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## ABSTRACT

SINGMIN JOHANES LO. Organizational Leadership Behaviors According to Industry Characteristics and Its Relation to Organizational Performance and Environmental Turbulence in Publicly Listed Companies in the Jabodetabek Area (H. MUSA HUBEIS, as Chairman, AJI HERMAWAN and M. PARULIAN HUTAGAOL, as Members of the Supervising Committee).

Leadership is a key factor for business success. The 1997/1998 world economic crises had affected the business in Indonesia. The purposes of this research were (1) to analyze factors which determine effective organizational leadership, (2) to examine the leadership effectiveness through its influence on organizational performance and environmental turbulence, and (3) to analyze any rank differences for the 12 leadership behaviors according to five industry characteristics and four organizational performance measures. The organizational performance measures were Return on Investment (ROI), Sales Revenue, Employee Retention, and Price Earnings Ratio (P/E Ratio). Purposive sampling technique with 52 respondents was used in a survey conducted on publicly listed companies in the Greater Area of Jakarta in order to measure the perceptions on organizational leadership behaviors and business environmental turbulence. The survey questionnaires were adopted from Yukl's Three Metacategories Leadership and Ansoff's Environmental Turbulence models. The questionnaires used Five points Likert's like Numerical Scale. Data were analyzed using Friedman Tests, Factor Analysis, Multiple Linear Regression Analysis, and its moderated form. The results using SPSS 13 software for Windows, showed that effective organizational leadership could be explained through analyzing the influence of Relations-Oriented Behaviors on Employee Retention, especially through Supporting and Consulting behaviors. However, regression equations could not be used to predict ROI, Sales Revenue, and P/E Ratio, since the Analysis of Variance test for the leadership model was not significant statistically. Environmental Turbulence had significantly moderated Consulting behavior and its interaction affected the Employee Retention negatively when turbulence was high. Results from the Friedman test on specific leadership behaviors showed that Clarifying Roles, Monitoring Operations, Short-term Planning, External Monitoring, Visioning and Recognizing were consistently ranked top 1 to 6. The implications of this research for business leaders are: (1) organizational performance is influenced by organizational leadership behaviors, (2) when turbulence is high, it is not recommended to intensify Consulting behavior since it would negatively impact the Employee Retention, and (3) to maintain high organizational performances, it is advised that top management emphasizes the use of the six specific behaviors which consistently rank the first to the sixth. For further research, it is suggested that more companies from diverse background is to be surveyed to better understand the relationships of organizational leadership, organizational performances, and their moderator variables. The effects of various moderator variables on organizational leadership and organizational performances, such as industry characteristics and national culture should be examined.

**Key words:** organizational leadership behaviors, organizational performance, environmental turbulence, factor analysis, multiple linear regression analysis, Friedman test.

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