



ABSTRACT

One of believe that decrease employee satisfaction was disharmony relations supervisor and staff. On the other hand, when it would suggest an intervention to support the company's goals, yet there were limmited theories concerning the definition and dimension of relations supervisors and staff. Therefore, the aim of this studies to determine the definition and dimensions of relations between supervisor and staff. Qualitative research approach with a grounded theory was used for this study. Data was gathered by in depth interviewed and open-ended questionnaire. Data analyzed by open coding, axial coding, and selective coding. The results of this study reflected the dyadic relation of supervisor-staff. Definition of relations supervisor-staff are close friendly relations between supervisors-staff but have superior and subordinate boundaries in order to achieve certain goals. The suitable terms for relations supervisor-staff is a partner. Five dimensions found in relation supervisor-staff, among others togetherness, openness, mutual understanding, support, and comfort. Relation supervisor-staff in Indonesia is found to differ from relations supervisor-staff in other countries, such as kankei and guanxi.

Keywords: social relationship between superior and subordinate, social relationship supervisor and staff, dimensions of social relationship, partner

ABSTRAK

Salah satu hal yang menurunkan kepuasan karyawan adalah ketidakharmonisan relasi supervisor dan staf. Disisi lain, ketika akan menyarankan suatu bentuk relasi sosial supervisor dan staf demi menunjang keefektifan organisasi, belum ada teori yang baku mengenai definisi dan dimensi relasi sosial supervisor dan staf di Indonesia. Oleh karena itu tujuan dari penelitian ini untuk mengetahui pengertian serta dimensi relasi sosial supervisor dan staf di indonesia. Penelitian ini akan menggunakan metode penelitian kualitatif dengan pendekatan *grounded theory*. Responden penelitian diberikan *open-ended questionnaire* kemudian beberapa responden diwawancara Data dianalisis dengan menggunakan *open coding*, *axial coding*, dan *selective coding*. Hasil dari penelitian relasi supervisor-staf ini merefleksikan pola relasi *dyadic*. Definisi relasi supervisor-staf dijelaskan berupa hubungan persahabatan dekat namun memiliki batasan antara supervisor-staf yang saling ketergantungan demi mencapai tujuan tertentu. Istilah untuk relasi supervisor-staf ini ialah *partner*. Lima dimensi ditemukan dalam relasi supervisor-staf antara lain: kebersamaan, keterbukaan, saling mengerti, dukungan, dan kenyamanan. Relasi supervisor-staf di Indonesia ini ditemukan berbeda dengan relasi supervisor-staf di negara lain, seperti *kankei* dan *guanxi*.

Kata kunci: relasi sosial atasan dan bawahan, relasi sosial supervisor dan staf, dimensi relasi sosial, partner