



# Analyzing Factors Affecting Employee Performance in Pt Pins Indonesia

Ayu Shabrina Puteri<sup>1</sup> -- Ir. John Welly<sup>1</sup>

<sup>1</sup>Undergraduate Program, School of Business and Management Institut Teknologi Bandung, 2014

## ABSTRACT

Nowadays, we are facing globalization era that presents us to challenges and all the implications. To remain the existence, business enterprise must be brave to deal with changes and win the competition. Resources that being provided by the company, such as capital, methods and machine will not give optimum result if it does not supported by human resources, which have optimum performance.

The author is interested to analyze factors affecting employee performance. This research has tested the hypothesis that employee performance will be influenced by leadership and organizational culture factors as the moderation variable. The objective of this research is to analyze factors affecting employee performance in PT PINS Indonesia branch Kuningan, Jakarta. There are 140 permanent employees in PT PINS and 59 of permanent employee were taken as the sample (sensus) for the questionnaire needed. Analysis technique that being used is Moderated Regression Analysis (MRA) method.

The result of the research is showing that leadership has positive and significant impact to the employee performance in partially. While organizational culture has proven as the moderated variable between leadership and work performance in the object of study PT PINS branch Kuningan, Jakarta. The study recommends that PT PINS should create harmonious relation between leader and follower, reduce the conflict and create conducive atmosphere. Thus, employee is expected to become more optimal in performing the jobs.

**Keywords:** Employee, Performance, Leadership, Organizational Culture, Moderating, and Moderated Regression.

## 1. Introduction

Globalization carriers explicit challenges and all the implications. It brings continuous changes toward business; enterprises have to be brave and confident to deal with the changes and win the competition. Resources that provided by the company, such as, capital, methods, and machine will not give optimum result if it does not supported by excellent human resources to ensure optimum performance.

PT PINS Indonesia is established in October 17, 1995 named PT Pramindo Ikat Nusantara. In the beginning, it has business focus in executing operation cooperation (Kerja Sama Operasi) with PT Telekomunikasi Indonesia to provide telecommunication services in Sumatera Indonesia. As in 2002, PT Pramindo Ikat Nusantara was 100% acquired by Telkom Indonesia through acquisition and changed its name to PT PINS Indonesia in 2012. A year later, a milestone for PT PINS Indonesia since the company successful escaped from the red zone by reaching positive value in EBITDA and Net Income, after minus achievement in the previous year.

This accomplishment reached by means of consistency in complementing company culture which is "Always the Best" that oriented in the principle of 3S (Solid, Speed, Smart). This culture encourages employees to do the work together in better and faster way. This enhancement<sup>1</sup> in financial performance

<sup>1</sup> Author, School of Business and Management, Institut Teknologi Bandung, Indonesia

was came not only from internal factor like employee performance, but also external factors such as market and competition condition and product development.

Employee performance survey in PT PINS is not conducted yet, but it will be implemented this year. During all this time, PT PINS Indonesia has conducted best employee election through employee pooling. On the other hand, employee performance survey in PT PINS Indonesia has never been conducted yet, nevertheless the company is planning to implement the survey this year. Furthermore, the survey will help to determine satisfaction employee level. Employee satisfaction is a measure of how happy and engaged the workers are with their job and environment. Keeping high morale among workers can resulted in tremendous benefit to any company, as happy workers are more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction.

The employee satisfaction survey in PT PINS Indonesia is consist only the internal factor like individual target, skill and competency, whereas external factors such as company culture and the leadership of the leader is not really undertaken. Thereby, the research of employee performance that related to leadership and organization's culture is needed. This assessment hopefully can be used to complete the employee satisfaction survey and find the correct way to improve employee performance, especially in PT PINS Indonesia.

Employee performance in PT PINS can be considered as good in overall, looking from the improvement in the financial performance. Yet, it is still questionable, since there is no evidence whether it is influenced only by leadership variable or company culture also take place as mediation variable vice versa. Thus, research in analyzing relation between company culture and employee performance is needed to clarify the role of organization's culture towards employee performance.

From the problem identification above, there are two questions, which will be answered in this research:

1. Is transformational leadership giving influence to the employee performance?
2. Does organization's culture has impact to the employee performance?
3. Is organization's culture becoming moderating variable that influences the connection from leadership to employee performance?

There are 140 permanent employees in PT PINS branch Kuningan, Jakarta and 59 of them were taken as the sample for the questionnaire.

## **2. Literature Review**

### **2.1. Employee Performance**

Employee performance can be interpreted as the extent of someone is doing the job and responsibility (Singh *et al.*, 1996). Faustino (1995) said that job performance is a result or outcome that come up from a specific function work or specific activities in certain period of time. However, performance survey according to (Faustino, 1995) is a way to measure individual contribution level for the organization. Employee performance generally positioned as dependent variable in many empirical research because it is considered as impact from organization behavior or human resources practices, not as a cause or determinant.

### **2.2. Leadership**

Experts define leadership in many kinds, but generally leadership describes the relationship between leader and follower (Locander *et al.*, 2002). Locander *et al.* (2002) mor explains that leadership contains the meaning of a leader who influence follower is mutualism. Lok and Crawford (2001) see leadership as a process to influence activities of an organization in order to reach the goals.

#### **2.2.1 Transformational Leadership**

Transformational leadership is based on the principle to follower development (Rakhmat, 2006). Transformational leader evaluate the capability and potency each follower to run the job, as well as to see the possibility to expand responsibility and the authority in the future. Otherwise, transactional leader has focused in reaching the goals and target, but not trying to develop responsibility and authority for the progress of follower. These differences caused transactional

and transformational leadership are being positioned to one continuum, which will end in two different bounds.

### 2.2.2. Transactional Leadership

Transactional leadership bases itself in transaction principle or exchange between the leader and follower. Leader gives return or certain reward (ex: bonuses) to follower, if follower capable to meet the expectation of leader (ex: high performance) (Rakhmat, 2006). In the other side, follower try to meet leader's expectation is not only for get the return or reward, but also to avoid sanction or punishment. Here come up the mutualism connection and contribution from both sides to get the return or reward (Yammarino *et al.*, 1993; Humphreys, 2002; Bass *et al.*, 2003; Liu *et al.*, 2003). Sarros and Santora (2001) said that the desire return or reward from both sides is more economically. Physical and material needs of follower is trying to fulfill by the leader, and as a return, the leader get the high performance from follower. Waldman *et al.* (2002) shows that transactional leadership operate in system or in the exist culture and it has a purpose to strengthen strategy, system, or exist culture, not trying to change it. Because of that, transactional leader is not only trying to satisfy follower's needs for buying their performance, but also focus in irregularities or mistake of follower and strive to do correction. Humphreys (2002) and Yammarino *et al.* (1993) mentioned that transactional leadership is the most commonly encountered in daily life, so it develops to be paradigm in the practice of leadership in organization.

### 2.3. Organizational Culture

In general, organizational culture defined as a series of value, belief and behavior pattern that forming the organization's identity and member's behavior (Deshpande and Farley, 1999). Organizational culture, based on this definition, can be placed in the values and behavioral norms. Organizational culture as value refers to every thing in organization, which is seen as highly valued, while as behavioral norms, organizational culture refers to how elements (members) should behave (Xenikou and Furnham, 1996).

### 2.4. Research Model

In general, organizational culture defined as a series of value, belief and behavior pattern that forming the organization's identity and member's behavior (Deshpande and Farley, 1999). Organizational culture, based on this definition, can be placed in the values and behavioral norms. Organizational culture as value refers to every thing in organization, which is seen as highly valued, while as behavioral norms, organizational culture refers to how elements (members) should behave (Xenikou and Furnham, 1996).

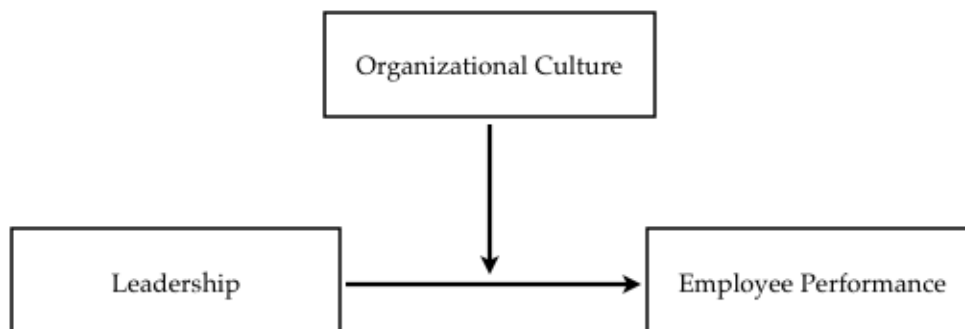


Figure-2.1. Theoretical Framework

**Resources:** Developed from research by Pool (2000), Dunk (1993), Arnolds and Boshoff (2002) and Wilson (2001) for this research.

Thus, the alternative hypotheses in this research are:

H1 : There is positive impact and significant between Leadership and Employee Performance in PT. PINS branch Kuningan, Jakarta.

H2 : The better leadership applied and supported by conducive organizational culture, the higher employee performance in PT. PINS branch Kuningan, Jakarta.

### 3. Methodology

#### 3.1. Data Collection Method

Data collection method in this research is questionnaire. Key assumption by using this method is, research subjects are the one who really know about their selves and give their true and trust statement. The implementation method in this research is spreading the questionnaire to respondents, distributed directly by the researcher. This questionnaire allocates a list of questions that is spatially closed because alternative answers provided. Secondary data is needed in the form of documents have been taken to furnish the analysis of this research. Sample size theory that being used in this research is Slovin method with 10% of margin error.

#### 3.2. Analysis Technique

##### 3.2.1. Quality Test of Data

- Validity Test. This test is used to see the consistency of independent variable with what is measured. If correlation coefficient shows a significant result (less than  $\alpha = 5\%$ , the instrument is valid (Ghozali, 2003)..
- Reliability Test. Reliability test is used to find out the extent of the measurement result remain consistent, if it is conducted twice measurement or more against the same symptoms and also by using the same measurement tools. Instrument reliability of this research is tested by using Cronbach's alpha coefficient. If alpha coefficient value is more than 0.6, it can be conclude that this research instrument is reliable (Ghozali, 2003).

##### 3.2.2. Classic Assumption Test

- Multikolinearitas. Multikolinearitas is used to find the strong relation between independent variable in this regression model. Hair et al (1998) proposed a way to find multikolinearitas by seeing the value amount of Variance Inflation Factor (VIF). It can be said as multikolinearitas if the value is less than 0,10 or more than 10.
- Heteroskedastisitas and Park Test. Heteroskedastisitas is a phenomenon when certain independent variable value that chosen or set has errors ( $e_1$ ) and each error has the same variant value, as much as  $\sigma^2$ . Therefore, if regression model cannot meet this assumption, it can be said that it occurred heteroskedastisitas. It is causing regression coefficient estimator value become inefficient. The criterions are:
  - If calculate of  $t > t$  table or value of prob. Sig.  $< 0,05$ , then the data is containing heteroskedastisitas.
  - If calculate of  $t < t$  table or value of prob. Sig.  $> 0,05$ , then the data is not containing heteroskedastisitas.
- Autocorrelation. Autocorrelation can be defined as correlation between observation members that being sorted according to time (time series) or section (cross section) (Gujarati, 2003). The testing whether autocorrelation existing or not in regression equity is to see the value condition of Durbin Watson (DW Test) form calculation result and compared by DW table with this criterion (Gujarati, 2003):
  - $DW < dl$  = reject  $H_0$
  - $dl < DW < du$  = uncertainty zone
  - $du < DW < 4 - du$  = accept  $H_0$  (No Autocorrelation)
  - $4 - du < DW < 4 - dl$  = uncertainty zone
  - $DW > 4 - dl$  = reject  $H_0$

#### 3.3. Moderate Regression Analysis

After the classic assumption can be pervaded, the next step is analyzing data and testing hypothesis that is filed in this research by using moderate regression analysis with moderating variable and interaction test. Moderate regression analysis is special application linier moderated regression, which has interaction elements in the regression equation (the multiplication of two or more variables independent) (Ghozali, 2003). Independent variable in this research are Leadership ( $X_1$ ), Organizational Culture ( $X_2$ ) and interaction between leadership and organizational culture variable as moderate variable ( $X_1 * X_2$ ), while the dependent variable is performance (Y). Moderate regression analysis can be developed in this research in this equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_1 * X_2 + e$$

Where:

Y	= dependent variable (employee performance)
a	= Constanta
$b_1, b_2, b_3$	= regression coefficient
$X_1$	= leadership
$X_2$	= organizational culture
$X_1 * X_2$	= moderation (interaction between $X_1$ and $X_2$ )
e	= error term

Basis for decision making in this moderate regression analysis are T-Test, F-Test and coefficient determinant ( $R^2$ ).

## 4. Data Analysis

### 4.1. Respondent Profile

**Table-4.1.** Respondent Based on Gender

No	Gender	Frequency	Percentage
1	Man	33	55,932
2	Woman	26	44,067
Total		59	100

Based on Table 4.1 above seems that the respondents in this research is dominated by men, with 33 person or by 55,9%, while respondents who is women were 26 person or by 44%. Though it is not too significant, it is common because in the work performance and functions, company needs men employee who is more rational in decision-making compared with women employee.

**Table-4.2.** Respondent Based on Age

No	Age	Frequency	Percentage
1	< 36 years old	53	89,83
2	36 – 40 years old	1	1,694
3	> 40 years old	5	8,474
Total		59	100

Based on Table 4.2 above seems that the respondent in this research is dominated by employee who ages less than 36 years old, with 53 person or by 89,83%. Meanwhile, the smallest frequency is for employee who ages more than 40 years old, with 5 person or by 8,4%. It showed that PT PINS as a beginner company from the merger and acquisition by PT Telkom Indonesia has many new employees recruited. Also, it showed that employee of PT PINS are in productive ages that support the company operational, so it is hoped, it will be able to compete with other competitor.

**Table-4.3.** Respondent Based on Last Education Background

No	Last Education	Frequency	Percentage
1	≤ Senior High School	1	1,694
2	Diploma (D1 – D3)	8	13,559
3	Bachelor (S1)	44	74,576
4	Master of Bachelor (S2 – S3)	6	10,169
Total		59	100

Based on Table 4.3 above seems that the respondent in this research is dominated by employee who has education level in bachelor (S1) with 44 person or by 74%. Meanwhile, the smallest frequency is for employee who has education level in senior high school with 1 person or by 1,6%. It showed that PT PINS has high standard for employee recruited in order to support human capital quality to win competition and give maximum performance.

**Table-4.4.** Respondent Based on Work Experience in PT PINS

No	Work Experience	Frequency	Percentage
1	≤ 1 year	12	20,338
2	> 1 year	47	79,661
Total		59	100

Based on Table 4.4 above seems that the respondent in this research is dominated by employee who has more than 1 year work experience with 47 person or by 79%. Meanwhile, employee who has 1 year or less work experience are 12 person or by 20%. It showed employee of PT PINS are capable and have enough experience to perform the task given according to its ability.

**Table-4.5.** Respondent Based on Marital Status

No	Marital Status	Frequency	Percentage
1	Married	26	44,067
2	Single	32	54,237
3	Widower/ Widow	1	1,694
4	Divorced	0	0
Total		59	100

Based on Table 4.5 above seems that the respondent in this research is dominated by employee who has single marital status with 32 person or by 54%, married marital status with 26 person or by 44%, widower/ widow marital status with 1 person or by 1,6% and zero person of employee for divorced marital status. It showed that employee of PT PINS is still in the phase to build their work career for future.

## 4.2. Quality Test of Data

### 4.2.1. Validity Test

Validity test result that has conducted by SPSS Software (Statistical Package for Social Science) obtained the result as follows:

**Table-4.6.** Validity Test

No	Variable	Indicator	Correlation Coefficient	Prob. Significance	Notes
1	Leadership (X1)	Kep_1	0,648	0,000	Valid
		Kep_2	0,846	0,000	Valid
		Kep_3	0,851	0,000	Valid
		Kep_4	0,860	0,000	Valid
		Kep_5	0,897	0,000	Valid
		Kep_6	0,895	0,000	Valid
		Kep_7	0,852	0,000	Valid
		Kep_8	0,795	0,000	Valid
		Kep_9	0,846	0,000	Valid
		Kep_10	0,748	0,000	Valid
2	Organizational Culture (X2)	Bud_1	0,417	0,001	Valid
		Bud_2	0,643	0,000	Valid
		Bud_3	0,653	0,000	Valid
		Bud_4	0,761	0,000	Valid
		Bud_5	0,703	0,000	Valid
		Bud_6	0,584	0,000	Valid
		Bud_7	0,691	0,000	Valid
		Bud_8	0,663	0,000	Valid
		Bud_9	0,558	0,000	Valid
		Bud_10	0,499	0,000	Valid
3	Employee Performance (Y)	Kin_1	0,712	0,000	Valid

*Continue*

Kin_2	0,581	0,000	Valid
Kin_3	0,742	0,000	Valid
Kin_4	0,758	0,000	Valid
Kin_5	0,708	0,000	Valid
Kin_6	0,794	0,000	Valid
Kin_7	0,735	0,000	Valid
Kin_8	0,664	0,000	Valid
Kin_9	0,830	0,000	Valid
Kin_10	0,827	0,000	Valid

From the Table 4.6 above showed that correlation coefficient each indicator in each variable result significance coefficient. It can be seen from the sig. value in each indicator (See attachment) are less than 0,05 ( $\alpha = 5\%$ ) means the indicators are valid.

#### 4.2.2. Reliability

Reliability test is conducted to find out the extent of twice or more measurement result to the same object and same measurement instrument, the technique used is Cronbach Alpha (Ghozali, 2001). Based on operational variable result that will be analyzed in this research are presented in the table 4.7 below:

**Table-4.7.** Reliability Test

No	Variable	Cronbach Alpha
1	Leadership (X1)	0.947
2	Organizational Culture (X2)	0.815
3	Employee Performance (Y)	0.901

Based on the Table 4.7 above showed that Alpha Cronbach coefficient for each variable is more than 0.60, so data is reliable (Hair, 1998).

### 4.3. Classis Assumption Test

#### 4.3.1. Multikolinearitas

Multikolinearitas is used to find the strong relation between independent variable in this regression model. Hair (1998) proposed a way to find multikolinearitas by seeing the value amount of Variance Inflation Factor (VIF).

**Table-4.8.** Multikolinearitas

Variable	VIF Value	Notes
Leadership (X1)	1.263	No Multikolinearitas
Organizational Culture (X2)	1.281	No Multikolinearitas
Moderate (X1*X2)	1.022	No Multikolinearitas

From the Table 4.8 above showed that all independent variables have VIF value that are less than 10 and more than 0,01. It can be conclude that there is no multikolinearitas between independent variables.

#### 4.3.2. Heteroskedastisitas

Heteroskedastisitas test conducted by using Park Test means do regression to value of quadrat residual logarithm as dependent variable with all logarithm of independent variable.

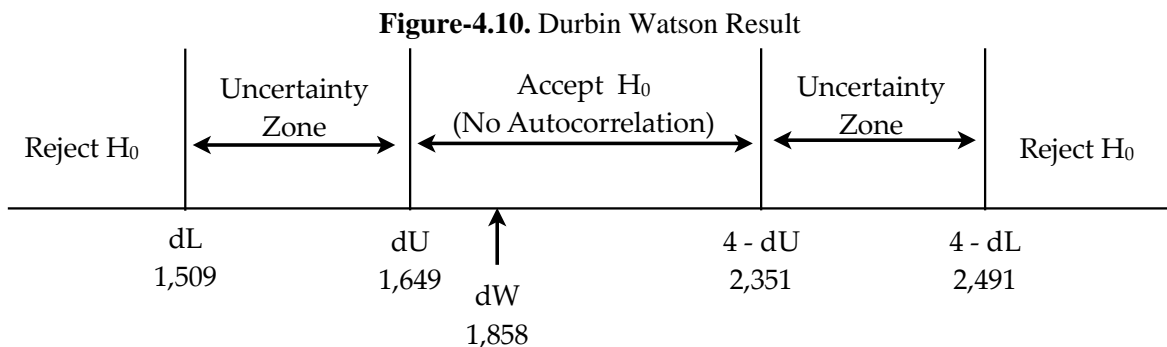
**Table-4.9.** Heteroskedastisitas Test with Park Test

Dependent Variable = Quadrat Residual Value			
Ind. Variable	t stat	Sig.	Notes
LNX1	Leadership (X1)	0.884	No Heteroskedastisitas
LNX2	Organizational Culture (X2)	0.264	No Heteroskedastisitas

Result of heteroskedastisitas above shows that each variable have significance value more than 0,05 ( $\alpha = 5\%$ ) or not significance, so it can conclude that regression model which will used is not containing heteroskedastisitas symptoms. In other words, heteroskedastisitas hypothesis can be accepted.

### 4.3.3. Autocorrelation

Autocorrelation can be defined as correlation between observation members that being sorted according to time (time series) or section (cross section) (Gujarati, 2003). To detect the problem, autocorrelation can be seen from Durbin Watson (DW) indicator, for level of  $\alpha = 5\%$ , with  $n = 59$  and  $k = 3$ , so the lower limit (dL) is 1,509 and upper limit (dU) is 1,649.



Based on the estimation result, DW value is 1,858 is at no autocorrelation area, so that it can be said that there is no deviation in autocorrelation classic assumption whether it is positive or negative in this research model.

### 4.4. Moderated Regression Analysis

Classic assumption that is conducted into regression equation has give conclusion that the equation is feasible to be used as mathematical equation model.

**Table-4.11. Moderated Regression Analysis**

Dependent Variable = Quadrat Residual Value			
Variable Independent	Regression Coefficient	t - ratio	Prob. Sig
Leadership (X1)	0.351	3.786	0.000**
Organizational Culture (X2)	-0.004	-0.033	0.973**
Moderating (X1*X2)	0.108	2.015	0.049*
Constanta	2.668	5.553	0.000
R <sup>2</sup> = 0.283			
F - ratio = 7.244			
Prob. Sig = 0.000**			
Σ Var. Independent. Significance = 1 from 1			
DW = 1.858			
N = 59			

Note:  
 \*\* Significance in margin of error 0.05  
 \* Significance in margin of error 0.1

From the Table 4.10 above, can be interpret the equation, which beta value is taken from unstandardized coefficient.

$$Y = 2.668 + 0.351 X1 - 0.004 X2 + 0.108 X1*X2$$

- Y : Employee Performance
- X1 : Leadership
- X2 : Organizational Culture
- X1\*X2 : Moderation Variable (interaction between X1 and X2)

The result of the estimation shows that, from three independent variables, there is one variable that has negative regression value. That variable is organizational culture. It shows that organizational culture has no direct affect to employee performance. Whereas leadership and moderation variable have positive regression value. In this case, coefficient value from each variable cannot be interpreted to be as research elasticity, because the regression equation is not in logarithm form (Gujarati, 2003).



So, partial test in this research will be determined from the sign (positive or negative). Partially, two dependent variable; leadership (X1) and moderation variable (X2) are affect employee performance (Y) significantly. This model has probability significance result 0.000 and has determination coefficient 0.283, means 28,3% variable variation of employee performance in PT PINS can be explained by Leadership (X1), Organizational Culture (X2) and Moderation variable (X1\*X2), while the rest around 71% is explained by another factor outside the model.

## 4.5. Result of Hypothesis

### 4.5.1. Hypothesis 1

Based on the result from Table 4.10, value of probability significance is 0.000, which is less than 0.05 ( $\alpha = 5\%$ ). It means  $H_0$  rejected, so it can be said that leadership variable affect positively and significant to employee performance variable. It can be stated that the better leadership applied in PT PINS, will make employee performance increasing. Otherwise, if leadership is not applied appropriately and not conducive will make employee performance decreasing. Thereby, hypothesis that stated there is positive impact and significant between Leadership and Employee Performance in PT. PINS branch Kuningan, Jakarta is accepted.

This result is in-line with the result from [Humphreys \(2002\)](#) and [\(Yammarino et al., 1993\)](#). They conclude that transactional leadership has positive connection with employee performance. While, [Bass et al. \(2003\)](#) and [Bono and Judge \(2003\)](#) found that transactional leadership affects employee performance.

### 4.5.2. Hypothesis 2

The second hypothesis is “The better leadership applied and supported by conducive organizational culture, the higher employee performance in PT. PINS branch Kuningan, Jakarta”. Interaction between leadership variable (X1) and organizational culture (X2) has 0.049 probability significance, which is less than 0.1 ( $\alpha = 10\%$ ), means that organizational culture is moderation variable.

Organizational culture variable is moderation variable, because it is found that organizational culture can make the connection between leadership and employee performance become stronger or weaker. Moderation variable is independent variable that can make connection between independent variable to dependent variable stronger or weaker ([Ghozali, 2003](#)).

### 4.5.3. Determination Coefficient

Determination coefficient is used to know the percentage of independent variable variation in the model can be interpreted by dependent variable ([Gujarati, 2003](#)). This result has  $R^2 = 0.283$ , means 28,3% variable variation of employee performance in PT PINS can be explained by Leadership (X1), Organizational Culture (X2) and Moderation variable (X1\*X2), while the rest around 71% is explained by another factor outside the model.

This moderation variable also supports the affect from leadership to employee performance around 6%. The result of regression without moderation variable can be seen in Table 4.11 below.

**Table-4.11.** Regression without Moderation Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479	.229	.216	.45193

Based on Table 4.11,  $R^2$  is 0.229 means 22,9% of employee performance result is affected by leadership. It can be conclude that by having organizational culture as moderation variable can increase the result of employee performance by around 6%.

## 5. Conclusions and Recommendation

### 5.1. Conc lusion

Based on moderated regression analysis with moderation variable that has conducted, it can be concluded that:

- 1) Based on the data analysis, there is a positive connection and significant between leadership variable and employee performance in PT PINS Branch Kuningan, Jakarta. It results 3,786 value of t with probability significance of 0.000, which is less than 0.05. It can be concluded that in PT PINS branch Kuningan, Jakarta, leadership variable affects positively and significant to the employee performance variable. Thus, the first hypothesis stated “There

is positive impact and significant between Leadership and Employee Performance in PT. PINS branch Kuningan, Jakarta. “ is accepted.

2) Based on data analysis, there is a significant affect between moderation variable (interaction between X1 and X2) and employee performance in PT PINS branch Kuningan, Jakarta. It results 2.015 value of t with probability significance of 0.049, which is less than 0.05. It can be concluded that organizational culture variable is moderation variable that can make the connection from leadership (X1) to employee performance (Y) stronger or weaker. Thus, the second hypothesis stated “ The better leadership applied and supported by conducive organizational culture, the higher employee performance in PT. PINS branch Kuningan, Jakarta. “ is accepted.

## 5.2. Limitations

The limitation of this research is only use two independent variable and also the object of this research is only in PT PINS branch Kuningan, Jakarta, so that the result cannot represent as a whole.

## 5.3. Recommendation

### 5.3.1. Management Policy Implication

Based on result that has conducted by using MRA (Moderated Regression Analysis) method, and by seeing the affect of the regression coefficient, it obtains empiric evidence that Leadership affect positively and significance to employee performance in PT PINS branch Kuningan, Jakarta, so, management can make efforts such as:

- 1) From the result, it shows, dominate variable that affect employee performance is leadership. Leadership has 3,786 (the highest), so it is important to put a leader, which has a good transformational leader characteristic in PT PINS branch Kuningan, Jakarta.
- 2) From the result, it shows that organizational culture is being moderation variable that can make connection between leadership and employee performance become stronger or weaker. So, organizational culture in PT PINS, which is already good, has to be maintained. PT PINS also have to improve organizational culture, which is less appropriate to support leadership role. Those two efforts are used to make optimal employee performance result.
- 3) Factors outside leadership and organizational culture factor in affecting employee performance still have to be considered.

### 5.3.2. Upcoming Research Agenda

The upcoming research agenda will include several components; such as add independent variables like motivation, discipline, compensation, etc. Besides, it also need to expand the object of the research, from PT PINS branch Kuningan, Jakarta to be wider, such as province area or national area. These matters are recommend by considering that those factors can directly affect to the company performance and policy.

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