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PATTERN QUALITY RELATIONSHIP BETWEEN LEADER AND MEMBER IN A TEAM

Elly Yuliandari

Email : el_yuliandari@yahoo.com

Faculty Of Psychology, Surabaya University

Abstract

This study aims to determine the patterns of mutual relations that exist between the supervisor subordinates in a work team. Relationships between supervisors and subordinates are not always homogeneous. There are various types of relationships qualities that may be encountered in a team. Research carried out on 255 couple's superiors and subordinates who are in a team work. The study was conducted by requesting leader and member to make a judgment about quality or their relations. This study is based on the concept of leader member exchange theory developed Graen & Uhl-Biehn (1995). Analyses were performed by using multivariate analysis. The results indicate that there are four pattern relationships in work teams. Four patterns of relationships were ingroup, middlegroup, outgroup and indifference. The four existing relationship pattern is influenced by the willingness to accept each other between leader and member and also disposition to have adjustment each other. The results also show that the pattern of relationships between leader and member are not influenced by the length of employment, gender dissimilarities, age differences and educational level.

Keywords : pattern of quality relationship, LMX, reciprocal

INTRODUCTION

Labor productivity can be seen from the work of the effectiveness of the relationship in the work process. Effective relationships will create a conducive working atmosphere. Conducive situation in the organization will provide a positive and significant impact on mental health and a productivity (Luthans, 2002).

Research on the supervisor and subordinate relationships contribute significantly by Liden, Wayne and Sparrowe (2000). This research noted the importance of empowerment in the workplace, interpersonal relationships and work. Relationship is seen as a crucial aspect that helps the process of implementation of tasks. The concern for relations is central to humanistic management (Daley, 1986), which is dedicated to promoting the personal significance of work, the autonomy of employees, and fairness in appraisals. Humanistic management will lead to happy work and proactive contribution among the team member.

The leader need to identify pattern of quality relationship between leader and member, in order to develop productive team. Given the leadership was a significant figure in the work process, the quality of superior and subordinate relationships need attention. The leader need to be aware of their existence and its role in developing the ability of subordinates, otherwise the subordinate is able to adapt to the demands of the work.

Relationships between superiors and subordinates refer to dyadic relationship.

Therefore leadership have specific relationships with different subordinates. If the leader have 10 member in the team, there will be 10 pattern of relationship also in the team.

The interaction between superiors and subordinates can be explained by using the theory of leader-member exchange (LMX theory). This theory was developed Graen and Uhl-Bien (1995). The underlying concept of this theory is the dyadic relationship. LMX theory is a theory that emphasizes the relationship dynamics of superiors and subordinates. Relation superiors and subordinates in the LMX theory is described reciprocal. That is, the relationship established between a supervisor and subordinate relationships are dyadic (reciprocal two parties). Dyadic relationships provide an opportunity to establish interactions that are personal. There is a close relationship that is based on interaction to know each other.

Relations-oriented supervision is seen in the communication patterns of supervisors and subordinates. Kir-Meyer and Lin (1987) arranged for observers to record an average of 107 face-to-face interactions with the supervisors of 60 randomly chosen police radio dispatchers. Communications with the dispatchers' supervisors were facilitated if the dispatchers felt they were receiving social support from their superiors.

The leader has a dynamics interaction among the subordinate related to the diverse range of individuals in the team. Good relations with superiors will make subordinates as the circumference (in group)



in a team. Being in the group will make an individual gain confidence, opportunity, role, and influence of the existing resources in the group. Exchange relationships are forged personal (personal exchange) is no longer based on formal authority (Hollander, 1980). Supervisor and subordinate relationship is described as a form of mutually beneficial exchange roles with each other (Chemers, 2001). The concern for relations is manifest in different ways with different systems.

In this study seeks to be able to identify the types of quality supervisor subordinate relationships that exist within a work team. Efforts to understand the dyadic relationships that are necessary to support the productivity of labor and individual mental health. Research on the factors that favor the formation of good quality LMX needs to be done. Research conducted by Liden, et al (in Chemers, 2001) suggests that the relationship between superiors and subordinates could be predicted since the beginning. Interval of time required to detect a relation is between 2 weeks, 5 weeks to 6 months. During this period, it is possible to increase the quality of relationships.

Thus, would suggest that attributed beliefs about social groups, be they attributed to the in group, middle group or to the in group, can in major ways affect intergroup and interpersonal behavior. Leaders usually have a specific relationship to the ingroup in his team. Individuals who belong to the ingroup is the staff that won the trust, opportunity, role, and influence of the existing resources in the group. In the ingroup, relationships are forged personal exchanges (personal exchange) is no longer based on formal authority (Jones, 2001).

Being ingroup make individuals will develop high motivation at work. Ingroup are also willing to share more of the tasks are executed. Subordinate behavior is what the pay off will be obtained from the supervisor. Subordinate charged show loyalty while supervisor is committed to develop subordinates. Not only do one's perceptions of the out group's beliefs affect inter group dynamics, but so to do perceptions of the ingroup's beliefs. Consider one additional scenario: In general you find ethnic humor, making jokes at the expense of particular minority groups, to be offensive. But one night you find yourself out with close friends and everyone begins telling ethnic jokes. Suddenly it seems alright to express fairly strong outgroup antipathies, since it seems that your friends are willing to do just that in the spirit of having a good time.

Believing that one's ingroup harbors relatively strong stereotypic beliefs about outgroup members can lead someone to endorse and express prejudices and stereotypes (Blanchard, Lilly, & Vaughn, 1991). And such expressions certainly have consequences for intergroup behavior.

Leaders also differ in the extent to which they pursue a human relations approach and try to maintain friendly, supportive relations with their followers. Those with a strong concern are identified as relations oriented

(Rose, 1981), concerned for maintenance (Misumi, 1985) or group maintenance (Rothbarth & John, 1985), concerned for people (Brouwer, 1985).

According to social identity theory (Tajfel, 1978; Tajfel & Turner, 1979), defines social identity theory as part of individual's self concept which derives from his knowledge of his membership in a social group. This research is focusing on individual perception regarding his position in a team. Individu as a subordinate may have a position as a ingroup, middlegroup, outgroup or in difference. According to Turner (1975) there are two kind of position regarding to the leader member exchange, as ingroup or outgroup. In this study kind of pattern relationship between leader and member can be differentiate into 4 kind of pattern : ingroup, middlegroup and indifference. This study also seek to know the contribution of education, length of employment also gender differentiate between leader and member that contribute to the pattern of relation between supervisor and subordinate.

METHOD

Participants

All participants were 255 couple's supervisors and subordinates who are in a team work. Supervisor and subordinate have worked at least one year so it has been getting to know each other. Supervisor and subordinate at least have 1 year experience running tasks in a work team. Couples supervisors and subordinates are chosen randomly. Both worked at the same company working as a team.

Design and Procedure

Respective superiors and subordinates fill out questionnaires on leader member exchange questionair. supervisor assessed on their subordinates and vice versa. In this study conducted a survey on 267 couples, but 12 couples disqualified due to not fill out the questionnaire given in full. supervisors and subordinates alike assess the quality of the relationships in the high category referred to as the ingroup. When superiors and subordinates alike assess the quality of relationship as moderate then the couple of supervisor and subordinate will categorized as the middlegroup. Whereas when superiors and subordinates assess quality relationships as low, then categorized into the category outgroup. Meanwhile, when supervisors and subordinates do not have the appropriate assessment of the included categories indifference.

Measurement

Measuring instruments used questionnaires adalah superior quality reciprocal relationship (LMX questionnaire). In this study, the quality of the relationships seen two versions, superiors and subordinates version. There are four dimensions that are used to identify leader member exchange. The four dimension are: loyalty, respect, Affect and contributions.

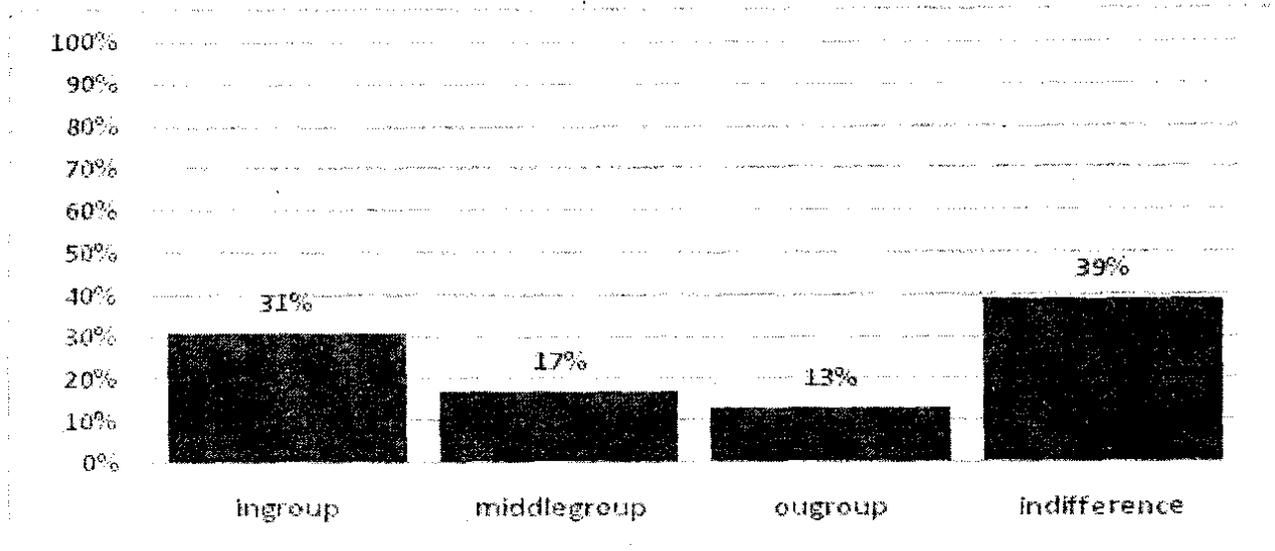


RESULT

Data analysis using descriptive statistics show that the bulk of the team members are a group of

indifference. Graphically the type of group that is able to be delivered through the following images

Figure1. Presentage types of relationships



Regarding descriptive statistics show that your most types of relationships including the indifference category. Indifference group illustrates that superiors and subordinates are less able to understand each other. Approximately 39 % of the team members are included in the category of indifference, 31 % ingroup, 17 % middlegroup and 13 % outgroup. The results showed that most of team members in the category of indifference. The results obtained show that supervisors need to recognize the quality of their relationships with subordinates in order to develop a more productive relationship. Only 31 % member that is categorized as ingroup reflected that the supervisor need to encourage mutual interaction with the subordinate.

Category indifference is reflected subordinat assess the quality of leader member exchange as higher or lower. According to Wilmot (1987) quality assessment discrepancies reciprocal relationships (disagreement appraisal), illustrates that superiors and subordinates have different assessments of each other. Subordinates assess their quality is higher (overestimate) or lower than the supervisor (underestimate). The tendency to

underestimate or overestimate by Greenberg (2003) is a form of social recognition that has not been confirmed. On relationships that are mutual, self-assessment of the need to be confirmed in the interaction partner.

In a team, no tall staff will be ingroup. Being in group or outgroup will be influenced by the characteristics of superiors and subordinates (Graen&Cahsman, 1975). Individuals who have poor quality relationships with superiors, tend to be passive and have a less contribution in his duties. Thisgroup is called the outgroup. Opportunities presented in the work situation is usually given to a group classified as ingroup. To be ingroup, outgroup, middle group or indifference is a form of personal decision. If subordinate decides to make himself into ingroup, he will moved himself to achieve a good relationship with the supervisor. Otherwise if the subordinate remains skeptical about his relationship with superiors, will make subordinate less motivated to be able to build better quality relationships with supervisor. This suggests that both supervisors and subordinates need to know the position him self regarding of supervisor appraisal, vice versa.

Table 1. Multivariate analysis

Aspects	F	Sig
Gender similarity	2,266	.134
Length of employment	1,034	.400
Educational background	1,158	.332



Through this study also obtained results indicate that educational background, length of employment and gender equality is not a significant influence on the pattern of superior subordinate relationship. Result obtained indicate that the quality of supervisor subordinate relationship is not determined by the length of a person to know each other, but more due to the willingness to be able to accept each other. Chemers (2001) suggests that the relationship between superiors and subordinates could be predicted since the beginning. Interval of time required to detect a relation is between 2 weeks, 5 weeks to 6 months. In other words period of 2 weeks, 5 weeks or 6 months is enough time for subordinate to get to know and making decisions to accept supervisor as a partner in a team. If subordinates on a period of more than 6 months do not accept the supervisor as a partner and tend to be outgroup, the supervisor needs to be proactively approach the subordinate in order to be ingroup.

Educational background does not give significant contribution to supervisor subordinate relationship quality. Willingness to develop good quality relationships with supervisors can be done by subordinates with diverse educational backgrounds. Subordinate is an individual who has a natural tendency to be able to establish a good relationship with the supervisor. This encouragement is part of social identity, the desire to be able to get a positive atmosphere within the work environment (Tajfel, 1981). People generally want to feel positively about themselves and that being ingroup in order to increase perceived worthiness as a member of a team.

Gender equality also did not have significant contribution of the pattern of quality relationship. Men and women supervisor provide the same opportunities to build good quality relationships with subordinates (Jackson, Engstrom, & Emmers-Sommer, 2007). Think Gender similarity or difference is not an obstacle to develop good quality relationships with subordinates. Supervisor need to have the readiness to be able to

establish a good relationship with the supervisor either women or men. Readiness of subordinate to face the interaction with supervisor would make it to have positive thoughts on various issues he encountered. Leadership decision independently of gender. Factors that make subordinate become ingroup, not because of gender but rather due to the characteristics of the treatment given to subordinates. Gladding (2008) recognized effective group leaders are flexible, versatile, and skilled in the core competences of group work (i.e., linking, facilitating, blocking); display personal characteristics of warmth and self-awareness; and are capable of handling conflict. Effective leaders also demonstrate the ability to nurture a sense of hope and display positive attitudes and emotional supportive behaviors (Dykeman & Appleton, 1998; Stockton, Morran, & Velboff, 1987).

Once a leader has examined these issues personally, she will be better equipped to facilitate discussions about gender in an unbiased manner. If she has not addressed these issues, the leader could transfer some of her bias and prejudices onto the group members.

By examining some of her own feelings about gender, female leaders may be able to support women regardless of their choices to conform to traditional roles or explore less traditional roles. Leadership not only a matter of gender, but significantly about the way supervisor develop feminine atmosphere in work situation.

This study shows that the relationship between supervisor and subordinates should be developed continuously. Sometimes supervisors or subordinates need to understand whether he was in a position ingroup, middlegroup, outgroup or indifference. Since of the effort the position subordinates regarding supervisor perception, vice versa will improve the quality of reciprocal relations. Considering the percentage of outgroup and indifference are the majority, then the supervisor should allocate special time to develop relationships.



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