

ANALYSIS OF LEADER MEMBER EXCHANGE

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Abstract.

This research aims to find out how the relationship of superiors and subordinates works or we call it, LEADER MEMBER EXCHANGE (LMX) in another term. The object of this research is an Integrated Nursing Home for Impaired Speech and Hearing (INISPH), "Meohai" Kendari, with 5 superiors and subordinates of this institution as the research informants. The method used in this research is descriptive qualitative analysis. The research found that the relationship of superiors and subordinates or Leader Member Exchange (LMX), has been well-intertwined, based on the affection, loyalty, enormous contribution, and respect one another toward the profession done in creating a close relationship to achieve the goal.

Keywords: *affection; loyalty; respect; contributions to the profession*

Abstrak.

Penelitian ini bertujuan untuk mengetahui bagaimana hubungan atasan dan bawahan bekerja atau dalam istilah lain disebut LEADER MEMBER EXCHANGE (LMX). Objek penelitian ini adalah Rumah Perawatan Terpadu untuk Gangguan Berbicara dan Mendengar (INISPH), "Meohai" Kendari, dengan 5 atasan dan bawahan lembaga ini sebagai responden. Metode yang digunakan dalam penelitian ini adalah analisis deskriptif kualitatif. Penelitian ini menemukan bahwa hubungan atasan dan bawahan atau LMX telah terjalin baik, yang berdasarkan kasih sayang, kesetiaan, besar kontribusi, dan menghormati satu sama lain dalam profesi dilakukan untuk menciptakan hubungan dekat.

Kata Kunci: *afeksi, loyalitas, rasa hormat, kontribusi terhadap profesi*

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INTRODUCTION

Human resources become a part of management science that refers to management functions in the implementation of the processes of planning, organizing, staffing, leading and controlling. Management is the process of achievement of goals through the activities of cooperation between human beings. The formula contains the notion of the existence of reciprocal relationships between activity and cooperation on one party with a purpose on the other. To realize the goal, it is necessary to form an organization that can substantially be defined as a group of humans united in an efficient cooperation to achieve the goal functionally. So, it can be said, that the function of the organization is as a tool of management to achieve the purpose.

Managing human resources in the organization is important, in which human resources are much needed for the sake of organization's progresses. Human resources in an organization own a decisive importance to determine the effectiveness of the operation within the organization activities. The success and performance of a person in a certain work line are mostly determined by the level of competence, professionalism and also his commitment to the field of work he has practiced in. An organization is required to be able to improve the quality of its human resources. Similarly, in achieving the objectives and the operation of an organization optimally, it is in need of good relations between superiors and subordinates.

The relationship of superiors and subordinates is but the interaction between the superiors and their subordinates which can create an environment that can motivate and retain employees in the organization (Stum, 2001). The relationship between superiors with the other subordinates is the core thing determining whether or not subordinate stand to work. Since a well-founded relationship and a pleasant atmosphere of togetherness will indeed make someone stay persistently on the position they work.

The relationship between the superiors with subordinates will be able to build a commitment, when the superiors have a deep, strong and honest relationship with their subordinates, or simply named *affection*, consequently the employees will feel supported and trusted by their superiors, as it will further

cause their commitment toward the organization. Guidance and support of superiors to their subordinates will generate *loyalty* between both, as it really is essential to determine organizational commitment. Activities perception of both toward their work will be beneficial to achieve common goals as the *contribution*. While respect perception concerning *professionalism*, it will have a great share to establish a decent reputation both inside and outside organization in *professional respect*.

To procure a firm working relationship demands all parties not only to meet one another expectations and to fulfill hopes of other parties, but also to construct a better understanding of mutual cooperation. A healthy relationship will not exist if a party only want to be understood and do not want to understand the other parties. To conclude, aforementioned keys are but at utmost importance to implement and actualize in the work environment. Remembering that those keys become a social liaison basis, wherever someone lives, not only within the organization.

The quality of human resources is mostly decided by how organization or company's system at a certain extent is capable of upholding and satisfying the desire of both the employees and the organization or company. Therefore, INISPH Meohai Kendari has been demanded to have the commitment for a collaborative assistance to accomplish the bourne of both organization as well as private one. As for the organization commitment concerning the employees can be realized by making the written rules and procedures, selecting good and appropriate managers, clarifying the true vision and mission of the organization and forming the tradition or culture of the organization.

INISPH Meohai Kendari is a social and rehabilitation services for those with speech and hearing disability. Something distinguishing this institution from other institutions is that this social institution accommodating only those with disability who cannot serve themselves. Due to the less number of employees at the institution, both the superiors and subordinates need to work extra hard with high level of loyalty to take care of those with disability. In carrying out the duties and functions of the job, the superiors play a significant role and responsibility to have coordination with existing sections in the organization

structure, as well as they must work together to manage social rehabilitation needs and activities. This is why; they both are obliged to play well their specific roles while maintaining a splendid communication in the process of organizing this INISPH Meohai Kendari.

METHOD

The object of the research is the INISPH Meohai Kendari located at 173 Panjaitan Street. The key informant of this research is the Head of INISPH Meohai, not to mention that the interviews conducted on several subordinates as well. The method used in this research is the analysis of qualitative data. The first step of data analysis is to conduct direct observation on the objects further examined. Secondly, to sort the informants considered able to provide valid information on the research scrutinized. Before finishing the data analysis, appointed informants would be interviewed. Finally, the results were presented descriptively by way of dialogue illustration in accordance with the problems and data processed. To conclude, the data or the interviews outcome of this research was written in accordance with selected superiors and subordinates, which later described in order to obtain the core of research objectives.

DISCUSSION

Subordinate's View Regarding *Affection*

Affection is proximity between superiors and subordinates to establish well-maintained interaction. The value of *affection* is measured through either formal or informal communication or closeness. Formal communication means an act or process of exchanging thoughts performed in official institution through command line or instructive things based on the structure of the organization. Succeeding this will lead to a warmer and stronger connection amongst employees, due to a better understanding of the communication.

Before inquiring the informants about the superiors and subordinate relationship in INISPH Meohai Kendari, the researchers asked them on how they define both formal and informal communication, the proximity of superiors and

subordinates in INISPH Meohai Kendari. Here is the first question conveyed; *“Did the formal communication in INISPH run well?”*

Based on aforementioned statements of INISPH Meohai Kendari subordinates, it is possible to know that both subordinates and superiors establish well-built formal communication within this institution. Based on the output of the above answers, researchers found a temporary summary that they both communicated well in order to shape a deeper intimacy.

Informal communication that does not only occur between them in terms of work, however it also concerns inside and outside of their social environments for creating a pleasant atmosphere to treat the other, as it purposefully enhance their cooperation achieving smoothly the whole common objectives. Informal communication is a communication amongst all people in an organization, yet it is not written, planned or specified in the organizational structure. Formal communication functions to persevere social fellowship of informal group.

The next question conveyed to the informant is: *“Did the informal communication in INISPH run well?”* According to the interview, it is proper to sum up that both superiors and subordinates have a well-established informal communication at the institution. Based on their answers, researchers deduce that supervisors and subordinates establish good communication to create certain closeness. Proximity is a relationship formed through their familiarity. Proximity in this institution environment shaped through good communication in the way they build their work relationships. With individual comfort of each person, it stimulates mutual desire of both at work and at their interpersonal relationships. The further question conveyed to the informants is *“How did you create closeness in INISPH?”* Knowing these statements, the researchers draw conclusions that between subordinates and superiors deepen their rapport to create closeness through formal and informal communication. They both make an effort to control well their way of communication, either inside or outside the institution, so that, their proximity would be always well-preserved.

Subordinate's View Regarding *Loyalty*

Loyalty is a feeling of superiors and subordinates to trust each other in their cooperation to achieve common goals, personal character and benefits. As the superiors have a noticeable role to kick start a solid cooperation, the subordinates do. Loyalty is measured through the support and trust. Support is the act of helping someone by giving love, encouragement or other valuable things to achieve their particular goals. Support given toward the institution is by and large in the form of moral. Relating to the supports given by superiors and subordinates toward the institution, researchers set some questions. The first question is; "*Did you support each other when you were working in the institution?*" Based on the aforementioned statements, the researchers can sum up that subordinates give their all supports and credence toward their superiors, so do the superiors. They are very supportive and trust the work done in order to achieve their common goals in INISPH.

Trust is a closeness formed gradually so it at the end raises the commitment. The advanced question for this section is; "*Did you trust the coworkers in the institution?*" Based on the interview result, we can find out that the subordinates always support what was done by the superiors and other employees. By extracting these answers, researchers found the premise that the subordinate put their all trust and support to their superiors, so do the superiors.

Subordinates' View On *Contributions*

Contribution is to play a significant part in bringing about result by mutual understanding and cooperation on the project between superiors and subordinates. Owing to this, it will lead to proper and equal rights allotment between both parties. Contribution is known through cooperation. A cooperation within job nexus must be founded on mutual trustworthiness. Similarly, all the members of this institution, either superiors or subordinates believe one another. This credibility brought a great share of impact on the task given. Thus, question to ask in the segment is; "*was the cooperation formed in the institution performing*

well?"Based on the interview, all in all, the assistance given is proved providing significant benefits to complete the tasks as well as helpful to enhance the understandings of activities, so that the activities would be more easily accomplished with a maximum output as what is expected. From the aforementioned interviews, researchers come to conclusion that *cooperation* is one of the essential parts to establish a potential work relationship between superiors and subordinates.

Subordinate Opinion About *Professionals Respect*

Professionals respect is a concern between superiors and subordinates when they work together, so great achievements are expected to reach in the end. Professionals respect is measured through self or social awareness. Co-workers' concern, either between superiors and subordinates is necessary to overcome their matters. With a sense of care, the works undertaken will bring in a well-correlated sense of satisfaction. The question in this section is "*Did you care about your work in INISPH?*"Based on the interview, the researchers conclude that the awareness growing within both subordinates and superiors of the institution in their work environment will be able to improve their performance.

Description On The Result Of Interviews With Superiors Of Integrated Nursing Home For Impaired Speech And Hearing (Inisph), Meohai Kendari

The interview also is performed toward superiors of Integrated Nursing Home for Impaired Speech and Hearing (INISPH) Meohai Kendari, as key informant of this research, where she has a role and takes a full responsibility for the activities accomplishment of those with disabilities in the Institution.

The first question conveyed is, "*In your opinion, how was the formal and informal communication existing in INISPH Meohai Kendari?*"

"Formal and informal communication made in the Institution during this time that I've been feeling as the superiors was already great. By building communication and closeness, it would further create a warmer environment, as it would bring about a feeling of comfortable, to love each other. Communication established through cooperation was made by helping and completing one another"

role of work." (Interview with Mrs. Christiana Junus, October 20th 2014, in INISPH Meohai Kendari)

The second question conveyed is, *"In your reckoning, could proximity create a good atmosphere between superiors and subordinates in INISPH Meohai Kendari?"*

"Definitely it could, the proximity is a major thing to form a solid collaboration. It somehow drove the work interest of mine and the subordinates' which might create a wider communication, in which a better atmosphere would occur and make them keep their work up and choose to hold out." (Interview with Mrs. Christiana Junus, October 20th 2014, in INISPH Meohai Kendari).

The third question conveyed is, *"What sort of supports did you give to accomplish the visions and missions of INISPH Meohai Kendari?"*

"I supported this Institution by cooperating with my subordinates, trusted them the tasks that I believed they could handle well. In addition, I assisted things relating to the activities of the Institution, by taking over subordinates role, when they were not available." (Interview with Mrs. Christiana Junus October 20th 2014, in INISPH Meohai Kendari)

The fourth question conveyed is, *"Did you trust your subordinates?"*

"I did. I believed in them in their work capability, because I realized they were able to be responsible for the task given so that their confidence toward the superiors tightly maintained in the Institution." (Interview with Mrs. Christiana Junus October 20th 2014, in INISPH Meohai Kendari).

The fifth question conveyed is, *"Did you make a certain contribution toward your subordinates?"*

"I did. I am as the superior of this Institution has constantly contributed for my subordinates by assisting, understanding, encouraging, and controlling the task undertaken for the sake of our common goal." (Interview with Mrs. Christiana Junus, October 20th 2014, in INISPH Meohai Kendari).

The sixth question conveyed is, *“What sort of contributions did occur between superiors and subordinates in their employment relation in INISPH Meohai Kendari?”*

“Contributions within this Institution ran in the form of supporting each other's work, willing to work sincerely over the responsibility to handle the task that has been given. I believed, it would strengthen the trust worthiness between me and subordinates in the Institution.” (Interview with Mrs. Christiana Junus October 20th 2014, in INISPH Meohai Kendari).

The seventh question conveyed is, *“How was your concern in carrying out the programs of INISPH Meohai Kendari?”*

“By running all tasks well, and growing a sense of caring with complete responsibility for the task given. So I was able to feel comfortable working in my work field as well as for subordinates to be able to increase the output of splendid work for the Institution.” (Interview with Mrs. Christiana Junus October 20th 2014, in INISPH Meohai Kendari).

The eighth question conveyed is, *“In your view, could the existence of care improve the performance of both superiors and subordinates in the INISPH Meohai Kendari?”*

“Undoubtedly, their concern to support each other's' given job and their ability to complete it with sincerity would give me a certain satisfaction as their superiors, and as for the subordinates, this might increase their positive work achievement over the results achieved so far for the Institution.” (Interview with Mrs. Christiana Junus October 20th 2014, in INISPH Meohai Kendari).

Integrated Nursing Home for Impaired Speech and Hearing (INISPH), Meohai Kendari is a rehabilitation home for those with disabilities, specialized in fostering those with speech and hearing disability. Running tasks in the Institution is not easy; it needs a good cooperation and communication between superiors and subordinates in order to create the closeness.

The entire subordinates and superiors should be able to educate and nurture those with speech and hearing disability, in order that they can work independently, and have strong self-confident in their own ability. *Superior and subordinate relationship is the interaction between superiors and subordinates*

for creating an environment that can motivate and retain employees in order to stay within the organization (Stum; 2001). Without good relationship and communication existed between superiors and subordinates, it is hard to build a firm cooperation and to create a condition where the employees choose to keep up on their works. It is a necessity to support each other to establish mutual trust and care over the tasks within the Institution.

The relation of superiors and subordinates is a form of cooperation in the fields of profession that involves all parties' activity in an organization, while providing a space for a mutual recognition of individuals that leads to the education system and the skills that produce all aspects of cooperation between superiors and subordinates. As the output of interviews conducted toward several informants of Integrated Nursing Home for Impaired Speech and Hearing (INISPH) Meohai Kendari, concerning the four elements in this discourse, the researchers will present a general overview of the research that has been analyzed in accordance with the method used.

Superiors And Subordinates' View On The Communication Within INISPH

Affection is a reciprocal relation of closeness to establish a mutual good connection. It is needed to build communication and close relationship in an environment.

As what subordinates of INISPH Meohai Kendari mentioned above, when researchers ask for their understanding of the communication occurring in the institution, they typically say; *"A communication that occurs between superiors and subordinates which consists of formal or informal communication and closeness can create a sense of excitement, familiar, and employees tend to remain in the institution to work"*.

While the interviews with superiors of INISPH Meohai Kendari explains that *"Having a well-established communication in INISPH will create closeness amongst co-workers, causing mutual interest and establishing familiarity both inside and outside the Institution."*

The informants' views was then reinforced by the theory brought up by Dionne (2000) saying that; *"The desire to achieve in the incidence of a relationship is to produce components of personal appreciations and the results obtained. Affection*

is also a form of how they describe their pleasantness and feeling of happy over the presence of others. Meanwhile, according to Stum (2001), he said that; *“Superior and subordinate relationship is but the interaction between superiors and subordinates for the process of creating an environment that can motivate and retain employees in order to remain in the organization.”*

The researchers can conclude that *affection* is something that must be owned by everyone in any relation to establish stronger communication and to create personal or interpersonal closeness. Relationships created properly will be able to make a feeling of happiness, comfort, and prefer to remain working in the Institution, both inside or outside.

Superiors And Subordinates' View On The Support Within INISPH

Loyalty given between superiors to subordinates so are subordinates toward their superiors is in the form of life principles; to continuously help, understand each other, and work together towards a common goal in any institution.

The informants' view was then reinforced by the theory brought up by Luthans (2006) saying that: *“organizational commitment is an attitude that reflects the employees' loyalty to the organization and the ongoing process is that the members of the organization expressed their concern for the success and sustainable progress of the organization”*. Meanwhile, according to Dionne (2000) it is said that: *“An expression of public support for the purpose and character of someone on other staff within the scope of Leader Member Exchange (LMX).”* Loyalty involves full trustworthiness toward someone consistently from a situation to another.

From the definition of loyalty above, the researchers conclude, that the presence of self-awareness of each individual in INISPH Meohai Kendari to trust one another in carrying out the activities of the institution, and to foster the disabled patiently will grow the trustworthiness among superiors and subordinates. Mutual trust attitude shown will *affect* the performance of the employees, as it will also increase the confidence of persons with disabilities and the families who hand over their children to be educated and guided in INISPH Meohai Kendari.

Superiors And Subordinates' View On The Contribution Within INISPH

The success of stunning work achievement requires significant contributions between superiors and subordinates. For the sake of involvement, the activity of social institution where the superiors direct the subordinates to participate and contribute directly in the course of the skills, training on the people with disabilities, such things is but to state the superiors satisfaction over the responsibilities undertaken by superiors and subordinates. Each individual will be more motivated to fulfill the task that has been carried on, knowing that they have the support and trust. Based on interviews that have been done through appointed informants, they believe that by continuous cooperation, and mutual help in carrying out the duties, the responsibilities will be resolved properly.

The informants' view was then reinforced by the theory brought up by Dionne (2000), it is said that; *"It is a tendency of each member (staff) to participate or engaged taking responsibility in completing the tasks."*

From the discourse of the contribution above, the researchers conclude that the attention form of contributions given in formal or informal attachment between superiors and subordinates can bring certain benefits among employees of INISPH Meohai Kendari. The establishment of mutual trust toward superiors and subordinates is able to improve better the togetherness in carrying out all activities of the institution.

Superiors And Subordinates' View On The Professional Respect Within INISPH

The awareness and cooperation between supervisors and subordinates involved in being coordinated played a reciprocal role in running the activities in which the superiors are capable of taking over the portion of the work in the institution, as well as appreciating the work achievement of each. According to the aforementioned interviews on the subordinates, it says that they are very concerned with the work they have. Such statements are supported by their superior's view; she said that, a concern can develop the positive outcome for the Institution.

CONCLUSION

Through communication, it will create proximity between supervisors and subordinates for the sake of the task progressing which has been set, that can make them lasting in their environment. By *affection*, it will build a whole involvement in the activities of the institution. Moreover, it will not only facilitate all parties, but also the relationship between superiors and subordinates, as well as those with disabilities will remain good. Loyalty given by the superiors toward their subordinates in INISPH Meohai Kendari effectively proved as it indeed supports alliances, and mutual trust on the work which can raise excellent attitude amongst whole members of the institution.

Contributions given both in terms of support and assistance on behalf of creating peer interest to keep supporting one another both in terms of work, and relationships that occur inside or outside the Institution. Concern toward the works entrusted to each person in accordance with their field that can ease and smoothen the work. It is implied that each must work sincerely and behave well in order to improve work performance. The communication links between superiors and subordinates should be well established in order to create closeness and intimacy of each individual and to establish a beautiful work relationship. The proximity of the co-workers will be able to also bring in the educated students with disabilities which are creative, potential and have a firm self-confidence.

In carrying out the tasks, it needs the cooperation to create a steady environment of relationships in the institution. It is imperative to have mutual trust in order to improve the quality of the disabled. It is preferable that the loyalty of working between supervisors and subordinates always is embedded in each individual's to constantly need each other when they must switch roles.

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