THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND TRAINING ON WORK MOTIVATION AND ITS IMPLICATIONS ON AGENT PRODUCTIVITY AT PT. (PERSERO) JIWASRAYA LIFE INSURANCE SOUTHERN SUMATRA REGION

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ABSTRACT

Good leadership style with organizational culture and providing support for continuous training to enhance work motivation of agents so as to affect the productivity of agents. This study aims to assess the influence of Leadership Style, Organizational Culture and Training on Work Motivation and its Implications on Agent Productivity. Analysis of research data using descriptive and inferential statistical methods. Model analysis using Structural Equation Model (SEM).

The results showed that simultaneous situational leadership style, organizational culture and job training has positive and significant impact on work motivation, whereas partial no effect on work motivation and then, simultaneously situational leadership style, organizational culture, job training and work motivation and positive influence significant impact on agent productivity, while work motivation, leadership style and situational training is partially affect work productivity agent. Organizational culture is the only variable that affects the agents' productivity.

Keywords: Situational Leadership Style, Organizational Culture and Job Training, Work Motivation, Work Productivity..

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INTRODUCTION

PT. (Persero) Jiwasraya Life Insurance is a life insurance line of business, which is 100% owned by the Government of the Republic of Indonesia by Decree of the Minister of Finance February 28, 1973 Date 84/MK/IV No. 2/1973. Company's long history makes this company in competing mature, healthy and experienced in their field of business. Stood for almost 1.5 centuries has proved its strength as an insurance company that can provide financial protection to clients.

Developments for the development along with the changing times continue. PT. (Persero) Jiwasraya Life Insurance increasingly able to increase their business while providing a more satisfying quality of service to policyholders. Today, no less than 2 million customers have entrusted their future to the PT. (Persero) Jiwasraya Life Insurance. This belief has always held firm to maintain good relations with customers, providing financial advice and solutions that are appropriate and comply with standards of professional work. With the support of approximately 1,400 employees and approximately 8,000 agents in 17 branches (Regional Office) in Indonesia.

Conditions not optimal agent productivity PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra, is determined by many factors, including job functions / activities related to the performance of the company, the corporate strategy, marketing, operations, human resources, and finance (Pabundu Tika, 2008: 122).

FORMULATION OF THE PROBLEM AND OBJECTIVES OF RESEARCH

The problem in this study is restricted to the influence of situational leadership style, organizational culture, job training, work motivation and productivity agent PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra, with the following formula:

1. Are there situational leadership style influence on agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
2. Is there an influence of organizational culture on work motivation. PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
3. Is there an effect of training on agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
4. Is there an influence of situational leadership style, organizational culture and job training simultaneously on work motivation of agents PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
5. Are there situational leadership style influence on the productivity of agents PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
6. Is there an influence of organizational culture on agent productivity PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
7. Is there a training effect on the productivity of agents PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
8. Is there an effect on the productivity of agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?
9. Is there an influence of situational leadership style, organizational culture, job training and

motivation simultaneously on agent productivity of PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra?

Based on the above formulation of the problem, the purpose of this research is to test hypotheses and analyze;

1. Situational leadership style influence on agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

2. The influence of organizational culture on work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

3. Effect of training on agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

4. Effect of situational leadership style, organizational culture and job training simultaneously on work motivation of agents PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

5. Situational leadership style influence on the productivity of agents PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

6. The influence of organizational culture on agent productivity PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

7. Effect of training on productivity agent PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

8. Influence on the productivity of agent motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

9. Effect of situational leadership style, organizational culture, job training and motivation simultaneously on agents productivity of PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra.

Methodology

According to Richard L. Daft, 1999 in Safaria Triantoro (2004: 3) leadership is one of the most easily observable phenomena, but to be one of the most elusive phenomena. While Joseph C. 1993 is still in Safaria Rost (2004) leadership is a relationship of mutual influence between leaders and followers (subordinates) who want real change that reflects the common goal

Kotler (2002: 50) states that organizational culture as: experiences, stories, beliefs, and norms with the character of an organization. These definitions limit the organizational culture at large. Experiences, stories and beliefs do contain system values are found empirically based practice, so this should be the basis or foundation of an activity. While norms are the sizes of truth that have been agreed and set as your behavior that must be upheld by every member.

In human resource planning, education, training and development is known as a very fundamental to building human resource quality (Bramham 2000: 28). Many experts define the notion of training. Sikula as in Mangkunegara (2001:44) stated definition exercise as an educational process short, systematic, and procedures of the organization where personnel not managers learn the techniques of knowledge and skills

According Konopaske at.all (2006: 132) motivation is the action force (forces acting) contained on the cause and direct the employee

behavior at work. Every worker needs a strong motivation to be willing to carry out the work are vibrant, passionate and dedicated. (Nawawi, 2008: 351). Motive is an inner drive needs employees who need to be met for these employees can adapt to its environment, while motivation is a condition that drives employees to be able to achieve the goal of his motives. (Mangkunegara, 2011: 93).

Productivity is the end result, which is how much the final results obtained in the production process in achieving organizational goals. (Rosidah, 2009: 247). Productivity is the result konkrti generated by individuals or groups, during the unit of time in a work process. (Yuniarsih, 2009: 156). Productivity is a mental attitude that always try and have the view that quality of life should be better today than yesterday and tomorrow better than today. (Ndraha, 2002: 44).
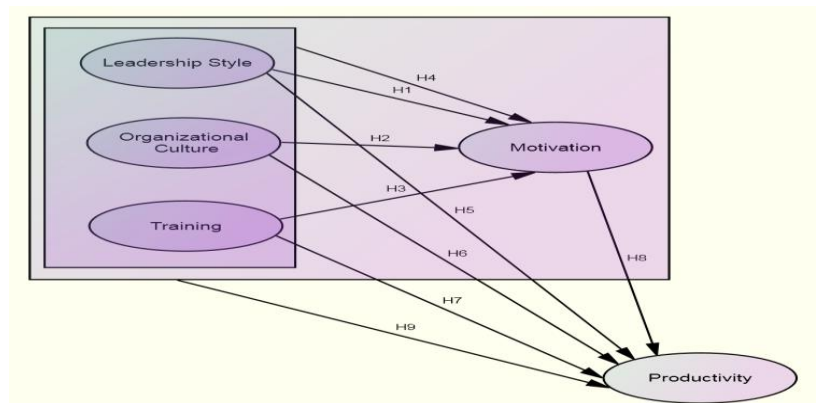

Figure 1. Theoretical Framework and Research Hypothesis

The method used in this research is descriptive survey with quantitative descriptive analysis techniques and qualitative descriptive. Research data from the primary data and secondary data collected both by the research (questionnaires) and collected by a second party. Data were derived from questionnaires using Likert scale with interval type

The study population was 284 agents PT. (Persero) Asuransi Life Insurance Region Southern Sumatra, bringing the total population of all the samples taken for the study using the SEM. According Augusty Ferdinand (2006), the user requirement analysis tools techniques SEM, when seen from the sample, then the size of the sample for SEM analysis method is 100-200, depending on the number of indicators used in all latent variables. Number of samples is the number of indicators 44×5.

Once the data is collected (questionnaire) then tested the validity and reliability. Data analysis methods for hypothesis testing using model Structure Equation Model (SEM).

Discussion

To test the validity of the indicators and dimensions of the construct in the study done by looking at the value of the standard factor mutants of each indicator and construct the entire model (FUL Model). Indicators and Constructs declared invalid if they have standardized factor loading values greater than 0.7. While reliability (reliability test) indicates the extent to which a measuring instrument can give results that are relatively similar when measured again on the

same subject. Acceptable level of reliability that is if the value of Construct Reliability ≥ 0.7 and ≥ 0.5 Extract Variance value even though the price is not a price 'dead' (Ferdinand, 2006 in Mariam, 2009:51) Testing the validity and reliability for each item question is as follows:

Tables. 1. Test Results Construct Validity and Reliability Indicators in Ful Model

NO		λ_i ($\lambda \geq 0.5$)	$\lambda 2$	$ei=1-\lambda 2$	CR=(∑λ)2/ ((∑λ)2- ∑Error)i (CR ≥ 0,7)	VE=(∑λ2) / ((∑λ2)- ∑Error)i (VE ≥ 0,5)	KETERANGAN
1	1St CFA						
	Sell				0,73	0,58	Reliable
	GK3	0,78	0,61	0,39			Valid
	GK4	0,74	0,55	0,45			Valid
	∑	1,52	1,156	0,84			
	Particip				0,82	0,69	Reliable
	GK5	0,83	0,69	0,31			Valid
	GK6	0,83	0,69	0,31			Valid
	∑	1,66	1,38	0,62			
	Delegat				0,72	0,72	Reliable
	GK7	0,85	0,72	0,28			Valid
	∑	0,85	0,72	0,28			
	2St CFA						
	STYLE				0,94	0,83	Reliable
	Sell	0,83	0,69	0,31			Valid
	Particip	0,9	0,82	0,18			Valid
	Delegat	0,99	0,98	0,02			Valid
	∑	2,72	2,48	0,52			
2	1St CFA						
	Value				0,99	0,99	Reliable
	BO3	0,99	0,99	0,01			Valid
	∑	0,99	0,99	0,01			
	2St CFA						
	Culture				0,99	0,99	Reliable
	Value	0,99	0,99	0,01			Valid
	∑	0,99	0,99	0,01			
3	1St CFA						
	Product				0,52	0,52	Reliable
	PL6	0,72	0,52	0,48			Valid
	∑	0,72	0,52	0,48			
	Comunicat				0,74	0,59	Reliable
	PL7	0,75	0,56	0,44			Valid
	PL8	0,78	0,61	0,39			Valid
	∑	1,53	1,17	0,83			
	2St CFA						
	Training				0,99	0,98	Reliable
	Product	0,99	0,98	0,02			Valid
	Comunicat	0,99	0,98	0,02			Valid
	∑	1,98	1,96	0,04			
4	1St CFA						
	Hygi				0,55	0,55	Reliable
	MT5	0,74	0,55	0,45			Valid
	∑	0,74	0,55	0,45			
	Tivator				0,79	0,56	Reliable
	MT6	0,71	0,5	0,5			Valid
	MT7	0,77	0,59	0,41			Valid
	MT8	0,77	0,59	0,41			Valid
	∑	2,25	1,68	1,32			
	2St CFA						
	MOTIVASI				0,99	0,98	Reliable
	Hygi	0,99	0,98	0,02			Valid
	Tivator	0,99	0,98	0,02			Valid
	∑	1,98	1,96	0,04			
5	1St CFA						
	Tool				0,74	0,59	Reliable
	PD5	0,75	0,56	0,44			Valid
	PD6	0,79	0,62	0,38			Valid
	∑	1,54	1,18	0,82			
	Supra				0,72	0,56	Reliable
	PD7	0,72	0,51	0,49			Valid
	PD8	0,78	0,61	0,39			Valid
	∑	1,5	1,12	0,88			
	2St CFA						
	DOKTIVIT				0,98	0,96	Reliable
	Tool	0,99	0,97	0,03			Valid
	Supra	0,97	0,94	0,06			Valid
	∑	1,96	1,91	0,09			

Sumber: Data Primer Diolah. 2012

Based on the table above, shows that all the indicators and dimensions of the construct in this study has a standard load factor score (standardized loading factor) above 0.5 even above 0.7. The Construct Reliability (CR) of all constructs above 0.7 and Variance Extract (VE) are all above 0.5. While these dimensions are forming two-dimensional construct with marginal reliability (product of the construct PLATE and Hygi of constructs

MOTIVATION) because it has a value of Construct Reliability (CR) under 0.7 but the value Variance Extract (VE) is still above 0.5 as required. Thus overall it can be concluded that all the dimensions and variables in Ful research model has good reliability and validity.

Structural Model Test

After testing the measurement model, the next step is to conduct examines structural models (Structural Model). There are two stages are done in testing the structural model of the suitability test models and hypothesis testing or path coefficients significance test (path coefficient).
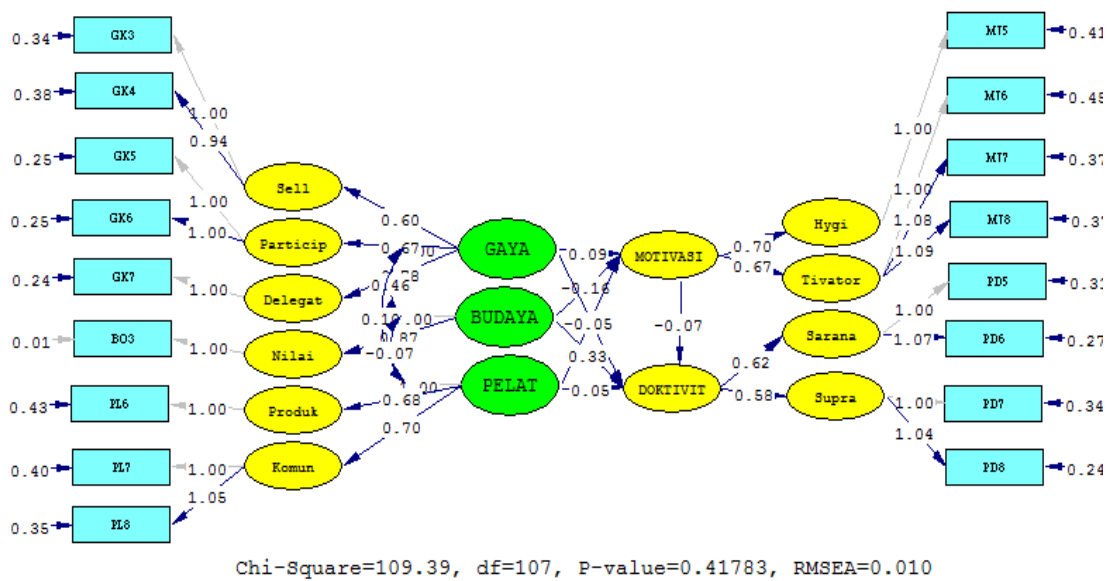

Chi-Square=109.39, df=107, P-value=0.41783, RMSEA=0.010

Figure 2. Estimation of Full Structural Model Test after being modified

Tabel 2. Goodness of fit Index Model Struktural

No	*Goodness Of Fit Index*	Hasil Penelitian	*Cut off Value (Nilai Batas)*	Kesimpulan
1	X^2-*chi square*	109,39	≤ α.df (lebih kecil dari Chi square table)	Fit
2	*Significance probability*	0,42	≥ 0,05	
3	GFI	0,94	≥ 0,90	Fit
4	AGFI	0,92	≥ 0,90	Fit
5	CFI	1,00	≥ 0,90	Fit
6	NNFI/TLI	1,00	≥ 0,90	Fit
7	RMSEA	0.01	≤ 0,08	Fit
8	RMR	0.03	≤ 0,05	Fit

Based on the results in Table 3, the above indicates that the model as a whole (Ful Model) has a goodness of fit is good, which means that all the resulting structural model is a model that Fit

Hypothesis Test

After all the assumptions are met, then the hypothesis will be tested as proposed in the previous chapter. 9 Testing the hypothesis of this study is based on the value of t-Value Table (1.96) of a causal relationship from the

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processing of LISREL 8.8, as shown in the following two Structural Persamaaan:

Sub-structure (Unstandardized estimate):

MOTIV = 0.086*STYL-0.16*CULT+0.043*TRAIN, Errorvar.=0.98, R²= 0.025

$$\quad\quad (0.095)\quad\quad (0.084)\quad\quad (0.088)$$
$$\quad\quad \textbf{0.90}\quad\quad \textbf{-1.95}\quad\quad \textbf{0.49}$$

Structure (Unstandardized estimate):

DOKTIVIT=-0.072*MOTV-0.047*STYL+0.33*CULTR+0.052*TRAIN,Errorvar.=0.90,R²=0.10

$$\quad (0.081)\quad\quad (0.099)\quad\quad (0.095)\quad\quad (0.078)$$
$$\textbf{- 0.89}\quad\quad \textbf{-0.47}\quad\quad \textbf{3.42}\quad\quad \textbf{0.67}$$

Sub-Structure (Standardized estimate):

MOTIV = 0.09*STYL-0.16*CULT+0.04 *TRAIN

Structure (Standardized estimate) :

DOKTIVIT=-0.07*MOTIV-0.05*STYLE+0.33*CULT+0.05*TRAIN

The results of hypothesis testing based on Figure 2, which describes the effect between the variables in the research model can be seen in the following table:

Table 3. Hypothesis Testing Results

Path	Estimasi/ Koef Regresi	Nilai -t	Simpulan	Result
H1. *Leadership Style → Work Motivation*	0.09	0.90	Not Influential	H1 Rejected
H2. *Organizational Culture → Work Motivation*	-0.16	-1.95	Not Influential	H2 Rejected
H3. *Training → Work Motivation*	-0.04	0.49	Not Influential	H3 Rejected
H5. *Leadership Style → Productivity*	-0.05	-0.89	Not Influential	H5 Rejected
H6. *Organizational Culture → Productivity*	0.33	3.42	Influential	H6 Accepted
H7. *Training → Productivity*	0.05	0.67	Not Influential	H7 Rejected
H8. *Work Motivation → Productivity*	-0.07	-0.47	Not Influential	H8 Rejected

Conclusion

There was no effect of leadership style on work motivation agent in PT. (Persero) Jiwasraya Region Southern Sumatra. This indicates that any force applied leadership will not change the motivation of agents working in PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra without the support of a strong organizational culture factors and the training.

There is no influence of the Organization of Work Motivation udaya agents in PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra. This indicates that any strong organizational culture that is not going to motivate employment agents without the application of appropriate leadership styles and the training for agents.

There was no effect of training on work motivation agent in PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra. This indicates that the training of any nature will not motivate agents work without the implementation of appropriate leadership style and support of a strong organizational culture.

Simultaneously Situational Leadership Style, Organizational Culture and Training has an influence on work motivation agents in PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra Because the research has met the criteria for Goodness of Fit (GOF) P = 0.42> 0.05 then, it indicates that the increase in agency work motivation PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra would happen if leaders apply the appropriate leadership style, didukumg by a strong organizational culture and the training for agents

There was no effect of Situational Leadership Styles on the level of productivity of agents in

PT. (Persero) Jiwasraya Life Insurance Southern Sumatra. This indicates that any force applied leadership will not affect the level of agent productivity without the support of a strong organizational culture factors, the training and motivation of the agents.

There is a positive and significant effect on the level of Organizational Culture Agent Productivity. This indicates that organizational culture adopted by the agency in PT. (Persero) Jiwasraya Life Insurance Southern Sumatra strongly support the achievement of labor productivity of agents, although not supported by the factor of leadership styles, training and motivation of existing work.

There was no effect of training on productivity Agent at PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra. This indicates that any training will not increase work productivity without the support of the right leadership style, strong organizational culture and work motivation of the agents.

There was no effect of Work Motivation on Productivity Agent at PT. (Persero) Jiwasraya Life Insurance Southern Sumatra. This indicates that no matter how high motivation agent will not be able to achieve a high agent productivity without the support of appropriate leadership style, strong organizational culture, as well as the training of agents.

Simultaneously Situational Leadership Style, Organizational Culture, Training and Work Motivation has an influence on the productivity of agents PT. (Persero) Jiwasraya Life Insurance Southern Sumatra Because the research has met the criteria for Goodness of Fit (GOF) P = 0.42> 0.05 so that it indicates that the increase in agent productivity PT. (Persero) Jiwasraya Life Insurance Region Southern Sumatra would happen if leaders apply the appropriate style of leadership, supported by a strong organizational culture, the training for the agents so that motivates the work of the agency.

Recommendation

Managerial recommendations based Sructural Equation Model (SEM) stated that leaders must simultaneously increase continually leadership and organizational culture with various techniques and provide training and field practice or study tours for staff.

Although the situational leadership style and organizational culture and training had no effect on work motivation, but leaders need to motivate employees to improve performance.

Leaders should simultaneously apply the appropriate leadership style, organizational culture, provide job training and motivation of employees to improve employee performance with a variety of techniques and training and field practice or study visits.

Leaders should continue to implement appropriate organizational culture with various techniques and training and field practice or study tours to enhance the performance of employees including the following: a. workplace representative, b. comfortable working conditions, and c. work according to company SOP

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