ABSTRACT

INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADER MEMBER EXCHANGE TO AFFIRMATIVE ACTION POLICY, DIVERSITY AND EMPLOYEES’ WORK QUALITY

This research is intended to identify the causal relations describing the elementary behavioral patterns in a certain company and also to test the existing theory on the organizational culture and the leadership model LMX as well as its impacts to the affirmative action policy, diversity and work quality of the employees. Based on the literature in use, this research develops the structural model by applying the SEM – Structural Equation Method. Data are collected by using a Survey Method at PT Pelabuhan Indonesia III (PT. Pelindo III) Persero, and spreading the questionnaires to 265 employees under the proportional random sampling technique.

Output of this research indicates that the organizational culture has significant influence to the affirmative action policy at PT Pelindo III. The organizational culture comprising of creating change, customer focus, goals and objectives, empowering, agreement, coordination and integration has been properly applied at the company. The good application of organizational culture also significantly influences the work quality of employees. This is due to the fact that the company respects very much and widely opens the new ideas in order to deal with the changes in business field, including improvement in criteria of services to be given by employees to customers and community. The model of LMX leadership has significant influence to the affirmative action policy at the company. The visible reality found in the field shows that the most prominent indicator in LMX is the knowledge, explaining that if a leader has a large knowledge, then the outlook of the said leader will also be large. LMX also gives significant influence to the work quality of employees. This output can explain clearly that the possession of large knowledge can influence the work quality of employees, because the employees are also motivated to adjust their ability to the concept of business management specified by the company. Thus, the employees are motivated always to give good services in whatever situation in order to support the concept of business management specified by the company. Affirmative action policy significantly influences the work quality of employees and the diversity at the company. This output can explain that the policy of affirmative action is able to improve the opinion of employees declaring that diversity at the company is low. Diversity has significant influence to the work quality of employees. The employees’ opinion that the company applies equality to employees regardless to their ethnical race or tribe increases the spirit of employees always to adjust their ability to the criteria standards determined by the company.

Key-words: Organizational Culture, LMX Leadership, Affirmative Action Policy, Diversity, Work Quality of Employees.