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Managerial Roles In A Dynamic Environment

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PT. N is company that become one of many operator in telecommunication industry in Indonesia. PT. N currently face with dramatic change of environment and they were response through board of directors transformation. In this situation, employee resistance will be raised up, sometimes because they feel dissatisfaction. Manager must manage all level of employee resistance through their role in order to achieve company objectives. This research use survey method. Operational variables consist of manager role in interpersonal relationship (X1), informational (X2) and decisional (X3). We use Likert Type as scale of questionnaire. We use convenience sampling as a sampling technique. Result from data processing show that managerial role in interpersonal relationship has no significant influence to job satisfaction. Managerial role related to informational has negative significant influence to job satisfaction. Managerial role as decisional has positive significant influence to job satisfaction

Keywords: interpersonal relationship, information controlling, decision maker, job satisfaction

1. INTRODUCTION

Fierce competition among operators today is showed from their efforts in order to attract consumers who are interest in using the product. Starting from a price war in the form of very cheap price to offer free SMS or free conversation. When the price war is no longer able to attract customers, some operators began to rely on strategies that offer data services and customers as the main source of income. These conditions impact to the monthly customer turnover for mobile phones in Indonesia ranked number one in the world, estimated at 8.6% in a month (Tempo, 2007). The conditions showed that changes occurring in telecommunications industry is happening so fast. The players in this industry are required to adapt quickly if they want to survive as a player in this industry.

According to Multimedia Manager of N Company, that nowadays there is a revolutionary movement of N Company, a drastic change and massive. Within period of 3 years (2012–2014), N Company already twice recasted their Board of Directors. They expect this process will accelerate organizational transformation to be a better company. Change is a part of dynamic process to be adaptive organization. N Company often implement

changes especially incremental changes at department level. It is usually bring employee resistance during implementing the change itself. Resistance appear because of increasing employee dissatisfaction (Yuwono, 2005). Employee feel confuse about what should they do to response that changes. According to Palmer, Dunford and Akin (2005) that manager must manage all the resistance level of employees. Managers and employees in a company need and influence each other to adapt with changes. The manager has a very important role to influence and mobilize employees in achieving corporate goals (Jayanti, 2010). The roles that managers play in performing their jobs and the relationship of managerial roles to managerial effectiveness and performance are the foci of considerable research interest (Mount and Bartlett, 1999). Patient and Skarlicki (2010) mentioned that increasing managerial behavior related to interpersonal and informational justice are especially relevant to create negative news information in the organization.

From the background, the problem in this research are:

- Is the manager's role related to interpersonal relationships influence job satisfaction of employees in N Company?
- Is the manager's role related to informational influence job satisfaction employee in N Company?