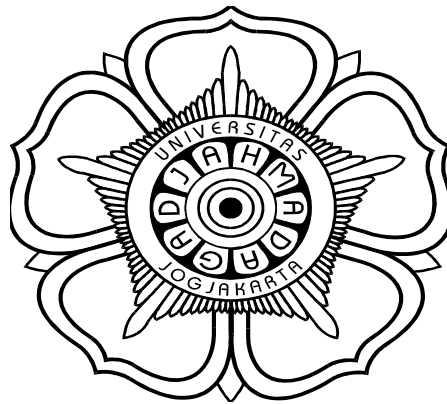


**PENGARUH KETERAMPILAN POLITIK PADA HUBUNGAN
PERBEDAAN DEMOGRAFIS DAN KUALITAS HUBUNGAN
PEMIMPIN-BAWAHAN LANGSUNG
(DI DALAM ORGANISASI DENGAN PERSEPSI POLITIK
ORGANISASIONAL TINGGI DAN RENDAH)**



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**Program Doktor Fakultas Ekonomika dan Bisnis
Program Studi Manajemen
Universitas Gadjah Mada
Yogyakarta
2016**

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**Desertasi untuk Memperoleh
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Universitas Gadjah Mada**

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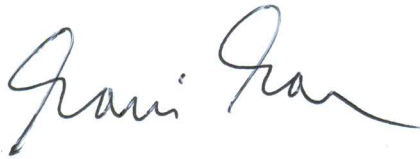
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Lahir

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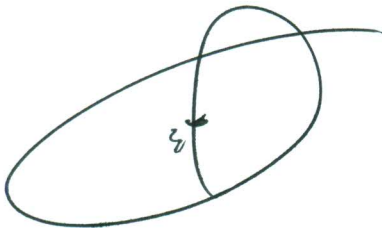
PERSETUJUAN TIM PROMOTOR



T. Hani Handoko, Ph.D.
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PERNYATAAN

Dengan ini menyatakan bahwa di dalam disertasi ini tidak terdapat karya yang pernah diajukan untuk memperoleh gelar kesarjanaan di suatu perguruan tinggi, dan sepanjang pengetahuan saya juga tidak terdapat karya atau pendapat yang pernah ditulis atau diterbitkan oleh orang lain, kecuali yang secara tertulis diacu dalam naskah ini dan disebutkan dalam daftar pustaka.

Yogyakarta, 18 Agustus 2016

Yang menyatakan,



Kabul Wahyu Utomo

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Studi ini adalah tentang hubungan antara perbedaan demografis (jenis kelamin, usia, pendidikan, dan etnis) pemimpin-bawahan langsung dan kualitas hubungan pemimpin-bawahan langsung. Hubungan antara perbedaan demografis dan kualitas hubungan pemimpin-bawahan langsung pada penelitian ini dimediasi oleh rasa suka. Perbedaan demografis berhubungan negatif dengan rasa suka. Untuk mengurangi dampak negatif tersebut, digunakan keterampilan politik. Selanjutnya dalam penelitian ini, organisasi dibedakan berdasarkan persepsi politik organisasional. Hasil studi mendukung perbedaan demografis etnis berhubungan dengan kualitas hubungan pemimpin-bawahan langsung dengan dimediasi oleh rasa suka. Hubungan antara perbedaan demografis etnis dan rasa suka dimoderasi oleh keterampilan politik, selanjutnya berhubungan dengan kualitas hubungan pemimpin-bawahan langsung.

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INTISARI

Studi ini adalah tentang hubungan antara perbedaan demografis (a. jenis kelamin, b. usia, c. pendidikan, dan d. etnis) pemimpin-bawahan langsung dan kualitas hubungan pemimpin-bawahan langsung (HPBL) yang dimediasi oleh rasa suka. Selain itu penelitian ini juga menghubungkan antara perbedaan demografis pemimpin-bawahan langsung dan rasa suka yang dimoderasi oleh keterampilan politik. Penelitian keterampilan politik menarik ketika kemudian dihubungkan dengan persepsi politik organisasional (PPO) bawahan terhadap masing-masing organisasi.

Data dikumpulkan dengan metode survei menggunakan kuesioner. Target responden sebesar 500 diad pemimpin-bawahan langsung dari empat organisasi. Kuesioner yang kembali serta dapat diolah sebanyak 364 kuesioner diad dari empat organisasi, dengan komposisi 73 pemimpin dan 364 bawahan langsung. Tingkat respons adalah sebanyak 72,8%. Penelitian dilakukan pada institusi jasa pendidikan (Perguruan Tinggi) dan jasa rumah sakit yang berlokasi di Jakarta dan Yogyakarta.

Variabel dalam penelitian ini adalah perbedaan demografis (a. jenis kelamin, b. usia, c. pendidikan, dan d. etnis) pemimpin-bawahan langsung sebagai variabel bebas, rasa suka sebagai variabel pemediasi, kualitas hubungan pemimpin-bawahan langsung sebagai variabel terikat dan keterampilan politik sebagai variabel pemoderasi. Analisis dilakukan dengan menggunakan analisis regresi dan regresi hirarki serta *mediated moderation* (Muller, *et al.*, 2005; Bucy & Tao, 2007).

Hasil analisis menunjukkan bahwa terdapat hubungan negatif antara perbedaan demografis etnis pemimpin-bawahan langsung dan rasa suka. Selanjutnya terdapat hubungan positif antara rasa suka dan kualitas hubungan pemimpin-bawahan langsung (HPBL). Pada penelitian ini hipotesis rasa suka memediasi hubungan antara perbedaan demografis etnis pemimpin-bawahan langsung dan kualitas hubungan pemimpin-bawahan langsung didukung.

Hal yang menarik dalam penelitian ini adalah hubungan antara perbedaan demografis pemimpin-bawahan langsung dan rasa suka dimoderasi oleh keterampilan politik dengan uji moderasi. Kemudian studi ini juga menguji secara moderasi pemediasian dan tampak bahwa perbedaan demografis etnis pemimpin-bawahan langsung berhubungan dengan kualitas hubungan pemimpin-bawahan langsung dengan dimediasi oleh rasa suka yang terlebih dahulu dimoderasi oleh keterampilan politik.

Penelitian ini kemudian mencoba membedakan dampak perbedaan demografis pemimpin-bawahan langsung pada masing-masing organisasi, dengan membedakan organisasi berdasarkan persepsi politik organisasional. Selanjutnya diskusi, implikasi serta rekomendasi dari studi ini dibahas dalam penelitian ini.

Kata Kunci: perbedaan demografis pemimpin-bawahan langsung (Jenis kelamin, usia, pendidikan, etnis), kualitas hubungan pemimpin-bawahan langsung (HPBL), rasa suka, keterampilan politik, perilaku politik organisasional (PPO).

ABSTRACT

This study concerns the correlation between the demographic differences of superior- subordinate (sex, age, education, and ethnicity) and the quality of the leader-member exchange (LMX) mediated by liking. In addition, this study also correlates between demographic differences of superior- subordinate and liking moderated by political skills. Research on political skills is interesting if correlated to perception of organizational politics.

Data were collected with survey method using questionnaires. Target of respondent are 500 diad leader-member from four organization. questionnaires return are 364 diad, composition of the responden are 73 leader (supervisor), and 364 member (subordinate). Respond rate are 72,8%. Data were collected from university and hospital in Jakarta and Yogyakarta.

Variables in this study were demographic differences of superior-subordinate as independent variable, liking as mediating variable, LMX as dependent variable and political skills as moderating variables. Analyses were carried out using regression analysis and hierarchical regression as well as mediated moderation (Muller, *et al.*, 2005; Bucy & Tao, 2007).

The results of the analysis indicate that there is a negative correlation between ethnic demographic differences of superior- subordinate and liking. Furthermore, there is a positive correlation between liking and LMX. In this study, the hypothesis that liking mediates the correlation between ethnic demographic differences of superior- subordinate and LMX is also supported.

The interesting thing is this study supports the hypothesis of the correlation between demographic differences of superior- subordinate and liking which is moderated by political skills. This study also supports the correlation between ethnic demographic differences of superior- subordinate and LMX and mediated by liking which is previously moderated by political skills.

Finally, this study attempts to distinguish the impact of demographic differences of superior- subordinate and liking moderated by political skills, by distinguishing organization based on the perception of organizational politics. Furthermore, discussion, implications and recommendations of the study are discussed in this study.

Key Word: demographic differences of superior-subordinate (sex, age, education, and ethnicity), leader member exchange (LMX), liking, political skill, perception of organizational politics (POPS).

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