

**ANALYSIS WORK ENVIRONMENT AND LEADERSHIP ON EMPLOYEE PERFORMANCE  
(Study at Manado Forestry Service)**

*ANALISIS LINGKUNGAN KERJA DAN GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN.  
(Studi Pada Dinas Kehutanan Manado)*

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**Abstract.** In every company, organization or agency uses a variety of ways and each method in order to continuously improve performance, competitiveness, and quality of work in the company or institution itself. On the other hand, several jobs provide by the government in order to help, continue and develop the government itself to advance Country. The aim of this study is to analyze the effect of work environment and leadership style on employee performance. In this study, population refers to the employees of Manado Forestry Service by using purposive sampling technique and sample size of 63 respondents. This study used associative method through questionnaires and multiple regression analysis. Result and conclusion show that work environment and leadership style significantly influence employee performance. Work environment partial and significant influence on employee performance. Leadership style has partial and significant influence on employee performance. For organizations in this regard Manado Forestry Service, it is advisable to continuously improve the work environment and leadership style, because all of the variables have a significant influence on employee performance.

**Keywords:** *work environment, leadership style, employee performance*

**Abstrak.** Dalam setiap perusahaan, organisasi atau instansi menggunakan berbagai cara dan masing-masing metode dalam rangka untuk terus meningkatkan kinerja, daya saing, dan kualitas kerja di perusahaan atau lembaga itu sendiri. Di sisi lain, beberapa pekerjaan diberikan oleh pemerintah untuk membantu, melanjutkan dan mengembangkan pemerintahan itu sendiri untuk memajukan Negara. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh lingkungan kerja dan gaya kepemimpinan terhadap kinerja karyawan. Dalam penelitian ini, populasi mengacu pada karyawan Dinas Kehutanan Manado dengan menggunakan teknik purposive sampling dan ukuran sampel dari 63 responden. Penelitian ini menggunakan metode asosiatif melalui kuesioner dan analisis regresi berganda. Hasil dan kesimpulan menunjukkan bahwa lingkungan kerja dan gaya kepemimpinan berpengaruh signifikan terhadap kinerja karyawan. lingkungan kerja memiliki pengaruh parsial dan signifikan terhadap kinerja karyawan. gaya kepemimpinan memiliki pengaruh parsial dan signifikan terhadap kinerja karyawan. Untuk organisasi dalam hal ini Dinas Kehutanan Manado, disarankan untuk terus meningkatkan kualitas lingkungan kerja dan gaya kepemimpinan, karena semua variabel memiliki pengaruh yang signifikan terhadap kinerja karyawan.

**Kata kunci:** *lingkungan kerja, gaya kepemimpinan, kinerja karyawan*

## INTRODUCTION

### Research Background

Nowadays, there are a lot of job opportunities that have been developing it caused the number of it continues to increase, in any place in this world and in any country, growing population led to the need for jobs increased. This phenomenon also led to the emergence of diverse jobs with their own ways and methods. In every company, organization or agency uses a variety of ways and each method in order to continuously improve performance, competitiveness, and quality of work in the company or institution itself. On the other hand, several jobs provide by the government in order to help, continue and develop the government itself to advance Country.

Furthermore, Indonesia has various kinds of jobs of companies, both private companies (non-governmental company) and companies owned by the State (Department office). The Ministry of Forestry is one of the government's work reserved facility for Indonesia to coordinate forest areas to be preserved. In Manado There are agencies that stand under the command of the government ministries. One of them is Forestry Service (Dinas Kehutanan). Employee performance plays an important role in an organization. advanced or not advanced the company or the company's vision is fulfilled or not will be determined by the performance of its employees. There are many factors that affect the performance of employees, some of whom Work environment and Leadership style.

Create a work environment that favors where leaders and employees have good relationships will greatly affect the performance of employees in a company or individual to engage themselves in activities that lead to the goals or objectives of the company as their satisfaction, such as feeling happy or willing to work and to reaching the target or goal of his company. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. someone with good leadership style will greatly influence the performance of employees into a better direction. As seen by the employees, it includes the total pattern of explicit and implicit actions committed by their leaders.

### Research Objective

This research aim are to learn the effect of :

This study is expected to be an additional input to the faculty in developing the theory of human resource management in terms of developing the performance of employees in an organization through leadership style and work (elaborate more).

## THEORETICAL FRAMEWORK

### Human Resource Management

Despite the popularity of the term Human Resource Management, there is still no universally agreed definition of its meaning. Watson (2002:369) suggest that a 'rather messy situation currently exists whereby the term Human Resource Management is used in a confusing variety of ways.

### Employee Performance

Word performance we used to pass on the individual aptitude to be inspired, stirring, pioneering and to determinant to achieving the goals on an organization (Walumbwa & Hartnell, 2011). Previous study has examined that a positive relation is found between satisfied employees and organization, as the performance of the satisfied. According Sedarmayanti (2011:260) reveals that: "Performance is a translation of a performance which means an employee's work, a process management or an organization as a whole, where the results of such work must be shown proof in concrete and measurable (compared to a predetermined standard).

### Work Environment

The Work Environment is very important component part in the Employee Performance work activities. By paying attention to a good working environment or create working conditions that could motivate the employees to work, then it can take effect on employee morale. Understanding the Work Environment is everything that is around the workers who can influence him in performing the tasks assigned. According

Saydam (2000:226) definition of the Work Environment is as "a whole infrastructure around the existing work of employees who are performing work that may affect the work itself". Although the work environment is an important factor and can affect the performance of the employee, but now there are many companies that lack of attention to the condition of the working environment around the company.

### **Leadership Style**

Newstrom (1993) defined, Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader.

### **Previous Researches**

Relationship between Transformational Leadership and Employee Performance without mediating variable. Transformational Leadership is positive and significantly related to Employee Performance. Transformational Leadership explain 10% of the variance in Employee Performance. Work Environment in the relationship between Transformational Leadership and Employee Performance. Transformational leadership is positively and insignificantly related to with the inclusion of Work Environment as mediating variable in the model. Work Environment is significantly related to both the Transformational Leadership and Employee Performance. Transformational Leadership explains 34% variance in Work Environment. Transformational Leadership and Work Environment explains 14% variance in Employee Performance. The positive and insignificant relationship between Transformational Leadership and Employee Performance with Work Environment as mediating variables indicates that Work Environment completely mediates the relationship between Transformational Leadership and Employee Performance.

### **Hypothesis**

From the overall description of the concept, theory and previous studies, there are five hypothesis can be formulated :

- H<sub>1</sub> : Work Environment, Leadership Style have simultanous influence on Employee Performance at Manado Forestry Service  
 H<sub>2</sub> : Work Environment have partial influence on Employee Performance at Manado Forestry Service  
 H<sub>3</sub> : Leadership Style have simultanous influence on Employee Performance at Manado Forestry Service.

## **RESEARCH METHOD**

### **Type of Research**

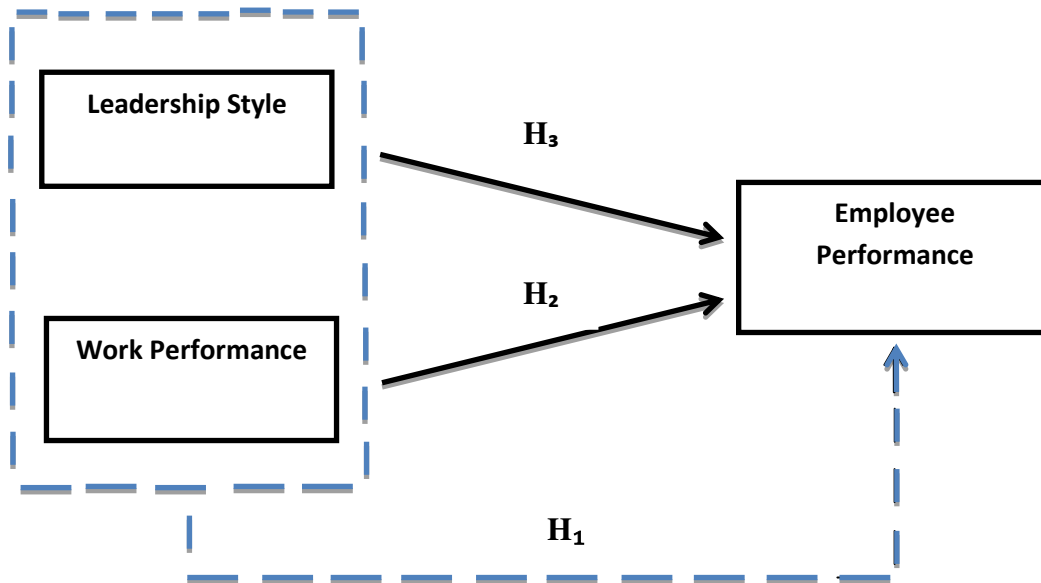
The type of this research is causal research. Hair, et al. complete names (2010:118) stated that the primary focus of causal research is to obtain data that enables researchers to asses "cause-effect" relationship between two or more variables.

### **Place and Time of Research**

This research is located in Manado Forestry Service (Dinas Kehutanan). And the time is conducted between December-January 2015.

### **Research Procedure**

The following is a chart that illustrates the conceptual framework

**Conceptual Framework****Figure 1. Conceptual Framework***Source : Data Processed 2016*

This research analyzes:

1. Simultaneous effect of Work Environment and Leadership Style towards Employee Performance
2. Partial effect of Work Environment to Employee Performance
3. Partial effect of Leadership Style to Employee Performance

**Population and Sample**

Sekaran & Bougie (2009:262) pointed out that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. The population observed in this study are employees who working in Manado Forestry Service. Sekaran (2003:266) defined sample as a subset of the population that comprises some members selected from it. This research uses purposive sampling which is part of nonprobability sampling. Sekaran and Bougie (2009:276) explained that purposive sampling is type of sampling which is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or conform to some criteria set by the researcher. This research uses purposive sampling because the researcher wants to take samples from more segments to represent the Employee's productivity of each segment. With the formula  $n = N / (1 + N * e^2) = 75 / (1 + 75 * 0.05^2) = 63.1$ . The population is known as many as 75 employees. According to this Formula, The researcher decide to use 63 people as the respondent. The respondent must be the subordinate and works for the Head of Manado Forestry Service.

**Data Collection Method**

1. Primary Data, The source of data can be in the forms of primary or secondary source. Primary data is data originated by the researcher specifically to address the research problem. The researcher obtains primary data from results of survey and questionnaires. Survey has been conducted by asking employees of Manado Forestry Service.
2. Secondary Data, The secondary data are taken from books, journals, and relevant literature from library and internet. These secondary data are used in this research, literature review, research method and discussion.

**Operational Definition and Measurement of Research Variables****Work Environment (X<sub>1</sub>) :**

Physical work condition : The work environment is directly related to employees such as work center, chairs, tables, and so on. Environmental intermediary or the general environment can also be called a work environment that affect the human condition for example the temperature, humidity, air circulation, lighting, noise, vibration, odor, color and others.



Non-Physically Condition : all the circumstances relating to the employment relationship, a good relationship with the boss, and relationships with coworkers or relationship with a subordinate.

### **Leadership Style (X<sub>2</sub>) :**

Democratic Leader, make the final decisions, but they include team members in the decision-making process. They encourage creativity, and people are often highly engaged in projects and decisions. As a result, team members tend to have high job satisfaction and high productivity. This is not always an effective style to use, though, when you need to make a quick decision. Autocratic Leader, make decisions without consulting their team members, even if their input would be useful. This can be appropriate when you need to make decisions quickly, when there's no need for team input, and when team agreement isn't necessary for a successful outcome. However, this style can be demoralizing, and it can lead to high levels of absenteeism and staff turnover.

Laissez-faire Leader, leaders give their team members a lot of freedom in how they do their work, and how they set their deadlines. They provide support with resources and advice if needed, but otherwise they don't get involved. This autonomy can lead to high job satisfaction, but it can be damaging if team members don't manage their time well, or if they don't have the knowledge, skills, or self motivation to do their work effectively. Transaction Leader are more concerned with maintaining the normal flow of operations. Transactional leadership can be described as "keeping the ship afloat." Transactional leaders use disciplinary power and an array of incentives to motivate employees to perform at their best. The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance.

Transformational Leader, goes beyond managing day-to-day operations and crafts strategies for taking his company, department or work team to the next level of performance and success. Transformational leadership styles focus on team-building, motivation and collaboration with employees at different levels of an organization to accomplish change for the better. Transformational leaders set goals and incentives to push their subordinates to higher performance levels, while providing opportunities for personal and professional growth for each employee.

### **Employee Performance (Y) :**

Employee performance is the result of the quality and quantity of work achieved by Manado Forestry Service employees in performing their duties in accordance with the responsibilities given to him according to Mangkunegara (2009:75). The Indicators are :

1. Quality, Quality work is how well an employee is doing what it should be done.
2. Quantity, The quantity of work is how long an employee working in a day. The quantity of this work can be seen from every employee's working speed respectively.
3. Implementation, Duties is how far the employee is able to perform his job with inaccurate or no errors.
4. Responsibility, to work is a sense of obligation to the employees to carry out the work given by the company.

### **Data Analysis Method**

#### **Validity and Reliability Test**

Hair, Wolfenbarger (2010:118) defined validity as a measure of accuracy in measurement. To measure the validity of the research instruments, Anti-image Correlation is used. Reliability refers to the extent to which a scale produces consistent result if repeated measurements are made. Therefore reliability can be defined as the extent which measures are free from random error. Sekaran (2003:203) stated that the reliability of measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument Cronbach's Alpha is used to measure the reliability. Cronbach's Alpha is a reliable coefficient that can indicate how good items in asset have positive correlation one another.

### Multiple Regression Analysis Model

Multiple Regression is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval – scaled dependent variable. The basic formula of Multiple Regression Analysis takes as the following form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_n X_n$$

Description:

Y = Employee Performance

$\alpha$  = Intercept

$\beta_1 \beta_2$  = The regression coefficient of each variable

$X_1$  = Work Environment

$X_2$  = Leadership Style

### Classical Assumption

#### Heteroscedasticity

Heteroscedasticity test is a test of whether the regression model of the residual variance occurred in equality one observation to another observation. If the one residual observations other observations is fixed, then it is called homoskedastisitas. Conversely if the residual of the observation is different with the other observations, it is called heteroscedasticity (Sekaran, 2005).

#### Multicollinearity Test

Multicollinearity is used to test whether the regression models finds no correlation between the independent variables. If there is a correlation, then there is a problem called multicollinearity. To determine the presence/absence of multicollinearity, Variance Inflation Factor (VIF) and Tolerance are used. If the VIF value is less than ten and the value of Tolerance (T) is more than 0.1 and less or equal to 1, meaning there isn't multicollinearity. Conversely, if VIF value is more than ten and the Tolerance (T) is less than 0.1 and more than 1, meaning there is multicollinearity.

#### Normality Test

Normality test aims to test the model regression whether the dependent variable with two independent variables has a normal distribution or not. To test the normality, this research uses the One Sample Kolmogorov Smirnov Test. Basic decision-making is if the 2-tailed  $> 0.05$ , the regression model meets assumptions of normality.

### Hypothesis Testing

#### F-Test

The F – Test is used to determine whether a significant relationship exists between the dependent variable and set of all the independent variables, overall significance (Anderson, 2011:638).

This test is performed with the hypothesis acceptance criteria as follows:

$H_0$  is accepted if the F - count  $< F$ -table and sig  $> 0.05$

$H_0$  is rejected if the F - count  $> F$ -table and sig  $< 0.05$

#### T-Test

If the F test shows an overall significance, the t test is used to determine whether each of the individual independent variable is significant. A separate t test is conducted for each of the independent variables in the model; individual significance (Anderson, 2011:638).

This test is performed with the hypothesis acceptance criteria as follows:

$H_0$  accepted if t count  $< t$ -table and sig  $> 0.05$

$H_0$  is rejected if t count  $> t$ -table and sig  $< 0.05$

## RESULT AND DISCUSSION

### Result

For the current research, this particular section will be divided into several parts four chief. The first part, respondent characteristics, will give a brief explanation of the general description of all respondents were asked their opinion. The second part, Test Reliability, will give a brief explanation of how good the level of reliability of the relationship between the three independent variables and the dependent variable in the present study, can either be accepted or not. The third section, Validity Test, will give a brief explanation on how well the validity of each independent variable with the dependent variable in the present study, can either be accepted or not. The fourth and final part of this research will provide the relationship between the three independent variables and the dependent variable in the present study, based on a Multiple Linear Regression approach.

### Respondents' Characteristic

#### Gender

The first classification of the respondents' characteristic is characteristic based on gender. Gender consists of Male and Female who have answered the questionnaires.

**Table 1. Respondents' Characteristic based on Gender**

Gender	Reepondent(s)
Female	34
Male	29
Total	63

Source: *Processed Data, 2016.*

#### Age

The second classification of the respondents' characteristic is based on the age. The age is shared by grouping the age of 10 years per group of age. The age classification is needed to analyze the result of the questionnaires based on the age of the respondents, because the differences of the age tend to yield the differences in perception, productivity and behavior.

**Table 2. Respondents' Characteristic based on Age**

Age	Respondent (s)
17-25	6
25-35	37
35-50	14
50-65	6
Total	63

Source: *Processed Data, 2016.*

### Validity and Reliability

#### Validity

Validity of the data is gained by conducting the validity test. Validity test is used to know whether the instruments are valid or not. The validity analysis is done based on Corrected Item - Total Correlation with SPSS 17. The indicator of each variable (1 variable has 5 indicators) is said to be valid in this research if the result of  $R_{count} > R_{table}$ .

**Tabel 3 Validity Result**

Variable(s)	Indicator(s)	R <sub>count</sub>	R <sub>table α 5%</sub>
Work Environment (X1)	X <sub>1.1</sub>	0.853	0.254
	X <sub>1.2</sub>	0.951	0.254
	X <sub>1.3</sub>	0.853	0.254
	X <sub>1.4</sub>	0.951	0.254
	X <sub>1.5</sub>	0.902	0.254
Leadership Style (X2)	X <sub>2.1</sub>	0.572	0.254
	X <sub>2.2</sub>	0.794	0.254
	X <sub>2.3</sub>	0.880	0.254
	X <sub>2.4</sub>	0.637	0.254
	X <sub>2.5</sub>	0.717	0.254
Employee Performance (Y)	Y <sub>.1</sub>	0.701	0.254
	Y <sub>.2</sub>	0.896	0.254
	Y <sub>.3</sub>	0.471	0.254
	Y <sub>.4</sub>	0.836	0.254
	Y <sub>.5</sub>	0.450	0.254

Source: Processed Data, 2016.

#### Reliability

Reliability test is gained from the reliability analysis. The reliability analysis in this research is gained by the Cronbach's Alpha. The data of the research is said to be reliable if cronbach's alpha is more than or equal with 0.60.

**Tabel 4. Reliability Result**

Cronbach's Alpha on Standardized	Cronbach's Alpha Based Items	N of Items
0.94	944	5

Source: Processed Data, 2016.

#### Multiple Regression Analysis

Multiple regressions analysis is used to determine the influence of the independent variables to dependent variable. Below is the result of multiple regressions.

#### Coefficient of Multiple Correlation (R) and Coefficient of Determination (R<sup>2</sup>)

**Tabel 5. Multiple Correlation (R) and Coefficient of Determination (R<sup>2</sup>)**

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	.844	.839	1.272

a. Predictors: (Constant), Leadership Style (X<sub>2</sub>), Work Enviroment (X<sub>1</sub>)

b. Dependent Variable: Employee Perfomance (Y)

Source: Processed Data, 2016.



The value of R is 0.919 indicating a substantial positive association between independent and dependent variable. The value of  $R^2$  is 0.844 means that women leadership ( $X_1$ ), organizational culture ( $X_2$ ), working climate ( $X_3$ ), and effective communication ( $X_4$ ) as independent variables have very strong positive association and influence employee's productivity (Y) as much as 71.8% while the rest 28.2% other factor is not included in this research.

### Classical Assumption Test

#### Multicollinearity

**Table 6. Collinearity Result**

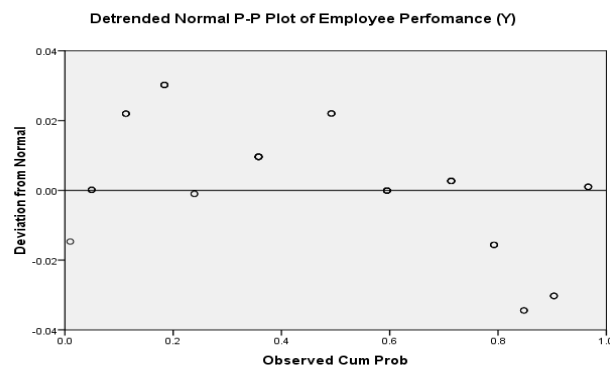
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 X <sub>1</sub> Work Environment	0.852	1.173
X <sub>2</sub> Leadership Style	0.852	1.173

Source: Processed Data, 2016.

The Multicollinearity problem shows through the Collinearity statistics, in the tolerance and variance inflated factors (VIF) table. If the tolerance value more than 0.10 and the VIF value less than 10, it indicates there is no multicollinearity. Table above shows that the tolerance values of Work Environment and Leadership Style are more than 0.10, and their values of VIF are less than 10, so, it shows this research is free from multicollinearity.

#### Heteroscedasticity

Heteroscedasticity occur here are dot which form a certain pattern regularly as waves. Homoscedasticity occurs if there are no certain patterns which are clear, and the dots spread above and below the 0 the Y-axis.



**Figure 2. Heteroscedasticity**

Source: Processed Data, 2016.

#### Normality

Normality test can be identified by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph.



**Figure 3. Normality**  
 Source: *Processed Data, 2016.*

**Hypothesis Testing**

Hypothesis testing consists of F-test and T-test. F-test is used to determine the simultaneous effect, and T-test is used to determine the partial effect of each independent variable to dependent variable.

**F-Test**

The F – Test is used to determine whether a significant relationship exists between the dependent variable and set of all the independent variables, overall significance (Anderson, 2011; 638). This test is performed with the hypothesis acceptance criteria as follows:

$H_0$  is accepted if the F - count < F-table and sig > 0.05

$H_0$  is rejected if the F - count > F-table and sig < 0.05

**Table 7. F-Test Result**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	526.364	2	263.182	162.684	.000 <sup>a</sup>
	Residual	97.065	60	1.618		
	Total	623.429	62			

a. Predictors: (Constant), Leadership Style (X<sub>2</sub>), Work Enviroment (X<sub>1</sub>)

b. Dependent Variable: Employee Performance (Y)

Source: *Processed Data, 2016.*

$$\begin{aligned}
 F_{\text{count}} &= 162.684 \\
 F_{\text{table}} &= \text{FINV}(0.05, k-1, n-k) \\
 &= \text{FINV}(0.05, 2-1, 63-2) \\
 &= 4.00
 \end{aligned}$$

k = the number of variables  
 n = the number of respondents

The ANOVA F-test results on Table 7,  $F_{\text{count}} = 162.684$  with asignificancelevel of 0.000. In this research,  $F_{\text{count}} > F_{\text{table}}$  ( $F_{\text{count}}$  is greater than  $F_{\text{table}}$ ), then the regression model of F-Test can be  $162.684 > 2.734$  that means  $H_0$  is rejected and  $H_1$  is accepted. The regression model can be used to declare that the independent variable of X<sub>1</sub> (Work Environment), X<sub>2</sub> (Leadership Style) simultaneously affects the dependent variable Y (Employee Performance).

**T-Test**

T-Test is a test to determine the significance of the effect of independent variables X<sub>1</sub> (Work Environment), X<sub>2</sub> (Leadership Style) partially that will explain the dependent variable Y (Employee Performance). According to T-Test, if  $t_{\text{count}} > t_{\text{table}}$  ( $t_{\text{count}}$  is more than  $t_{\text{table}}$ ),  $H_0$  is rejected and if  $t_{\text{count}} < t_{\text{table}}$  ( $t_{\text{count}}$

is less than  $t_{table}$ ),  $H_0$  is not rejected. The value of  $t_{table}$  is gained with  $t_{table} = \text{TINV}(0.05, n-k)$ . This is a table of Test results by using the SPSS statistical calculation coefficients.

**Table 9 T-Test**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	5.935 .	808		7.350	.000
	Work Environment (X <sub>1</sub> ).	.212	.059	.333	3.613	.001
	Leadership Style (X <sub>2</sub> )	.517	.077	.622	6.741	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2016

Calculation of  $T_{table}$ :

$$t_{count} X_1 = 3,613$$

$$t_{count} X_2 = 6,741$$

$$t_{table} = \text{TINV}(0.05, n-k)$$

$$= \text{TINV}(0.05, 63-2)$$

$$= 2,000$$

k = the number of variables

n = the number of respondents

## Discussion

### Influences of Work Environment, Leadership Style on Employee Performance.

The result of simultaneous test in which the  $F_{count}$  is (162.684)  $> F_{table}$  (4.00) with the value of significance (0.000)  $< 0.05$  shows that Work Environment, Leadership Style influence Employee Performance simultaneously. It means that, a good Work Environment and also a good Leadership style will affect on Employee Performance. This is the first research that has been conducted.

### Influences of Work Environment on Employee Performance.

The result of the multiple regression analysis shows that the value of significance obtained for Work Environment is  $0.000 < \alpha = 0.05$ . It means Work Environment influences Employee Performance significantly.

### Influences of Leadership Style on Employee Performance.

The result of the multiple regression analysis shows that the value of significance obtained for organizational culture is  $0.000 < \alpha = 0.05$ . It means that Leadership Style influences Employee Performance significantly.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the result of the research, it can be drawn conclusions such as follows:

1. Work Environment and Leadership Style have significant and simultaneous influence on Employee Performance at Manado Forestry Service
2. Work Environment has significant and partial influence on Employee Performance at Manado Forestry Service
3. Leadership Style has significant and partial influence on Employee Performance at Manado Forestry Service.

### Recommendation

It is suggested that the future research pick a sample of more to the respondents who have worked for long period of time in a organization (above 10 years working experience), to get a more reliable data of the research, because the employee who have a long working experiences are more aware, have a good knowledge about the organization they are working with and also those employees have experienced several jobs either required productivity or creativity.

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