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Leadership Oriented: The Role of Innovative Planning and Work Culture toward Corporate Productivity

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Abstract
Purpose, This study aims to examine and analyze the level of corporate productivity between the State of Indonesia with Vietnam the role of Leadership oriented through innovative aspects of planning and work cultures in each country. Design / Methodology / Approach, This analysis technique is using Structural Equation Modeling (SEM) with AMOS 18. Sampling is using random sampling on e-commerce the user's. Respondents from Manager MNC is 9 respondents and employees with a total of 280 respondents obtained after the selection process. Finding and implications, First, that innovative leadership oriented has significant effect on corporate productivity is accepted. Second, it stated that innovative leadership oriented has significant effect on corporate productivity.

Key word: Innovation, planning, workplace culture, leadership, corporate productivity.

INTRODUCTION

In the era of global business competition that intensifies, a leader required to have the ability of innovation to analyze consumer behavior, read the market, analyze the opportunities and external threats without ignoring internal factors as a basis for decision making. Innovation is the competence to carry out the creativity in order to solve problems and seize opportunities to improve and enrich the lives (Suryana, 2003). The competition is becoming stronger, customer expectations is rising, which there is little time to develop and market new products and services. The concept and understanding of innovation in the development of research has gone through five stages of evolution (Rothwell, 1994), among others; (1) technology push; (2) need pull; (3) coupling models; (4) integration models and (5) system integration and networking models. But according to the researchers, it does not yet consider support for culture, the environment and government policies that could encourage innovation. According to Everett M. Rogers (2003) an innovation of idea, initiatives, objects and practices that is based and accepted as a new thing by somebody or a certain group to be implicated or adopted. (Research on the management of innovation, 2000). Adoption and diffusion of the new ideas and new companies (Thomake et al., 1998; Damanpour 1991.1996). Only companies that successfully put the strategy of innovation as a driver of the business model, that will be able to improve the performance and survival of companies (Franke, 2007). Good innovations

will generate new products or services with quality (eg., Manu, 1992; O'Regan and Ghobadian, 2005; Zhou, 2006) at a lower cost (Gatignon and Xuereb, 1997, which is different from the previous product (Berry et al ., 2006). So innovation must be distinguished from the invention.

Meanwhile George Terry (2003), argues alternative election of particular behavior from two or three alternatives that exist. From some of the above opinion, it can be concluded as a particular technique accepted by all parties, especially in the current situation which is there is no certainty in entering 2017 and the policy of the new government, especially from the super power State like the one the United States. How is the condition and position of the Indonesian company especially for Multinational companies such as P.T. Semen Gresik, P.T. Maspion, P.T. Gudang Garam Tbk and others in facing the Global era that cannot easily compete with other States products at the same type especially in terms of work ethic, economics, technology, politics, law as well as culture, or its working culture. In addition to dealing with international issues such as the threat of workers' demands, terrorists, and also the elections as well as inconsistent government policies, the characteristics of which are difficult to predict both at the short term and the medium term.

In multinational companies in Indonesia, how the MNC managerial made managerial decisions that prepared by considering the purpose of the organization and tailored to the existence of the organization as a whole and in the organization of multi-national companies, managerial decisions have far-reaching effects when compared to individual decisions. Managerial decisions according to Robbins (2010) can not be separated from innovation, as a new idea applied to initiate / improve your product and services. Innovation in Robbins version, there are three things: (a) a new idea; (b) new products and (c) improvement efforts. Rogers (2011: 9) there are four traits of innovation include: (a) has a specific / special things; (b) have an element of novelty; (c) the planned program; (d) have a purpose. From some of the above opinions, according to researchers, innovation is a planning that create something contemporary in a competition which contains elements of planned and have a purpose, has a special feature / unitness, an element of freshness / newness and improvement efforts. Factor innovation is the spearhead of reciprocation of a MNC acted in carry out their work to promote his company and one of the weaknesses MNC in Indonesia, the lack of innovation. Culture is a mindset that makes them have the same perception of the values and beliefs that help them to understand how it should work in the company where they work now. Expert of Harvard Business School, Prof. Dr. John Kottler & Prof Dr Janes Heskett said that there is a positive correlation between corporate culture with the achievements of the business in the long term. The corporate culture has a significant role in the achievement and work productivity.

To realize the vision and mission as well as the competition which is getting competitive, it is now necessary to build a philosophy that based on a view of life as basic values that become the characteristics, habits and also a driver that cultured in a group and reflected in the attitude into behavior, ideals, opinions, the views and actions are materialized as work. Quality work culture that is able to create a work ethic in the work environment and at the ends produce quality productivity, work ethic influenced by culture. Regarding the issue of Vietnamese work ethic is superior when compared to Indonesian workers, it can be seen that the wages that are very determine the level of productivity applicable in Indonesia, while for Vietnam, wages are not indicators that determine the level of productivity but is strongly influenced by work ethic. In addition to the work culture from the work ethic side, labor in Vietnam have high discipline and self-reliance, the bulk of the workforce in Indonesia is low-skilled labor, so the productivity is also low. Werther (2002: 5) key to winning the global

competition lies in the innovative leadership. There are three main factors that can shape the character of leadership oriented such as creativity, energy, and insight into the philosophy.
This three factors can stimulate the enthusiasm on self-leadership so it can move dynamically and adaptive, creativity and innovation.

Tidd, Bessant, and Pavitt (1988). Competition in time, describing an increase of pressure against the company not only to introduce new products but also performs innovation more quickly than competitors. There is hope that consumer behavior is always dealing with something that is present in a product although there is an increase in prices, it is not a problem as long as the product change its design. It needs an innovative leadership in corporate productivity.

A leader with great enthusiasm have the versatility to change and find new ways, so that the decisions taken are effective and efficient while overcoming various problems. According to James A.F.Stoner in his book Sustainability as a business imperative (2010), decision-making is a process used to choose an action as a problem-solving techniques. This adaptability forms toughness, character, capability and integrity of innovative leadership that is an attitude that is not easily discouraged, rigid, and loyal to the principle but flexible and constantly seek a breakthrough in the face of global competition.

Leadership oriented in decision making logically required to formulate recent steps that suitable with the strategy that will be taken, among others: (a) the clarity of the problem, (b) purpose orientation; (c) alternative knowledge; (d) a clear preference; (e) maximum results. The leader is proposed to have central role in the process of empowerment of employees (Druskat & Wheeler, 2003; Randolph & Kemery, 2011), but this role is somewhat different from the role in the design of more traditional jobs which is based on more magnitude of management level and top-down control (Ahearne, Mathieu, & Rapp, 2005). Empowering is more associated with giving an influence not to have an influence, and the central characteristics that describe empowering leadership is characteristics that supporting the autonomy of employees (Amundsen & Martinsen 2015).

Dejanasz et al (2002: 19) decision-making is a process in which several possibilities can be considered and prioritized, which results are selected based on the definite and clear selection of any possibilities alternative that available and these must be supported by staff / employees who are innovative and disciplined work culture, work ethic, as well as ethical behavior.
Berman and Cutler (1996: 61) in their study explained that the decision makers with the aim of producing accurate decisions have to be careful by obtaining information with high validity and credible so that leadership oriented obtain an appropriate decision so that the election of several alternative choices provided able to realize the purpose of corporate and able to compete on the world stage, especially competition from transnational companies of other Asian countries such as Japan, Korea and Thailand.

DEVELOPMENT THEORY AND HYPOTHESIS

Innovative planning

Effects of changes in the business environment is getting tougher, the demands of creativity and innovation has become a major and routine activities for the company. Han et al (1998) suggested that innovation refers to products or an attempt to commit new breakthroughs. According to Ellitan and Anatan (2009) innovation involves four fields; (1). product; (2) process; (3) technology and (4) human resource innovation. Failure of innovation is generally derived from the indifference of members of the organization on innovation. Innovation is also influenced by the structure, culture, working climate and organization environment (Sutrisno, 2010).

Innovative behavior affect the leadership (Dejong & Den Hartog, 2007), subsequent researchers (Rank, et al., 2008) said innovation is a social process because the leader has a strong influence in creating innovation. Likewise, subsequent researchers said that the innovative behavior focuses on more complex process because the innovative behavior is discussed until the implementation of ideas generated (Janssen et al., 2004 in Carmeli, dkk.2006).

Several studies have found a significant correlation between innovation planning with the work culture. Among other innovation processes, successful reengineering will improve employee performance (Davidson, 1993). Technological innovation, technological progress will play an important role in achieving the long earnings capacity (Stacey and Ashton, 1990). In product innovation, product innovation process will impact directly on the success of the enterprise shown by the increase in revenue and profit (Ellitan and Anatan 2009) . Research above can not be fully amplified in Indonesia and Vietnam because the country is lacking in the environment and the role of government that determines the policy of corporate in the future, e.g. the enactment of labor intensive policies. Thus the hypothesis are:
H1: Innovative planning positively influence the leadership oriented.
H2: Innovative planning positively influence the work culture.
H3: Innovative planning positively influence corporate productivity.

Work culture
Work culture is a philosophy that based on a view of life as basic values that become the characteristics, habits and also a driver that cultured in a group and reflected in the attitude into behavior, ideals, opinions, the views and actions are materialized as work (Supriyadi and Guno , 2003). There are some models, namely authoritarian culture, bureaucratic culture, duty culture, individualistic culture, bargaining culture and collectivity culture. Further Supriyadi and Guno (2003) states the Authoritarian Work Culture, type of work culture that devote to 'command and control'. Power within organizations often centered on leaders who often extolled as ‘hero’'. Workers will be expected to show high fidelity to the leader. Bureaucratic Work Culture, this bureaucratic work culture is based to the concept that organization must be taken care efficiently, by considering the principle of management with impersonal, rational, authority and formality nature. Functional Work Culture, labor organizations that debuted in the West often practice a functional workplace culture or this 'project-based'. In a functional concept, working in the organization is divided and assigned to individuals or certain forces. Individualistic Work Culture, In organizations that practice this work culture, certain individuals become the main focus. Bargaining Work Culture, In this kind of organization, unity of workers becomes a major part of the organization. Worker unity serves to safeguard the interests of workers and help achieve the objectives of organization. Collective Work Culture, said that among the heyday key of Japanese organizations is their ability to use the idea and backup of subordinate workers (Sinamo, 2003).

Siregar, (2000), adding that the work culture is a system of values, perceptions, attitudes and beliefs held by individual employees and employee groups about the meaning of work and its reflection in the activities to reach the goals of organizations and individual. Important work culture is developed because of its positive impact on the achievement of sustainable change in the workplace, including increased productivity. Actualization of productive work culture as a measure of the value system contains components owned by an employee, namely:

Understanding of the basic substance about the meaning of work, Attitude towards work and the work environment, Behavior when working, Work Ethic, Attitude toward time, Way or the tools used for work. Hartman, Martin and Terblanche (2003) declare the work culture in the organization is one factor that can stimulate innovative. Valencia et.al, (2010) in his study claimed that the type of adhocracy culture support the creation of products innovation, while the type of hierarchical culture has the opposite effect. New work culture in the organization externally oriented is a center of excellence in product development based on customer desires (Prayogo and Mc Dermott, 2011). Thus the company that aims to excel in product innovation will be the same with externally oriented. Jaskyte and Kisieliene (in Valencia et.al, 2010) found that innovation in the organization significantly affect positively the cultural dimensions that lead to flexibility and negative when it comes to stability. Thus hypothesis we asked is:
H4: Work culture positively influence oriented leadership.
H5: Work Culture positively influence corporate productivity

Leadership oriented and corporate productivity
An innovative leader is a leader who never easily satisfied with the achievement of performance results. He will constantly creating new opportunities and ideas. An innovative leader is a leader who has a democratic leadership style as a style or a style of leadership that does not take a decision from his/her only point of view, but collecting all the ideas of all employees and conduct deliberation and decided together. It means to be an innovative leader is through the leadership style adopted by the leader. Dr. Upton says that leaders live in the context of discovery, exploration, and learning. From the context of curiosity, the leaders open spaces for the creation of new things.

Innovation is one of the factors that support the success of a leader in his leadership. A true successful leader is an innovative leader. In this globalization era as today, it much needed creative and innovative leader.

Here are some of the characteristics of an innovative leader:

1. Have a passion. He focused on the things you want to change, the challenges that exist, as well as strategies to deal with such challenges. Passion will make a leader stay energized and able to encourage his team, even though in a collapsed condition. Passion will encourage leaders achieve his/her dream.
2. Having a vision. Innovation has a purpose. Leaders can not expect his team to innovate if they do not understand the direction of the organization's objectives. Great leaders spend more time to describe the vision and goals of the organization and the challenges confronting. They are able to inspire people to become successful by relying on innovation.
3. Looking at the change as a challenge. Innovative leader has ambition and never satisfied with the condition of "cozy". They often voiced change. For them, silent or complacent with the current state is riskier than try something new. They will continue to look for opportunities to raise the organization.
4. Dare to act outside the rule. To innovate, not infrequently a leader needs to challenge the existing rules. Business is like art. Companies are required to find creative new ways to satisfy customers.
5. Do not be afraid of failure. Innovative leaders consider failure as part of a lesson for success. He is likely to see the value and potential of the organization, not just looking at a big operational costs.
6. Want to collaborate. Collaboration is the key for many leaders to succeed with innovation. When they find that the resources they possess insufficient to achieve

organizational goals, they did not rule out the possibility of partnering with other parties.

The success of businesses or the business world in the past or in the present fixated on investments or assets owned, may be true because through investment or capital invested, it is one capital factor in the procurement of facilities and infrastructure to support the business, including the cost of operations. However, equally important is how to get the Human Resources who have the ability and the skills needed in the business world, as well as how to maintain human resources to work effectively, efficiently and optimally so that productivity as expected.

The quality and quantity of human resources in an organization should be tailored to the needs of the organization or company concerned to be effective and efficient in supporting the objectives achievement of organization or companies. Therefore, Human Resources need to be managed and developed continuously in order to obtain Human Resources with quality in the true sense, in which the execution of the work will produce something that is desired. Quality means not only clever but meets all quality requirements demanded by the job so that the job can be completed really according to plan (Sedarmayanti, 2001: 17).

Productivity implies a mental attitude that always has the view that quality of life should be better today than yesterday, and tomorrow must be better than today.

According Ravianto. J (2004: 4) generally productivity implies between the results achieved with the participation of labor at units of time. Human resources play an important role in the process of increasing productivity because people are dynamic. Means of production and technological progress more static that can only be driven by humans. High level of productivity is the hope of every company. In improving the productivity of work, a lot of things that affect such, the increase in fair and reasonable wages or salaries, the atmosphere or a pleasant working environment, career opportunities, a chance to advance, supporting facilities, and others.

"A good manager is one who can maintain a high balance in assessing accurately the strength that assess the most suitable behavior for a specific time and really able to do that." (Gibson, 2002: 285).

The company's success is basically supported by effective leadership, in which with the leadership, it can influence subordinates to generate their working motivation to make an accomplishment in a common goal.

According to Dale Timple (2002: 31), the leader is the person who applies the principles and techniques that ensure motivation, discipline, and productivity when working with people, tasks, and situations in order to achieve company goals.

Understanding and knowing the things that can evoke motivation in a person is the key to manage other people. A leader's job is to identify and motivate employees to be able to perform well, which in turn would increase the company's productivity. From the above description it can be concluded that the leadership has a strong influence on employee productivity. Thus the hypothesis is:

H6: Leadership oriented positively influence corporate productivity.

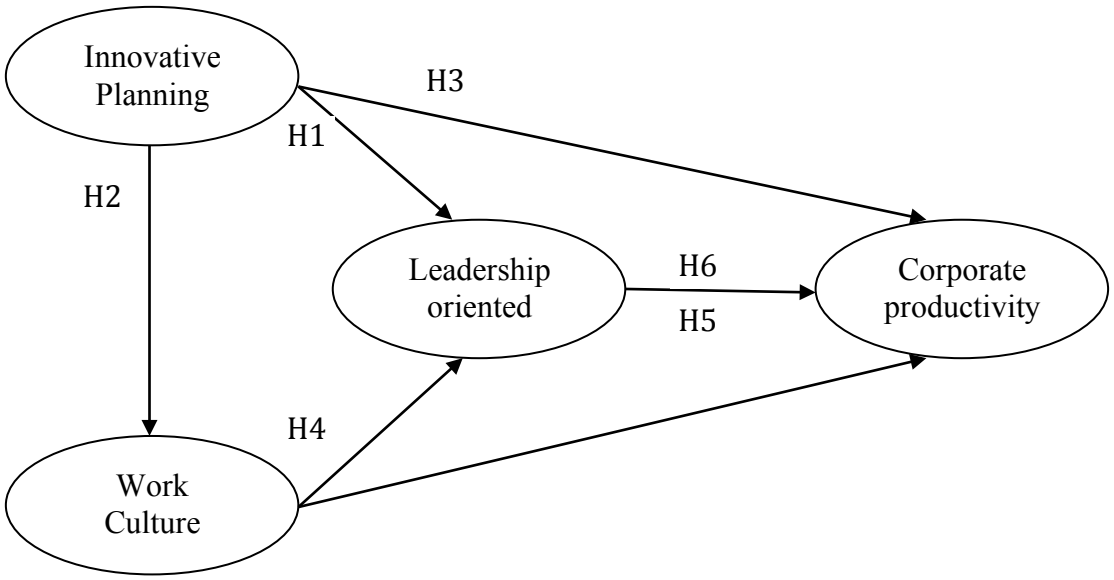

Figure 1: Research Model Suggested

METHODOLOGY

Sample and Procedure

The sample consisted of employees from two companies in Indonesia, one foreign company and one company in the country. The nature of the study requires data collected either from subordinates and supervisors. Initial surveys directed at as many as 260 professional employees who fill out the questionnaire tool. Respondents were given *an informed consent* document that explains to them the nature of this research, and performance data will be obtained from their supervisor three months after they complete their survey. Of the 260 employees who were evaluated which composed of Respondents (25.0% men and 53.4% women, 21.6% did not report gender; mean age 31.72 years). In this organization, from the sample who reported their ethnicity, 56.8% of the sample are indigenous, 10.2% foreign, 1.1% Asian, and 7.9% other. The performance appraisal returned covers of the original 210 employees and 50 supervisors (71.1%).

Measuring Instrument

Innovative planning with alpha (α = 0.78) (McClelland, 1975) was assessed by measuring instrument that consisting of five points (Steers and Braunstein, 1976) of *Manifest Needs Questionnaire* (range 1.20 to 7.00). Items samples were evaluated using 7-point scale (1 = strongly disagree, 7 = strongly agree) and includes planning, goal, uniqueness, and newness. Valle and Perrewe (2000) a work culture consists of ethical behavior, learning and work attitude. Orientation leadership consists of creativity, positive energy and good vision. This finding is consistent with previous studies of leadership (eg, Crant & Bateman, 2000; Howell & Avolio, 1993; Kinicki & Vecchio, 1994).

Corporate productivity (α = 0.86) comprises 3 items of Ferris *et al.* (2005) was used to measure the productivity of companies, those are work ethic, independence and quality. Subordinate assess their compliance with the items that using 7-point scale (1 = strongly disagree, 7 = strongly agree; range 3.53 to 6.67) (Blickle *et al.,* 2011; Semadar, 2004). We use our organization internal performance measuring instrument and that collected by the human

resources department three months after the first survey. We were given raw data from an organization similar to other studies that investigated the performance or working achievement (ie, Zhang *et al.,* 2012). This performance measuring instrument used in the company to organize and provide performance feedback; thus, this measuring instrument provides a context-specific information about individual performance. The Company calculates the overall performance score based on various dimensions including employee relations with co-workers and their supervisors, their interaction with other staff and clients, professionalism, and timeliness. Every employee rated from 1 (low) to 4 (high) in each dimension, and the combined score, which is produced by the company, are then used to determine the overall performance (M = 30.88, SD = 1.74). From the number of demographic variables were collected, age, gender, race, and management positions accounted in this analysis, because age (Sturman, 2003; Waldman & Avolio, 1986), gender (Eagly & Karau, 2002), and race (Biernat & Kobrynowicz 1997; Maume, 1999) proved to have an effect on the leadership and / or performance. On the pretest, demographic factors such as gender and race are considered, but only age and management positions were found to influence the leadership oriented. This is not in accordance with the findings of other studies that age and performance are positively related possibilities because job performance might be increased with age (Waldman & Avolio, 1986). By including management positions, we can divide the informal leadership variance that associated only with formal positions and in better way capture the recognition of the individual as a leader.

RESULT

Confirmatory factor analysis (CFA) model of one factor, where all items are set loading on a single factor (χ^2 [130] = 934.54, p <.001; RMSEA = 0.16; SRMR = 0.13; CFI = 0, 84; see "Data Analysis" for the interpretation of suitability index), produces model fit that worse than a two-factor model (χ^2_{dif} [1] = 534.29, p <0.001), indicating support for the validity factor from ELS in the our sample data. Suitability index for model of both correlating factors fall within an acceptable range (χ^2 [129] = 402.17, p <.001; RMSEA = 0.09; SRMR = 0.05, CFI = 0.94). In this analysis, five pairs of error *(error)* measurements allowed to correlate and based on the index modification proposed by AMOS. To prevent the risk of use of the opportunity (MacCallum, Roznowski, & Necowitz, 1992), then the substantive requirements and statistical recommended to guide the inclusion of correlated residuals (Byrne, 1994). To further investigate innovative planning, we also test Velicer MAP (1976), which is especially valid when there is an average of eight or more variables per component (Zwick & Velicer, 1986). On the MAP test, the relative amount of systematic variance and unsystematic one remaining in the correlation matrix after extraction of components is calculated, and components will be maintained for no more systematic variance in proportion of the unsystematic variance (O'Connor, 2000). MAP test confirms that the basic structure of the data consists of two factors. Examination of the loading of standard factors showed that all 18 items had a significant loading (range = 0.70 to 0.92, p <0.001) in each of those factors. Inter-correlation between the two factors is 0.67 *(p* <0.001).

Innovative Planning assessed using the research version of the new measuring instrument (Martinsen, 2009 Manz, 1986; Neck & Houghton, 2006). Some scale are added by Martinsen (2009) because corporate may relate to the need to coordinate efforts and cooperate with others. Additionally, Martinsen found innovative planning bias include a focus on new ideas and a willingness to acquire the knowledge necessary to master the requirements of the task. CFA from one factor model (χ 2 [168] = 425.26, p <.001; RMSEA = 0.08; SRMR = 0.07; CFI = 0.87) produces model fit significantly worse than two-factor model (χ 2 diff [1] = 40.44, p <0.001), showing support for the validity of the measuring instrument factor of work culture in

our sample data. Suitability index for two-factor model that correlated overall are considered acceptable (χ 2 [162] = 384.82, p <.001; RMSEA = 0.08; SRMR = 0.07; CFI = 0.89), although the CFI is slightly below 0.90. In this analysis, seven pairs of error measurement is allowed to be correlated and based on the index of modification proposed by AMOS. This problem seems meaningful theoretically for each pair of items originally based on six behavior operation of self-leadership measuring instrument (ie, successive self-reward, priority on the interesting task, visualization of the results, focusing on new ideas, development of competence, and coordination), and error correlation thus tends to fall on the content overlapping (Byrne, 1998). Suitability index for two-factor model without errors correlated measurements is (χ 2 [169] = 708.06, p <.001; RMSEA = 0.11; SRMR = 0.08; CFI = 0.73). To further investigation on the structure factor of the self leadership measuring instrument, we perform Velicer MAP test (1976), which asserts that the basic structure of the data consists of two factors. Loading of standards factors are all significant in each of those factors (range = 0.42 to 0.74, p <0.001), and the inter-correlation between the two factors is 0.77 (p <0.001).

Leadership oriented rated by scale of 4 items from Spreitzer (1995), which consists of three points each for the four sub-dimensions: the meaning (α = 0.88; sample item: "The work I do is very important to me"), competence (α = 0.93; sample item: "I am confident in my ability to do my job"), self-determination (α = 0.92; sample item: "I have significant autonomy in deciding how to do my job") and impact (α = .94; sample item: "My impact on what happens in my department is great"). All items scale are given in Annex C. Suitability index for the four factors correlated models are within an acceptable range (χ 2 [48] = 67.73, p <0.05; RMSEA = 0.04; SRMR = 0.03 ; CFI = 0.99).

Corporate productivity Work effort was assessed by five items (α = 0.80) based on the previous measuring instrument (Brockner, Tyler, & CooperSchneider, 1992; May, Korczynski, and Frenkel, 2002) and further developed by Kuvaas and Dysvik (2009). Its items are as follows: (1) "I often expend extra effort in carrying out my job"; (2) "I usually do not hesitate to exert extra effort when needed"; (3) "I purposely expend much effort in carrying out my job"; (4) "I try to work as hard as possible"; and (5) "I almost always spend more than an acceptable level of effort."

Analysis of the data We analyzed our data in a few steps. First, the dimensionality of the measuring instrument are analyzed, followed by making a few parcels to increase the sample size ratio compared to the parameters that were estimated in CFA (Bentler & Chou, 1987). Items parcel also offer several other advantages, including improving the properties of the distribution of the indicator (West, Finch, & Curran, 1995) and reduce the number of possible covariance between measurements error sources (Rae, 2008). However, the manufacture of parcel items should only be used to investigate the relationship between latent constructs (Little, Cunningham, Shahar, & Widaman, 2002), which is evident in our study. To ensure the identification, increases the likelihood of appropriate solutions and allowing the estimation of latent errors (Bollen, 1989), we use three indicators for each latent variable, which is in accordance with recommendation of Hau and Marsh (2004) for the construction of the parcel. In accordance with Coffman and MacCallum (2005), we use the approach of making homogeneous items parcels.

Furthermore, we identify and remove *outliers* to improve the properties of variable distribution. Then, following a recommendation from Anderson and Gerbing (1988), two-step procedure is used to test the hypothesis. The first step is concerned with testing the accuracy of the measurement model, while the second step is the testing of alternative structural models. CFA performed by using estimates of *maximum likelihood* (ML) in AMOS Version 16.0. We use CFA with *bootstrapping* techniques to address the non-normality of small multivariate

at data and assess the stability of the sample results (Efron & Tibshirani, 1993). Finally, we assess the possible impact of a general method bias towards the path coefficient method following the procedures recommended by Widaman (1985) and used by Williams, Cote and Buckley (1989). Richardson, Simmering, and Sturman (2009) develop the procedures further and call it approaches of *unmeasured latent construct method* (ULMC).

To measure the suitability of the model, we followed the recommendation of Kline (2005) and report (1) The chi-square test statistic with degrees of freedom and the appropriate level of significance; (2) RMSEA (Steiger and Lind, 1980) 90% confidence interval (CI) with a suitable, where the value of <0.05 was nearly matched, 0.05 to 0.08 is quite suitable, 0.08 to 0.10 less fit, and > 0.10 is not very suitable (Browne & Cudeck, 1993); (3) SRMR (Bentler, 1995), where the value ≤0.08 indicates a good fit (Hu & Bentler, 1999); and (4) CFI (Bentler, 1990), where the value > 0.90 is generally considered to indicate a match which is acceptable (Bentler & Bonett, 1980).

Table 1 Fit Model

Goodness of fit indices	Fit guidelines	Proposed model
X^2/df	≤ 3	2.1359
Goodness of fit index (GFI)	≥ 0.90	0.907
Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.903
RMSEA	≤ 0.08	0.074
TLI	≥ 0.95	0.921
CFI	≥ 0.95	0.927

Source of data: The results of SEM processor

In addition, we report the chi-square value ratio that compared with the degrees of freedom (Marsh, Balla, & McDonald, 1988). Although there are no clear guidelines, "the ratio in the range of 2 to 1 or 3 to 1 indicate a match that is acceptable between hypothetical models and sample data" (Arbuckle, 2007, p. 589).

RESULT

The conceptual model proposed in Figure 1 was tested using SEM. Coefficient of tracks are presented in Table 5.

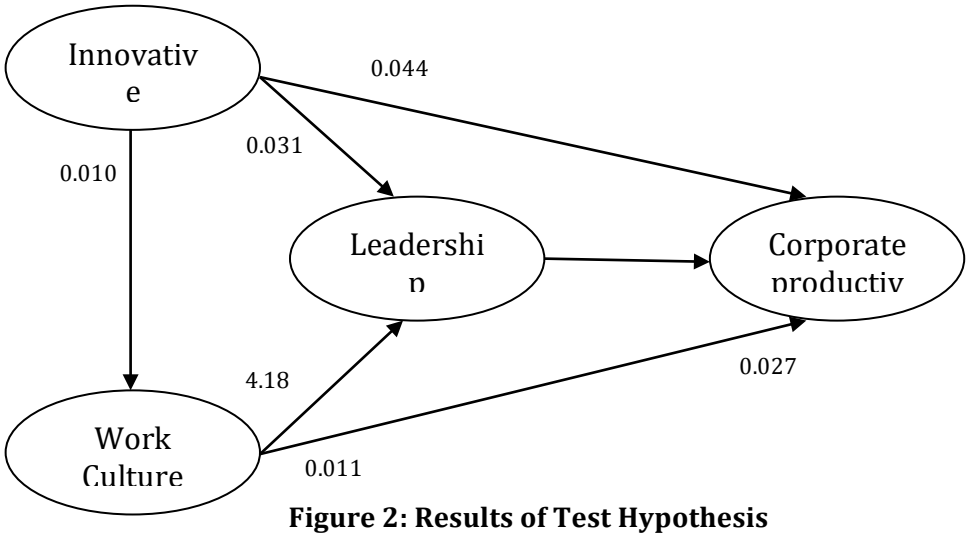

Figure 2: Results of Test Hypothesis

Finally, the results also showed that the innovative planning and work culture has significant influence on corporate productivity in the trans-national companies (MNC).

Table 2: Hypothesis Test

Hypotheses	Paths	Result	Estimate
H1	Innovative planning-leadership oriented	Significant	0.044
H2	Work culture – Leadership oriented	Unsignificant	-0.18
H3	Innovative planning – Corporate Productivity	Significant	0.010
H4	Work culture – Corporate Productivity	Significant	0.011
H5	Leadership oriented – corporate Productivity	Significant	0.031
H6	Innovative planning – work culture	Significant	0.027

Note: *p<0.05

DISCUSSION

The main objective of this paper is to analyze the influence of innovative planning and work culture towards leadership oriented and corporate productivity. Some of these relationships have previously been theoretically suggested but has not been given sufficient empirical attention, while other relationships have not been studied at all. Our results provide support for four of our six hypotheses based on the theoretical discussion. Here, we discuss in more detail the most central findings and its theoretical and practical implications.

We found that *innovative planning* is a variable with positive effect on leadership oriented. This relationship proposed by Houghton and Yoho (2005) in the contingency model of leadership and their psychological empowerment, but until now have not given attention for empirical research. The model also implies that the behavior of leaders who planned positively related to *corporate productivity* . This relationship is emphasized in theory (eg, Manz & Sims, 2001) but only investigated in a few studies (eg, Tekleab *et al*., 2008; Yun *et al*., 2006). Thus, our findings provide additional empirical support for one of the main objectives of *leadership oriented*, which is to lead others to lead themselves (Manz & Sims, 2001). Support obtained from the intercession of the model also implies a positive and significant relationship between *corporate culture* and innovative planning, that put forward by the experts (eg, Neck & Houghton, 2006).

We consider the findings are extremely important, because previous studies only examined the relationship between *leadership oriented* and work effectiveness (eg, Prussia *et al* ., 1998), while the effectiveness of the work is only one of the four components in the construct of employee empowerment. Thus, the finding that the *innovative planning* positively effect on latent constructs of corporate productivity can add value to the idea of *leadership* oriented as an oriented concept of empowerment in contemporary work arrangements that characterized by autonomy and delegation of responsibility and decision-making authority. Clearly, *leadership oriented* could include aspects of central self-empowerment which seems to have positive effect on employees' perception on the empowerment in their work role. We recommend further research on this issue. In summary, our findings suggest that the *innovative planning* affect corporate productivity directly or indirectly through *leadership oriented* .

We also found that *leadership* oriented operating as a *intervening* variable between *innovative planning and work culture* to productivity corporate. The results of our study indicate that the *leadership oriented* fully mediate this relationship and also eliminates the effects of workplace

culture on creativity. This issue is interesting, because the innovative planning which is a central aspect of empowerment of leadership oriented (Thomas & Velthouse, 1990), consistently conceptualized as a predictor of creativity at the individual level (Amabile, 1983). However, Neck and Houghton (2006) states that the work culture *as a leadership* also significantly informed by the concept of intrinsic motivation "(p. 281). In addition, previous studies have theorized *innovative planning* as the antecedents of creativity (DiLiello & Houghton, 2006; Neck & Houghton, 2006). To our knowledge, this paper is the first to find empirical support for such relationships, and moreover, supports that *innovative planning* may be a mechanism by which *empowering leadership* continue its effect on creativity. Beyond this, it is also worth mentioning as a finding of a positive association of *leadership oriented* towards productivity corporate that only partially mediated by creativity. Possible explanation for this is that the *leadership* oriented include behavioral strategies that directly affect business, such as *self-observation* and *self-goal setting*.

We could not find a direct effect of the *work culture* on leadership oriented as corporate productivity factor. This is different from Raub and Robert (2010) who found that the effects of *workplace culture* on the *in-role* behavior *affiliative extra-role* behavior on a sample of employees in front line manufacturing companies are directly. Work culture conceptualization can be deemed to include the full spectrum of *in-role* behavior until challenging *extra-role* behavior. Therefore, based on the findings of Raub and Robert, it is logical to assume that the work culture can not play the role of a partial intercession. However, the difference between Raub and Robert findings and our own findings may be due to the organizational context which is not the same. Employees in foreign organization, which is an affiliate organization, probably basing their businesses in many tasks on the perception that psychologically empowered. For example, it is logical to argue that the meaning was instrumental in encouraging the various types of businesses in the work effort. Other possible explanation is that, in our study, *innovative planning* has a parallel mediation role and also pass on the effect of *oriented leadership* to corporate productivity. However, eliminating the *work culture* in the model and adding the direct path of *leadership* oriented to corporate productivity did not change the status of innovative planning as variable of indirect relationship. Thus, the nature of the employment sector may play an intervening role and should be taken into account when investigating oriented leadership role in the process of empowerment of employees. We did not have a chance to test this possibility because of the work effort is only included as outcome variables in this study. Therefore, we suggest that researchers investigate the matter further.

THE PRACTICAL IMPLICATIONS

Some practical implications emerge from the findings in this paper. First, the nature of work changed substantially in the last decade to become more complex and severe cognitive (Humphrey, Nahrgang, & Morgeson, 2007), and knowledge workers are highly skilled and educated at the core of a segment of the labor force that is growing rapidly (Parker, Wall, and Cordery, 2001). From the perspective of human management strategy, it is important to match the style of leadership with the work to achieve the use of human resources efficiently. Logic of *oriented leadership* , with emphasis on autonomy, motivation, and employee development, also seems perfectly suited to the knowledge-based working approach to the human capital (Liu, Lepak, Takeuchi, & Sims, 2003). This problem is demonstrated by the findings of this paper on the sample represented respectively by trans-national companies workers sectors.

Second, workers are more driven by intrinsic motivation factors than by the external one (Frost, Osterloh, & Weibel, 2010). In this regard, innovative planning is a central construct for tasks involving feelings of intrinsic task motivation that comes from the perception of the

meaning, competence, self-determination, and its impact in the role of work (Spreitzer, 1995). This paper shows that the *oriented leadership* potential affect corporate productivity. Thus, the trans-national companies (MNC) should emphasize empowerment to include *innovative planning* and *oriented leadership* as management practices that prioritized in their human resource strategies.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Studies are flawed, because the data is collected at one point in time, the correlation between variables does not represent a causal relationship. To assess the causal direction, the findings must be replicated in the experimental and / or longitudinal research in the future. Second, work effort and creativity was not investigated in both studies, and replicability of findings regarding these variables should be tested in future research. Third and last, because of the relatively low level of response from both studies (ie, respectively 37% and 31%) generalizability of findings may be reduced. However, regarding this research, non-response bias is eliminated by comparing the characteristics and response of early and late respondents (Armstrong and Overton, 1977). For the second study, we were not able to conduct this analysis because we do not have data for response time. Another problem that may affect the generalizability of the findings is the dominance of female respondents (ie, 94%) in Study 2.

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