

ABSTRAK

HUBUNGAN *THE QUALITY OF THE SUPERVISOR-EMPLOYEE RELATIONSHIP* DAN TINGKAT KEPUASAN KERJA KARYAWAN

(STUDI PADA KARYAWAN TOSERBA YOGYA CABANG BUAH BATU BANDUNG)

Oleh:

RD. PUTRI HASTUNGKARA MULYANA

Penelitian ini bertujuan untuk mengetahui apakah ada hubungan antara atasan dan bawahan dengan persepsi karyawan terhadap perubahan persepsi. Hubungan atasan dan bawahan yang dimaksud adalah tinggi rendahnya kualitas hubungan timbal balik antara atasan dengan bawahan. Persepsi karyawan terhadap perubahan organisasi adalah proses yang dilakukan karyawan untuk menafsirkan atau meninterpretasikan perubahan organisasi yang terjadi di tingkat organisasi, kelompok, individu sehingga terjadi peningkatan kinerja perusahaan dan karyawan dalam tingkat kepuasan yang diharapkan.

*Berdasarkan hasil pengolahan data statistik, diperoleh koefisien korelasi Rank Spearman sebesar 0,632 Berdasarkan pedoman interpretasi Guildford, korelasi 0,632 termasuk pada kategori hubungan yang kuat. Artinya terdapat hubungan antara *The Quality Of The Supervisor-Employee Relationship* dengan Tingkat Kepuasan Kerja.*

Peneliti mengajukan saran agar adanya peneliti lebih lanjut dan lebih mendalam mengenai hubungan atasan dan bawahan lanjutan dengan karakteristik partisipan dan perusahaan lebih variatif.

ABSTRACK

LINK THE QUALITY OF THE SUPERVISOR-EMPLOYEE RELATIONSHIP AND EMPLOYEE SATISFACTION

(STUDY ON EMPLOYEES TOSERBA YOGYA BRANCH BUAH BATU BANDUNG)

By:

RD. PUTRI HASTUNGKARA MULYANA

This study aims to determine whether there is a relationship between the boss and the subordinate employees' perception of changes in perception. Superior and subordinate relationship in question is the level of quality of mutual relations between superiors and subordinates. Employee perceptions of organizational change is a process that is carried out employees or meninterpretasikan untu interpret organizational changes that occur at the level of organizations, groups, individuals resulting in increased performance of the company and the employees in the expected level of satisfaction.

Based on the results of statistical data processing, Spearman rank correlation coefficient of 0.632 Based on the interpretation guidelines Guildford, correlation of 0.632 including the category of strong relationships. This means that there is a relationship between The Quality Of The Supervisor-Employee Relationship with Job Satisfaction.

Researchers put forward the suggestion that the presence of researchers further and more in-depth about the superior and subordinate relationship continued with the characteristics of the participants and the company more varied.

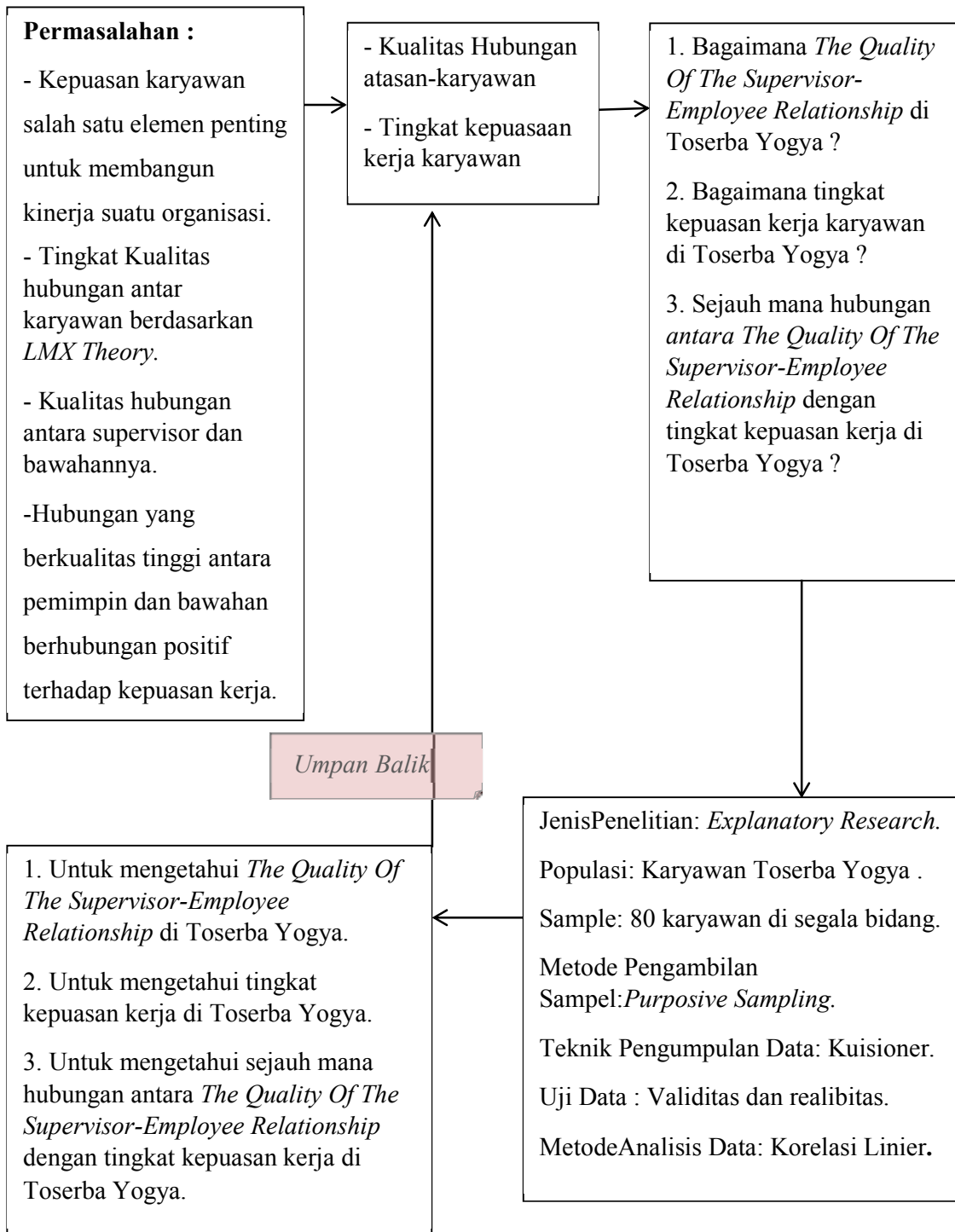
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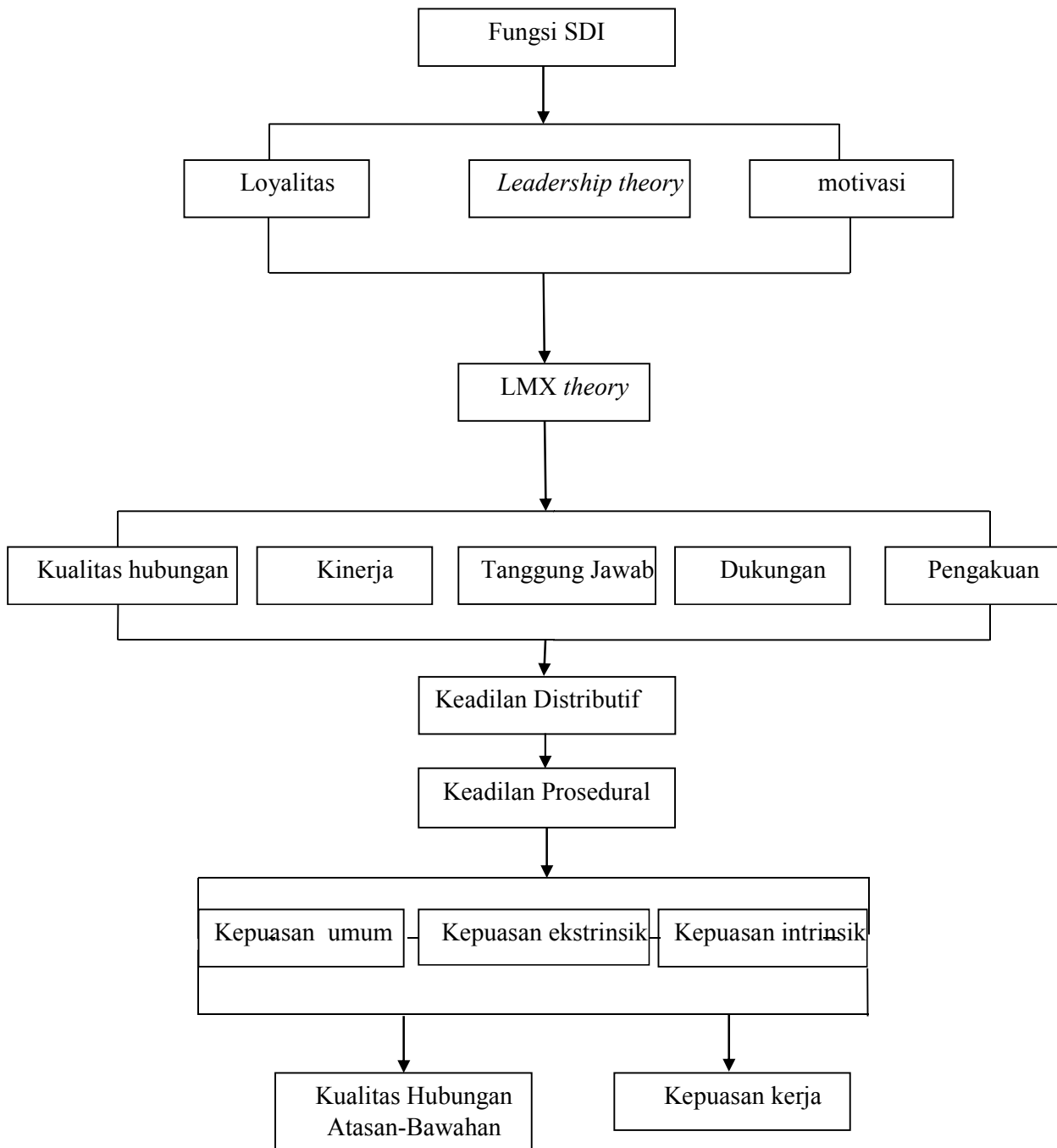
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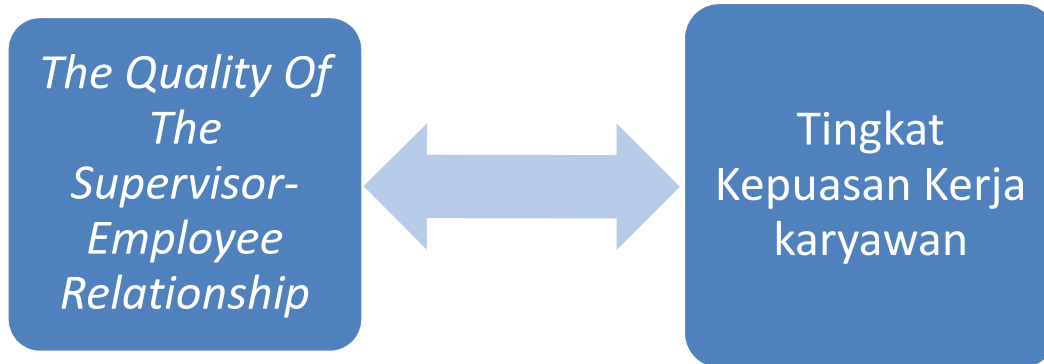
Gambar 1.1

Kerangka Pemikiran



Gambar 1.2
Kerangka Teoritis

Sumber : Peneliti



- Variabel X: *The Quality Of The Supervisor-Employee Relationship*
- Variabel Y: Tingkat Kepuasan Kerja Karyawan

Gambar 1.3
Model Penelitian

DAFTAR TABEL

Tabel 1.1
Definisi Operasional Variabel atau Pengukuran Variabel

JUDUL	VARIABEL	DEFINISI OPERASIONAL	DIMENSI FAKTOR	INDIKATOR	SKALA
<p>HUBUNGAN</p> <p><i>THE QUALITY OF THE SUPERVISOR-EMPLOYEE RELATIONSHIP</i></p> <p>DAN</p> <p>TINGKAT</p> <p>KEPUASAN</p> <p>KERJA</p> <p>KARYAWAN</p> <p>STUDI</p> <p>TOSERBA</p> <p>YOGYA</p> <p>BANDUNG</p>	<p><i>THE QUALITY OF THE SUPERVISOR-EMPLOYEE RELATIONSHIP</i></p>	<p>Hubungan atasan dengan karyawan dijelaskan oleh gaya kepemimpinan yang signifikan di antara kepeminpnan yang efektif dengan bukan efektif, antara lain kecerdasan, kemampuan pengawas, inisiatif, percaya diri, dan individualitas dalam</p>	Rasa saling percaya	<p><i>High quality employee-supervisor Relationship</i></p>	<p><i>Ordinal & Likert(1-4)</i></p>
			Utamakan kewajiban	<p><i>Low quaality employee-supervisor relationship</i></p>	

		melaksanakan pekerjaan (E. Ghiselli dan Ralph M. Stogdill 1949).			
	TINGKAT KEPUASAN KERJA KARYAWAN	Kepuasan kerja terdiri dari tiga aspek penting merupakan suatu fungsi nilai, persepsi, dan perbedaan menurut tenaga kerja mengenai yang seharusnya mereka terima (Noe at. el. 1997:23).	<i>The chance to work alone</i>	<i>General satisfaction</i>	<i>Ordinal & Likert(1-4)</i>
<i>The competence of my supervisor in making decisions</i>			<i>Intrinsic satisfaction</i>		
<i>The way my boss handles his/her personnel</i>			<i>Extrinsic satisfaction</i>		

Tabel 4.1

Rekapitulasi Hasil Uji Validitas *The Quality Of The
Supervisor-Employee Relationship (X)*

Butir Pernyataan	r_{hitung}	r_{kritis}	Keterangan
Item Pernyataan 1	0,877	0,300	Valid
Item Pernyataan 2	0,364	0,300	Valid
Item Pernyataan 3	0,800	0,300	Valid
Item Pernyataan 4	0,631	0,300	Valid
Item Pernyataan 5	0,516	0,300	Valid
Item Pernyataan 6	0,654	0,300	Valid

Tabel 4.2

Rekapitulasi Hasil Uji Validitas Variabel Tingkat Kepuasan Kerja (Y)

Butir Pernyataan	r_{hitung}	r_{kritis}	Keterangan
Item Pernyataan 1	0,314	0,300	Valid
Item Pernyataan 2	0,612	0,300	Valid
Item Pernyataan 3	0,566	0,300	Valid
Item Pernyataan 4	0,630	0,300	Valid
Item Pernyataan 5	0,490	0,300	Valid
Item Pernyataan 6	0,613	0,300	Valid
Item Pernyataan 7	0,594	0,300	Valid
Item Pernyataan 8	0,680	0,300	Valid
Item Pernyataan 9	0,538	0,300	Valid
Item Pernyataan 10	0,503	0,300	Valid
Item Pernyataan 11	0,592	0,300	Valid
Item Pernyataan 12	0,640	0,300	Valid
Item Pernyataan 13	0,591	0,300	Valid
Item Pernyataan 14	0,435	0,300	Valid
Item Pernyataan 15	0,566	0,300	Valid
Item Pernyataan 16	0,557	0,300	Valid
Item Pernyataan 17	0,526	0,300	Valid
Item Pernyataan 18	0,554	0,300	Valid
Item Pernyataan 19	0,573	0,300	Valid

Tabel 4.3

Hasil uji Reliabilitas Kuesioner Penelitian

Variabel	Koefisien Reliabilitas	Nilai Kritis	Keterangan
<i>The Quality Of The Supervisor-Employee Relationship (X)</i>	0,837	0,6	Reliabel
Tingkat Kepuasan Kerja (Y)	0,966	0,6	Reliabel

Tabel 1.2
Critical Values

Critical Values for the t-Distribution (Two-Tailed)					
v = n - 2	A				
	0,1	0,05	0,025	0,01	0,005
1	6,314	12,706	25,452	63,657	127,321
2	2,920	4,303	6,205	9,925	14,089
3	2,353	3,182	4,177	5,841	7,453
4	2,132	2,776	3,495	4,604	5,598
5	2,015	2,571	3,163	4,032	4,773
6	1,943	2,447	2,969	3,707	4,317
7	1,895	2,365	2,841	3,499	4,029
8	1,860	2,306	2,752	3,355	3,833
9	1,833	2,262	2,685	3,250	3,690
10	1,812	2,228	2,634	3,169	3,581
11	1,796	2,201	2,593	3,106	3,497
12	1,782	2,179	2,560	3,055	3,428
13	1,771	2,160	2,533	3,012	3,372

14	1,761	2,145	2,510	2,977	3,326
15	1,753	2,131	2,490	2,947	3,286
16	1,746	2,120	2,473	2,921	3,252
17	1,740	2,110	2,458	2,898	3,222
18	1,734	2,101	2,445	2,878	3,197
19	1,729	2,093	2,433	2,861	3,174
20	1,725	2,086	2,423	2,845	3,153
21	1,721	2,080	2,414	2,831	3,135
22	1,717	2,074	2,405	2,819	3,119
23	1,714	2,069	2,398	2,807	3,104
24	1,711	2,064	2,391	2,797	3,091
25	1,708	2,060	2,385	2,787	3,078
26	1,706	2,056	2,379	2,779	3,067
27	1,703	2,052	2,373	2,771	3,057
28	1,701	2,048	2,368	2,763	3,047
29	1,699	2,045	2,364	2,756	3,038
30	1,697	2,042	2,360	2,750	3,030
31	1,696	2,040	2,356	2,744	3,022

32	1,694	2,037	2,352	2,738	3,015
33	1,692	2,035	2,348	2,733	3,008
34	1,691	2,032	2,345	2,728	3,002
35	1,690	2,030	2,342	2,724	2,996
36	1,688	2,028	2,339	2,719	2,990
37	1,687	2,026	2,336	2,715	2,985
38	1,686	2,024	2,334	2,712	2,980
39	1,685	2,023	2,331	2,708	2,976
40	1,684	2,021	2,329	2,704	2,971
41	1,683	2,020	2,327	2,701	2,967
42	1,682	2,018	2,325	2,698	2,963
43	1,681	2,017	2,323	2,695	2,959
44	1,680	2,015	2,321	2,692	2,956
45	1,679	2,014	2,319	2,690	2,952
46	1,679	2,013	2,317	2,687	2,949
47	1,678	2,012	2,315	2,685	2,946
48	1,677	2,011	2,314	2,682	2,943
49	1,677	2,010	2,312	2,680	2,940

50	1,676	2,009	2,311	2,678	2,937
51	1,675	2,008	2,310	2,676	2,934
52	1,675	2,007	2,308	2,674	2,932
53	1,674	2,006	2,307	2,672	2,929
54	1,674	2,005	2,306	2,670	2,927
55	1,673	2,004	2,304	2,668	2,925
56	1,673	2,003	2,303	2,667	2,923
57	1,672	2,002	2,302	2,665	2,920
58	1,672	2,002	2,301	2,663	2,918
59	1,671	2,001	2,300	2,662	2,916
60	1,671	2,000	2,299	2,660	2,915
61	1,670	2,000	2,298	2,659	2,913
62	1,670	1,999	2,297	2,657	2,911
63	1,669	1,998	2,296	2,656	2,909
64	1,669	1,998	2,295	2,655	2,908
65	1,669	1,997	2,295	2,654	2,906
66	1,668	1,997	2,294	2,652	2,904
67	1,668	1,996	2,293	2,651	2,903

68	1,668	1,995	2,292	2,650	2,902
69	1,667	1,995	2,291	2,649	2,900
70	1,667	1,994	2,291	2,648	2,899
71	1,667	1,994	2,290	2,647	2,897
72	1,666	1,993	2,289	2,646	2,896
73	1,666	1,993	2,289	2,645	2,895
74	1,666	1,993	2,288	2,644	2,894
75	1,665	1,992	2,287	2,643	2,892
76	1,665	1,992	2,287	2,642	2,891
77	1,665	1,991	2,286	2,641	2,890
78	1,665	1,991	2,285	2,640	2,889
79	1,664	1,990	2,285	2,640	2,888
80	1,664	1,990	2,284	2,639	2,887
81	1,664	1,990	2,284	2,638	2,886
82	1,664	1,989	2,283	2,637	2,885
83	1,663	1,989	2,283	2,636	2,884
84	1,663	1,989	2,282	2,636	2,883
85	1,663	1,988	2,282	2,635	2,882

86	1,663	1,988	2,281	2,634	2,881
87	1,663	1,988	2,281	2,634	2,880
88	1,662	1,987	2,280	2,633	2,880
89	1,662	1,987	2,280	2,632	2,879
90	1,662	1,987	2,280	2,632	2,878
91	1,662	1,986	2,279	2,631	2,877
92	1,662	1,986	2,279	2,630	2,876
93	1,661	1,986	2,278	2,630	2,876
94	1,661	1,986	2,278	2,629	2,875
95	1,661	1,985	2,277	2,629	2,874
96	1,661	1,985	2,277	2,628	2,873
97	1,661	1,985	2,277	2,627	2,873
98	1,661	1,984	2,276	2,627	2,872
99	1,660	1,984	2,276	2,626	2,871
100	1,660	1,984	2,276	2,626	2,871
101	1,660	1,984	2,275	2,625	2,870
102	1,660	1,983	2,275	2,625	2,869
103	1,660	1,983	2,275	2,624	2,869

104	1,660	1,983	2,274	2,624	2,868
105	1,659	1,983	2,274	2,623	2,868
106	1,659	1,983	2,274	2,623	2,867
107	1,659	1,982	2,273	2,623	2,866
108	1,659	1,982	2,273	2,622	2,866
109	1,659	1,982	2,273	2,622	2,865
110	1,659	1,982	2,272	2,621	2,865
111	1,659	1,982	2,272	2,621	2,864
112	1,659	1,981	2,272	2,620	2,864
113	1,658	1,981	2,272	2,620	2,863
114	1,658	1,981	2,271	2,620	2,863
115	1,658	1,981	2,271	2,619	2,862
116	1,658	1,981	2,271	2,619	2,862
117	1,658	1,980	2,271	2,619	2,861
118	1,658	1,980	2,270	2,618	2,861
119	1,658	1,980	2,270	2,618	2,860
120	1,658	1,980	2,270	2,617	2,860
121	1,658	1,980	2,270	2,617	2,859

122	1,657	1,980	2,269	2,617	2,859
123	1,657	1,979	2,269	2,616	2,859
124	1,657	1,979	2,269	2,616	2,858
125	1,657	1,979	2,269	2,616	2,858
126	1,657	1,979	2,269	2,615	2,857
127	1,657	1,979	2,268	2,615	2,857
128	1,657	1,979	2,268	2,615	2,857
129	1,657	1,979	2,268	2,614	2,856
130	1,657	1,978	2,268	2,614	2,856
131	1,657	1,978	2,267	2,614	2,855
132	1,656	1,978	2,267	2,614	2,855
133	1,656	1,978	2,267	2,613	2,855
134	1,656	1,978	2,267	2,613	2,854
135	1,656	1,978	2,267	2,613	2,854
136	1,656	1,978	2,266	2,612	2,854
137	1,656	1,977	2,266	2,612	2,853
138	1,656	1,977	2,266	2,612	2,853
139	1,656	1,977	2,266	2,612	2,853

140	1,656	1,977	2,266	2,611	2,852
141	1,656	1,977	2,266	2,611	2,852
142	1,656	1,977	2,265	2,611	2,852
143	1,656	1,977	2,265	2,611	2,851
144	1,656	1,977	2,265	2,610	2,851
145	1,655	1,976	2,265	2,610	2,851
146	1,655	1,976	2,265	2,610	2,850
147	1,655	1,976	2,265	2,610	2,850
148	1,655	1,976	2,264	2,609	2,850
149	1,655	1,976	2,264	2,609	2,849
150	1,655	1,976	2,264	2,609	2,849
151	1,655	1,976	2,264	2,609	2,849
152	1,655	1,976	2,264	2,609	2,849
153	1,655	1,976	2,264	2,608	2,848
154	1,655	1,975	2,264	2,608	2,848
155	1,655	1,975	2,263	2,608	2,848
156	1,655	1,975	2,263	2,608	2,848
157	1,655	1,975	2,263	2,608	2,847

158	1,655	1,975	2,263	2,607	2,847
159	1,654	1,975	2,263	2,607	2,847
160	1,654	1,975	2,263	2,607	2,846
161	1,654	1,975	2,263	2,607	2,846
162	1,654	1,975	2,262	2,607	2,846
163	1,654	1,975	2,262	2,606	2,846
164	1,654	1,975	2,262	2,606	2,846
165	1,654	1,974	2,262	2,606	2,845
166	1,654	1,974	2,262	2,606	2,845
167	1,654	1,974	2,262	2,606	2,845
168	1,654	1,974	2,262	2,605	2,845
169	1,654	1,974	2,262	2,605	2,844
170	1,654	1,974	2,261	2,605	2,844
171	1,654	1,974	2,261	2,605	2,844
172	1,654	1,974	2,261	2,605	2,844
173	1,654	1,974	2,261	2,605	2,843
174	1,654	1,974	2,261	2,604	2,843
175	1,654	1,974	2,261	2,604	2,843

176	1,654	1,974	2,261	2,604	2,843
177	1,654	1,973	2,261	2,604	2,843
178	1,653	1,973	2,261	2,604	2,842
179	1,653	1,973	2,260	2,604	2,842
180	1,653	1,973	2,260	2,603	2,842
181	1,653	1,973	2,260	2,603	2,842
182	1,653	1,973	2,260	2,603	2,842
183	1,653	1,973	2,260	2,603	2,841
184	1,653	1,973	2,260	2,603	2,841
185	1,653	1,973	2,260	2,603	2,841
186	1,653	1,973	2,260	2,603	2,841
187	1,653	1,973	2,260	2,602	2,841
188	1,653	1,973	2,259	2,602	2,841
189	1,653	1,973	2,259	2,602	2,840
190	1,653	1,973	2,259	2,602	2,840
191	1,653	1,972	2,259	2,602	2,840
192	1,653	1,972	2,259	2,602	2,840
193	1,653	1,972	2,259	2,602	2,840

194	1,653	1,972	2,259	2,601	2,839
195	1,653	1,972	2,259	2,601	2,839
196	1,653	1,972	2,259	2,601	2,839
197	1,653	1,972	2,259	2,601	2,839
198	1,653	1,972	2,259	2,601	2,839
199	1,653	1,972	2,258	2,601	2,839
200	1,653	1,972	2,258	2,601	2,839

Tabel 1.3

Output SPSS

Uji Validitas dan Reliabilitas

Correlations

			Total_X
Spearman's rho	PX_1	Correlation Coefficient	,877
	PX_2	Correlation Coefficient	,364
	PX_3	Correlation Coefficient	,800
	PX_4	Correlation Coefficient	,631
	PX_5	Correlation Coefficient	,516
	PX_6	Correlation Coefficient	,654
	Total_X	Correlation Coefficient	1,000
		Sig. (2-tailed)	.
	N	80	

Case Processing Summary

		N	%
Cases	Valid	80	100,0
	Excluded ^a	0	,0
	Total	80	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,837	6

Correlations

			Total Y
Spearman's rho	PY_1	Correlation Coefficient	,314
	PY_2	Correlation Coefficient	,612
	PY_3	Correlation Coefficient	,566
	PY_4	Correlation Coefficient	,630
	PY_5	Correlation Coefficient	,490
	PY_6	Correlation Coefficient	,613
	PY_7	Correlation Coefficient	,594
	PY_8	Correlation Coefficient	,680
	PY_9	Correlation Coefficient	,538
	PY_10	Correlation Coefficient	,503
	PY_11	Correlation Coefficient	,592
	PY_12	Correlation Coefficient	,640
	PY_13	Correlation Coefficient	,591
	PY_14	Correlation Coefficient	,435
	PY_15	Correlation Coefficient	,566
	PY_16	Correlation Coefficient	,557
	PY_17	Correlation Coefficient	,526
	PY_18	Correlation Coefficient	,554
	PY_19	Correlation Coefficient	,573
Total_Y	Correlation Coefficient	1,000	
	Sig. (2-tailed)	.	
	N	80	

Case Processing Summary

		N	%
Cases	Valid	80	100,0
	Excluded ^a	0	,0
	Total	80	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,966	19

Uji Korelasi Rank Spearman

Correlations

			The Quality Of The Supervisor-Employee Relationship (X)	Tingkat Kepuasan Kerja (Y)
Spearman's rho	The Quality Of The Supervisor-Employee Relationship (X)	Correlation Coefficient	1,000	,632**
		Sig. (2-tailed)	.	,000
		N	80	80
	Tingkat Kepuasan Kerja (Y)	Correlation Coefficient	,632**	1,000
		Sig. (2-tailed)	,000	.
		N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).