LMX THEORY: QUALITY OF RELATIONSHIPS AND ORGANIZATIONAL CLIMATE IN RESEARCH CENTERS OF SWEETENER AND FIBER PLANTS, 2010–2019

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ABSTRACT

The quality of the relationship between superiors, subordinates, and colleagues is strongly influenced by organizational climate. Organizational communication problems that occur repeatedly, the lack of communication between superiors and subordinates, and conflicts at the employee level make the basis for researchers to conduct research and try to provide recommendations to improve conditions within the Balittas organization.

This research will discuss the quality of the relationship between superiors, subordinates, and colleagues from 2010-2019. This study aims to identify and analyze the quality of the relationship between superiors and subordinates, between coworkers for each period of each leader, analyze the implications of leadership communication styles on the quality of the relationship between leaders and subordinates and among colleagues.

This research was conducted using the Action Research method to go to Balittas from 2010 to 2019. Based on constructivism paradigm, this study collected data using structured interviews and analyzed using the action research cycle from Coghlan and Brannick. The results of this study indicate that the quality of the relationship between superiors and subordinates, as well as coworkers, is influenced by the leadership’s communication style and communication climate.

The quality of the relationship between superiors and subordinates, between colleagues in each period of each leader based on the LMX Theory, is dominated by our group quality. This is because the relationship bond is only limited to a contractual bond. The leader’s communication style has implications for the quality of organizational member relationships. Subsequent research can develop the application of LMX theory in other government work units and create efforts to build quality in-group relationships within Balittas.

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1. Introduction

Studies support the theory that the quality mutual relationship between leaders and subordinates is determined by the limit specified by the style of communication leader, more special, again the method of verbal expression (Pacleb & Bocarnea, 2016). In the study, Wulandari and Mutmainah (2011) stated that quality relationships inside organizations in a manner significantly influenced by climate communication. Dimensions communication organization that is openness, relationship management-employee and satisfaction on the number information received, summarized as causative factor conflict industry on an organization in Indonesia. Results show employees feel dissatisfied with the amount of information they have accepted moment. That’s the climate of communication in the organization not enough open and connected between senior management and employees problem.

Another thing that was disclosed in the study is that quality relationships inside the organization, Good superiority with a subordinate or with colleague work need to be analyzed deeply to find the problem and then can determine the solution. Because of that need, various research can support knowledge about leadership and quality connection inside communication organizations. In line with the findings research above, experts in field communication organization has identified the need for study enhancement of communication leadership and communication colleague work (Heide & Simonsson, 2011; Ruck & Welch, 2012).

From the study theory as well as the results of research disclosed by the experts above, the style of communication leadership is one field of important research for study. De Vries et al. (2010) emphasized that only a little trying research operationalizes the style of communication used by leaders in communication with subordinates. In fact, research that discusses connection style communication with the quality connection between member organizations amounts to little again. This is rather surprising, considering that one aspect important of leadership is the style of one’s interpersonal communication leader.

In the process, leadership is embodied through the language and actions that evoke it. A style Work from the leader the. Patterns of language and actions from a leader inside an organization describe something enough pattern consistent then bring up a style of leadership. Style is an important characteristic of leadership. Different styles from a leader grow solid leadership (Novac & Bratanov, 2014). different styles, the is a value that is still owned by different people, One with others (Yulk, 2009).

Communication style represents characteristics stable personality that reflects assignments and orientation interaction with the individual in life daily them (Cheung & To, 2015). Leaders in an organization have their own styles of each other’s communication. Behavior leader This often is style leadership (style of leadership). Every leader Can have a style different leadership between one and others. Leadership is complex context and more wide in literature management, and there are various types and styles of environmental leadership work. Every style of leadership owns a number of advantages and disadvantages For an organization in connection with managing member organizations (Chin, 2015). a performance leader is determined No only by the style of leadership but also by the style of communication between leaders and their subordinates (Graen & Schiemann, 2013).

Discussing research about connection style communication with the quality connection between members is still seldom done. This is rather surprising, considering that one aspect important of leadership is the style of one’s interpersonal communication leader. This becomes
motivation researchers interested for researching about connection superior underling, for follow up matter That Then researcher starts to dig and try to find the problem A necessary organization For studied as possible used as a deep empirical problem A research.

Hall Study Plant Sweeteners and Fiber (Balittas) is the Technical Implementation Unit (UPT) of the Ministry of Agriculture, below coordination of the Center for Plantation Research and Development (Echelon II) and the Research and Development Agency Agriculture (Echelon I). Balittas have task tree carry out research and development plant sweeteners (cane, stevia, and beet sugar), fiber (fiber fruit and fiber stems and leaves), tobacco and oil industry (Balittas, Report Balai Performance Accountability Study Plant Sweeteners and Fiber, 2017).

In carrying out duties and functions, members organization in scope Balittas do communicate Well from superior to an underling, an underling to superiors, as well communication parallel between subordinate or member in office equal. Activity the No Regardless of organizational processes, Balittas in reach the goal; however, in the process, Balittas Stilk experiences problems in the communication process organization. According to Documented reports in Report Satisfaction Balittas Internal Customers 2017, there is dissatisfaction in the communication process that occurs in the scope of Toddlers. A number of problems were found among others, (1) lack of coaching from leader to the employee; (2) lack of coordination from superior to subordinates, (3) coordination and consultation between top management and staff too less; (4) briefing from superior to all complaint areas customer and follow carry on repair rated slow (Balittas, Report Satisfaction Internal Customers, 2017). Depart from findings in such internal reports, researchers try to explore and explore return findings by doing interviews with officials at Balittas. From the data collected, researchers on research introduction are known that from 2010 to with 2019, replacement leaders often happened.

Before 2010, tenure in Head Hall ranged between five to eleven years. Head The first hall, namely Ir. Sri Hartiniadi Isdijoso, MS., served for eleven years (1984–1995), thereafter Head Hall held by Ir. Hasnam, M.Sc., Ph.D., for four years (1995–1999). Head of The third hall, Dr. Ir. Suwarso, MS., served for six years (1999–2010). Head Hall fourth, namely Prof. Dr. Ir. Deciyanto Soetopo, MS., served for five years (2005–2010). From Table 1.1, it is known that from 2010 to 2019 tenure of _Head Hall only ranged from One to three-year course, even if someone is in office for a number of months. It becomes a question with exists change leadership How to condition an organization Because change the. Condition This is Not yet Once known by the organization (Balittas).

The theory of organization classic put forward by Max Weber (cited in Littlejohn & Foss, 2008) explains that the organization is a rational system with regulatory power. Classical organizations are very bound by the rules that apply within them, how goals have been set, and the rules for achieving them must be followed, but they lack flexibility and are not flexible. Although Weber’s view is rigid, it is widely followed because of its ability to explain the power and regulate organization with more ok.

Researchers communication organization in learning about superior-subordinate communication is heavily influenced by the Leader-Member Exchange (LMX) theory (Graen & Scandura, 1987; Berger, Roloff, & Roskos-Ewoldsen, 2011). In LMX theory, supervisors form various types of relationships with their various employees, and relationships. This varies in connection with quality.

According to LMX theory, there are two types of relationships formed between leaders and subordinates, namely in-group relationships and out-group relationships (Berger, Roloff, &
Roskos-Ewoldsen, 2010). Higher-quality superior-subordinate relationships, known as in-group relationships, are characterized by higher levels of mutual trust, respect, and obligations among the relationship partners. In such relationships, leaders and members learn that they can rely on one another for support. These conditions can produce higher quality relationships and realize superior-subordinate relations as a "partnership," whose members are willing to focus on the greater common interest" (Graen & Uhl-Bien, 1995). The out-group relationship is the opposite of the in-group, namely the low quality of the relationship between superiors and employees and subordinates (Berger, Roloff, & Roskos-Ewoldsen, 2010).

Connection quality low This (low LMX) is characterized by the use of power status in the relationship between members, the exchange of behavior between members of the organization is limited to contractual ties, the relationship between members is bound by their respective roles, low levels of support and trust, and appreciation is only limited to economic motives (Fairhurst, 2001). The impact of this out-group relationship is lower levels of subordinate satisfaction, high turnover of subordinates, and low desire of subordinates to carry out tasks (Graen, Liden & Hoel, 1982).

Study This makes an effort to know the quality connection between superiors and subordinates through LMX theory and analyze more carry-on connection peer category work at Balittas. Kram and Isabella (1985) divided coworker relationships into three categories, namely (1) Information peer relationships, namely coworker relationships characterized by low levels of self-disclosure and trust. Communication in this relationship focuses on limited, work-related content and reflects a low level of intimacy; (2) Collegial peer relationship, namely a coworker relationship characterized by a moderate level of trust, self-disclosure, emotional support, and friendship. Communications among colleagues reflect a wider range of content, including both work-related and personal topics, and a moderate level of intimacy; (3) Special peer, which is a coworker relationship characterized by a high level of emotional support, communicating openly and giving feedback to each other about careers, beliefs, each other's personality, and friendship. Colleague relations in this category show an almost immeasurable breadth of conversational content limited and have high intimacy.

Quality connection with colleague Work is an important and considered organization for the sake of continuity. According to Rawlins (1994), workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which they exist and develop. The function of relationships in the workplace is as a medium for decision-making, influence sharing, and an instrumental and emotional support system. Thus, the quality of these relationships has important consequences for employee experience, including employee information experience.

Quality connection and good work believed can increase productivity in organizations. Employee relations, which are described by Sias (2005) as equal status, are relationships between colleagues without formal authority over one another. This relationship represents a large proportion of workplace relationships, as employees usually have only one immediate supervisor or supervisor but several colleagues. As described by Ray (1987), peer-to-peer relations perform a variety of important functions in the workplace. Peer coworkers are the most likely, and most important source of emotional and mental support for employees, especially since coworkers have knowledge and understanding of workplace experiences that external sources do not. In addition, coworkers act as a second pair of "eyes and ears" for one another. Coworkers will share important organizational information and gossip that may otherwise be unobtainable (Rawlins, 1994).
Kirby and Krone (2002) stated that the attitudes and behavior of coworkers have a strong influence on one another. Thus, peer relations are important relationships for the functioning of the organization. Peer relationships, like superior-subordinate relationships, vary widely in quality. Sias and Cahill (1998) note that the interactions between these various types of relationships are fundamentally different. In particular, friends engage in much more frequent, intimate, and open communication than acquaintances. In addition, communication between coworkers becomes more extensive and intimate when friendships the closer.

Based on the findings of phenomenon problems going on inside the organization Balittas and studies study previously had discussed above, the researcher looked need to carry out a study to dig problem and find solving the problem. Problems communication organization that happened repeated, at least communication between superiors and subordinates, and also the presence level conflict. employee make the base for researcher For do research and endeavor For give recommendation For repair conditions that occur in organization Toddlers. Study This will be focused on a discussion about style communication leadership and how it impacts the quality connection between superiors and subordinates as well as colleagues' work. Study style communication leader leader organization, however only restricted in 2010 with 2019. This thing did Because replacement leadership, in matter This Head Balai, whose tenure only ranged from one to three years just.

2. Method

The study uses paradigm constructivism. According to Denzin and Lincoln (2017), paradigm constructivism is oriented to the understanding that is built from social reality. The method used _ in the study. This is action research or study action. Lewin (1947) illustrates study action as an ongoing research process that turns like spirals. The process consists of three-step, namely (1) planning, which in it involves observation in a deep manner; (2) taking action ; (3) evaluation.

The selected research location is Hall Study Plant Sweeteners and Fiber which is an organization place researcher Work as public relations practitioners. Balittas has its address at Jalan Raya Karangploso KM. 4, Malang Regency , Province East Java . In research, In this case, the data collection process refers to the stages of study action. There are four stages that determine the diagnosis of the problem style communication leadership, quality connection between member organizations. Second, action strategy planning and How to overcome problems. Third, implement an action strategy. Finally, that is an evaluation of How style communication leadership has implications for quality connection be between member organizations. Interviews in the study action tend characteristic open and not structured, with a focus on what the interviewee is saying (Coghlan & Brannick, 2005). In line with the opinion above, Bryman (2008) explained interview deep could form interviews No structured or can also be semi-structured. Interview No structured type That interview only uses the topic list or problem, which is often called guide interview or interview guide, and usually uses style ask informally.

Technique for determining participants as data sources ( informants ) in the study. This uses a purposive technique. According to Bryman (2008), the purposive sampling technique is the determination of sample study in a strategic manner, so sampling the relevant questions submitted research. _ Criteria suitable informant _ with study This must own competency and knowledge about style communication leadership in Balittas and quality connection employee
during 2010 to _ with 2019, knowing How the quality relationship between member organization Good superiors and subordinates man fellow colleague work. In research activities, the researchers use stages described by Coghlan and Brannick (2005 ), the reason they give stages analysis study action taken for research conducted on organizations practitioner alone. The stage is A cycle of research consisting of the pre-step that contains context/destination and the main step that contains four basic steps (diagnosing, planning action, taking action, and evaluating action).

3. Results and Discussion

According to LMX theory, the relationship is formed between leaders and subordinates. There are two types that are in-group relations and out-group relations (Berger, Roloff, & Roskos-Ewoldsen, 2010). Connection more superiors quality known as in-group relationships are marked with level each other more trust, respect, and obligation high in between partners relationship. In connection with it, leaders and members Study that they can depend on One another for each other to give support.

Quality connection with superiors and subordinates during tenure Emmy Sulistyowati leads to in-group relations. this showed with the statement informant that there is each other trust and respect between superiors and subordinates. Besides That, leaders and subordinates carry out obligations, duties, and commitments in their job. Each other gives support between superiors and subordinates also occurs in the leadership head hall.

Different from the two terms of leadership above, from 2010-2019, Balittas _ Still dominated with quality out-group relationships. This Enough worrying Because, according to opinion Graen, Liden, & Hoel (1982), it impacts out-group relationships. This level of satisfaction among subordinates is low, with high-level replacement subordinates and low desire subordinates To carry out the task.

Out-group relations appear during the leadership period Head Bambang Heliyanto Hall is in between in-group and out-group relationships. Out-group relationships are marked with existing statements from the informants that carrying out obligations, duties, and commitments are not enough carried out by subordinates. The bottom is also lacking in giving support to superiors. Out-group relations also appear during the leadership period Master. This _ depicts the statement informant that leaders are not enough can commit to their jobs, as well support between superiors and subordinates is low.

Neither does the leader give the information needed by employees. There is a mutual belief between superiors and subordinates and also a sense of mutuality and respect, however implementation in a manner normative and just. Trust and respect just Because exist rules and norms and polite prevailing manners. Quality connection between colleagues _ work during tenure Head Hall Master leads to informational peer relationships. This will be marked with low mutuality belief, disclosure of self, and discussing things personally between fellow colleague work. Support emotional among colleagues work is also low. No seen exists friendships formed. Besides, it also exists replacement employees.

Out-group relationships are vice versa of the in-group, that is, a low-quality connection between superiors with subordinates (Berger, Roloff, & Roskos-Ewoldsen, 2010). Quality out-group relations were also found in the reign of Moch. Cholid Although there is a mutual feeling of respect and trust, in practice, only limited formality just. Held only limited bond contractual. Besides that, conditions the strengthened by lack of commitment in carrying out obligations
and duties, superiors and subordinates not enough give support and information needed by employees, it's not given by the leadership.

The out-group relationship appears in the three leadership periods and must improve for leadership _next. Connection quality low this (low LMX) is marked by the use of power status in the connection between members, exchange behavior between member organizations done limited bond contractual, the relationships between members who are bound by their respective roles, low-level support and trust, and appreciation only limited to economic motives (Fairhurst, 2001).

Study this also describes the connection between colleague work. Kram and Isabella (1985) split connection fellow colleague work become three categories, namely (1) Information peer relationship, namely connection colleague work characterized by low-level disclosure of self and trust. Communication in connection This focuses on limited, related content with work and reflects a level of low intimacy; (2) Collegial peer relationship, namely connection colleague work marked by a level of trust moderate, disclosure of self, emotional support, and friendship. Communication between colleague reflects more content-wide, incl related topics with work and personal, and level moderate intimacy; (3) Special peer, i.e., connection colleague marked work with level support high emotional, communicate in a manner open and mutual give a response about careers, beliefs, each other's personalities, and friendships. Connection colleagues work on categories. This shows the breadth of content, almost conversation not limited, and has high intimacy.

The quality connection between fellow colleague work during tenure Head Hall Moch. Cholid and Part of the leadership Emmy Sulistyowati have led to informational peer relationships. This be marked with low mutuality belief, disclosure of self, and discussing things personally between fellow colleague work. Openness between employees is only on the level moderate. Support emotional among colleagues work is also low. Formed friendships become groups certain yes pro and cons groups to leadership head Hall.

Furthermore, during the time of Chief Hall Kuntoro Boga. As a matter of this researcher No Can find a type of quality connection between superiors and subordinates as well as fellow colleagues. Work No can identify well by informants. This is due to tenure. Only Kuntoro Boga served three months and only One effective month leading the hall.

Based on the results interview with the fourth informant is known that every informant owns a quality of different relationships, one with the other with each leader. The quality connection can be marked by a number of things, such as each other beliefs between leaders and subordinates, attitudes toward each other, respect, leaders, and subordinates carrying out obligations, duties, and commitments in their job, giving support For interest organization, giving required information in a manner open, open communication between fellow colleague work, there is a sense of mutuality trust and disclosure self in matter personal, mutual give support emotional, form friendship, and low replacement employee.

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W: http://spektrum.stikosa-aws.ac.id/index.php/spektrum | E: spektrum@stikosa-aws.ac.id
According to Berger, Roloff & Roskos Ewoldsen’s (2010) assumptions, LMX theory is leaders build connections with quality that varies between subgroups underlings, not connect subgroups the in a manner uniform. The relationship formed between leaders and subordinates There is two type that is in-group relationships and out-group relationships. Research results This shows the domination of the leadership Still own quality out-group relations, so matter This can become notes important for leader hall next so you can create quality in-group relationship.

Quality good relationships also help _ give climate good organization. According to Salianto & Lubis (2014), climate organization is the meaning or perception and interpretation of perceived experiences _ of employees during work at an organization or related companies with environment psychological and social. In the matter here , employee Balittas in the organization gives meaning and assessment based on what he feels about the atmosphere of work and the dimensions within related organizations with the well-being of the employee, including quality connection with the leader. Research results This shows that climate organization Balittas tend to be capricious. This No regardless of role leader organization that makes climate organization looked conducive or not.

4. Conclusion

An interesting finding in this study is that it is known from the results of the performance report (LAKIN) that there is no decrease in performance achievement even though there has been a change in leadership in a fairly short period of time. The quality of the relationship between superiors and subordinates in the 2010-2019 period still reflects the quality of out-group relationships based on the LMX theory (low relationship quality) because the exchange of behavior of members of the organization is limited to contractual ties and low levels of support and trust in one another.

In accordance with the characteristics of action research which is a research process with continuous cycles. These stages reflect that action research in an organization can be carried out continuously by developing research findings and research recommendations. This will provide greater opportunities for organizations such as Balittas, to be able to evaluate problems over a certain period of time. Qualitatively, it is possible that an inappropriate leadership communication style can disrupt employee relations which has an impact on performance. The results of the recommendations which also adjust the results of the problem evaluation can be used as continuous improvements for the progress of the organization, especially in the field of organizational communication. This is also supported by researchers who are practitioners in the field of communication who are members of their own organization.
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