

ABSTRACT

Management is communication. Every managerial function and activity involves some form of direct or indirect communication. Organizational communication is such an interesting concept for researchers to study. Open communication has for example been found to be positively correlated with employees' satisfaction with the organization. Quality of communication in organizations is associated with employees' job satisfaction and motivation. Communication has further been found playing an important role in the process of organizational change.

This study explored the extent to which the quality of leader-member exchange (LMX) affects subordinates' perceptions of communication satisfaction in multiple contexts. The hypothesis advanced in this study is that the quality of LMX will affect the perceived amount of communication in interpersonal (personal feedback and supervisory communication), group (co-worker communication and organizational integration in the workgroup), and organizational contexts (corporate communication, communication climate, and organizational media quality); and the quality of LMX will affect communication satisfaction most strongly in interpersonal contexts, followed by group and organizational contexts. The quality of LMX was assessed using 7-item version of the LMX scale (Liden & Graen, 1980) while communication satisfaction was measured by the Communication Satisfaction Questionnaire developed by Downs and Hazen (1977). The respondents of this study were employees of PT Telekomunikasi Indonesia that based in Kantor Divisi Regional V Jawa Timur Surabaya with stratified purposive sampling method. Data were analyzed by a one-way MANOVA procedure followed by an examination of univariate effects. Further, if a significant univariate effect was present, a Tukey's HSD test with the probability level set at .05 was performed to identify specific sources of differences among in-, middle-, and out-groups.

Findings indicate that the quality of LMX strongly influenced subordinates' communication satisfaction in interpersonal, group, and organizational contexts; and the quality of LMX affected communication satisfaction most strongly in interpersonal contexts, followed by group and organizational contexts.

Keyword: Leader-Member Exchange, Communication Satisfaction, Interpersonal, Group, Organizational Contexts

ABSTRAKSI

Manajemen adalah komunikasi. Setiap fungsi dan aktifitas manajerial melibatkan beberapa bagian dari komunikasi langsung maupun tidak langsung. Komunikasi dalam organisasi merupakan konsep yang sangat menarik peneliti untuk dilakukan study. Sebagai contoh, komunikasi terbuka ditemukan mempunyai korelasi positif terhadap kepuasan pegawai. Kualitas komunikasi dalam organisasi diasosiasikan dengan kepuasan pegawai dan motifasi. Komunikasi ditemukan lebih lanjut memiliki peran yang penting dalam proses perubahan organisasi.

Penelitian ini dilakukan untuk meng-eksplorasi sejauh mana kualitas kepemimpinan (*leader-member exchange, LMX*) mempengaruhi persepsi pegawai terhadap kepuasan komunikasi dalam berbagai konteks. Hipotesis yang diajukan dalam penelitian ini adalah bahwa kualitas LMX akan mempengaruhi persepsi komunikasi dalam konteks interpersonal (*personal feedback* dan *supervisory communication*), grup (*co-worker communication* dan *organizational integration in the workgroup*), dan organisasi (*corporate communication, communication climate, dan organizational media quality*); dan bahwa kualitas LMX akan mempengaruhi kepuasan komunikasi paling besar di konteks interpersonal dan diikuti oleh grup serta organisasi. Kualitas LMX diukur menggunakan 7-item skala LMX (Liden & Graen, 1980) sedangkan kepuasan komunikasi diukur menggunakan *Communication Satisfaction Questionnaire* yang dikembangkan oleh Downs dan Hazen (1977). Responden dalam penelitian ini ialah pegawai PT Telekomunikasi Indonesia yang bekerja di Kantor Divisi Regional V Jawa Timur Surabaya dengan menggunakan teknik sampling *stratified purposive sampling*. Data dianalisa menggunakan *one-way MANOVA* yang dilanjutkan dengan memeriksa efek *univariate*. Lebih lanjut, jika efek *univariate* signifikan, test *Tukey's HSD* dengan tingkat probability 0,5 dilakukan untuk mengidentifikasi sumber spesifik perbedaan antara *in-, middle-, dan out-group*.

Temuan dalam penelitian ini menunjukkan bahwa kualitas LMX secara kuat mempengaruhi kepuasan komunikasi pegawai dalam konteks interpersonal, grup, dan organisasi; dan kualitas LMX mempengaruhi kepuasan komunikasi paling kuat di konteks interpersonal, diikuti oleh grup dan organisasi.

Keyword: Leader-Member Exchange, Kepuasan Komunikasi, Konteks Interpersonal, Konteks Group, Konteks Organisasi