

EMPLOYEE WORK QUALITY: AFFIRMATIVE ACTION POLICY AND LEADER MEMBER EXCHANGE AS ANTECEDENT VARIABLE

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ABSTRACT: *Leadership has a central role and function in addressing sensitive issues in the enterprise. One of the sensitive issues in a company is related to the diversity of employees is discrimination by one side against the other party. Discrimination against employees is an act discriminating individual (employee) based on the characteristics of the local population, nationally and globally which includes various forms of diversity of gender, ethnicity, and region of origin. Discrimination and diversity policies practices have an impact on the need to be fulfilled. Implementation of an affirmative action policy in the scope of the company to accelerate the emerging perception of diversity by the employees themselves. This has an impact on the quality of employment. Employees who feel slighted or feel a deficiency value added in him will feel inferior or subordinate. This will certainly lead to the achievement of the quality of work may not be optimal.*

KEYWORDS: LMX, Affirmative Action Policy, Employee Work Quality

INTRODUCTION

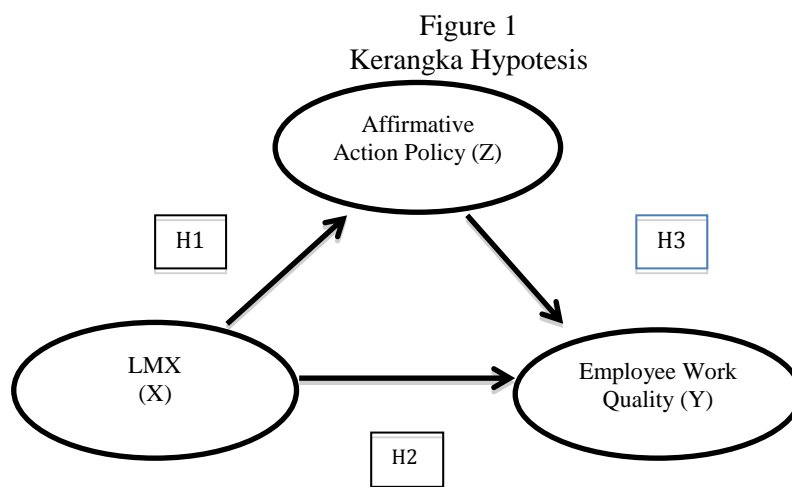
Efficiency and effectiveness of a company can be achieved through Human Resources (HR) maintenance. The HR maintenance can be carried out in the form of HR development, such as through the developments of expertise, skill, and knowledge. Under such developments, it is expected that HR will have high competitive power and improved work quality. The dynamics of HR development is indicated by the emerge of worker diversity issue. In term of manpower/labor affairs, diversity can be defined as a difference between employees or the workers in a company. Affirmative action policy is an effort or instrument able to be applied by a company to achieve the level of equality or diversity to all individuals with all of their nature, characteristics and achievement. Policy determination related to the matter of diversity in a company requires a model of leadership capable of accommodating the balance, so that it is logically acceptable without any prejudice to the psychological interest of employees.

Implementation of affirmative action policy in the company scope can trigger or accelerate the emerge of diversity by the employees themselves. This gives impact to the work quality of employees. An employee who feels being under-valued or feels having lack of added value in himself will feel inferior or subordinated. This will certainly be able to cause the non-optimal achievement of work quality. Survival of the organization/company requires a model of leader suitable with the company's condition. One of them is the LMX leadership model, namely a leadership model capable of judging the situations (leader, subordinate, situation/time) in order to maximize the performance. Type of leadership has a range starting from the extreme behavior of the leader in exercising his authority (boss-centered leadership) until the extreme behavior by letting employees take their own decisions (subordinate-centered leadership). Employees having high LMX leadership quality feel of having an obligation to give contribution for the progress of the leader agenda, performing the works and tasks at higher level of difficulties.

However, heterogeneity of employees can also create heterogeneous conditions with heterogeneous opinions. Such heterogeneity constitutes a large concept identifying the differences among individuals (employees); equal employment opportunity (EEO), declaring that individuals (employees) must get

equal treatment in all actions / aspects related to the work. The company anticipates this matter by establishing the affirmative action policy constituting an instrument to fight against discrimination or as tool to distribute the works and the earnings. Meaning that affirmative action policy can chase for the equality in opportunity or equality in the output. Equality in this context is addressed to the equality in managing the diversity, either diversity in gender, ethnical race, tribe or religion. The abovementioned factors, if having positive influence, will improve the work quality of employees. The work quality of employees constitutes the effort of services to meet performance expectation of the customers any time, even under a heavy environmental and operational conditions.

Based on the description of the introduction, the following formulation of the problem posed in this study; first, hypothesis states that LMX leadership significantly influence the policy of affirmative action; second, hypothesis states that LMX leadership significant effect on the quality of work of employees; third, hypothesis stated that affirmative action policies have a significant effect on the quality of work of employees



LITERATURE

Employee work quality

Employee work quality is an effort service to meet customer performance expectations every time, even under conditions of execution or harsh environments. In the corporate world, the quality of employees' theory can be applied to eliminate the status of production failure. The goal will make the production system running either in the planning or initial target (Genichi Taguchi, in Swansburg, 2001). The quality is based on three major premise, namely (Joseph Juran, in Swansburg, 2001). First, quality planning include: identification of customers, both internal and external, determining customer needs, the development of the product features according to customer requirements, preparation of targets that meet the needs of customers and suppliers, verification process through quality targets for implementation. Second, quality control include: quality control is second activity of the process, which is done through the implementation of the personnel who put the plan into effect or effects, identify deficiencies, improve and monitor the process. Quality control includes several ways, namely: Selection of sizing unit as a standard quality of work of employees; Determination of exact measurements; Standard-setting work; Measurement of actual performance; Interpretation of the difference or gap that occurs; The existence of further action against the emergence of these gaps. Third, improvement of quality of work of employees; Quality improvement should aim and add quality control. Quality improvement include several things, namely: identification of improvements to be made to improve the quality of work of employees; Diagnosis to find the cause; Doing guidance or coaching; gives control to maintain the quality improvement of employee

Affirmative Action Policy

The dynamics of human resource development is characterized by the emergence of the issue of diversity workers (workers diversity). In the world of employment, diversity can be defined as the difference between the employee or employees in a company. Diversity issues workers can be seen from the difference in the individual who acted as workers from different ethnic, racial, age and gender. The existence of the individual difference impact on policy needs (policies) companies in order to achieve improved quality of work of employees. One of the policies that are generally formulated the company is to eliminate discrimination through affirmative action policy. Affirmative action is an effort in order to manage diversity, both gender diversity, race, ethnicity, or religion (Boone and Kurtz, 2007). Can also be formulated that affirmative action policy is an attempt or a tool that can be used by companies to achieve a level of equality or equality of all people with all kinds of properties, characteristics and achievements are able to accomplish.

Leader Member Exchange

Model of leadership is how leaders influence followers to perform various actions based on legitimacy, modeling, goal setting (goal-setting), reward and punishment (rewarding and punishing), the restructuring of the organization, team building and communicating the vision (Locke et al., 1999: 2). Model of a person's leadership will determine the attitude of the decision-making related to the diversity within the company. Determination of diversity policies in companies related problems requires leadership model that is able to accommodate a balanced way so that it can be accepted in logic without ignoring the psychological interests of employees. The significance of the model in the company's leadership has shown the development of leadership models developed from time to time. In the company's leadership today requires the transformation of leadership styles that are better able to accommodate the needs of employees and the company.

Leadership itself is actually not an easy thing to be able to put into practice. In carrying out the functions of leadership, a leader must have an understanding of the external environment and internal situation. Thus, the model of leadership that is practiced to accommodate the needs of employees, leaders and companies. A leader must be able to establish good relationships with employees, in order to create positive relationships and quality. As LMX theory (leader-member exchange) mentioned that the leadership element includes three things are interconnected is the leader, the member/follower and exchange/relationship (Graen and Uhl-Bien, 1995). These three elements form the leadership as a relationship and process, as leaders only if there is a follower and follower will only exist if there is a leader. If both sides are interconnected with both reciprocal then existing leadership will be effective, so it will have a positive effect on the employee and the company.

LMX stated that the leader has the resources of personal, social, and organizational limited (eg, energy, time, and personal power), so that the leader does not interact with the same pattern in each of his followers (Graen and Uhl-Bien, 1995). Some followers accept a higher social exchange in terms of sharing information, time to interact, mutual support, and informal influence. While other followers might get a lower level (Dose, 2005). Dunegan, Duchon, and Uhl-Bien (1992) showed that when employees are burdened by the task filled with a level of uncertainty, the LMX be associated significantly with increased employee performance. Conversely, if the level of challenge and uncertainty tasks assigned to the employee can still be tolerated and still be manageable then LMX no significant impact on the performance of employees. Seeing the results of these studies could be explained that the effect of LMX quality of the performance is determined by the characteristics of the task as the antecedent of LMX (Kim and Taylor, 2000; Dunegan, Duchon, and Uhl-Bien, 1992).

Effective leadership and this will satisfy the psychological impact and improve employee performance. Graen and Uhl-Biel (1995) explains that a good quality LMX will give a good outcome for the organization, as has been demonstrated in several empirical studies that have been done before, namely organizational behavior, satisfaction, and organizational commitment, and employee performance.

METHOD

Based on the literature in use, this research develops the structural model by applying the PLS. Data are collected by using a Survey Method at PT Pelabuhan Indonesia III (PT. Pelindo III) Persero, and spreading the questionnaires to 46 employees. Information from respondents was collected through a structured questionnaire. Rating of the questionnaire was based on a five point likert scale ranging from strongly agree to strongly disagree consisting of scores from 1 to 5, where In performing a descriptive assessment on each variable, categorization based on interval scale according to average score can be made. The calculation of interval scale is as follows: Interval scale = (Highest Score – Lowest Score)/Number of scale. Interval scale = $(5 - 1)/5 = 0,8$. Therefore, score calculation based on interval variable *Leader Member Exchange* (X), *Affirmative Action Policy* (Z), *Employee Work Quality* (Y) is: 1 – 1,80 = Very bad; 1,81 – 2,60 = Bad; 2,61 – 3,40 = Quite good; 3,41 – 4,20 = Good; 4,21 – 5,00 = Very good.

RESULTS

Descriptive statistical results of each study variable are shown in Table 1.

Variabel	Mean	Standard Deviation
LMX (X)	3,56	0,74
<i>Affirmative Action Policy</i> (Z)	3,47	0,90
Employee Work Quality (Y)	3,09	0,48

Source: Descriptive Statistics

Referring to Table 1, it can be given an explanation of each variable as follows:

1. The average value LMX leadership (X) is at 3.56 which indicates that LMX leadership in companies included in either category. Standard deviation of 0.74 shows the variation of assessment of LMX leadership among employees is 20.79%.
2. The average value of affirmative action policy (Z) is of 3.47 which indicates that the affirmative action policy in the companies included in either category. Standard deviation of 0.90 shows the variation of an assessment of the affirmative action policy among employees is 25.97%.
3. The average value of the quality of work of employees (Y) is equal to 3.09 which indicates that the quality of work of employees in the company in the category quite well. Standard deviation value of 0.48 shows the variation of the difference in quality of work of employees is 15.53%.

Result of the study can conclude that based on the descriptive analysis the Leader member exchange variable is determined by 6 indicators, namely :

- a. Statement of leaders willing to help trouble employees in order to carry out the duties and responsibilities showed an average value of 3.68, which indicates that the leader is willing to help with both.
- b. Statement leaders have mastered the knowledge and thus have extensive knowledge showed an average value of 3.60, which indicates that the leader has a good insight.
- c. Statement This company has a leader who can be trusted showed an average value of 3.57, which indicates that leaders can be trusted with either.
- d. The statement shows the leader responsible attitude towards the company as a form of ownership of the company showed an average value of 3.53, which indicates that the leader showed a good attitude responsibility.
- e. Statement leaders have a strong commitment to develop the company showed an average value of 3.45, which indicates that the leader has a good commitment.

f. Statement leader gives learning opportunities to all employees, including himself in order to make improvements showed an average value of 3.55, which indicates that the leader provides a good opportunity.

Next, Affirmative Action Policy variable is determined by 5 indicators, namely:

- a. Statement companies provide opportunities for learning or education to all employees showed an average value of 3.40, which indicates that the company gives a pretty good chance.
- b. Statement of the company has the appropriate strategy to implement all policies within the company showed an average value of 3.53, which indicates that the company has a good strategy.
- c. Statement of the company has a clear vision of their diversity by creating a policy objective and fair showed an average value of 3.55, which indicates that the company has a clear vision.
- d. Statement of existing employees have a role to facilitate their implementation of affirmative action programs showed an average value of 3.43, which indicates that employees contribute to the well.
- e. Statement of the company doing the provision of maintenance programs showed an average value of 3.43, which indicates that the company is doing well maintenance program.

The Employee Work Quality variable is determined by 7 indicators, namely:

- a. Statement of employees at this company have a good quality of work shows the average value of 3.02, which indicates that the employee has a good enough quality work.
- b. Statement employee has a work quality standards reliable and trustworthy in accordance with the standards of the company showed an average value of 3.13, which indicates that the employee has sufficient quality work standards.
- c. Statement employee has the ability to self-conformity in accordance with the standards set by the company so as to achieve the quality of work that is expected to show an average value of 3.11, which indicates that the employee has sufficient capability.
- d. Statement employee has the durability to carry out the duties and responsibilities so as to achieve the quality of work that is expected to show an average value of 3.13, which indicates that the employee has sufficient durability.
- e. Statement employee has the ability to provide services to all parties and any conditions showed an average value of 3.15, which indicates that the employee has the ability to provide a good enough service.
- f. Statement of employees can be considered to have an aesthetic (looks lovely) in creating quality jobs are expected to show an average value of 2.98, which indicates that the employee has a pretty good aesthetics.
- g. Statement of jobs that do employees at this company can be well received by all components, both management and customers show an average value of 3.09, which indicates that employees do the job well enough.

Table 2: Value AVE and Roots AVE

Variabel	AVE	Akar AVE
LMX (X)	0,8292	0,9106
<i>Affirmative Action Policy</i> (Z)	0,5835	0,7639
Employee Work Quality (Y)	0,8713	0,9334

Source: Results of the PLS Analysis

Tabel 3: Latent Variable Correlations

Variabel	X	Y	Z
LMX (X)	1	0	0
<i>Affirmative Action Policy</i> (Z)	0,5835	1	0
Employee Work Quality (Y)	-0,3833	-0,7578	1

Source: Results of the PLS Analysis

Table 4: Comparison Matrix Roots AVE with Latent Variable Correlations

Variabel	X	Y	Z
LMX (X)	0,9106	0	0
<i>Affirmative Action Policy</i> (Z)	0,5835	0,7639	0
Employee Work Quality (Y)	-0,3833	-0,7578	0,9334

Source: Table 2 and 3 are processed

The analysis shows that the root of AVE construct LMX leadership (X) of 0.9106 higher than the correlation between LMX leadership constructs (X) with the quality of work of employees (Y), and affirmative action policy (Z). Value root AVE constructs the quality of work of employees (Y) of 0.7639 higher than the correlation between the constructs of quality employees (Y) with the leadership of LMX (X), and affirmative action policy (Z). Value root AVE construct affirmative action policy (Z) of 0.9334 higher than the correlation between the constructs affirmative action policy (Z) with the leadership of LMX (X), and the quality of work of employees (Y). This shows that the indicators of each variable has exactly measure the construct variables.

Tabel 5: Results Analysis of Composite Reliability and Cronbach Alpha

Variabel	<i>Composite Reliability</i>	<i>Cronbach Alpha</i>
LMX (X)	0,9668	0,9587
<i>Affirmative Action Policy</i> (Z)	0,9074	0,8813
Employee Work Quality (Y)	0,9713	0,9631

Source: Results of the PLS Analysis

The analysis showed that the value of Composite Reliability and Cronbach Alpha for each variable LMX leadership (X), affirmative action policy (Z), and the quality of work of employees (Y) indicates a value above 0.70, so it can be stated that constructs each each variable has a good reliability.

Tabel 6: Results of Significance testing structural models of path coefficients

Hubungan	Koefisien Jalur (<i>Path</i>)	<i>t statistics</i>	Keterangan
X → Z	-0,3833	3,1957	Signifikan
Z → Y	-0,6261	6,7575	Signifikan
X → Y	0,3455	3,5443	Signifikan

Source: Results of the PLS Analysis

Testing on the significance of the path coefficients (path) through t test statistics showed the following results:

1. Based on the analysis shows that the coefficient path (path) the effect of LMX leadership (X) of the affirmative action policy (Z) is negative for 0.3833, with a value of t statistics at 3.1957 > t table by 1.96. Showed that LMX leadership (X) significant negative effect on affirmative action policy (Z).
2. The value of the path coefficient (path) the effect of affirmative action policy (Z) on the quality of work of employees (Y) is negative for 0.6261, with a value of t statistics at 6.7575 > t table by 1.96. Shows that affirmative action policy (Z) significant negative effect on the quality of work of employees (Y).
3. The coefficient of path (path) the effect of LMX leadership (X) on the quality of work of employees (Y) is positive at 0.3455, with a value of t statistics at 3.5443 > t table by 1.96. Showed that LMX leadership (X) positive significant effect on the quality of work of employees (Y).

The results of the analysis of the structural model or the inner models with PLS method can be seen in Figure 5.2.

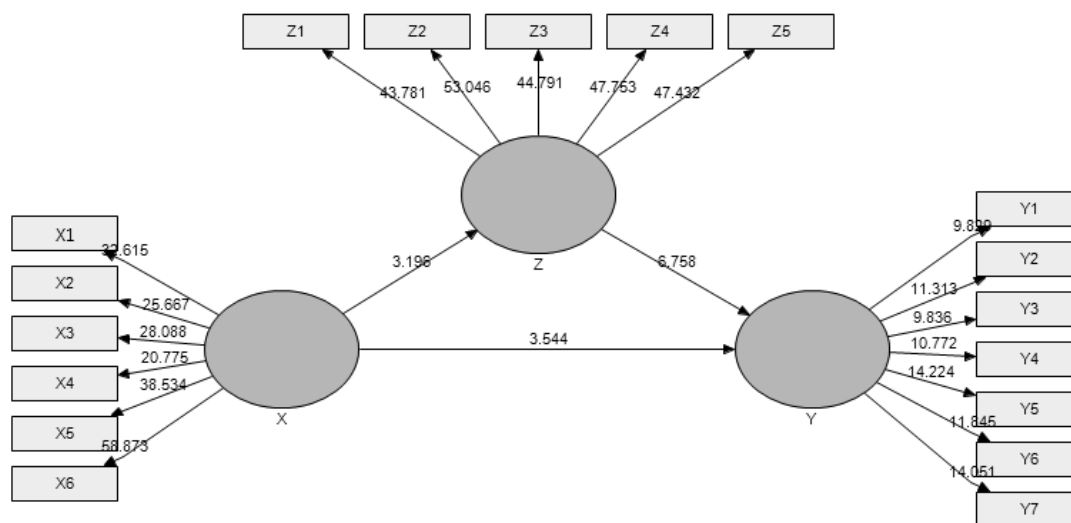


Figure 2
Inner Analysis Model

DISCUSSION

The first hypothesis states that LMX leadership influence on affirmative action policy. Based on the analysis shows that the coefficient of the path (path) is negative with a value of t statistic of $3.1957 > t$ table value of 1.96, it indicates that the leadership of LMX (X) significant negative effect on affirmative action policy (Z). Therefore, the first hypothesis which states that LMX leadership affect the affirmative action policy, accepted. It can be explained that if a leader is willing to help the difficulties of employees in order to carry out the duties and responsibilities it will be easy to draw up a strategy for the completion of the vision of diversity can. Due to the willingness of leaders in addressing the issues that immediately resolved. Instead, the company should have a clear idea of their diversity by creating a policy objective and fair if leaders do not have a commitment to provide time in the completion of the differences between employees. The second hypothesis states that LMX leadership affect the quality of work of employees. Based on the analysis shows that the coefficient of the path (path) is positive with a value of the t statistic of $3.5443 > t$ table value of 1.96, it indicates that the leadership of LMX (X) has a significant positive effect on the quality of work of employees (Y). Therefore, the second hypothesis states that LMX leadership affect the quality of work of employees, received. It also means that leaders who are willing to help the difficulties of employees in order to carry out the duties and responsibilities will be to cultivate the ability of employees to provide services to all parties and any condition. The third hypothesis stated that affirmative action policies affect the quality of work of employees. Based on the analysis shows that the coefficient of the path (path) is negative with a value of t statistic of $6.7575 > t$ table value of 1.96, it indicates that the affirmative action policy (Z) significant negative effect on the quality of work of employees (Y). Therefore, the third hypothesis which states that the affirmative action policy affects the quality of work of employees, received. It can be explained that in making the vision of diversity in the completion strategy should be tailored to the role of all the members as a strategy created to contribute to the ability of employees providing services to all parties and any condition. If the strategy developed can not properly accommodate the employee's ability to provide service will decline.

IMPLICATION TO RESEARCH AND PRACTICE

This study benefits as reference material for the development of further research aimed to raise issues related to affirmative action policy. This study therefore able to expand their repertoire of theoretical and lift values empirically adopted in the development of leadership models against affirmative action policy, employee diversity and quality of work of employees in the future. Theoretically, this research to develop and test theories and models of leadership LMX by Graen and Uhl-Bien (1995). In addition, this study can serve to reinforce linkages and gaps in between variables were formed in these models. This study has contributed further to develop theories that already exist by combining variables previously been studied separately, as well as conduct research with the implementation of these variables in a place or region. The benefits for employees of PT. Pelabuhan Indonesia III that the study is a matter of introspection for employees regarding the employee's level of quality over the years, so kayawan trying to optimize the quality of work that is in line with expectations and standards criteria established by PT. Pelindo III. This study serves as an input or input for PT. Pelindo III in identifying conditions LMX leadership model, affirmative action policy, diversity and quality of employees that are implemented in the company today. Thus, the results of this study can also be used as a material consideration in the evaluation of leadership and management policies that have been implemented by the company following the efforts to create a conducive working environment.

CONCLUSION

Leader Member Exchange has a negative effect on the affirmative action policy in the company. These results can be explained that the better leader member exchange on the company, the lower the required affirmative action policies. This is mainly related to the reality on the ground that the most prominent indicators in leader member exchange is knowledge, which explains that the leaders of the company is a leader who has extensive knowledge, so too broad insight leader. The more extensive knowledge of the leader then launched programs will also be more visionary, so that the role of the employees will be smaller to be able to follow the program that is both visionary company without the support of their intensive socialization and internalization of employees. Leader member exchange has a positive influence on the quality of work of employees. These results can be explained that with the breadth of knowledge and insight leader, will motivate to improve its ability to deliver the best service in any situation. Furthermore conceptually, knowledge and insight leader will open discourse and insight for employees to always do the development work ability in delivering the best service in any situation. Affirmative action policy has a negative effect on the quality of work of employees. These results can be explained that the policy of affirmative action will tend to degrade the quality of work of employees. Policies are inflexible and many involve the role of employees in its implementation, it will reduce the time employees to improve their ability to work in accordance with the conditions of the company.

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