member exchange and supervision satisfaction will be discussed further in this research.