The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives

by Ur Rb

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3UG *OREDO &RQIHUHQcH RQ %XViQHVV DQG 6RciDO 6ciHQcH-2015, *&%66-2015, 16-17 DHcHPEHU 2015, KXDOD /XPSXU, 0DOD\ViD

7KH IPSDcW RI 6HUYDQW /HDGHUVKiS RQ 2UJDQi]DWiRQ &XOWXUH, 2UJDQi]DWiRQDO &RPPiWPHQW, 2UJDQi]DWiRQDO &iWi]HQVKiS %HKDYiRXU (2&%) DQG (PSOR\HH 3HUIRUPDQcH iQ :RHQ &RRSHUDWiYHV

:iZiHN +DUZiNi*

University of DR. Soetomo, Jalan Semolowaru 84 Surabaya 60118 Indonesia

$EVWUDFW

7KiV SDSHU DiPHG WR DQD\JH WKH iPSDcW RI VHUYDQW 0HDGHUVKiS RQ RUJDQi]DWiRQDO cXOWXUH, RUJDQi]DWiRQDO cRPPiWPHQW, 2&%; DQG HPSOR\HH SHUIRUPDQcH; RUJDQi]DWiRQ cXOWXUH RQ 2&% DQG HPSOR\HH SHUIRUPDQcH; RUJDQi]DWiRQ cRPPiWPHQW RQ 2&% DQG HPSOR\HH SHUIRUPDQcH; DQG 2&% RQ HPSOR\HH SHUIRUPDQcH. 5HVHDUcK iQYROYHG PDQDJHUV DQG HPSOR\HHV RI :RHQ &RRSHUDWiYHV iQ (DVW JDYD (40 UHVSRQGHQWV). 7KH DQDO\ViV iV GHVcUiSWiYH DQG XVHG 3DUWiDO ⁄HDVW 6TXDUH. 7KH UHVXOWV VKRZHG: VHUYDQW 0HDGHUVKiS iPSDcWHG ViJQiicDQWO\ RQ RUJDQi]DWiRQDO cXOWXUH, RUJDQi]DWiRQDO cRPPiWPHQW, 2&% DQG HPSOR\HH SHUIRUPDQcH; RUJDQi]DWiRQ cXOWXUH iPSDcWHG ViJQiicDQWO\ RQ 2&%, EXW QRQ ViJQiicDQWO\ RQ HPSOR\HH SHUIRUPDQcH; RUJDQi]DWiRQDO cRPPiWPHQW iPSDcWHG QRQ ViJQiicDQWO\ RQ 2&% QRU RQ HPSOR\HH SHUIRUPDQcH; DQG 2&% iPSDcWHG ViJQiicDQWO\ RQ HPSOR\HH cRPPiWPHQW

Peer-review under responsibility of the Organizing Committee of the 3rd GCBSS-2015

Keywords: (PSOR\HH SHUIRUPDQcH; RUJDQi]DWiRQ cXOWXUH; RUJDQi]DWiRQDO ciWi]HQVKiS EHKDYiRXU (2&%); RUJDQi]DWiRQDO cRPPiWPHQW; VHUYDQW OHDGHUVKiS

1. IQWURGXFWiRQ

7KH SRZHU RI VHUYDQW OHDGHUVKiS OiHV iQ WKH OHDGHU¶V DEiOiW\ WR XQOHDVK WKH HPSOR\HH SRWHQWiO iQ IiQiVKiQJ WDVNV DQG VHOI-PRWiYDWHG WKXV WKH\ ZiOO EH SRZHUOHVV, *UHHQOHDI (1977) UHIHUV WR OHDGHUVKiS DV DQ DUW, WR VHUYDQW OHDGHUVKiS DV WKH IDEUic RI WKH OHDGHU, DQG WR WKH OHDGHU¶V VHUYDQW QDWXUH DV WKH HVVHQcH RI WKH VHUYDQW OHDGHU¶V UHDO SHUVRQ.

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$WWiWXGH RI VHUYDQW OHDGHU ZKR DUH ZiOOiQJ WR VHUYH HPSOR\HHV YROXQWDUiO\, cRQWiQXRXVO\ DQG iQWHUQDOi]HG iQ RUJDQi]DWiRQ cDQ EH DV DQ XQGHUVWRRG YDOXH VKRXOG EH D cXOWXUH GiUHcWiQJ DQG HPSRZHUiQJ HPSOR\HH EHKDYiRXU (5XVVHO DQG 6WRQH, 2002; 6DEiU *et al*, 2011) KDV EHHQ SURYHG iQ iQIOXHQciQJ RQ RUJDQi]DWiRQ cXOWXUH RI XQGHUVWDQGiQJ cRRSHUDWiYHV (+DZiNi, 2013). 7KHUH KDV EHHQ D P\UiDG RI VWXGiHV WR DVVHVV WKH UHODWiRQVKiS EHWZHHQ RUJDQi]DWiRQDO cRPPiWPHQW DQG HPSOR\HH SHUIRUPDQcH (%HQNRII, 1997). $ ViPiODU UHODWiRQVKiS KDV DOVR EHHQ VXJJHVWHG EHWZHHQ 2UJDQi]DWiRQDO &iWi]HQVKiS %HKDYiRU (2&%) DQG HPSOR\HH SHUIRUPDQcH (3RGVDNRII HW. DO 2003; +DZiNi, 2013). 2&% iQcUHDVHV WKH SHUIRUPDQcH RI WKH VWDIIV (7HKUDQ HW DO, 2013). 2UJDQi]DWiRQDO cRPPiWPHQW iV RQH RI WKH iPSRUWDQW IDcWRUV ZKicK cRQWUiEXWH WR IRVWHU 2&% (/H 3iQH HW DO., 2002; 2¶5HiOO\ DQG &KDWPDQ, 1986). 6HUYDQW OHDGHUVKiS HYHQ YHU\ QHHGHG E\ RUJDQi]DWiRQ WR PD[iPi]H RUJDQi]DWiRQ SHUIRUPDQcH DQG iWV HPSOR\HH SHUIRUPDQcH (JRIUHK DQG JDKDQGiGHK, 2013). DXH WR ZRPHQ cRRSHUDWiYHV DUH cRQVWDQWO\ VHHNiQJ QHZ PHPEHUV DQG XQiW EXViQHVVHV WR PD[iPi]H WKHiU SHUIRUPDQcH DQG WKHiU HPSOR\HHV, WKHUHIRUH JRYHUQPHQW JiYHV JUDQWV WR HPSRZHU WKHP DV QRWHG RQ *RYHUQRU (DVW JDYD, $cW 1R.188/ 71/K376/013/2015, EXW iQ IDcW IiQDQciDO VXSSRUW DQG cRPPiWPHQW RI JRYHUQPHQW VKRXOG EH iQ YDiQ ZiWKRXW WKH UROH RI OHDGHUVKiS. :RPHQ cRRSHUDWiYHV QHHG D VWURQJ OHDGHUV WR PDQDJH RUJDQi]DWiRQ, VXcK DV KRZ PDQDJiQJ IXQGV RQ WKH UiJKW ZD\. *UDQWV VKRXOG EH XWiOi]HG WR iQcUHDViQJ WKH EXViQHVV VcDOH, HGXcDWiQJ DQG WUDiQiQJ HPSOR\HHV, EXW cDVHV KDV EHHQ IRXQGHG RQ XWiOi]iQJ JUDQWV IRU cDPSDiJQ RI UHJHQW cDQGiGDWHV. 6HUYDQW 0HDGHUVKiS cDQ EH H[WHQGHG E\ iQcUHDViQJ SRViWiYH EHKDYiRXU DQG WUXVW, iQ DccRUGDQcH ZiWK OHDGHUV¶ UHVSRQViEiOiW\ RI ZRPHQ cRRSHUDWiYHV ´WR VHUYH´ PHPEHUV DQG HPSOR\HHV WR DGRSW SUiQciSOHV RI VHUYDQW 0HDGHUVKiS (ORKDPDG DQG ODjiG, 2014). 6HUYDQW 0HDGHUVKiS SOD\HG UROHV IRU iQcUHDViQJ RUJDQi]DWiRQ cXOWXUH, RUJDQi]DWiRQDO cRPPiWPHQW DQG HPSOR\HH SHUIRUPDQcH (+DZiNi, 2013). 7KH UHVHDUcK RI OHDGHUVKiS DQG iWV iPSDcW RQ HPSOR\HH SHUIRUPDQcH iV YHU\ SRSXODU, 0RKDPDG DQG ODjiG, (2014) cODiPHG D VcDUcH UHVHDUcK RQ cRPSDQ\ ZiWK VRciDO cKDUDcWHU, HVSHciDOO\ IRcXVHG RQ cRRSHUDWiYHV, WKHUHIRUH WKH VWXG\ iV cRQGXcWHG DQG SXUSRVHG:

- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI VHUYDQW OHDGHUVKiS RQ RUJDQi]DWiRQ cXOWXUH
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI VHUYDQW OHDGHUVKiS RQ RUJDQi]DWiRQ0 cRPPiWPHQ0
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI VHUYDQW OHDGHUVKiS RQ 2&%
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI VHUYDQW OHDGHUVKiS RQ HPSOR\HH SHUIRUPDQcH
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI RUJDQi]DWiRQ cXOWXUH RQ 2&%
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI RUJDQi]DWiRQ cXOWXUH RQ HPSOR\HH SHUIRUPDQcH
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI RUJDQi]DWiRQ0 cRPPiWPHQW RQ 2&%
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI RUJDQi]DWiRQ0 cRPPiWPHQW RQ HPSOR\HH SHUIRUPDQcH
- 7R H[DPiQH DQG WR DQDO\]H iPSDcW RI 2&% RQ HPSOR\HH SHUIRUPDQcH

2. /iWHUDWXUH 5HYiHZ

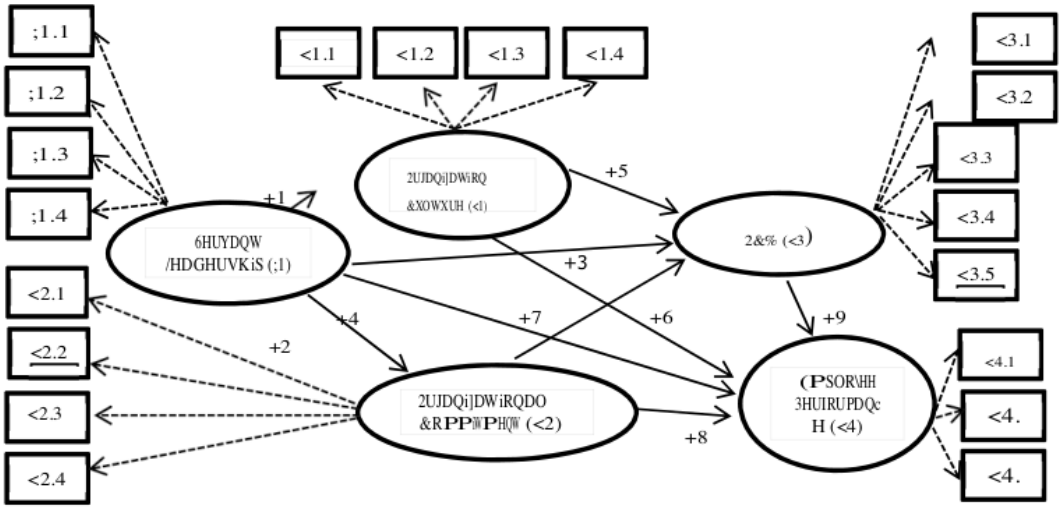
:RQJ DQG 3DJH (2003) GHYHORSHG D cRQcHSWXDO IUDPHZRUN IRU PHDVXUiQJ VHUYDQW OHDGHUVKiS EDVHG RQ RQ SUiRU OiWHUDWXUH DQG WKH DXWKRUV¶ SHUVRQDO H[SHUiHQcHV iQ OHDGHUVKiS iQWR IRXU GiPHQViRQV: cKDUDcWHU RUiHQWDWiRQ, SHRSOH RUiHQWDWiRQ, WDVN RUiHQWDWiRQ DQG SURcHVV RUiHQWDWiRQ. &RQViVWHQW ZiWK *UHHQOHDI¶V (1977) cRQWHQWiRQ WKDW VHUYDQW OHDGHUV iQVWiOO iQ IROORZHUV D GHViUH WR VHUYH RWKHUV. &XOWXUH iV WKH cROOHcWiYH SURJUDPPiQJ RI WKH PiQG WKDW GiVWiQJXiVHV WKH PHPEHUV RI RQH JURXS RU cDWHJRU\ RI SHRSOH IURP RWKHUV. +RIVWHGH (1980) iQWURGXcHG D PRGHO SURSRViQJ IRXU GiPHQViRQV RI cXOWXUH, DQG QDPHG iWV IRXU GiPHQViRQV: SRZHU GiVWDQcH, XQcHUWDiQW\ DYRiGDQcH, iQGiYiGXDOiVP YHUVXV cROOHcWiYiVP, DQG PDvcXOiQiW\ YHUVXV IHPiQiQiW\. 7KH IiQGiQJ 0HDGHUVKiS VW\OH KDYH D ViJQilicDQW iPSDcW RQ RUJDQi]DWiRQ cXOWXUH (6DEiU HW DO, 2011), WKHQ GHYHORSHG E\ +DZiNi (2013). <DQDY DQG 3XQiD (2014) UHYHDOHG WKH iPSDcW RI VHUYDQW OHDGHUVKiS RQ 2&% DQG ciWHG 5 2UJDQ¶V GiPHQViRQV RI 2&% (1988): VSRUWVPDQVKiS, ciYic YiUWXH, cRQVciHQWiRXVQHVV, DOWUXiVP, cRXUWHV\, DQG WKHVH GiPHQViRQV Zi0 EH XVHG iQ WKiV UHVHDUcK. JR DQG JRR (2011) SURYHG W&D\ RUJDQi]DWiRQ cXOWXUH OHDUQiQJ KDV SRViWiYH UHODWiRQVKiS ZiWK 2&%, DQG iPSURYiQJ WKH RUJDQi]DWiRQV SHUIRUPDcH DQG WKH SHUIRUPDcH RI HPSOR\HHV (+DNiP, 2015). 1iJHO DQG 1iNDOD (2002) UHYHDOHG WKDW 2&% iPSDcWiQJ RQ VDOHV SHUIRUPDcH RI HPSOR\HHV. 6HUYDQW OHDGHUVKiS iV UHODWHG SHUIRUPDcH (/iGHQ HW DO. 2014). :K\WH (1956), 0iOOHU DQG /HH (2001) VWDWHG WKDW RUJDQi]DWiRQDO cRPPiWPHQW iV PRVW0\ cKDUDcWHUi]HG E\ HPSOR\HH'V DccHSWDQcH RI RUJDQi]DWiRQDO JRDOV. 2UJDQi]DWiRQ0 cRPPiWPHQ0 DQG 2&% KDYH EHHQ VXJJHVWHG E\ = iOOiDP DQG $QGHUVRQ (2003), DQG H[SORUHG SUHYiRXV0\ E\ 2UJDQ DQG 5\DQ (1995). (QKDQciQJ RUJDQi]DWiRQDO cRPPiWPHQW DPRQJ HPSOR\HHV iV DQ iPSRUWDQW DVSHcW WR SHUIRUP

EHWWHU. $OOHQ DQG 0H\HU (1996) VXJJHVWHG WKUHH NiQGV RI RUJDQi]DWiRQDO cRPPiWPHQW WKDW DUH, DIIHcWiYH cRPPiWPHQW, QRUPDWiYH cRPPiWPHQW, DQG cRQWiQXDQcH cRPPiWPHQW. 6XOiPDQ DQG ⁄OHV (2002) H[SORUHG WKH QDWXUH RI RUJDQi]DWiRQDO cRPPiWPHQW RQ HPSOR\HHV' jRE SHUIRUPDQcH, WKHiU IiQGiQJ UHYHDOHG D SRViWiYH UHODWiRQVKiS EHWZHHQ cRPPiWPHQW (DO0 WKH WKUHH cRPSRQHQWV) DQG jRE SHUIRUPDQcH. /DWHU %RZOHU DQG %UDVV (2006) cRQIiUPHG WKH cRUUHODWiRQ EHWZHHQ 2&% DQG HPSOR\HH SHUIRUPDQcH, DQG :iUDZDQ (2009) QRWHG GiPHQViRQV IRU PHDVUiQJ HPSOR\HH SHUIRUPDQcH: jRE UHVXOW, jRE EHKDYiRXU, DQG SHUVRQDO DWWiWXGH.

3. 0HWKRGRORJ\

7KH UHVHDUcK ZDV cDUUiHG RXW EDVHG RQ WKH IiHOG RI ZRPHQ cRRSHUDWiYHV iQ (DVW JDYD. 3RSXODWiRQ iQcOXGHV 30 HPSOR\HHV DQG 10 PDQDJHUV iQ ZRPHQ cRRSHUDWiYHV iQ (DVW JDYD. 3DUWiDO /HDVW 6TXDUH (3/6) iV XVHG DV D WHcKQiTXH RI DQDO\ViV iQ WKiV UHVHDUcK, ViQcH 3/6 iV D SRZHUIXO DQG iW GRHV QRW UHTXiUH PXcK GHPDQGV, VXcK DV D cHUWDiQ PHDVUHPHQW VcDOH, DQG D ODUJH QXPEHU RI VDPSOHV RU GDWD ()RUQH00 DQG %RRNVWHQ, 1982).

3.1. Conceptual Framework



)iJ. 1. &RQcHSWXDO)UDPHZRUN

;1	: 6HUYDQW 0HDGHUVKiS
;1.1	: cKDUDcWHU RUiHQWDWiRQ
;1.2	: SHRS0H RUiHQWDWiRQ
;1.3	: WDVN RUiHQWDWiRQ
;1.4	: SURcHVV RUiHQWDWiRQ
<1	: 2UJDQi]DWiRQ cXOWXUH
<1.2	: XQcHUWDiQW\ DYRiGDQcH
<1.3	: PDVcXOiQ DQG IHPiQiQH
<1.4	: iQGiYiGXDOiVP DQG cROOHcWiYiVP
<1.5	: SRZHU GiVtDQcH
<2	: 2UJDQi]DWiRQDO cRPPiWPHQW
<2.1	: DIIHcWiYH
<2.2	: cRQtiQXDQcH
<2.3	: QRUPDWiYH
<3	: 2&%
<3.1	: VSRUWPDQVKiS
<3.2	: ciYic YiUtXH
<3.3	: cRQVciHQWiRXVQHVV
<3.4	: DOWUiVPH
<3.5	: cRXUWHV\
<4	: (PSOR\HH SHUIRUPDQcH
<4.1	: jRE UHVXOW
<4.2	: jRE EHKDYiRXU
<4.3	: SHUVRQD0 DWtWXGH

3.2. The Hypothesis:

- 6HUYDQW OHDGHUVKiS iPSDcWHG RQ RUJDQi]DWiRQ cXOWXUH ViJQiIicDQWO\
- 6HUYDQW OHDGHUVKiS iPSDcWHG RQ RUJDQi]DWiRQDO cRPPiWPHQW ViJQiIicDQWO\
- 6HUYDQW OHDGHUVKiS iPSDcWHG RQ 2&% ViJQiIicDQWO\
- 6HUYDQW OHDGHUVKiS iPSDcWHG RQ HPSOR\HH SHUIRUPDQcH ViJQiIicDQWO\
- 2UJDQi]DWiRQ cXOWXUH iPSDcWHG RQ 2&% ViJQiIicDQWO\
- 2UJDQi]DWiRQ cXOWXUH iPSDcWHG RQ HPSOR\HH SHUIRUPDQcH ViJQiIicDQWO\
- 2UJDQi]DWiRQDO cRPPiWPHQW iPSDcWHG RQ 2&% ViJQiIicDQWO\
- 2UJDQi]DWiRQDO cRPPiWPHQW iPSDcWHG RQ HPSOR\HH SHUIRUPDQcH ViJQiIicDQWO\
- 2&% iPSDcWHG RQ HPSOR\HH SHUIRUPDQcH ViJQiIicDQWO\

4. 5HVXOW

7DEOH 1. (YDOXDWiRQ RI PHDVXUHPHQW PRGHO *(Outer Model)*

/DWHQW YDUiDEOH	2EVHUYHG 9DUiDEOH	&RQYHUJHQW 9DOiGiW\					&URQEDFK 5HOiDEiOW\ (&5 ! 0,7)	
		(/) ! 0,5=9DOiG)		5DQNiQJ	($9(! 0,5=9DOiG)			
		/RDGiQJ)DFWRUV	5HVXOW		$9(	5HVXOW	&5	5HVXOW
6HUYDQW OHDGHUVKiS (;1)	;11	0.972	9DOiG	2	0.907	9DOiG	0.966	5HOiDEOH
	;12	**0.975**	**9DOiG**	**1**				
	;13	0.960	9DOiG	3				
	;14	0.959	9DOiG	4				
2UJDQi]DWiRQ FXOWXUH (<1)	<11	0.951	9DOiG	3	0.957	9DOiG	0.977	5HOiDEOH
	<12	0.915	9DOiG	4				
	<13	**0.975**	**9DOiG**	**1**				
	<14	0.967	9DOiG	2				
2UJDQi]DWiRQDO FRPPiWPHQW (<2)	**<21**	**0.973**	**9DOiG**	**1**	0.943	9DOiG	0.970	5HOiDEOH
	<22	0.971	9DOiG	2				
	<23	0.968	9DOiG	3				
2&% (<3)	**<31**	**0.978**	**9DOiG**	**1**	0.913	9DOiG	0.976	5HOiDEOH
	<32	0.960	9DOiG	2				
	<33	0.957	9DOiG	3				
	<34	0.932	9DOiG	5				
	<35	0.950	9DOiG	4				
(PSOR\HH SHUIRUPDQFH (<4)	<41	0.979	9DOiG	2	0.935	9DOiG	0.977	5HOiDEOH

6RXUcH: 3URcHVVHG GDWD

9DOiGiW\ HYDOXDWiRQ RI PHDVXUHPHQW PRGHO cDQ EH IRXQG E\ UHVXOW RI ORDGiQJ IDcWRU. 9DUiDEOHV VKRXOG EH YDOiG WR cRQVWUXcW RU ;WV 0DWHQW YDUiDEOHV iI W-YDOXH PRUH WKDQ cUiWicDO YDOXH ((• 1,96) DQG/RU VWDQGDUG RI ORDGiQJ IDcWRU • 0,50.

: Ki0H WKH &URQEDcK 5H0iDEi0iW\ (&5 • 0,70). $YHUDJH 9DUiDQcH ([UDcWHG ($9(• 0,50) DUH XVHG WR PHDVXUH WKH UHOiDEiOiW\ iQ 3/6 PHDVXUHPHQW.

$OO PDQiIHVW YDUiDEOHV WR ODWHQW YDUiDEOHV GHcODUHG YDOiG WKDW IRXQGHG E\ D00 YDOXH RI ORDGiQJ IDcWRU • 0,50; DQG $9(YDOXH • 0,50 , WKHUHIRUH cRQcOXGHG WKDW YDOiGi\W\ RI PDQiIHVW YDUiDEOHV WR ODWHQW YDUiDEOHV DUH JRRG. 9DOXH RI *Cronbach Reliability (CR)* • 0,70; cRQcOXGHG WKDW D00 ODWHQW YDUiDEOHV KDYH JRRG UHOiDEiOiWiHV. 7KH PRVW GRPiQDQWV iQGicDWRUV cRQWUiEXWHG RQ ODWHQW cRQVWUXcW:

- 7KH EHVW iQGicDWRU RQ IRUPDWWiQJ VHUYDQW 0HDGHUViS YDUiDEOH (;1) iV ;12 (SHRSOH RUiHQWDWiRQ), GHVcUiEHG E\ WKH KiJKHVW ORDGiQJ IDcWRU (0.975).
- 7KH EHVW iQGicDWRU RQ IRUPDWWiQJ RUJDQi]DWiRQ cXOWXUH YDUiDEOH (<1) iV <13 (iQGiYiGXDOiVP DQG cROOHcWiYiVP), GHVcUiEHG E\ WKH KiJKHVW 0RDGiQJ IDcWRU (0.975).
- 7KH EHVW iQGicDWRU RQ IRUPDWWiQJ cRPPiWPHQW RUJDQi]DWiRQDO YDUiDEOH (<2) iV <21 (DIIHcWiYH), GHVcUiEHG E\ WKH KiJKHVW ORDGiQJ IDcWRU (0.973).
- 7KH EHVW iQGicDWRU RQ IRUPDWWiQJ 2&% YDUiDEOH (<3) iV <31 (VSRUWPDQVKiS), GHVcUiEHG E\ WKH KiJKHVW 0RDGiQJ IDcWRU (0.978).
- 7KH EHVW iQGicDWRU RQ IRUPDWWiQJ HPSOR\HH SHUIRUPDQcH YDUiDEOH (<4) iV <43 (SHUVRDO DWWiWXGH), GHVcUiEHG E\ WKH KiJKHVW ORDGiQJ IDcWRU (0.978).

4.1. Structural Model:

7DEOH 2. (VWiPDWiRQ UHVXOW DQG GiUHcW iQI0XHQcH WHVW

IQI0XHQFH RI iQWHU-UHODWHG ODWHQW YDUiDEOHV			3DWK FRHIIiFiHQW	7-9DOXH	&RQFOXViRQ
&DXVHG YDUiDEOH	-->	5HVXOW YDUiDEOH			
6HUYDQW OHDGHUVKiS (;1)	-->	2UJDQi]DWiRQ cXOWXUH (<1)	0.973	96.706	6iJQiIicDQW
6HUYDQW OHDGHUVKiS (;1)	-->	2UJDQi]DWiRQDO cRPPiWPHQW (<2)	0.789	8.001	6iJQiIicDQW
6HUYDQW OHDGHUVKiS (;1)	-->	2&% (<3)	0.624	4.574	6iJQiIicDQW
6HUYDQW OHDGHUVKiS (;1)	-->	(PSOR\HH SHUIRUPDQcH (<4)	0.49	3.271	6iJQiIicDQW
2UJDQi]DWiRQ cXOWXUH (<1)	-->	2&% (<3)	0.315	2.251	6iJQiIicDQW
2UJDQi]DWiRQ cXOWXUH (<1)	-->	(PSOR\HH SHUIRUPDQcH (<4)	0.007	0.039	1RQ ViJQiIicDQW
2UJDQi]DWiRQDO cRPPiWPHQW (<2)	-->	2&% (<3)	0.066	1.022	1RQ ViJQiIicDQW
2UJDQi]DWiRQDO cRPPiWPHQW (<2)	-->	(PSOR\HH SHUIRUPDQcH (<4)	0.061	1.421	1RQ ViJQiIicDQW
2&% (<3)	--!	(PSOR\HH SHUIRUPDQcH (<4)	0.436	2.796	6iJQiIiNDQ

6RXUcH: 3URcHVVHG GDWD

%DVHG RQ 7DEOH 2, WKH HVWiPDWiRQ DQG UHVXOW RI GiUHcW iQIOXHQcH K\SRWKHViV WHVWiQJ DV IROORZ:

- 6HUYDQW OHDGHUVKiS (;1) iPSDcWHG SRViWiYHO\ RQ RUJDQi]DWiRQ cXOWXUH (<1) SURYHG E\ SD'K cRHIIiciHQW 0.973 DQG &5 YDOXH 96.706. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH (96.706 ! 1,96), WKXV +R UHjHcWHG, PHDQV VHUYDQW OHDGHUVKiS (;1) iPSDcWHG ViJQiIicDQWO\ RQ RUJDQi]DWiRQ cXOWXUH (<1) D' 0.97, iQGicDWiQJ WKH KiJKHU YDOXH RI

VHUYDQW OHDGHUVKiS (;1) ZiOO OHDG WR WKH KiJKHU YDOXH RI RUJDQi]DWiRQ cXOWXUH (<1).

- 6HUYDQW OHDGHUVKiS (;1) iPSDcWHG SRViWiYHO\ RQ RUJDQi]DWiRQDO cRPPiWPHQW (<2) SURYHG E\ SDWK cRHIIiciHQW 0.789 DQG &5 YDOXH 8.001. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH ((8.001 ! 1,96), WKXV +R UHjHcWHG, PHDQV VHUYDQW OHDGHUVKiS (;1) iPSDcWHG ViJQiIicDQWO\ RQ RUJDQi]DWiRQDO cRPPiWPHQW (<2) DW 0.79, iQGicDWiQJ WKH KiJKHU YDOXH RI RI VHUYDQW OHDGHUVKiS (;1) ZiOO OHDG WR WKH KiJKHU YDOXH RI RUJDQi]DWiRQDO cRPPiWPHQW (<2).

- 6HUYDQW OHDGHUVKiS (;1) iPSDcWHG SRViWiYHO\ RQ 2&% (<3) SURYHG E\ SDWK cRHIIiciHQW 0.624 DQG &5 YDOXH 4.574. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH (4.574 ! 1,96),), WKXV +R UHjHcWHG, PHDQV VHUYDQW OHDGHUVKiS (;1) iPSDcWHG ViJQiIicDQWO\ RQ 2&% (<3) DW 0.62, iQGicDWiQJ WKH KiJKHU YDOXH RI RI VHUYDQW OHDGHUVKiS (;1) ZiOO OHDG WR WKH KiJKHU YDOXH RI 2&% (<3).
- 6HUYDQW OHDGHUVKiS (;1) iPSDcWHG SRViWiYHO\ RQ HPSOR\HH SHUIRUPDQcH (<4) SURYHG E\ SDWK cRHIIiciHQW 0.49 DQG &5 YDOXH 3.271. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH (3.271 ! 1,96)), WKXV +R UHjHcWHG, PHDQV VHUYDQW OHDGHUVKiS (;1) iPSDcWHG ViJQiIicDQWO\ RQ HPSOR\HH SHUIRUPDQcH (<4) DW 0.49, iQGicDWiQJ WKH KiJKHU YDOXH RI RI VHUYDQW OHDGHUVKiS (;1) ZiOO OHDG WR WKH KiJKHU YDOXH RI HPSOR\HH SHUIRUPDQcH (<4).
- 2UJDQi]DWiRQ cXOWXUH (<1) iPSDcWHG SRViWiYHO\ RQ 2&% (<3) SURYHG E\ SDWK cRHIIiciHQW 0.315 DQG &5 YDOXH 2.251. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH (2.251! 1,96)), WKXV +R UHjHcWHG, PHDQV RUJDQi]DWiRQ cXOWXUH (<1) iPSDcWHG ViJQiIicDQWO\ RQ 2&% (<3) DW 0.32, iQGicDWiQJ WKH KiJKHU YDOXH RI RUJDQi]DWiRQ cXOWXUH (<1) ZiOO OHDG WR WKH KiJKHU YDOXH RI 2&% (<3).
- 2UJDQi]DWiRQ cXOWXUH (<1) iPSDcWHG SRViWiYHO\ RQ HPSOR\HH SHUIRUPDQcH (<4) SURYHG E\ SDWK cRHIIiciHQW 0.007 DQG &5 YDOXH 0.039. 7-YDOXH iV VPDOOHU WKDQ &5 YDOXH (0.039 < 1,96), WKXV +R DccHSWHG, PHDQV RUJDQi]DWiRQ cXOWXUH (<1) KDV QR ViJQiIicDQW iPSDcW RQ HPSOR\HH SHUIRUPDQcH (<4) DW 0.01, iQGicDWiQJ WKH cKDQJH YDOXH RI RUJDQi]DWiRQ cXOWXUH (<1) ZiOO QRW DIIHcW WR WKH H[cKDQJH RI YDOXH RI HPSOR\HH SHUIRUPDQcH (<4).
- 2UJDQi]DWiRQDO cRPPiWPHQW (<2) iPSDcWHG SRViWiYHO\ RQ 2&% (<3) SURYHG E\ SDWK cRHIIiciHQW 0.066 DQG &5 YDOXH 1.022. 7-YDOXH iV VPDOOHU WKDQ &5 YDOXH (1.022 < 1,96), WKXV +R DccHSWHG, PHDQV RUJDQi]DWiRQ cRPPiWPHQW (<2) KDV QR ViJQiIicDQW iPSDcW RQ 2&% (<3) DW 0.07, iQGicDWiQJ WKH cKDQJH YDOXH RI RUJDQi]DWiRQDO cRPPiWPHQW (<2) ZiOO QRW DIIHcW WR WKH H[cKDQJH RI YDOXH RI 2&% (<3)
- 2UJDQi]DWiRQDO cRPPiWPHQW (<2) iPSDcWHG SRViWiYHO\ RQ HPSOR\HH SHUIRUPDQcH (<4) SURYHG E\ SDWK cRHIIiciHQW 0.061 DQG &5 YDOXH 1.421. 7-YDOXH iV VPDOOHU WKDQ &5 YDOXH (1.421< 1,96), WKXV +R DccHSWHG, PHDQV RUJDQi]DWiRQ cRPPiWPHQW (<2) KDV QR ViJQiIicDQW iPSDcW RQ HPSOR\HH SHUIRUPDQcH (<4) DW 0.06, iQGicDWiQJ WKH cKDQJH YDOXH RI RUJDQi]DWiRQDO cRPPiWPHQW (<2) ZiOO QRW DIIHcW WR WKH H[cKDQJH RI YDOXH RI HPSOR\HH SHUIRUPDQcH (<4).
- 2&% (<3) iPSDcWHG SRViWiYHO\ RQ HPSOR\HH SHUIRUPDQcH (<4) SURYHG E\ SDWK cRHIIiciHQW 0.436 DQG &5 YDOXH 2.796. 7-YDOXH iV KiJKHU WKDQ &5 YDOXH (2.796 ! 1,96), WKXV +R UHjHcWHG, PHDQV 2&% (<23) iPSDcWHG ViJQiIicDQWO\ RQ HPSOR\HH SHUIRUPDQcH (<4) DW 0.44, iQGicDWiQJ WKH KiJKHU YDOXH RI 2&% (<3) ZiOO OHDG WR WKH KiJKHU YDOXH RI HPSOR\HH SHUIRUPDQcH (<4).

7DEOH 3. IQGiUHcW iPSDcW RI iQWHU-YDUiDEOH ODWHQW

IQGiUHFW iPSDFW	&RXQWiQJ	5HVXOW	&RQFOXViRQ
6HUYDQW OHDGHUVKiS (;1) RQ 2&% (<3) WKURXJK 2UJDQi]DWiRQ cXOWXUH (<1)	0.973 [0.315	0.306	6iJQiIicDQW
2UJDQi]DWiRQ cXOWXUH (<1) RQ HPSOR\HH SHUIRUPDQcH (<4) WKURXJK 2&% (<3)	0.315 [0.436	0.137	6iJQiIicDQW

6RXUcH: 3URcHVVHG GDWD

6HUYDQW OHDGHUVKiS (;1) iQWR 2&% (<3) WKURXJK RUJDQi]DWiRQ cXOWXUH iV 0.306, DQG RUJDQi]DWiRQ cXOWXUH (<1) iQWR HPSOR\HH SHUIRUPDQcH WKURXJK 2&% (<3) iV 0.137.

4.2. Goodness of Fit Model

9DOXH RI &RHIIiciHQW GHWHUPiQDWiRQ WRWDO DW 0.0 -100,0%; ZKHUH WKH KiJKHU YDOXH RI cRHIIiciHQW GHWHUPiQDWiRQ WRWDO WKXV WKH SDWK PRGHO DYDiODEOH WR UHSUHVHQW REVHUYHG GDWD, WKH IRUPXOD:

□□ □□□ □□□□□□ □□□ □□□□□□ □□□□□□ 0.9998

&RHIIiciHQW GHWHUPiQDWiRQ WRWDO RI SDWK PRGHO 0.9998 PHDQV 99,98% GDWD RZQHG cDQ EH H[SODiQHG E\ SDWK PRGHO, DQG WKH UHVW (0,02%) cDQ EH H[SODiQHG E\ RXWViGH IDcWRU RI WKiV UHVHDUcK, WKHUHIRUH cRQcOXGHG WKDW WKH IiW PRGHO iQ WKH cRQVWUXcWHG PRGHO iV JRRG cDWHJRUi]HG.

5. DiVFXVViRQ

6DEiU HW DO. (2011) SURYHG RQ WKH IiQGiQJ OHDGHUVKiS VW\OH KDYH D ViJQiIicDQW iPSDcW RQ RUJDQi]DWiRQ cXOWXUH DV QRWHG IURP +RIVWHGH¶V GiPHQViRQV (1984). 7KiV VWXG\ iV cRQViVWHQW ZiWK VHYHUDO UHVHDUcKHV E\ +DUZiNi (2013) DQG 5XVVHO DQG 6WRQH (2002). 3HRSOH RUiHQWDWiRQ VXSSRUWiQJ DQG IRUPiQJ VHUYDQW OHDGHUVKiS KDV EHHQ SURYHG E\ EHQHIiciDO DcWiYiWiHV IRU VRciHW\.

(PSOR\HHV KDYH D JRRG UHODWiRQVKiS ZiWK PDQDJHUV DQG DYDiODEOH WR SURWHcW RXWViGHUV¶ iQWHUHUHQcH cRQWUiEXWiQJ WKH PRVW GRPiQDQW iQWR RUJDQi]DWiRQ cXOWXUH. $V VXJJHVWHG E\ *UHHQOHDI (1977) QRWHG VHUYDQW OHDGHUVKiS iV NQRZQ WR EH D KiJK\ HIIHcWiYH VW\OH RI OHDGHUVKiS IRU HPSRZHUiQJ IRORZHUV cDQ DIIHcW WR RUJDQi]DWiRQDO cRPPiWPHQW OHYHOV, cDQ EH SURYHG iQ WKiV VWXG\. $Q DIIHcWiYH cRPPiWPHQW iV D VWURQJ GiPHQViRQ WR IRUP RUJDQi]DWiRQDO cRPPiWPHQW, EXW iW ZDV QRW VXSSRUWHG 2&% RI HPSOR\HHV iQ ZRPHQ cRRSHUDWiYHV, EXW SUHYiRXV VWXG\ SURYHG (5XVVHOO, 2001). 7KiV VWXG\ HPSKDVi]HG <DQDY DQG 3XQiD (2014) VHUYDQW OHDGHUVKiS iPSDcWHG RQ 2&%. 7KURXJK WKH RUJDQi]DWiRQ cXOWXUH VHUYDQW OHDGHUVKiS iPSDcWHG 2&%, VSRUWPDQVKiS iV WKH PRVW GRPiQDQW iQ SURPRWiQJ 2&%¶V HPSOR\HHV. (PSOR\HH SHUIRUPDQcH iV iPSDcWHG E\ VHUYDQW OHDGHUVKiS DV /iGHQ H\ DO. (2014). 7KiV UHVXOW RSSRViWH ZiWK 2UJDQ DQG 5\DQ (1995) cODiPHG RWKHU DWWiWXGiQD0 PHDVXUHV VXcK DV RUJDQi]DWiRQD cRPPiWPHQW iV IRXQG WR cRUUHODWH ZiWK 2&%. 7KH VWURQJ RUJDQi]DWiRQ cXOWXUH DV D YiWD0 WUiJJHU RI 2&% (2UJDQ, 1995), iPSDcWHG RQ 2&% (JR DQG JRR, 2011) DOVR VWUHQJWKHQHG E\ WKiV VWXG\. 2UJDQi]DWiRQ cXOWXUH iQ WKiV UHVXOW GiG QRW VXSSRUWHG HPSOR\HH SHUIRUPDQcH QRU RQ 2&% DV VXJJHVWHG E\ +DNiP (2015), 2UJDQ DQG 5\DQ (1995), DQG = iOOiDP DQG $QGHUVRQ (2003). 1HYHUWKHOHVV, WKiV UHVXOW H[SORUHG RUJDQi]DWiRQ cXOWXUH iPSDcWiQJ RQ HPSOR\HH SHUIRUPDQcH WKURXJK 2&%. &RQWUDU\ DV 6XOiPD DQG /OH (2002), WKiV VWXG\ GiG QRW SURYH iPSDcWiQJ RI RUJDQi]DWiRQ cRPPiWPHQW RQ HPSOR\HH SHUIRUPDQcH, EXW VXSSRUWHG E\ 2&% HVSHciDO\ RQ VSRUWVPDQVKiS, DQG VWUHQJWKHQHG WKH cRUUHODWiRQ EHWZHHQ 2&% DQG HPSOR\HH SHUIRUPDQcH DV QRWHG E\ %RZOHU DQG %UDVV (2006).

6. &RQFOXViRQ

6HUYDQW OHDGHUVKiS KDV iPSDcWHG RQ RUJDQi]DWiRQ cXOWXUH, RUJDQi]DWiRQ cRPPiWPHQW, 2&% DQG HPSOR\HH SHUIRUPDQcH. (PSOR\HHV VKRXOG EH VWUHQJWKHQHG E\ SURWHcWiQJ WKHP IURP RXWViGH iQWHUHUHQcH, EHWWHU UHZDUGV, DQG NHHS WKH KRQHVW\ YDOXH. 2UJDQi]DWiRQ cXOWXUH iPSDcWHG RQ 2&% EX QRW RQ HPSOR\HH SHUIRUPDQcH, WKXV PDQDJHU VKRXOG UHcRJQi]HG DOO HPSOR\HHV HTXDOiW\ WR HPSKDVi]H SRViWiYH DVSHcWV RI ZRUN SODcH DQG VXSSRUWiQJ HPSOR\HHV RQ DccHSWiQJ HQYiURQPHQW cKDJH. 2UJDQi]DWiRQ cRPPiWPHQW iPSDcWHG RQ 2&% DQG HPSOR\HH SHUIRUPDQcH QRQ ViJQiIicDQWO\, WKUHIRUH PDQDJHU VKRXOG QRW XUJHG HPSOR\HHV WR ZRUN KDUG ZiWK OiPiWHG IDciOiWiHV DQG VHHNiQJ iQIRUPDWiRQ RXWViGH. 1HYHUWKHOHVV ZKHQ HPSOR\HHV GR WKH EHVW WR GHYHORS DQG iPSURYH WKH RUJDQi]DWiRQ DQG ZiOOiQJQHVV WR cRQWUiEXWH EH\RQG IRUPDO jRE GHVcUiSWiRQV VKRXOG iPSDcWHG RQ KRQHV\, YDOXH, cUHDWiYi\ DQG WKHiU UHDGiQHVV WR DccHSW cKDQJH.

5HIHUHQFHV:

$OOHQ, 1 J. & 0H\HU, J.3. (1996). $IIHcWiYH, cRQWiQXDQcH, DQG QRUPDWiYH cRPPiWPHQW WR WKH RUJDQiJDWiRQ: $Q H[DPiQDWiRQ RI cRQVWUXcW YDOiGiW\ JRXUQDO RI 9RcDWiRQDO %HKDYiRU, 49(3), 252-276.

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*RYHUQRU (DVW JDYD, $cW 1R.188/71 /K376/013/2015: &RRUGiQDWiRQ VHDP RQ VWUHQJWKHQiQJ cDSiWDO JUDQWV IRU cRRSHUDWiYHV DQG JURXSV, (DVW JDYD 3URYiQcH.

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+RIVWHGH, *. (1997). &XOWXUH DQG RUJDQi]DWiRQV: 6RIWZDUH RI WKH PiQG: iQWHUcXOWXUDO cRRSHUDWiRQ DQG iWV iPSRUWDQcH IRU VXUYiYDO. 1HZ <RUN: 0c*UDZ-+iOO.

JRIUHK, 0., & JDKDQGiGHK. K. (2013). $Q iQYHVWiJDWiRQ DERXW WKH HIIHcW RI RUJDQi]DWiRQDO ciWi]HQVKiS EHKDYiRU RQ ZRUNHUV' SHUIRUPDQcH RI HOHcWUicWi\ cRPSDQ\ iQ 7HKUDQ 3URYiQcH, 1RUWK (DVW JRXQDO RI 6RciDO IVVXHV & +XPDQiWiHV, 1 (6), 21-23.

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