

# THE CORRELATION OF SUBORDINATE-LEADER INTIMACY AND JOB SATISFACTION WITH ORGANIZATIONAL COMMITMENT

Laila Meiliyandrie Indah Wardani

Phd student

Universiti Kebangsaan Malaysia

[lailamiw@yahoo.com](mailto:lailamiw@yahoo.com)

## ABSTRACT

*The objective of this research was to study the correlation of subordinate-leader intimacy and job satisfaction with organization commitment. A total respondent of this research 216 employees of Government Organization in Cilegon, Indonesia were selected to fill up the questionnaires. A set of questionnaire consist of self developed Intimacy Questionnaire, Porter and Smith's Organizational Commitment Questionnaire (OCQ), Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Davis, England, and Lofquist, and respondents' personal data was administered to the respondents. The data were analyzed by Person Correlation and Multiple Regression analysis of Statistical Package for Social Science (SPSS) version 12.0. The result showed that there were positive correlation between organization commitment and leader – subordinate intimacy, between organization commitment and job satisfaction, and between subordinate-leader intimacy and job satisfaction. Intimacy between leader and subordinate and Job Satisfaction were simultaneously contribute to the organization commitment. The research found that there was no correlation between demographic factors and all tested variables. As the leader and subordinate intimacy become closer and more satisfied employee, the organization commitment is proven to be higher.*

## INTRODUCTION

Recent world of work is experiencing growth and need for changes to the increasing global competition and rapid development of information technology. By the realization of the objectives to be achieved, human resources within the organization itself must be able to adjust to the situation and circumstances of what is happening. As human labor is one of the elements that determine high or low affectivity an organization. According to Robbins (1996), one of the factors that also affect job satisfaction is organizational performance. General job satisfaction is an individual attitude towards work. Level of satisfaction that will be felt if the higher aspects of the job more suitable to the wants and needs of the individual. Employees with high levels of job satisfaction shows a positive attitude towards work, while workers who are not satisfied that his work will show a negative attitude.

According to Davis and Newstrom (1985), one of the symptoms of conditions that are not healthy in an organization is because of low job satisfaction. Sensitivity in identifying the organizational factors, characteristics and effects of job satisfaction is a wise step in the management of the employer. This is because the management is efficient, smart, effective and practical, job satisfaction among employees will be achieved and thus loyalty to the organization's employees will increase.

Sheldon (1971), considers that the organization is committed orientation organization that connects to the identity of an employee organization that is divided into three main components. First, identification of receiving goals and values in line with organizational goals and values self-value; second, ie preoccupation involvement in the activities of his duties and the third, the sense of loyalty relationship, love the organization. Commitment in the achievement, one needs is a sense of relationship and love in the organization. It can't be achieved if there is no interaction between the superior or subordinate between workers and colleagues. Employees as stakeholders in an organization is managing the human resources in achieving organizational goals. An organization will not be developed only if supported by the availability of facilities / amenities that any high-tech workers without involving optimal. Employees are strategic factors associated with an organization's sustainability process. Strategic because employees do a simple interaction between individuals within different.

Many theories and research that states that intimacy is important in every aspect of interpersonal relationships (Laurenceau, et. Al, 1998). Human life can't be sure because their own needs to others. To meet these requirements, can be described as forming a relationship with others. Intimacy is a form of relationship that developed from a relationship that is reciprocal between two individuals, sharing experiences and information. In intimacy there are usually elements of openness, familiarity with other individuals and share mind.

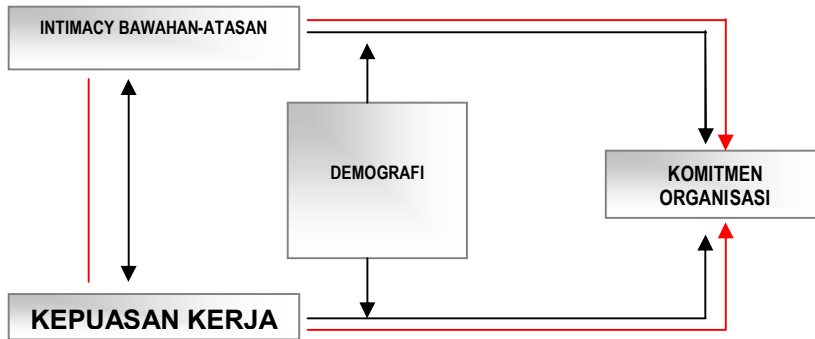
Since most organizations at present increasingly interested and concerned about job satisfaction and relationship with the organization fundamentally, it is an interest for each organization to research and understand aspects such as intimacy and job satisfaction that can affect the commitment of the organization.

The common problems faced in an organization is how to encourage employees to work more productive and increase satisfaction among employee. So, the fact that these researchers are interested to find the relationship between intimacy and commitment to superior-subordinate organizations and the relationship between intimacy subordinate-superior and job satisfaction, other researchers are also interested to answer the problems that still need more research about how the validity research findings about the relationship outside of work satisfaction and work commitment at this time. In this study researchers will also examine whether demographic factors have a role in influencing organizational commitment, job satisfaction and intimacy inferior-superior. Demographic factors used are gender, age, education, working hours and salary.

## **RESEARCH MODEL**

Based on theories that have served past and studies, this study applying a research model as follows:

**Figure 1: Model Research**



**RESEARCH METHODOLOGY**

Data obtained through this study a set of questionnaire administration to 216 subjects who are employees in the company. A set of questionnaire consists of four parts, namely questionnaires intimacy of upper subordinates, Organizational Commitment Questionnaire (OCQ) designed by Porter and Smith (Mowday et al., 1982), Minnesota Satisfaction Questionnaire (MSQ) and personal information subject.

This study is to see the relationship between organizational commitment and intimacy of a superior and subordinate job satisfaction. This study involves three variables, namely the two main independent variables (intimacy and superior-subordinate job satisfaction) and bound variables (work commitments). the study was conducted at a state owned enterprise (BUMN) in Indonesia. Business entity provides electricity service to a city in Indonesia. Business entity was chosen because studies have never done a theme of 'intimacy satisfaction and superior-subordinate work relationship with organizational commitment', and the subject of study in accordance with the Terms specified.

Pilot study subjects were 30 Indonesian workers in Malaysia, the subject pilot study based on selected criteria similar to study subjects indeed. Subjects research is all employees in a state owned enterprise (BUMN) in Indonesia.

**Table 1: Demographic factors distribution of subjects**

<b>Faktor Demografi</b>		<b>Kekerapan</b>	<b>%</b>
Jantina	Lelaki	206	95.4
	Perempuan	10	4.6
Umur	< 43 tahun	55	25.5
	43-48 tahun	53	24.5
	> 48 tahun	108	50.0

Tempoh Perkhidmatan	< 16 tahun	55	25.5
	16-25 tahun	54	25.0
	25-27 tahun	53	24.5
	27-34 tahun	54	25.0
Pendidikan	SMA/Sederajat	147	68.1
	D1/D3, S1, S2, S3	69	31.9
Gaji	< Rp 2.5 juta	68	31.5
	Rp 2.5 juta - Rp 3.5 juta	89	41.2
	> Rp 3.5 juta	59	27.3

This study using Pearson correlation to test the validity of the three measurement instruments used in the study. Validity of measurement instruments tested by doing analysis of items with item number to view the entire relationship between the item with the item overall. Test the reliability and validity of test equipment with a total of 216 subjects who have found this tool measure showed acceptable reliability.

## RESULTS

Terms parametrik test statistical analysis performed by normality test data and test assumptions linearity. Normality type test performed by the testers are normality Kolmogorov Smirnov test (Triton 2005) while linearity relationship between independent variables and bound variables marked with probability values greater than .05.

The study was conducted to examine organizational commitment and its relationship with intimacy and superior-subordinate job satisfaction. Also touched the influence of demographic effects on the relationship between intimacy with the superior-subordinate organizational commitment thus influence the effects of demographics on the relationship between job satisfaction and organizational commitment. This study using the Organizational Commitment Questionnaire (OCQ) to measure the level of organizational commitment subjects, Minnesota Satisfaction Questionnaire (MSQ) to measure the level of job satisfaction, and the third measuring device to measure the level of intimacy is a subordinate-superior subjects, this measurement device built by researchers. reabiliti CRONBACH Alpha ( ) the respective instruments that measure .824, .905 and .797. Study subjects consisted of 216 workers in state owned enterprise (BUMN) Cilegon, Indonesia.

Survey results to create intimacy and subordinate-tasan job satisfaction has a positive relationship with organizational commitment. The higher the intimacy and superior-subordinate job satisfaction, and organizational commitment was higher. Study results found that the level of intimacy of subordinate-leader, job satisfaction and organizational commitment are subject to moderate levels. This study also found, demographic factors, ie age, tenure, education and wages do not affect the relationship

between organizational commitment with variables tested (intimacy and superior-subordinate job satisfaction). Therefore this study can be proven only part of the model are presented by Steers (1977).

## **CONCLUSION**

Concluded that the subordinate-leader aspect of intimacy, job satisfaction and organizational commitment is part of the basic psychological aspects that are important to review because it has a close relationship with the behavior of individuals within the organization. This study has been able to read and complete the complex dimensions of individual behavior and understand and identify all forms of relationships and behavior in organizations. This study can also help organizations identify and understand the problems of humanity and human relationships in the workplace and thus can help organizations develop positive relationships with employees to improve productivity and welfare workers.