

The Influence of Leadership, Organisational Structure, and Organisational Culture on the Company Performance of PT NK TBK

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The construction industry is more competitive now. This encourages construction firms, including PT NK Tbk, to further improve their performance. One attempt to do this, is to improve company performance by improving the function of leadership, organisational structure and organisational culture. This study analyses the influence of leadership, organisational structure and organisational culture on firm performance. To examine these issues, a questionnaire was distributed to 200 employees of PT NK Tbk, who represented all employees in each department. The analysis technique that was used in this study was Confirmatory Factor Analysis (CFA) to the part of the Structural Equation Model (SEM), and then it continued to use Multiple Regression Analysis technique to test the relationship between independent and dependent variables. The results of this study indicated that all of the variables, which are leadership, organisational structure and organisational culture, affect company performance in a positive and significant way. The magnitudes of the influence of the variables on the company's performance are 0.319, 0.425, and 0.454 for leadership, organisational structure, and organisational culture respectively. Therefore, organisational culture has the biggest impact on the company's performance. Leadership is important to win the competition and the ability to implement an innovative strategy in acquiring something new, or new ways in an ongoing basis which will directly affect the efficiency and effectiveness of the company's business processes. Hence, it can encourage better business ethics practices in achieving the goals set by the company. A good organisational structure allows companies to allocate human resources

optimally, so that it will improve coordination and make clearer division of tasks and authority, so as to create employee job satisfaction, better internal control, fairer rewards and punishment, more organised work methods, and no job redundancy. On the basis of these results, to increase the company's performance, the managerial implications that can be suggested are creating and maintaining organisational culture, providing good working facilities to be more productive, implementing labour protection, creating a conducive working atmosphere, and encouraging involvement in organisations and discipline to achieve optimal work performance.

Key words: *Leadership, organisational structure, organisational culture, company performance.*

Introduction

Anticipating and responding to the opportunities and pressures for change are two important factors for the survival of a company. Moreover, the responsibility and performance of top managers are also important for the company, especially in terms of strong leadership, clear vision, and the ability to explain the role and direction in improving company performance (Nani Asmoro and Osmad Muthaher, 2005). In the implementation of strategic planning, a company is expected to set or define the annual objectives of the business, formulate policies, motivate employees and allocate resources, so that the formulated strategies can be implemented. Implementation means transforming the strategic planning into action. The implementation of strategic planning requires a high performance of all organisation members, which is in line with the reward system. Therefore, one of the challenges is developing a good organisational culture that can stimulate managers and employees in achieving a better company performance.

The existence of a company is determined not only by the ability to manage its financial resources, but also by its capability of managing its human resources. In other words, the company should be able to ensure that all organisational factors such as leadership, culture, and structure are integrated and significantly contribute to the company performance. At this point, this study is interested in investigating how the interaction among these factors in a construction company takes place. Under the Indonesian government and President Jokowi's administration which highly emphasises infrastructure development, construction companies may live in a jeopardised situation.

The development of the construction industry is a reflection of the development or economic growth and national businesses. This study takes place in one of the State-Owned

Enterprises (SOE) in the construction industry namely PT NK Tbk. For 4 years, the corporate profit has been increasing as presented in Table 1:

Table 1: The Profit of PT NK Tbk

Year	Profit
2013	Rp 41.66 billion
2014	Rp 44.99 billion
2015	Rp 68.62 billion
2016	Rp 180.05 billion

Sources: Financial Data PT NK Tbk

Based on Table 1, an increase in the amount of profit obtained by PT NK Tbk, can be observed. The increased profit by PT NK Tbk is a signal of good work performance as a result of good leadership, organisational culture and structure. However, there is still a lack of studies that investigate how these organisational factors interact in a SOE company in Indonesia. Therefore, this study aims to investigate this area by proposing the following research questions:

What is the effect of leadership on company performance?;

What is the effect of organisational structure on company performance?

And, what is the effect of the organisational culture on company performance?

The purposes of this study are threefold:

- (1) To examine and analyse the impact of leadership on company performance;
- (2) To examine and analyse the impact of organisational structure on company performance;
- (3) To examine and analyse the impact the organisational culture on company performance.

Literature Review

Organisational Culture

Organisational culture can be explained from three indicators, i.e., norm, value, and organisational climate (Durkin, 1999; Waldron, 1994; Hall, 1997; Van Minden, 2005; Thompson and Strickland, 1990). Norm is a standard of proper or acceptable behaviour. Value is important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Organisational climate is properties of the business environment in a workplace observed by staff that strongly influence their actions and jobs. Previous studies have revealed that organisational culture has a positive influence on company performance, since a good organisational atmosphere will lead to a more



productive and effective organisation in achieving better performance (Naranjo- Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R., 2016; Ogbonna, E., & Harris, L. C., 2000). Therefore, the first hypothesis is

H1: Organisational culture has a positive effect on company performance.

Leadership

Leadership can be explained from six indicators, namely direction setter, process alignment, empowerment, role model, self-confidence, and agent of change (Steven L. McShane & Mary Ann Von Glinov, 2003; Barbara Brown & Burt Nanus, 1992). The direction setter continually thinks about the future of the organisation and thinks about what needs to happen to accomplish the mission. Process alignment enables higher performance by optimising the contributions of people, processes, and inputs to the realisation of measurable objectives. Empowerment is the process of becoming stronger and more confident, especially in controlling one's life and claiming one's rights. A role model is a person looked to by others as an example to be imitated. Self-confidence is a feeling of trust in one's abilities, qualities, and judgment. An agent of change is a person from inside or outside the organisation who helps an organisation transform itself by focusing on such matters as organisational effectiveness, improvement, and development. Prior studies found that leadership style has a positive effect on company performance, due to its vital roles in the company (Ogbonna, E., & Harris, L. C., 2000) Thus, I hypothesize

H2: Leadership has a positive effect on company performance.

Organisational Structure

Organisational structure can be explained from four indicators that are span of control, decentralisation, formalisation, and departmentalisation (Steven L. McShane and Mary Ann Glinow, 2003; Robbins, Stephan P. Judge, Timothy A., 2008). Span of control, also known as management ratio, refers to the number of subordinates controlled directly by a supervisor. Decentralisation is transfer of decision-making power and assignment of accountability and responsibility for results. Formalisation is a process in which managers specify (in writing) procedures, rules and responsibilities for individual employees, organisational units, groups, teams and the organisation. Departmentalisation is efficient and effective grouping of jobs into meaningful work. Prior research found that organisational structure has a significant impact on the performance of business organisations (Ajagbe, Cho, Udo, Peter, 2016). Therefore, I hypothesise :

H3: Organisational structure has a positive effect on company performance.

Methods

Questionnaires have been distributed to 200 employees of PT. NK Tbk, who represent all employees in each department. The analysis technique that is used in this study is Structural Equation Model (SEM) to test the relationship between independent and dependent variables. Firstly, the confirmatory factor analysis for each variable was tested as the requirement for SEM analysis.

Organisational Culture

Table 2 shows that the Chi Square value = 5.017 is below the cut off value 11.070 with a probability value of 1,000 above the significant value (α) 0.05. Therefore, it can be concluded that the model meets the fit and this shows that the input covariance matrix or correlation between predictions with actual observations is not significantly different. Likewise, other fit criteria indicate good conditions.

Table 2: Confirmatory Factor Analysis – Goodness of Fit Test

Goodness-Of-Fit Index	Cut-Off Value	Model Result	Conclusion
Chi-Square	11.070	5.017	Ok
Probability	≥ 0.05	1.000	Ok
RMSEA	≤ 0.08	0.000	Ok
GFI	≥ 0.90	0.764	Ok
AGFI	≥ 0.90	0.528	Ok
CMIN/DF	≤ 2.00	0.339	Ok
TLI	≥ 0.95	1.000	Ok
CFI	≥ 0.95	1.000	Ok

Sources: Primary data are processed

Table 3: Factor analysis significance-Organisational Culture

			Estimate	S.E	C.R.	P	Label
X1.1	<---	Ogn_culture	1.000	.689	2.689	0.07	
X1.2	<---	Ogn_culture	1.048	.490	2.846	.035	par_1
X1.3	<---	Ogn_culture	1.356	.581	2.812	.040	par_2

Sources: Primary data are processed

Based on the test results presented in Table 3, it can be seen that the indicators in each latent variable have a P value under 0.05, the factor loading/lambda value (S.E) more than 0.4, and the critical ratio (C.R) more than 2.0. From the factor analysis significance (SE) above, we see that indicators x1, x2, x3 have the factor loading ≥ 0.40 and Critical Ratio (CR) for each variable has $CR > 2.0$ and significance factor $(P) < 0.05$. Thus, this study includes all the indicators.

Leadership

Table 4 shows that the Chi Square value = 12.998 is below the cut off value 16.919 with a probability value of 0.163 above the significant value (α) 0.05. Hence it can be concluded that the model meets the fit and this shows that the input covariance matrix or correlation between predictions with actual observations is not significantly different. Likewise, other fit criteria indicate good conditions.

Table 4: Confirmatory Factor Analysis – Goodness of Fit Test

Goodness-Of-Fit Index	Cut-Off Value	Model Result	Conclusion
Chi-Square	16.919	12.998	Ok
Probability	≥ 0.05	0.163	Ok
RMSEA	≤ 0.08	0.055	Ok
GFI	≥ 0.90	0.973	Ok
AGFI	≥ 0.90	0.937	Ok
CMIN/DF	≤ 2.00	1.444	Ok
TLI	≥ 0.95	0.959	Ok
CFI	≥ 0.95	0.976	Ok

Sources: Primary data are processed

Based on the test results presented in Table 5, it can be observed that the indicators in each latent variable have a P value under 0.05, the factor loading/lambda value (S.E) more than 0.4, and the critical ratio (C.R) more than 2.0. From the factor analysis significance (SE) above, we see that indicators x4, x5, x6, x7, x8, x9 have the factor loading ≥ 0.40 and Critical Ratio (CR) for each variable has $CR > 2.0$ and significance factor $(P) < 0.05$. Thus, this study includes all the indicators.

Table 5: Factor analysis significance-Leadership

			Estimate	S.E.	C.R.	P	Label
X4	<---	Leadership	1.000				
X5	<---	Leadership	1.838	.569	4.982	***	par_1
X6	<---	Leadership	1.913	.430	4.444	***	par_2
X7	<---	Leadership	1.275	.520	3.984	***	par_3
X8	<---	Leadership	1.946	.587	5.026	***	par_4
X9	<---	Leadership	1.940	.595	4.907	***	par_5

Sources: Primary data are processed

Organisational Structure

Table 6 shows that the Chi Square value = 1.161 is below the cut off value 5.991 with a probability value of 0,560 above the significant value (α) 0.05. It can be concluded that the model meets the fit and this shows that the input covariance matrix or correlation between predictions with actual observations is not significantly different. Likewise, other fit criteria indicate good conditions.

Table 6: Confirmatory Factor Analysis – Goodness of Fit Test

Goodness-Of-Fit Index	Cut-Off Value	Model Result	Conclusion
Chi-Square	5.991	1.161	Ok
Probability	≥ 0.05	0.560	Ok
RMSEA	≤ 0.08	0.000	Ok
GFI	≥ 0.90	0.996	Ok
AGFI	≥ 0.90	0.981	Ok
CMIN/DF	≤ 2.00	0.581	Ok
TLI	≥ 0.95	1.096	Ok
CFI	$\geq 0,95$	1.000	Ok

Sources: Primary data are processed

Table 7: Factor analysis significance - Organizational structure

			Estimate	S.E.	C.R.	P	Label
X13	<---	Org_Structure	1.000				
X12	<---	Org_Structure	.799	.413	2.551	.011	par_1
X11	<---	Org_Structure	.987	.410	2.404	.016	par_2
X10	<---	Org_Structure	.825	.436	2.453	.014	par_3

Sources: Primary data are processed

Based on the test results presented in Table 7, it can be seen that the indicators in each latent variable have a P value under 0.05, the factor loading/lambda value (S.E) more than 0.4, and the critical ratio (C.R) more than 2.0. From the factor analysis significance (SE) above, we see that variables x10, x11, x12, x13 have the factor loading ≥ 0.40 and Critical Ratio (CR) for each variable has $CR > 2.0$ and significance factor $(P) < 0.05$. Thus, this study includes all the indicators.

Corporate Performance

Table 8: Confirmatory Factor Analysis – Goodness of Fit Test

Goodness-Of-Fit Index	Cut-Off Value	Model Result	Conclusion
Chi-Square	3.841	3.435	Ok
Probability	≥ 0.05	0.64	Ok
RMSEA	≤ 0.08	0.128	Ok
GFI	≥ 0.90	0.989	Ok
AGFI	≥ 0.90	0,887	Ok
CMIN/DF	≤ 2.00	1.435	Ok
TLI	≥ 0.95	0.966	Ok
CFI	$\geq 0,95$	0.994	Ok

Sources: Primary data are processed

Table 8 shows that the Chi Square value = 3.435 is below the cut off value 3.841 with a probability value of 0.64 above the significant value (α) 0.05. It can be concluded that the model meets the fit and this shows that the input covariance matrix or correlation between predictions with actual observations is not significantly different. Likewise, other fit criteria indicate good conditions.

Table 9: Factor analysis significance – Corporate Performance

			Estimate	S.E.	C.R.	P	Label
Y1	<---	Comp_Performance	1.000				
Y2	<---	Comp_Performance	1.051	.093	11.299	***	par_1
Y3	<---	Comp_Performance	1.046	.075	14.043	***	par_2
Y3	<---	Comp_Performance	1.024	.078	13.142	***	par_3

Sources: Primary data are processed

Based on the test results presented in Table 9, it can be seen that the indicators in each latent variable have a P value under 0.05, the factor loading/lambda value (S.E) more than 0.4, and

the critical ratio (C.R) more than 2.0. From the factor analysis significance (SE) above, we see that variables Y1, Y2, Y3, Y4 have the factor loading ≥ 0.40 and Critical Ratio (CR) for each variable has $CR > 2.0$ and significance factor (P) < 0.05 . Thus, this study includes all the indicators.

Results

The results of testing the model via SEM are as shown in Figure 1 below:

Figure 1: Results of Full Structural Equation Model Analysis

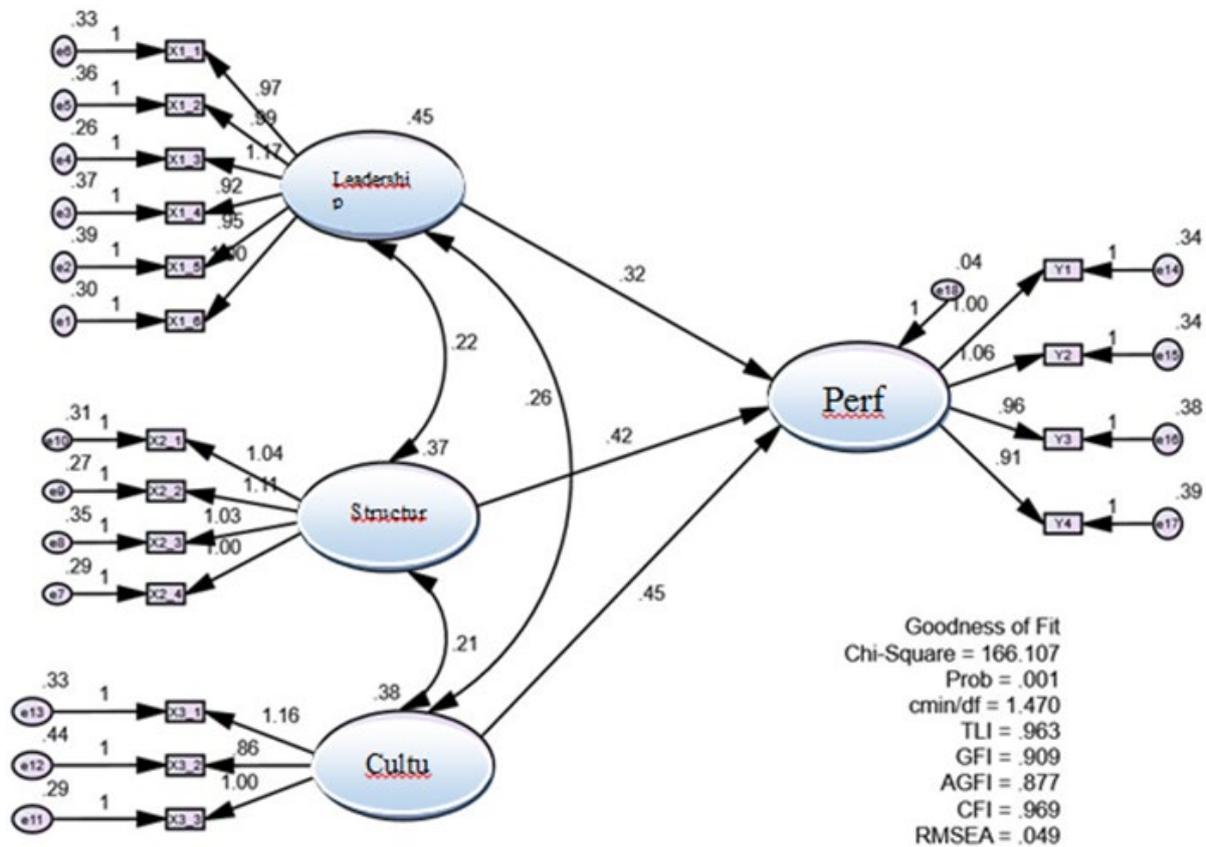


Table 10: Confirmatory Factor Analysis – Goodness of Fit Test

Goodness-Of-Fit Index	Cut-Off Value	Model Result	Conclusion
Chi-Square	384.1	116.107	Ok
Probability	≥ 0.05	0.01	marginal
RMSEA	≤ 0.08	0.049	Ok
GFI	≥ 0.90	0.909	Ok

AGFI	≥ 0.90	0.877	marginal
CMIN/DF	≤ 2.00	1.470	Ok
TLI	≥ 0.95	0.963	Ok
CFI	≥ 0.95	0.969	Ok

Sources: Primary data are processed

Table 11: Factor analysis significance – Full Model

			Estimate	S.E.	C.R.	P	Label
Perf	<---	Leadership	.319	.074	4.299	***	
Perf	<---	Structure	.425	.081	5.255	***	
Perf	<---	Culture	.454	.093	4.862	***	
X1_6	<---	Leadership	1.000				
X1_5	<---	Leadership	.952	.092	10.398	***	
X1_4	<---	Leadership	.916	.089	10.326	***	
X1_3	<---	Leadership	1.174	.094	12.553	***	
X1_2	<---	Leadership	.986	.091	10.814	***	
X1_1	<---	Leadership	.966	.089	10.916	***	
X2_4	<---	Structure	1.000				
X2_3	<---	Structure	1.034	.106	9.786	***	
X2_2	<---	Structure	1.109	.104	10.664	***	
X2_1	<---	Structure	1.037	.103	10.091	***	
X3_3	<---	Culture	1.000				
X3_2	<---	Culture	.861	.108	7.959	***	
X3_1	<---	Culture	1.160	.120	9.658	***	
Y1	<---	Perf	1.000				
Y2	<---	Perf	1.057	.096	10.999	***	
Y3	<---	Perf	.958	.094	10.187	***	
Y4	<---	Perf	.909	.092	9.854	***	

Sources: Primary data are processed

Based on the test results presented in Table 11, it can be seen that the indicators in each latent variable have a P value under 0.05. The value of **** means almost zero or equal to 0.00. The factor loading/lambda value (S.E) is more than 0.4 and the critical ratio (C.R) is more than 2.0. From the factor analysis significance above, we see that all variables have a fit criterion or it indicates a good condition.

Based on Figure 1, all the hypotheses are accepted, or in other words there is significant influence of organisational culture, leadership, and organisational structure on company performance. This evidence supports the findings from prior studies stating that all those aspects are critical to company performance, especially in a highly competitive era.

Conclusion and Recommendations

The performance of PT NK is influenced by all variables. The company uses a variety of ways to continuously improve the quality of leadership. Company performance can be improved through an organisational culture that has a greater influence than leadership and organisational structure. Organisational cultural variables have three indicators i.e. norm, value and the organisational climate at work. It means that employees of PT NK Tbk have a strong trust and acceptance towards the company's goals and values, a strong willingness to work for the improvement of the company, and a strong desire to remain an employee of PT NK Tbk. Some recommendations are:

- (1) In highly competitive conditions, leadership is important to win the competition and the ability to implement an innovation strategy in acquiring something new, or new ways on an ongoing basis will directly affect the efficiency and effectiveness of the company's business processes. Thus, it can encourage better business ethics' practices in achieving the goals set by the company. A visionary leadership is able to translate a potential into a real action through setting the direction of the organisation's goals, fostering confidence, putting trust and empowerment according to established authority limits, leading change, and aligning various processes within the organisation, as well as role models who are inspiring and respected.
- (2) A good organisational structure allows companies to allocate human resources optimally, so that it will improve coordination, create clear division of tasks and authority so as to create employee job satisfaction, better internal control, fairer rewards and punishment, more organised work methods, and no job redundancy.
- (3) Always maintain the organisational culture to remain well enough to support the corporate performance. Managerial implications that can be suggested are creating and maintaining organisational culture, providing good working facilities to be more productive, implementing labour protection, creating a conducive working atmosphere, and encouraging involvement in organisations and discipline to achieve optimal work performance.



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