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Panduan Bagi Penulis
Leader Member Exchange in Organizational Context: Study in Telecommunication Company

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The objective of this research is to identify the correlation between perception of leader member exchange and organizational citizenship behavior. There are two variables, independent and dependent variable. The independent variable in this research is leader member exchange and the dependent variable is organizational citizenship behavior or OCB. Hypothesis in this research is a positive correlation between leader member exchange and organizational citizenship behavior. This research was conducted in one of telecommunication company in Solo. The instruments used in this research were perception of leader member exchange quality scale and organizational citizenship behavior scale. The total number of the research subject was 57 subjects. Product moment by Karl Pearson is used to analyze the data. It identifies that hypothesis in this research is proven. Result show that there is a significant correlations between leader member exchange and organizational citizenship behavior ($r = 0.747$, $p < 0.05$). So, there are positive and significant correlation between perception of leader member exchange quality and organizational citizenship behavior.

*Keywords:* leader member exchange, organization citizenship behavior, company

Human Resource is an important part of an organization. The staffs as the available Human resource are required to give contributions to the organization. Therefore, an organization should attempt higher individual performances. These individual performances influence the performance of an organization (Wahono, 2006).

Commonly, staffs are only complying the standard of duty. This behavior is called in role behavior. Since they are only complying the standard of duty they do not have initiatives or creative ideas for the company. Yet, in fact a company does need human resources who are reliable and able to contribute for the company. Behaviors that show positive contribution for the company are not limited to their formal duty but more than that. This is what so-called as extra role behavior. Therefore, now staffs are required to contribute to the company beyond their formal duty so that the organization will be more effective and efficient.

In fact the quality of human resources in Indonesia is not optimal. From news in mass
media both printed and electronic show the indication that leads to low quality of human resources. Such behaviors like doing unnecessary activities during work hours, breaking the rules, ignoring someone else’s mistake, wandering during work hours, and also do not care to company’s assets are behaviors that opposite to what so-called as organizational citizenship behavior (OCB).

OCB can be achieved by procedures obedience, actively participate and avoiding problems. But, such various rules breaking and lack of concern for the others and the company assets can weaken the company performance and raising the bigger problems.

OCB based on Organ, Podsakoff, and MacKenzie (2006) is individuals behavior that is done freely based in initiative, which directly or indirectly or implicitly recognized by formal reward system, and contribute to the affectivity and efficiency of an organization.

This OCB is extra role behavior that give contribution to the organization. This behavior will not get direct reward or punishment, whether it is done or not, yet constructive behaviors which are shown by the staffs through OCB will give positive appraisal from the leaders in term of assignments and promotions (Bateman & Organ, 1983).

OCB in this research is define as extended contributions beyond the job description which is done spontaneously, innovatively, and voluntarily which formally placed beyond the reward system yet giving contribution to the effectivity and efficiency of functions in the organization.

Good relationship between staffs and their leaders in Indonesia have not reached yet. In the end of 2004, Watson Wyatt Indonesia--representative of human resource and management consultant institute which is based in Washington DC---reported their study result on staff’s perception in 10 Asia Pacific countries, including Indonesia. The result of the survey that evolving 8000 respondents from 46 companies showed that leadership and supervision issues in Indonesia are still low since staffs think they didn’t get enough encouragement to improve their career.

Such indicators above will be clarified through leader-member exchange. According Scandura, Graen, and Novak (1986), leader-member exchange is a system from the component and their relationship that evolving both dyad member in behavior pattern which is dependent to each other, help to each other, and able to produce environmental concept, mapping and value. What meant by Dyad is the relationship between two persons in different levels.

Such exchange concept is originated from theory of social exchange so that the leader-member exchange can be interpreted as the relationship between leaders and their members. According to Leader-Member theory, leaders develop separated exchange relationship with each members as if two parties who define members’ role. Exchange relationship is formed based on individual fits and competences and also skills that can be relied on (Graen & Cashman in Yukl, 2006).

Leader-member exchange has significant effects towards OCB. The high quality of leader-member exchange will motivate the member to show behaviors that beyond their role without expecting formal reward from the company. Therefore, if the quality of exchange is improved, so will the OCB (Wayne, Shore, Bommer, & Tettrick, 2002).

Knowledge about the effect of leader-
member exchange relationship to their working performance (like OCB) is important in improving organization leadership. This research will investigate about leader member exchange and organizational citizenship behavior (OCB). Therefore the problems investigated is formulated as follow, is there any relationship between leaders’ and members’ perception on the quality of leader member exchange towards OCB in Telecommunication Company in Solo.

**Methods**

The population of the research were 180 staffs of a telecommunication company in Solo. Simple random sampling was used get the sample. Simple random sampling is a sampling which regardless the strata within the population (Sugiyono, 2010). The number of staffs that met the inclusion criteria was 118 staffs.

Scale measurement used was a modification of OCB scale that was arranged by Wibowo (2006). OCB’s aspects used was altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Leader-member scale was made by the researcher based on aspects proposed by Dienesch and Liden which then added with one more aspect by Liden and Maslyn. The aspects used are contribution, loyalty, affect, and professional respect.

The measuring instrument in this research uses content validity. The reliability in this research will be tested by Cronbach’s alpha reliability technique. Before it is used to collect the data, this scale tested first on a communication company in Yogyakarta.

OCB scale reliability coefficient of 0.881. Item total correlation coefficient, of item validate this scale moves from $r = 0.293$ to $r = 0.721$. Reliability coefficient leader member exchange scale of 0.934. Item total correlation coefficient of item validation this scale moves from $r = 0.301$ to $r = 0.852$. There are 57 persons involved in the research. Data from 57 subjects was then analyzed by Pearson Product Moment Correlation.

**Result and Discussion**

Results of correlation analysis produces a correlation value of $r = 0.747$ with $p = 0.000$ ($p < 0.05$). The correlation results show that there is a significant positive relationship between leaders’ and members’ perception on the quality of leader member exchange towards OCB.

The result of the research is in line a research conducted by Liden, Setton, and Bennett who see the relationship between leader-member exchange and organizational support to OCB (1996). They concluded that leader member exchange has stronger relationship with OCB than with organizational support. This relationship between leader and member is based on mutual trust, loyalty, affective interpersonal, and mutual respect for each. Additionally leader member exchange also has a positive relationship with behavior in the role.

In the leader member exchange, there is trust. The trust appears in the relationship with other individuals (Wech, 2002). Trust involves the emotional proximity that shows sincere concern and focus, on the other individual difficulties. This trust has a significant correlation with organizational citizenship behavior, fairness of the supervisor, and job satisfaction (Wech, 2002). Trust in the leaders can affect employee loyalty and commitment to
the group and the company. Reduced reliance on leaders can increase employee resignation. Employees who believe their leaders in the organization will survive, therefore the organization is required to establish, develop, and maintain confidence in the leader (Wech, 2002).

Asgari, Silong, Ahmad, and Samah (2008) examined the perceptions of the interaction relations leaders and members, with OCB. The research results indicate that there is a correlation between perceptions of leader member exchange with OCB. Leader member exchange consisting of aspects of loyalty, contribution, affective and respect have a positive correlation with OCB. The study, conducted by Wayne (Asgari et al., 2008) also suggests that the increasing perception to LMX, the OCB has increased as well. The research showed that LMX has positive and direct effect on OCB.

In addition, how the expectations and influence of the members depends on the quality of leader-member relationship (Hui, Law, Chen, & Tjosvold, 2009). Landy (1989) characterize the quality of leader-member relationship with the low quality and the quality of leadership-member relationships with high quality. Character of high relationship quality of leader-member is that there is mutual trust, mutual respect, and indebtedness between, leader-member. Lower relationship quality has little trust and mutual respect (Hui et al., 2009).

Lunenburg (2010) proposed the basic ideas of leader member exchange theory. According to this theory will form two groups: in group and out group. Employees who are part of the in group will get a greater responsibility, get a bigger reward, and get more attention than the group of employees that out. Lunenberg suggested to the leaders should expand, in-group. Leader member exchange makes employees more productive, more satisfied, higher motivation and OCB.

Based on the analysis, the hypothesis is accepted that there is a positive and significant relationship between perceived quality of leader member exchange and OCB. That is the higher the perception of the quality leader member exchange, the higher OCB. The lower the perception of the quality leader member exchange, the lower OCB. Analysis of the data also showed that the subjects in this research had high OCB and high perceptions of the leader member exchange quality. It appears from the high mean value of each variable.

References


