

CHAPTER 5

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the analysis and discussion that have been described in the previous chapter, this study has the objective to test the effect of the application of good corporate governance to financial performance where good corporate governance variables represented by managerial ownership, institutional ownership, the proportion of independent board and the size of the board of directors. This study uses data on a sample of 131 manufacturing companies listed on the Indonesia Stock Exchange 2007-2009 period and meet the criteria.

Regression model used to test the hypothesis in this study was multiple linear regression model. This model is a parametric statistical hypothesis testing, so it needs to be done testing the assumptions of classical, composed of test for normality, autocorrelation, multicollinearity, and heteroskedastisitas. Based on the assumptions of classical test results, the regression model used in this study meets all these requirements so it's worth to do the analysis.

Results of analysis of the study show that;

1. H1 is accepted, it means that managerial ownership positively affect company's performance. Which mean that the managerial ownership can increase the company's performance (ROE).
2. H2 is accepted, it means that institutional ownership positively affect company's performance. Which mean that the institutional ownership can increase the company's performance (ROE).

3. H3 is rejected, it means the size of the board of directors did not negatively affect the company's performance. Which mean that any increase the size of board of director does not affect the company's performance (ROE).

4. H4 is accepted, it means proportion of independent commissioners positively affect company's performance. Which mean that any increase in the proportion of independent commissioners can improve company's performance (ROE).

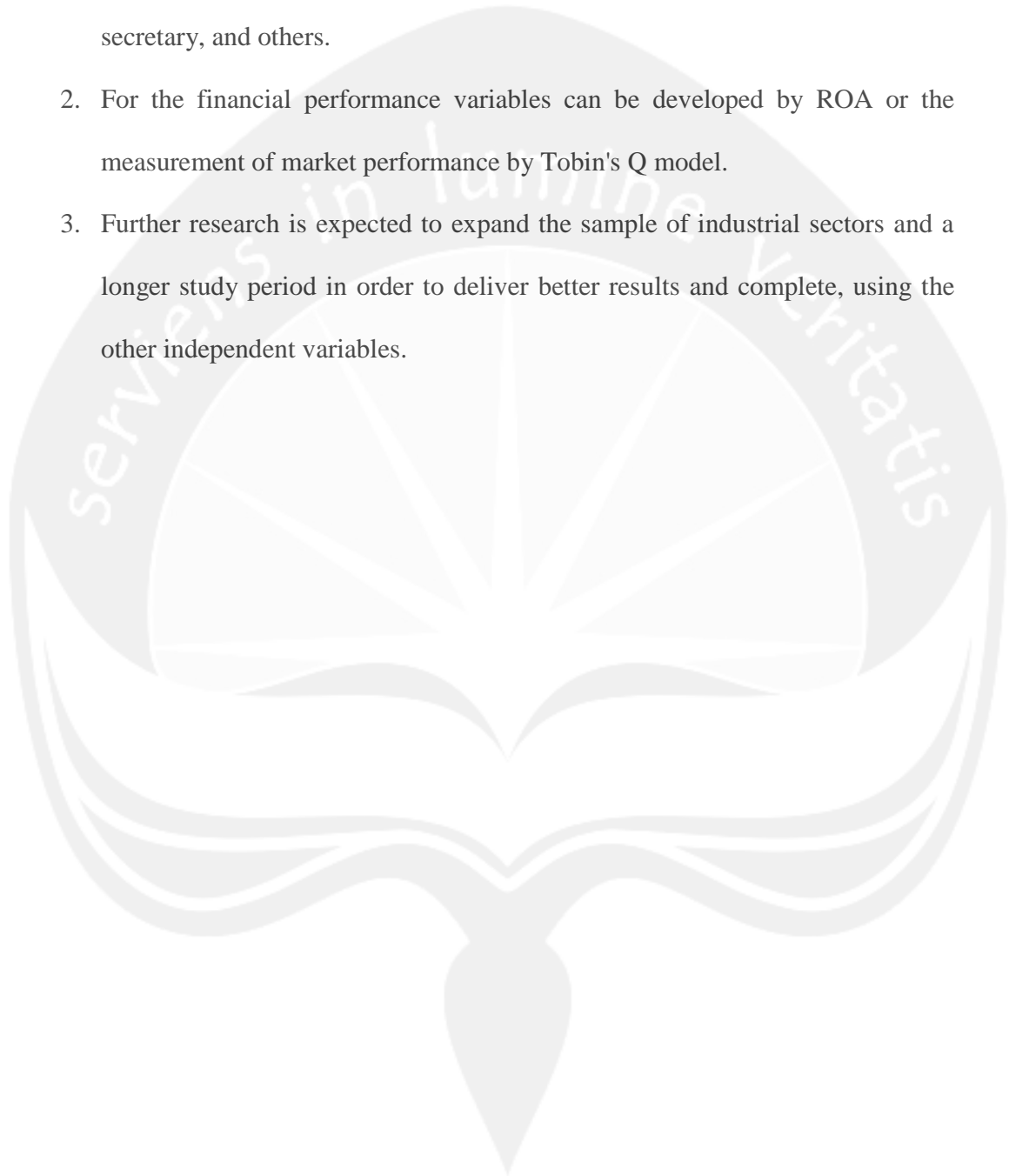
Based on test results, it can be concluded that there are three variables that can be a benchmark for investors to know the variables that can affect company performance. So investors may decide to choose a company that is profitable for them later. Those variables that could affect the company's performances are managerial ownership, institutional ownership, and proportion of independent commissioners.

5.2 Constraints and Recommendations

The main objective of this research is to provide information for investors to know some variables that can affect company's performance. These variables are managerial ownership, institutional ownership, the size of board director, and the proportion of independent commissioners. ROE as dependent variable is to measure the performance of company.

Some suggestions can be given for the company as well as for further research;

1. Subsequent studies may use other corporate governance variable practices such as the audit committee, General Meeting of Shareholders, the company secretary, and others.
2. For the financial performance variables can be developed by ROA or the measurement of market performance by Tobin's Q model.
3. Further research is expected to expand the sample of industrial sectors and a longer study period in order to deliver better results and complete, using the other independent variables.



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Appendix 1 ROE 2007 -2009

2007					
No	Code	Emiten 2007	Net Income	Total Equity	ROE
1	AKKU	Alam Karya Unggul Tbk	-Rp38,439,188	Rp34,548,070,635	-0.001112629
2	AKPI	Argha Karya Prima Industry Tbk	Rp22,934	Rp645,638	0.035521453
3	ALKA	Alakasa Industrindo Tbk	Rp7,285,411	Rp23,211,613	0.313869226
4	AMFG	Asahimas Flat Glass Tbk	Rp153,133,660	Rp1,300,476,111	0.117751998
5	AUTO	Astra Otoparts Tbk	Rp454,907	Rp2,261,414	0.201160424
6	BRAM	Indo Kordsa Tbk	Rp39,148,712	Rp894,005,659	0.043790228
7	BRNA	Berlina Tbk	Rp10,380	Rp156,532	0.06631232
8	BRPT	Barito Pasific Tbk	Rp44,533	Rp9,319,827	0.004778308
9	BUDI	Budi Acid Jaya Tbk	Rp46,177	Rp625,962	0.073769654
10	CTBN	Citra Tubindo Tbk	Rp219,513	Rp845,339	0.259674521
11	DPNS	Duta Pertiwi Nusantara Tbk	Rp1,377,235,706	Rp109,254,879,164	0.012605714
12	DYNA	Dynaplast Tbk	Rp773	Rp388,879	0.001987765
13	EKAD	Ekadharna International tbk	Rp4,233	Rp60,841	0.069574793
14	ETWA	Eterindo Wahanatama Tbk	Rp6,694	Rp368,531	0.018164008
15	GDYR	Goodyear Indonesia Tbk	Rp42,399	Rp299,524	0.1415546
16	GGRM	Gudang Garam Tbk	Rp1,443,585	Rp14,119,796	0.102238375
17	HDTX	Panasia Indosyntec Tbk	Rp1,374,076,531	Rp660,549,155,172	0.002080203
18	IKAI	Intikeramik Alamasri Industry Tbk	Rp12,256,733,411	Rp339,686,480,899	0.036082488
19	IKBI	Sumi Indo Kabel Tbk	Rp77,467	Rp440,049	0.176041759

20	INAF	Indofarma Tbk	Rp11,077	Rp291,563	0.037991789
21	INDR	Indorama Synthetics Tbk	Rp21,763	Rp2,238,698	0.009721275
22	INTA	Intraco Penta Tbk	Rp9,514	Rp320,090	0.02972289
23	ITMA	Itamaraya Tbk	-Rp2,317,739,994	Rp8,013,999,833	-0.289211385
24	JKSW	Jakarta Kyoei Steel Works Tbk	-Rp35,002	-Rp388,604	0.090071126
25	JPRS	Jaya Pari Steel Tbk	Rp41,566	Rp220,614	0.188410527
26	KBLM	Kabelindo Tbk	Rp5,314	Rp217,547	0.024426905
27	KICI	Kedaung Indah Can Tbk	Rp15,742	Rp62,838	0.250517203
28	LION	Lion Metal Works Tbk	Rp25,298	Rp169,870	0.148925649
29	LMPI	Langgeng Makmur Industri Tbk	Rp12,400	Rp390,338	0.03176734
30	LMSH	Lionmesh Prima Tbk	Rp5,942	Rp29,141	0.203905151
31	LTLS	Lautan Luas Tbk	Rp71,670	Rp596,140	0.120223437
32	MTDL	Metrodata Electronics Tbk	Rp28,480	Rp284,282	0.100182213
33	MYRX	Hanson International Tbk	-	Rp89,291,951,812	-1.536153935
34	MYTX	Apac Citra Centertex Tbk	-Rp50,425,812,520	Rp146,027,819,366	-0.34531648
35	NIPS	Nipress Tbk	Rp6,393,947,393	Rp95,328,146,453	0.067073028
36	PAFI	Panasia Filament Inti Tbk	-Rp56,096,879,744	Rp121,865,877,904	-0.460316544
37	PBRX	Pan Brothers Tex Tbk	Rp24,638	Rp142,370	0.173056121
38	PICO	Pelangi Indah Canindo Tbk	Rp8,525	Rp137,910	0.061815677
39	PRAS	Prima Alloy Steel Tbk	Rp2,774	Rp129,567	0.021409773
40	PSDN	Prasidha Aneka Niaga Tbk	-Rp8,645,694,849	Rp83,530,513,668	-0.103503432
41	PTSN	Sat Nusapersada Tbk	Rp23,903,474,381	Rp522,367,969,024	0.045759839
42	PYFA	Pyridam Farma	Rp1,743	Rp66,944	0.026036687

		Tbk			
43	SIMM	Surya Intrindo Makmur Tbk	-Rp4,597,617,191	Rp39,133,414,203	-0.117485716
44	SKLT	Sekar Laut Tbk	Rp5,742	Rp96,394	0.059568023
45	SMDR	Samudera Indonesia Tbk	Rp135,663	Rp1,684,095	0.080555432
46	SOBI	Sorini Agro Asia Corporindo Tbk	Rp94,184,632	Rp441,320,354	0.213415563
47	SRSN	Indo Acidatama Tbk	Rp25,695	Rp186,249	0.137960472
48	SSTM	Sunson Textile Manufacture Tbk	Rp2,064,960,487	Rp225,959,309,567	0.009138639
49	STTP	Siantar Top Tbk	Rp15,595	Rp358,620	0.043486141
50	TPIA	Chandra Asri Petrochemical Tbk	Rp485,774	Rp1,571,421	0.309130399
51	YPAS	Yanaprima Hastapersada Tbk	Rp13,459,282,596	Rp64,942,615,201	0.207248854

2008					
No	Code	Emiten 2008	Net Income	Total Equity	ROE
1	AKKU	Alam Karya Unggul Tbk	-Rp8,242,977,214	Rp26,426,777,733	-0.312
2	AKPI	Argha Karya Prima Industry Tbk	Rp68,112	Rp732,228	0.0930
3	AKRA	AKR Corporindo Tbk	Rp210,032,685	Rp1,608,244,402	0.1306
4	AMFG	Asahimas Flat Glass Tbk	Rp228,268	Rp1,497,241	0.1525
5	APLI	Asiaplast Industries Tbk	Rp4,821,452,181	Rp125,482,366,772	0.0384
6	ARGO	Argo Pantes Tbk	-Rp188,504,459	Rp112,468,903	-1.676
7	ASIA	Asia Natural Resources Tbk	Rp7,387,169,371	Rp42,744,577,940	0.1728
8	BRAM	Indo Kordsa Tbk	Rp94,775,520	Rp998,024,806	0.0950
9	BRNA	Berlina Tbk	Rp20,764	Rp181,297	0.1145
10	BRPT	Barito Pasific	-Rp3,399,758	Rp6,824,991	-0.498

		Tbk			
11	BUDI	Budi Acid Jaya Tbk	Rp32,981	Rp618,850	0.0533
12	CTBN	Citra Tubindo Tbk	Rp214,954	Rp1,009,346	0.2130
13	DPNS	Duta Pertiwi Nusantara Tbk	-Rp8,262,368,811	Rp100,587,741,801	-0.082
14	DYNA	Dynaplast Tbk	Rp3	Rp401,249	0.0000
15	ETWA	Eterindo Wahanatama Tbk	Rp617,212	Rp248,823	2.4805
16	GDYR	Goodyear Indonesia Tbk	Rp812	Rp296,728	0.0027
17	GGRM	Gudang Garam Tbk	Rp1,880,492	Rp15,519,266	0.1212
18	GJTL	Gajah Tunggal Tbk	-Rp624,788	Rp1,649,425	-0.378
19	IKAI	Intikeramik Alamasri Industry Tbk	Rp3,305,996,962	Rp342,992,477,861	0.0096
20	IKBI	Sumi Indo Kabel Tbk	Rp97,687	Rp507,136	0.1926
21	INDR	Indorama Synthetics Tbk	Rp81,119	Rp2,670,434	0.0304
22	INTA	Intraco Penta Tbk	Rp22,944	Rp328,623	0.0698
23	JPRS	Jaya Pari Steel Tbk	Rp49,158	Rp269,771	0.1822
24	KBLM	Kabelindo Tbk	Rp3,988	Rp221,535	0.0180
25	KICI	Kedaung Indah Can Tbk	Rp3,057	Rp65,896	0.0464
26	KONI	Perdana Bangun Pusaka Tbk	-Rp2,808,330,745	Rp16,607,642,473	-0.169
27	LION	Lion Metal Works Tbk	Rp37,840	Rp201,208	0.1881
28	LMPI	Langgeng Makmur Industri Tbk	Rp2,572	Rp392,910	0.0065
29	LMSH	Lionmesh Prima Tbk	Rp9,237	Rp37,898	0.2437
30	LTLS	Lautan Luas Tbk	Rp145,846	Rp799,390	0.1824
31	MLPL	Multipolar Tbk	Rp196,509	Rp1,505,134	0.1306
32	MTDL	Metrodata Electronics Tbk	Rp29,956	Rp317,151	0.0945

33	NIPS	Nipress Tbk	Rp1,550,888,421	Rp123,318,244,458	0.0126
34	PBRX	Pan Brothers Tex Tbk	-Rp41,258,450,842	Rp98,242,113,972	-0.42
35	PRAS	Prima Alloy Steel Tbk	-Rp14,813,293,705	Rp114,753,221,317	-0.129
36	PTSN	Sat Nusapersada Tbk	-Rp5,125,076,714	Rp515,577,075,506	-0.01
37	PYFA	Pyridam Farma Tbk	Rp2,309	Rp69,253	0.0333
38	SMDR	Samudera Indonesia tbk	Rp169,123	Rp2,095,010	0.0807
39	SOBI	Sorini Agro Asia Corporindo Tbk	Rp142,496,317	Rp543,758,716	0.2621
40	SRSN	Indo Acidatama tbk	Rp6,797	Rp193,041	0.0352
41	STTP	Siantar Top Tbk	Rp4,816	Rp363,437	0.0133
42	TCID	Mandom Indonesia Tbk	Rp114,854	Rp816,166	0.1407
43	ULTJ	Ultrajaya Milk Industry Tbk	Rp303,712	Rp1,135,324	0.2675
44	YPAS	Yanaprima Hastapersada Tbk	Rp18,692,528,081	Rp118,489,113,299	0.1578

2009					
No	Code	Emiten 2009	Net Income	Total Equity	ROE
1	AKKU	Alam Karya Unggul Tbk	-Rp5,664,063,927	Rp19,511,274,326	-0.2903
2	AKPI	Argha Karya Prima Industry Tbk	Rp94,593	Rp775,589	0.1220
3	AKRA	AKR Corporindo Tbk	Rp274,719	Rp1,741,060	0.1578
4	APLI	Asiaplast Industries Tbk	Rp30,142,714,633	Rp155,625,081,405	0.1937
5	ARGO	Argo Pantes Tbk	-Rp75,744,091	Rp36,722,514	-2.0626
6	BRAM	Indo Kordsa Tbk	Rp72,105,574	Rp981,987,623	0.0734
7	BRNA	Berlina Tbk	Rp20,260	Rp179,730	0.1127

8	BRPT	Barito Pasific Tbk	Rp547,265	Rp6,467,418	0.0846
9	DPNS	Duta Pertiwi Nusantara Tbk	Rp7,124,377,450	Rp107,817,841,076	0.0661
10	DYNA	Dynaplast Tbk	Rp65,588	Rp439,404	0.1493
11	ETWA	Eterindo Wahanatama Tbk	Rp10,417	Rp264,144	0.0394
12	GDYR	Goodyear Indonesia Tbk	Rp121,086	Rp415,354	0.2915
13	IKBI	Sumi Indo Kabel Tbk	Rp28,719	Rp492,104	0.0584
14	INAI	Indal Aluminium Industry Tbk	-Rp12,824,140,133	Rp63,781,013,341	-0.2011
15	INTA	Intraco Penta Tbk	Rp37,473	Rp357,457	0.1048
16	JPRS	Jaya Pari Steel Tbk	Rp1,917	Rp271,689	0.0071
17	KBLM	Kabelindo Tbk	Rp1,695	Rp223,230	0.0076
18	KICI	Kedaung Indah Can Tbk	-Rp5,214,569,732	Rp60,681,163,714	-0.0859
19	KONI	Perdana Bangun Pusaka Tbk	Rp5,483	Rp22,091	0.2482
20	LMPI	Langgeng Makmur Industri Tbk	Rp5,992	Rp398,902	0.0150
21	LMSH	Lionmesh Prima Tbk	Rp2,401	Rp39,723	0.0604
22	LTLS	Lautan Luas Tbk	Rp85,925	Rp763,343	0.1126
23	MTDL	Metrodata Electronics Tbk	Rp10,065	Rp320,261	0.0314
24	NIKL	Pelat Timah Nusantara Tbk	Rp41,996,826	Rp427,499,245	0.0982
25	PBRX	Pan Brothers Tex Tbk	Rp33,282	Rp131,524	0.2530
26	PRAS	Prima Alloy Steel Tbk	-Rp36,216,313,566	Rp78,536,907,751	-0.4611
27	PTSN	Sat Nusapersada Tbk	-Rp36,312,861,204	Rp467,171,954,719	-0.0777
28	PYFA	Pyridam Farma Tbk	Rp3,773	Rp73,026	0.0517
29	SMDR	Samudera Indonesia Tbk	-Rp15,630,064	Rp1,736,502,829	-0.0090

30	SSTM	Sunson Textile Manufacture Tbk	Rp31,135,279,839	Rp313,255,131,385	0.0994
31	SULI	Sumalindo Lestari Jaya Tbk	Rp103,814,721,058	Rp221,136,090,241	-0.4695
32	TCID	Mandom Indonesia Tbk	Rp124,612	Rp880,797	0.1415
33	TPIA	Chandra Asri Petrochemical Tbk	Rp482,884	Rp1,785,863	0.2704
34	ULTJ	Ultrajaya Milk Industry Tbk	Rp61,153	Rp1,191,583	0.0513
35	VOKS	Voksel Electric Tbk	Rp53,563,469,865	Rp375,454,106,734	0.1427
36	YPAS	Yanaprima Hastapersada Tbk	Rp18,540,681,482	Rp123,669,855,301	0.1499

Appendix 2 Independent Variables Data

2007						
No	Code	Emiten 2007	MNGR	INST	INDCOM	BOARD
1	AKPI	Argha Karya Prima Industry Tbk	0.0494	0.9082	0.166667	4
2	ALKA	Alakasa Industrindo Tbk	0.0002	0.8494	0.1111110	11
3	AMFG	Asahimas Flat Glass Tbk	0.0002	0.8494	0.3333333	11
4	AUTO	Astra Otoparts Tbk	0.0005	0.8472	0.2	7
5	BRAM	Indo Kordsa Tbk	0.2352	0.569	0.2857143	8
6	BRNA	Berlina Tbk	0.2334	0.5142	0.25	3
7	BRPT	Barito Pasific Tbk	0.0077	0.5364	0.25	5
8	BUDI	Budi Acid Jaya Tbk	0.0962	0.5882	0.3333333	6
9	CTBN	Citra Tubindo Tbk	0.0065	0.5817	0.3333333	5
10	DPNS	Duta Pertiwi Nusantara Tbk	0.019	0.6393	0.3333333	3
11	DYNA	Dynaplast Tbk	0.0069	0.7682	0.25	3
12	EKAD	Ekadharna International Tbk	0.0593	0.7437	0.3333333	3
13	ETWA	Eterindo Wahanatama Tbk	0.0029	0.7378	0.3333333	3
14	GDYR	Goodyear Indonesia Tbk	0.0664	0.85	0.3333333	3
15	GGRM	Gudang Garam Tbk	0.0206	0.7212	0.6000000	11
16	HDTX	Panasia Indosyntec Tbk	0.0366	0.8437	0.3333333	3
17	IKAI	Intikeramik Alamasri Industry Tbk	0.0367	0.8104	0.5000000	4
18	IKBI	Sumi Indo Kabel Tbk	0.0009	0.9306	0.2	6
19	INAF	Indofarma Tbk	0.0002	0.8066	0.25	5
20	INDR	Indorama Synthetics Tbk	0.0619	0.6697	0.6	4
21	INTA	Intraco Penta Tbk	0.0393	0.8651	0.3333333	6
22	JKSW	Jakarta Kyoei Steel Works Tbk	0.0133	0.5923	0.5	3
23	JPRS	Jaya Pari Steel Tbk	0.5726	0.3218	0.3333333	4
24	KBLM	Kabelindo Tbk	0.1392	0.6639	0.25	3
25	KICI	Kedaung Indah Can Tbk	0.046	0.7502	0.5	3
26	LION	Lion Metal Works Tbk	0.0018	0.577	0.3333333	4
27	LMPI	Langgeng Makmur Industri Tbk	0.0002	0.7753	0.3333333	4
28	LMSH	Lionmesh Prima Tbk	0.2558	0.3222	0.3333333	3

29	LTLS	Lautan Luas Tbk	0.0364	0.6303	0.5	6
30	MTDL	Metrodata Electronics Tbk	0.0205	0.1307	0.333333	4
31	NIPS	Nipress Tbk	0.1835	0.3711	0.3333333	5
32	PBRX	Pan Brothers Tex Tbk	0.1188	0.4023	0.222222	6
33	PICO	Pelangi Indah Canindo Tbk	0.0013	0.9417	0.333333	2
34	PRAS	Prima Alloy Steel Tbk	0.0627	0.8743	0.333333	4
35	PTSN	Sat Nusapersada Tbk	0.7	0.2206	0.3333333	7
36	PYFA	Pyridam Farma Tbk	0.2308	0.5385	0.333333	3
37	SKLT	Sekar Laut Tbk	0.0078	0.9609	0.333333	3
38	SMDR	Samudera Indonesia tbk	0.0039	0.6648	0.2	4
39	SOBI	Sorini Agro Asia Corporindo Tbk	0.0005	0.6462	0.3333333	4
40	SRSN	Indo Acidatama tbk	0.0009	0.8638	0.222222	5
41	SSTM	Sunson Textile Manufacture Tbk	0.104	0.5737	0.3333333	4
42	STTP	Siantar Top Tbk	0.0651	0.661	0.5	3
43	ITMA	Itamaraya Tbk	0.1835	0.6954	0.2000000	3
44	MYRX	Hanson International Tbk	0.0146	0.0057	0.3333333	4
45	TPIA	Chandra Asri Petrochemical Tbk	0.0652	0.7793	0.0000000	4
46	AKKU	Alam Karya Unggul Tbk	0.01	0.72	0.5000000	2
47	YPAS	Yanaprima Hastapersada Tbk	0.00392	0.99608	0.3333333	3
48	PSDN	Prasidha Aneka Niaga Tbk	0.00259	0.92396	0.3333333	6
49	MYTX	Apac Citra Centertex Tbk	0.0000001	0.7972	0.4000000	4
50	PAFI	Panasia Filament Inti Tbk	0.0000003	0.9784	0.3333333	4
51	SIMM	Surya Intrindo Makmur Tbk	0.014	0.686	0.5000000	4

2008						
No	Code	Emiten 2008	MNGR	INST	INDCOM	BOARD
1	AKPI	Argha Karya Prima Industry Tbk	0.0073	0.8307	0.166667	4
2	AMFG	Asahimas Flat Glass Tbk	0.0002	0.8493	0.428571	11

3	ASIA	Asia Natural Resources Tbk	0.0511	0.3533	0.5	3
4	BRNA	Berlina Tbk	0.2334	0.5142	0.25	3
5	BUDI	Budi Acid Jaya Tbk	0.0094	0.6748	0.2	6
6	CTBN	Citra Tubindo Tbk	0.0065	0.7458	0.333333	5
7	DYNA	Dynaplast Tbk	0.0069	0.7104	0.25	3
8	ETWA	Eterindo Wahanatama Tbk	0.0029	0.7378	0.333333	3
9	GDYR	Goodyear Indonesia Tbk	0.0664	0.85	0.333333	3
10	GGRM	Gudang Garam Tbk	0.0206	0.7212	0.6	8
11	SRSN	Indo Acidatama tbk	0.0005	0.7658	0.222222	5
12	BRAM	Indo Kordsa Tbk	0.254	0.6582	0.285714	8
13	INDR	Indorama Synthetics Tbk	0.0619	0.6697	0.6	4
14	IKAI	Intikeramik Alamasri Industry Tbk	0.0367	0.7516	0.5	4
15	INTA	Intraco Penta Tbk	0.0394	0.865	0.333333	6
16	JPRS	Jaya Pari Steel Tbk	0.1553	0.6762	0.333333	4
17	KBLM	Kabelindo Tbk	0.0893	0.7888	0.25	3
18	KICI	Kedaung Indah Can Tbk	0.046	0.7502	0.5	3
19	LMPI	Langgeng Makmur Industri Tbk	0.0002	0.7753	0.333333	4
20	LTLS	Lautan Luas Tbk	0.0364	0.6303	0.4	5
21	LION	Lion Metal Works Tbk	0.0018	0.577	0.333333	4
22	LMSH	Lionmesh Prima Tbk	0.2558	0.322	0.333333	3
23	TCID	Mandom Indonesia Tbk	0.0075	0.795	0.2	11
24	MTDL	Metrodata Electronics Tbk	0.0171	0.1293	0.5	4
25	NIPS	Nipress Tbk	0.1835	0.3711	0.333333	5
26	PYFA	Pyridam Farma Tbk	0.2308	0.5385	0.333333	3
27	SMDR	Samudera Indonesia tbk	0.0253	0.6745	0.25	4
28	STTP	Siantar Top Tbk	0.1251	0.6039	0.333333	3
29	SOBI	Sorini Agro Asia Corporindo Tbk	0.0004	0.6991	0.333333	5
30	IKBI	Sumi Indo Kabel Tbk	0.0009	0.9306	0.2	6
31	ULTJ	Ultrajaya Milk Industry Tbk	0.0572	0.4821	0.333333	3
32	YPAS	Yanaprima Hastapersada Tbk	0.0035	0.8947	0.333333	3
33	AKKU	Alam Karya Unggul	0.0065	0.6457	0.5	2

		Tbk				
34	AKRA	AKR Corporindo Tbk	0.0024	0.7111	0.333333	5
35	APLI	Asiaplast Industries Tbk	0.1537	0.5406	0.333333	3
36	ARGO	Argo Pantes Tbk	0.1008	0.4307	0.4	4
37	BRPT	Barito Pasific Tbk	0.0042	0.722	0.333333	5
38	DPNS	Duta Pertiwi Nusantara Tbk	0.019	0.6687	0.333333	4
39	GJTL	Gajah Tunggal Tbk	0.0008	0.5787	0.428571	9
40	KONI	Perdana Bangun Pusaka Tbk	0.0558	0.7287	0.333333	3
41	MLPL	Multipolar Tbk	0.00003	0.5115	0.333333	4
42	PBRX	Pan Brothers Tex Tbk	0.0673	0.3296	0.333333	6
43	PRAS	Prima Alloy Steel Tbk	0.0627	0.8113	0.333333	3
44	PTSN	Sat Nusapersada Tbk	0.7	0.2207	0.333333	3

2009						
No	Code	Emiten 2009	MNGR	INST	INDCOM	BOARD
1	AKRA	AKR Corporindo Tbk	0.005	0.7082	0.333333	6
2	AKPI	Argha Karya Prima Industry Tbk	0.0073	0.7929	0.166667	5
3	APLI	Asiaplast Industries Tbk	0.1537	0.5631	0.333333	3
4	BRPT	Barito Pasific Tbk	0.0042	0.722	0.166667	5
5	BRNA	Berlina Tbk	0.2334	0.5142	0.25	3
6	TPIA	Chandra Asri Petrochemical Tbk	0.0652	0.7793	0.5	4
7	DPNS	Duta Pertiwi Nusantara Tbk	0.0512	66.87	0.333333	4
8	DYNA	Dynaplast Tbk	0.0069	0.7422	0.25	3
9	ETWA	Eterindo Wahanatama Tbk	0.0809	0.6635	0.333333	3
10	GDYR	Goodyear Indonesia Tbk	0.0664	0.85	0.333333	3
11	INTA	Intraco Penta Tbk	0.0543	0.865	0.333333	6
12	JPRS	Jaya Pari Steel Tbk	0.1553	0.6842	0.5	4
13	KBLM	Kabelindo Tbk	0.0893	0.7888	0.25	3
14	LMPI	Langgeng Makmur Industri Tbk	0.0002	0.7753	0.5	5

15	LTLS	Lautan Luas Tbk	0.0364	0.6303	0.4	5
16	LMSH	Lionmesh Prima Tbk	0.256	0.322	0.666667	3
17	TCID	Mandom Indonesia Tbk	0.0019	0.7924	0.2	10
18	MTDL	Metrodata Electronics Tbk	0.0835	0.1293	0.333333	4
19	PBRX	Pan Brothers Tex Tbk	0.0673	0.3295	0.222222	6
20	NIKL	Pelat Timah Nusantara Tbk	0.0129	0.8	0.4	4
21	KONI	Perdana Bangun Pusaka Tbk	0.0558	0.7287	0.333333	3
22	PYFA	Pyridam Farma Tbk	0.2308	0.5385	0.333333	3
23	IKBI	Sumi Indo Kabel Tbk	0.001	0.9306	0.2	6
24	ULTJ	Ultrajaya Milk Industry Tbk	0.2422	0.3732	0.333333	3
25	YPAS	Yanaprima Hastapersada Tbk	0.0035	0.8947	0.333333	3
26	AKKU	Alam Karya Unggul Tbk	0.0065	0.761	0.5	2
27	ARGO	Argo Pantas Tbk	0.1008	0.4307	0.4	4
28	BRA M	Indo Kordsa Tbk	0.254	0.6581	0.285714	7
29	INAI	Indal Aluminium Industry Tbk	0.0003	0.6587	0.2	5
30	KICI	Kedaung Indah Can Tbk	0.05	0.75	0.333333	3
31	PRAS	Prima Alloy Steel Tbk	0.0627	0.4576	0.333333	4
32	PTSN	Sat Nusapersada Tbk	0.7	0.2207	0.333333	3
33	SMDR	Samudera Indonesia tbk	0.0266	0.6748	0.5	4
34	SSTM	Sunson Textile Manufacture Tbk	0.0766	0.6953	0.333333	3
35	SULI	Sumalindo Lestari Jaya Tbk	0.0696	0.5688	0.4	3
36	VOKS	Voksel Electric Tbk	0.000078	0.4291	0.25	6

Appendix 3 Normality Test

Normality Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		131
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.37943167
Most Extreme Differences	Absolute	.247
	Positive	.223
	Negative	-.247
Kolmogorov-Smirnov Z		2.826
Asymp. Sig. (2-tailed)		.000

a. Test distribution is Normal.

b. Calculated from data.

Normality Tests 2

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		124
Normal Parameters ^{a,b}	Mean	.0357138
	Std. Deviation	.14333158
Most Extreme Differences	Absolute	.111
	Positive	.053
	Negative	-.111
Kolmogorov-Smirnov Z		1.235
Asymp. Sig. (2-tailed)		.095

a. Test distribution is Normal.

b. Calculated from data.

Appendix 4 Multicollinearity Test

Multicollinearity Test

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Proportion of independent commissioners, Managerial ownership, Size of board director, ^a Institutional ownership		Enter

a. All requested variables entered.

b. Dependent Variable: Return on Equity

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Managerial ownership	.708	1.411
	Institutional ownership	.692	1.446
	Size of board director	.953	1.049
	Proportion of independent commissioners	.938	1.066

a. Dependent Variable: Return on Equity

Appendix 5 Heteroskedastisitas Test

Heteroskedastisitas Test

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Proportion of independent commissioners, Managerial ownership, Size of board director, Institutional ownership	.	Enter

- a. All requested variables entered.
 b. Dependent Variable: ABSY

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155 ^a	.024	-.009	.09666

- a. Predictors: (Constant), Proportion of independent commissioners, Managerial ownership, Size of board director, Institutional ownership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.027	4	.007	.731	.572 ^a
	Residual	1.112	119	.009		
	Total	1.139	123			

- a. Predictors: (Constant), Proportion of independent commissioners, Managerial ownership, Size of board director, Institutional ownership
 b. Dependent Variable: ABSY

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.054	.054		1.007	.316
	Managerial ownership	.074	.079	.101	.934	.352
	Institutional ownership	.010	.052	.020	.188	.851
	Size of board director	.004	.005	.091	.980	.329
	Proportion of independent commissioners	.102	.083	.115	1.227	.222

a. Dependent Variable: ABSY



Appendix 6 Autocorrelation Test

Autocorrelation Test

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Proportion of independent commissioners, Size of board director, Institutional ownership, Managerial ownership ^a	.	Enter

- a. All requested variables entered.
 b. Dependent Variable: Return on Equity

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.448 ^a	.201	.174	.12952	2.116

- a. Predictors: (Constant), Proportion of independent commissioners, Size of board director, Institutional ownership, Managerial ownership
 b. Dependent Variable: Return on Equity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.501	4	.125	7.465	.000 ^a
	Residual	1.996	119	.017		
	Total	2.497	123			

- a. Predictors: (Constant), Proportion of independent commissioners, Size of board director, Institutional ownership, Managerial ownership
 b. Dependent Variable: Return on Equity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.119	.057		-2.101	.038
	Managerial ownership	.231	.093	.213	2.496	.014
	Institutional ownership	.163	.059	.230	2.740	.007
	Size of board director	-.009	.006	-.127	-1.513	.133
	Proportion of independent commissioners	.233	.113	.176	2.053	.042

a. Dependent Variable: Return on Equity



Appendix 7 Regression

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Proportion of independent commissioners, Size of board director, Institutional ownership _a , Managerial ownership	.	Enter

- a. All requested variables entered.
 b. Dependent Variable: Return on Equity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 ^a	.201	.174	.12952

- a. Predictors: (Constant), Proportion of independent commissioners, Size of board director, Institutional ownership, Managerial ownership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.501	4	.125	7.465	.000 ^a
	Residual	1.996	119	.017		
	Total	2.497	123			

- a. Predictors: (Constant), Proportion of independent commissioners, Size of board director, Institutional ownership, Managerial ownership
 b. Dependent Variable: Return on Equity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.119	.057		-2.101	.038
	Managerial ownership	.231	.093	.213	2.496	.014
	Institutional ownership	.163	.059	.230	2.740	.007
	Size of board director	-.009	.006	-.127	-1.513	.133
	Proportion of independent commissioners	.233	.113	.176	2.053	.042

a. Dependent Variable: Return on Equity



Appendix 8 Descriptive Statistics

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Return on Equity	131	-2.06	2.48	.0263	.38327
Managerial ownership	131	.00	.70	.0791	.12917
Institutional ownership	131	.01	1.00	.6551	.19950
Size of board director	131	0	9	2.45	1.950
Proportion of independent commissioners	131	.00	.67	.3384	.10776
Valid N (listwise)	131				

Appendix 9 Tabel Durbin Watson Test (a) =5%

Nilai Durbin-Watson test untuk alpha (a)= 5%

n	k=1		k=2		k=3		k=4		k=5		k=6		k=7		k=8		k=9		k=10	
	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU	dL	dU
6	0.610	1.400	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
7	0.700	1.356	0.467	1.896	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
8	0.783	1.332	0.559	1.777	0.367	2.287	---	---	---	---	---	---	---	---	---	---	---	---	---	---
9	0.824	1.320	0.629	1.699	0.455	2.128	0.296	2.588	---	---	---	---	---	---	---	---	---	---	---	---
10	0.879	1.320	0.697	1.641	0.525	2.016	0.376	2.414	0.243	2.822	---	---	---	---	---	---	---	---	---	---
11	0.927	1.324	0.758	1.604	0.595	1.928	0.444	2.283	0.315	2.645	0.203	3.004	---	---	---	---	---	---	---	---
12	0.971	1.331	0.812	1.579	0.659	1.864	0.512	2.177	0.300	2.500	0.260	2.832	0.171	3.149	---	---	---	---	---	---
13	1.010	1.340	0.861	1.562	0.715	1.816	0.574	2.094	0.444	2.390	0.328	2.692	0.230	2.985	0.147	3.266	---	---	---	---
14	1.045	1.350	0.905	1.551	0.767	1.779	0.632	2.030	0.505	2.296	0.389	2.572	0.286	2.846	0.200	3.111	0.127	3.360	---	---
15	1.077	1.361	0.946	1.543	0.814	1.750	0.685	1.977	0.562	2.220	0.447	2.471	0.343	2.727	0.251	2.979	0.175	3.216	0.111	3.438
16	1.106	1.371	0.982	1.539	0.857	1.728	0.734	1.935	0.615	2.157	0.502	2.388	0.398	2.624	0.304	2.860	0.222	3.090	0.155	3.304
17	1.133	1.381	1.015	1.536	0.897	1.710	0.779	1.900	0.664	2.104	0.554	2.318	0.451	2.537	0.356	2.757	0.272	2.975	0.198	3.184
18	1.158	1.391	1.046	1.535	0.933	1.696	0.820	1.872	0.710	2.080	0.603	2.258	0.502	2.461	0.407	2.668	0.321	2.873	0.244	3.073
19	1.180	1.401	1.074	1.536	0.967	1.685	0.859	1.848	0.752	2.023	0.649	2.206	0.549	2.396	0.456	2.589	0.369	2.783	0.290	2.974
20	1.201	1.411	1.100	1.537	0.998	1.676	0.894	1.828	0.792	1.991	0.691	2.162	0.595	2.339	0.502	2.521	0.416	2.704	0.336	2.885
21	1.221	1.420	1.125	1.538	1.028	1.669	0.927	1.812	0.829	1.964	0.731	2.124	0.637	2.290	0.546	2.461	0.461	2.633	0.380	2.806
22	1.239	1.429	1.147	1.541	1.053	1.664	0.958	1.797	0.863	1.940	0.769	2.090	0.677	2.246	0.589	2.407	0.504	2.571	0.424	2.735
23	1.257	1.437	1.168	1.543	1.078	1.660	0.986	1.785	0.895	1.920	0.804	2.061	0.715	2.208	0.628	2.360	0.545	2.514	0.465	2.670
24	1.273	1.446	1.188	1.546	1.101	1.656	1.013	1.775	0.925	1.902	0.837	2.035	0.750	2.174	0.666	2.318	0.584	2.464	0.508	2.613
25	1.288	1.454	1.206	1.550	1.123	1.654	1.038	1.767	0.953	1.886	0.868	2.013	0.784	2.144	0.702	2.280	0.621	2.419	0.544	2.560
26	1.302	1.461	1.224	1.553	1.143	1.652	1.062	1.759	0.979	1.873	0.897	1.992	0.818	2.117	0.735	2.246	0.657	2.379	0.581	2.513
27	1.316	1.469	1.240	1.556	1.162	1.651	1.084	1.753	1.004	1.861	0.925	1.974	0.845	2.093	0.767	2.216	0.691	2.342	0.616	2.470
28	1.328	1.476	1.255	1.560	1.181	1.650	1.104	1.747	1.028	1.850	0.951	1.959	0.874	2.071	0.798	2.188	0.723	2.309	0.649	2.431
29	1.341	1.483	1.270	1.563	1.198	1.650	1.124	1.743	1.050	1.841	0.975	1.944	0.900	2.052	0.826	2.164	0.753	2.278	0.681	2.396
30	1.352	1.489	1.284	1.567	1.214	1.650	1.143	1.739	1.071	1.833	0.998	1.931	0.926	2.034	0.854	2.141	0.782	2.251	0.712	2.363
31	1.363	1.496	1.297	1.570	1.229	1.650	1.160	1.735	1.090	1.825	1.020	1.920	0.950	2.018	0.879	2.120	0.810	2.226	0.741	2.333
32	1.373	1.502	1.309	1.574	1.244	1.650	1.177	1.732	1.109	1.819	1.041	1.909	0.972	2.004	0.904	2.102	0.836	2.203	0.769	2.306
33	1.383	1.508	1.321	1.577	1.258	1.651	1.193	1.730	1.127	1.813	1.061	1.900	0.994	1.991	0.927	2.085	0.861	2.181	0.796	2.281
34	1.393	1.514	1.333	1.580	1.271	1.652	1.208	1.728	1.144	1.808	1.079	1.891	1.015	1.978	0.950	2.069	0.885	2.162	0.821	2.257
35	1.402	1.519	1.343	1.584	1.283	1.653	1.222	1.726	1.160	1.803	1.097	1.884	1.034	1.967	0.971	2.054	0.908	2.144	0.845	2.236
36	1.411	1.525	1.354	1.587	1.295	1.654	1.236	1.724	1.175	1.799	1.114	1.876	1.053	1.957	0.991	2.041	0.930	2.127	0.868	2.218
37	1.419	1.530	1.364	1.590	1.307	1.655	1.249	1.723	1.190	1.795	1.131	1.870	1.071	1.948	1.011	2.029	0.951	2.112	0.891	2.197
38	1.427	1.535	1.373	1.594	1.318	1.656	1.261	1.722	1.204	1.792	1.146	1.864	1.088	1.939	1.029	2.017	0.970	2.098	0.912	2.180
39	1.435	1.540	1.382	1.597	1.328	1.656	1.273	1.722	1.218	1.789	1.161	1.859	1.104	1.932	1.047	2.007	0.990	2.085	0.932	2.164
40	1.442	1.544	1.391	1.600	1.338	1.656	1.285	1.721	1.230	1.786	1.175	1.854	1.120	1.924	1.064	1.997	1.008	2.072	0.952	2.149
45	1.475	1.568	1.430	1.615	1.383	1.666	1.336	1.720	1.287	1.776	1.238	1.835	1.169	1.896	1.139	1.958	1.089	2.022	1.038	2.088
50	1.503	1.585	1.462	1.628	1.421	1.674	1.378	1.721	1.335	1.771	1.291	1.822	1.246	1.875	1.201	1.930	1.156	1.986	1.110	2.044
55	1.528	1.601	1.490	1.641	1.452	1.681	1.414	1.724	1.374	1.768	1.334	1.814	1.294	1.881	1.253	1.909	1.212	1.969	1.170	2.010
60	1.549	1.616	1.514	1.652	1.480	1.689	1.444	1.727	1.408	1.767	1.372	1.808	1.335	1.850	1.298	1.894	1.260	1.939	1.222	1.984
65	1.567	1.629	1.536	1.662	1.503	1.696	1.471	1.731	1.438	1.767	1.404	1.805	1.370	1.843	1.336	1.882	1.301	1.923	1.266	1.948
70	1.583	1.641	1.554	1.672	1.525	1.703	1.494	1.735	1.464	1.768	1.433	1.802	1.401	1.838	1.369	1.874	1.337	1.910	1.305	1.948
75	1.598	1.652	1.571	1.680	1.543	1.709	1.515	1.739	1.487	1.770	1.458	1.801	1.428	1.834	1.399	1.867	1.369	1.901	1.339	1.935
80	1.611	1.662	1.586	1.688	1.560	1.715	1.534	1.743	1.507	1.772	1.480	1.801	1.453	1.831	1.425	1.861	1.397	1.893	1.369	1.925
85	1.624	1.671	1.600	1.696	1.575	1.721	1.550	1.747	1.525	1.774	1.500	1.801	1.474	1.829	1.448	1.857	1.422	1.886	1.396	1.916
90	1.635	1.679	1.612	1.703	1.589	1.726	1.566	1.751	1.542	1.776	1.518	1.801	1.494	1.827	1.469	1.854	1.445	1.881	1.420	1.909
95	1.645	1.687	1.623	1.709	1.602	1.732	1.579	1.755	1.557	1.778	1.535	1.802	1.512	1.827	1.489	1.852	1.465	1.877	1.442	1.903
100	1.654	1.694	1.634	1.715	1.613	1.736	1.592	1.758	1.571	1.780	1.550	1.803	1.528	1.826	1.508	1.850	1.484	1.874	1.462	1.898
150	1.720	1.747	1.706	1.760	1.693	1.774	1.679	1.788	1.665	1.802	1.651	1.817	1.637	1.832	1.622	1.846	1.608	1.862	1.593	1.877
200	1.758	1.779	1.748	1.769	1.738	1.799	1.728	1.809	1.718	1.820	1.707	1.831	1.697	1.841	1.686	1.852	1.675	1.863	1.665	1.874
250	1.815	1.825	1.810	1.829	1.806	1.833	1.802	1.836	1.798	1.841	1.793	1.845	1.790	1.848	1.785	1.851	1.780	1.855	1.776	1.859
300	1.867	1.868	1.857	1.866	1.869	1.864	1.870	1.862	1.872	1.861	1.872	1.859	1.874	1.866	1.875	1.852	1.876	1.850	1.878	1.847
350	1.919	1.910	1.924	1.903	1.931	1.899	1.938	1.897	1.945	1.881	1.950	1.873	1.959	1.863	1.965	1.853	1.971	1.844	1.979	1.835
400	1.971	1.953	1.931	1.940	1.944	1.927	2.006	1.913	2.019	1.901	2.029	1.887	2.043	1.871	2.055	1.854	2.067	1.839	2.081	1.823
450	2.023	1.995	2.038	1.977	2.058	1.959	2.074	1.938	2.092	1.921	2.107	1.901	2.128	1.878	2.145	1.855	2.162	1.833	2.182	1.811
500	2.075	2.038	2.095	2.014	2.119	1.990	2.142	1.963	2.166	1.941	2.186	1.915	2.212	1.886	2.235	1.856	2.258	1.828	2.284	1.799

n = number of observations
k = number of explanatory variables.