

Implementation of Transformational Management on Lecturer Performance and Motivation at the Indonesian Institute of Business and Computers

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Abstract

The implementation of transformational management on the performance and motivation of lecturers at the Indonesian Institute of Business and Computers really needs to be done by a leader in an institution or organization. Research on the implementation of transformational management on the performance and motivation of lecturers at the Indonesian Institute of Business and Computers has been carried out. This research is an empirical study at the Indonesian Institute of Business and Computers. The purpose of this research is to see the implementation of transformational management on the performance and motivation of lecturers at the Indonesian Institute of Business and Computers. From the research results, the role of transformational management becomes very important in the success of an organization for the performance of its subordinates. This research is a descriptive study with a sample of 62 permanent lecturers regarding the performance and motivation of lecturers at the Indonesian Institute of Business and Computers. The technique used in carrying out this research was distributing questionnaires to all respondents to be filled out and collected. From the results of the tabulation of research data on the indicators of lecturer motivation, it was obtained by 85.00% and for the performance indicators, it was obtained by 86.67%. From the results of the study it was concluded that the implementation of transformational management on the performance and motivation of lecturers at the Indonesian Institute of Business and Computers was very good.

Keywords: Implementation of Transformational Management, Performance, Lecturer Motivation, Indonesian Institute of Business and Computers.



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INTRODUCTION

Management is the pattern and method applied by a leader in guiding and directing his subordinates. Organizations need reformist leaders who are capable of being the driving force for organizational transformation. Management is the process of encouraging and helping others to work enthusiastically to achieve goals (Mintzberg in Davis, 1996). In organizational life, leaders have a very important role. All good activities starting from planning, implementing supervision to setting goals are determined by the leadership. The progress of organizational life depends on management's ability to control people, equipment, resources and other resources. Leaders play a very important role in the life of society and the state in groups or organizations. Management is the opening for the success of the organization (Kartono, 1992). In any field and in any country a leader is needed because his function is to lead, but all of this is adapted to the characteristics of the group and its subordinates, and besides that it is very dependent on the times. Management that is tough and has high loyalty and dedication will greatly influence the progress and development as well as the survival of the organization. For this reason, transformational management is needed from a leader so that each of his subordinates can work calmly and with high enthusiasm. In large-scale organizations, leaders are seen as a very decisive element in the process of developing the business world (Lok & Crawford, 2004).

The quality of management is often considered the most important factor in the success or failure of an organization (Menon, 2002), as well as the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of a leader. The importance of the role of leaders is so important that the issue of leaders has become a focus that has attracted the attention of researchers in the field of organizational behavior. According to Scarnati (2002), leaders have a huge influence on organizational success. Leaders play a key role in formulating and implementing organizational strategy. Commitment in the organization will make workers give their best to the organization where they work. It is even stated that leaders who have a high commitment to the organization will tend to be happy to help, to be able to work together (Su'ud, 2000). Conformity between leadership, norms and organizational culture is seen as a key prerequisite for successful achievement of organizational goals (Yulk, 1989). Although in relation to the theory of leadership in North America it is limited from other countries (Lapin, 1990).

Performance and motivation is a very important theory or practical concept, because it is the impact or result of the effectiveness of performance and success at work. Low performance and motivation in the organization is a series of decreased task execution, increased absenteeism, and decreased organizational morale. Meanwhile, at the individual level, performance and motivation are related to a great desire to leave work. Transformational management refers to the work performance of leaders measured based on standards or criteria set by the Institute. Management to achieve very high leader performance, especially to improve the performance of the Institution as a whole. Factors that influence transformational leaders include organizational strategy (short and long term goal values, organizational culture and economic conditions) and individual attributes such as abilities and skills. Transformational management of leaders can improve the performance and motivation of their subordinates in the organization. According to Fuad Mas'ud (2004), the progress and success of an organization is highly dependent on the leader. The extent to which the leader is able and willing to work hard, be creative, innovative, loyal, disciplined, honest and responsible will determine organizational achievement. Therefore, to find out how far the leader works, the leader needs to evaluate his performance. Leaders must have the ability in leadership. Without the ability, people would not want to listen to him. Because leaders must be able to inspire the respect of others.

There are several types of differences in management of transformational leadership and ways of working among various individuals and departments in the organization that complicate the task of coordinating the parts of the organization effectively, namely: a) Differences in orientation towards certain goals. Members of different departments develop their own views on how to serve the good of the organization; b) Differences in time orientation. Leaders will pay more attention to problems that must be solved immediately in a short period of time. The research and development department is more involved with long-term issues; c) Differences in interpersonal orientation. Transformational management activities require rapid communication and decision-making to make the process smooth, while the research and development section may be more relaxed and everyone can express opinions and discuss with one another; and d). Differences in the formality of the structure. Each type of unit in the organization has different methods and standards for evaluating programs against objectives and for rewarding subordinates. The success or failure of an organization is usually perceived as the success or failure of the leader. According to Kohl, et al., (1995), management has a very large influence on organizational success. Management plays a key role in formulating and implementing organizational strategy.

RESEARCH METHODS

The method used is through primary data. Primary data was obtained by distributing questionnaires addressed to and filled in by all lecturers at the Indonesian Institute of Business and Computers. The total number of lecturers in the Indonesian Institute of Business and Computers is 62 people, and they are also used as samples. This research is a descriptive research.

RESEARCH RESULTS AND DISCUSSION

Based on the results of research and data processing that has been carried out in the implementation of transformational management on the performance and motivation of lecturers at the Indonesian Institute of Business and Computers, it can be discussed as follows:

Performance

Based on the results of the research and data tabulation that has been carried out on performance indicators, it can be seen in Table 1 below.

Table 1. Tabulation of the Number of Responses in Filling out the Questionnaire on Performance Indicators

No	Performance Indicators	Total (People)
1	Punctuality	55
2	Use Office Equipment Properly	49
3	Obedience	53
Total		157
Average		52,33

From Table 1 above on the performance indicators for respondents as many as 62 people, it was found that there were 55 people who answered punctuality, 49 people answered using office equipment properly, and 53 people answered obedience. From the overall results, an average of 52 people was obtained, meaning that only 10 people did not provide a response. Therefore, from the results obtained, it can be said that the implementation of transformational management on performance indicators can be said to be good. Based on the research results and data tabulation that has been carried out on performance indicators, the percentage of respondents can be seen in Table 4 below.

Table 2. Percentage of the Number of Responses in Filling out the Questionnaire on Performance Indicators

No	Performance Indicators	Percentage (%)
1	Punctuality	91,67
2	Use Office Equipment Properly	81,67
3	Obedience	88,33
Total		261,67
Average		87,22

From Table 2 above on the performance indicators of 62 respondents, the percentage that answered punctuality was 91.67%, those that answered using office equipment properly was 81.67%, and those that answered obedience were 88.33%. From the overall results, an average percentage of 87.22% was obtained, meaning that only 12.78% did not give a response. This implies that performance can be improved if the implementation of transformational management continues to be improved. Transformational management is a variable that has influence in relation to performance. Therefore, from the results obtained, it

can be said that the implementation of transformational management on performance indicators can be said to be good. For more details, this can be seen in Figure 1 below.

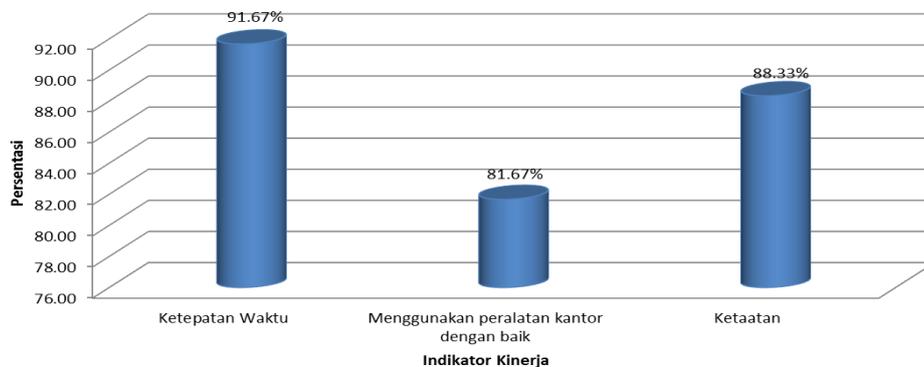


Figure 1. Transformational Management Through Performance Indicators

From Figure 1 above, the percentage of punctuality is 91.67%, the percentage of using office equipment properly is 81.67%, and the percentage of obedience is 88.33%. Therefore, from the results obtained, it can be said that the implementation of transformational management on performance indicators can be said to be good.

Work Motivation

Based on the results of the research and data tabulation that has been carried out on motivation indicators, it can be seen in Table 3 below.

Table 3. Tabulation of the Number of Responses in Filling out the Questionnaire on Motivation Indicators

No	Work Motivation Indicator	Total (People)
1	Faithfulness	56
2	Responsibility	54
3	Cooperation	50
4	Honesty	48
5	Precision	47
Total		255
Average		51

From Table 3 above on the indicator of work motivation to the respondents as many as 62 people, obtained who answered Loyalty as many as 56 people, who answered Responsibility as many as 54 people, who answered cooperation as many as 50 people, and those who answered Honesty as many as 48 people and Accuracy as many as 47 people . From the overall results, an average of 51 people was obtained, meaning that as many as 11 people did not give a response. Therefore, from the results obtained, it can be said that the implementation of transformational management on work motivation indicators can be said to be good. Based on the results of the research and tabulation of data that has been carried out on indicators of work motivation, the percentage of respondents can be seen in Table 4 below.

Table 4. Percentage of the Number of Responses in Filling out the Questionnaire on Work Motivation Indicators

No	Work Motivation Indicator	Percentage (%)
1	Faithfulness	93,33
2	Responsibility	90,00
3	Cooperation	83,33

4	Honesty	80,00
5	Precision	78,33
Total		425,00
Average		85,00

From Table 4 above on the indicators of work motivation towards respondents as many as 62 people, it was obtained that the percentage who answered loyalty was 93.33%, who answered Responsibility was 90.00%, Collaboration was 83.33%, Honesty was 80.00% and Accuracy of 78.33%. From the overall results, the average percentage obtained was 85.00%, meaning that only 15.00% did not give a response. This implies that work motivation can be increased if the implementation of transformational management continues to be improved. Implementation of transformational management is a variable that has influence in relation to work motivation. This shows that the implementation of transformational management greatly influences work motivation. The results of data tabulation and data processing in this study strengthen the results of empirical research from Griffin (1980) and McNesse-Smith (1996) which state that there is a correlation between transformational management and work motivation. Therefore, from the results obtained, it can be said that the implementation of transformational management on work motivation indicators can be said to be good. For more details, this can be seen in Figure 2 below.

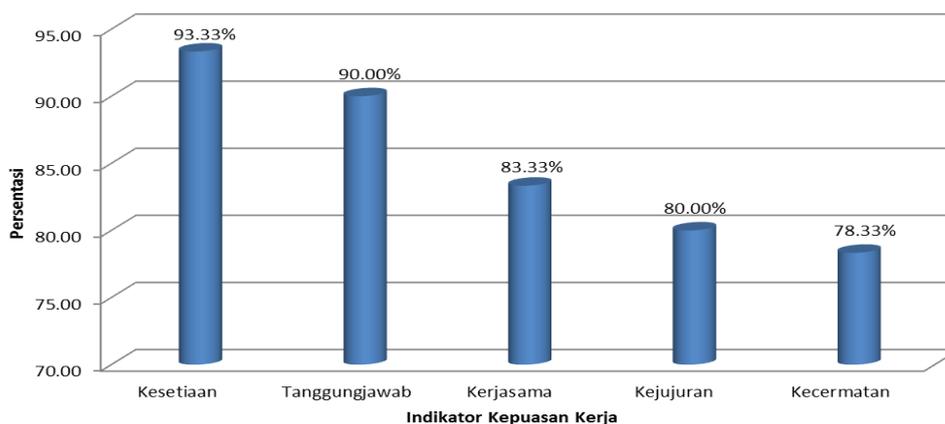


Figure 2. Transformational Management Through Work Motivation Indicators

From Figure 2 above, loyalty is obtained by 93.33%, responsibility is obtained by 90.00%, cooperation is obtained by 83.33%, honesty is obtained by 80.00%, and accuracy is obtained by 78.33%, therefore , from the results obtained, it can be said that the implementation of transformational management on work motivation indicators can be said to be good. Of all the indicators carried out, the overall indicators carried out can be seen in Table 5 below.

Table 5. Tabulation of the Number of Responses in Filling Out the Questionnaire on All Indicators

No	Indicator	Total (People)
1	Work Motivation	51
2	Performance	52
Total		103
Average		51,5

From Table 5, for the overall indicators that have been carried out on 62 respondents, it was found that 51 people answered on the work motivation indicator and 52 people

answered on the performance indicator. Based on the results of research and tabulation of data that has been carried out on indicators of work motivation and performance, the percentage of respondents can be seen in Table 6 below.

Table 6. Percentage of the Number of Responses in Completing the Questionnaire on All Indicators

No	Indicator	Percentage (%)
1	Work Motivation	85,00
2	Performance	86,67
	Total	171,67
	Average	85,83

From Table 6 of the overall indicators that have been carried out on as many as 62 respondents, the percentage that answered the work motivation indicator was 85.% and performance was 86.67%. Overall on these indicators, can be seen in Figure 3 below.

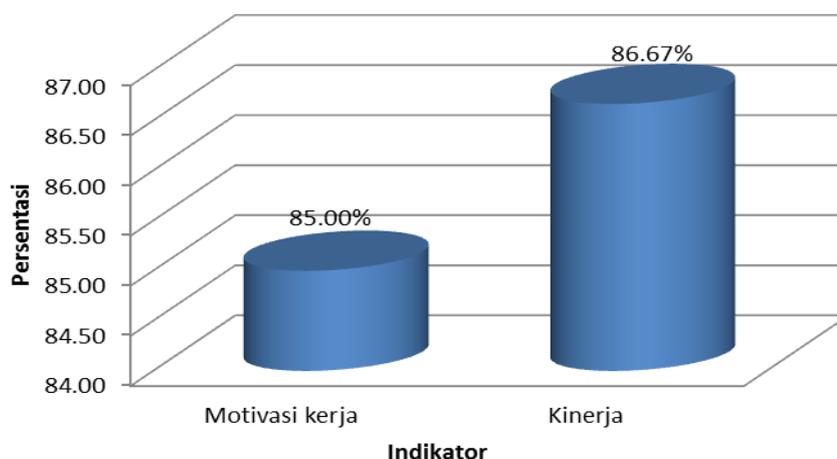


Figure 3. Implementation of Transformational Management Through Work Motivation and Performance Indicators

From Figure 3 above, the percentage of work motivation is 85.00% and performance is 86.67%. Therefore, from the results obtained, it can be said that the implementation of transformational management on work motivation and performance indicators can be said to be good.

CONCLUSION

From the results of the discussion above, several conclusions can be drawn, including: In the implementation of transformational management through work motivation, it is obtained at 85.00%. This implies that the motivation to work at the Indonesian Institute of Business and Computers is good. In the implementation of transformational management through performance, it was obtained at 86.67%. This implies that performance at the Indonesian Institute of Business and Computers is good.

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