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The Ballrige Models Application of Leadership to Improve Its Performance of Private University in West Jakarta, Indonesia

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Abstract:

The effective leadership is needed to revitalize an organization and to facilitate an adaptation to a turbulent environment. If only the proper leadership models as the basic in a company, then the process of change that occurs within is expected to provide an added value. The purpose of this study is to produce applications documents from the measurement process and as well as to generate suggestions to maintain strength and to improve the quality of education in Private University in West Jakarta by using Balrrige model. This study uses primary data. The sample of this study are the management and stakeholders of the Private University in West Jakarta. Taking management as the subject with the considerations, management as the management actors and the most knowledgeable of all things related to management in the scope of their work. The results of this Balrrige leadership model research may be applied in Private University in West Jakarta, but not optimal in improving the quality of education itself. It is hoped this research may provide input for the directorate high education to be able to adjust the assessment internationally so as to improve the competitiveness of Indonesia's education quality in the world.

Keywords: Leadership, Balrrige Model, Work Performance, Private University

1. Preliminary

In the face of increasing competition in the era of globalization requires effective leadership and company performance measurement methods not only based on results but also must include the process so that the measurement become comprehensive. The effective leadership is needed to revitalize an organization and to facilitate an adaptation to a turbulent environment. If only the proper leadership models as the basic in a company, then the process of change that occurs within is expected to provide an added value. Measurement of company or organization performance based on this method is done to seven categories i.e. (1) Leadership, (2) Strategic Planning, (3) Focus on violation and market, (4) Measurement, Analysis, and Knowledge management, (5) Focus on labour, (6) Process management, (7) Business result by scoring or scoring for each category of criteria with a maximum score of 1,000. The categories 1 until 6 are the groups of process categories with total score 550 whereas the leadership is given the highest score of 120 and the category 7 is the result category with a total score of 450.

The method of this measurement Malcolm Balrrige Criteria for Performance Excellent (MBcfP) which is first applied in United State of America in 1980s is one of the comprehensive enterprise performance measurement methods which aims to have the company's superior performance. The MBcfP method builds on the eleven core values and concepts, which is the summarize of the values that commonly applied in many companies in United States of America. The guidelines in this method, leadership declared as the driving factors and motivator in work performance improvisation. The effective leadership is needed to revitalize an organization and to facilitate an adaptation to a turbulent environment. Top management should lead quality planning activities, communicating plans and targets to employees at all levels, and bringing these quality enhancers to consumers (NIST,2015).

The purpose of this study is to produce applications documents from the measurement process and as well as to generate suggestions to maintain strength and to improve the quality of education in Private University in West Jakarta by using Balrrige model.

2. Literature Review

Work performance is the result of a human process. It is a picture of the level of achievement of the implementation of an activity/program/ wisdom in realizing organization goals, mission, and vision which is contained in the formulation of an organization's strategic planning (Fahmi, 2010). Based on it, then the performance or achievement of work is the result of a person's achievement according to the applicable size, within a certain time and frame, related to work and its behaviour and actions (Gasperz,2001).

The measurement of the work performance of a study program, one of which is the MBCfE *Malcolm Baldrige Criteria for Educational. Malcolm Baldrige Criteria for Educational* is a guide to be an appropriate guide for educational institutions in

developing the quality of human resources generated by study program, the performance of study program, and also the management of the study program in a university. *Malcolm Baldrige Criteria for Educational (Balridge Criteria)* is a guide for a study program to achieve high quality performance. This Baldrige criteria arranged by seven criteria, i.e. strategic planning, focusing on the customer, measurement, analysis, knowledge management, focusing on the labour, process management, and the other results.

The implementation of this performance measurement by this method is done by doing assessment, both internal assessment (*self-assessment*) and external assessment, and next will be announced in *Malcolm Baldrige National Quality Award (MBNQA)* every year, in which even to the company is given the highest score, the award is given directly by Mr. President. Every company that has been accessed receive feedback an *Opportunity for Improvement (QFI)*, which is showed an elements or things that should be concerned in order to do some further improvements for the coming period.

As for the specific aim from certain award are among others to promote the awareness of the relationship between quality with competitiveness, improve the understanding of the qualities required to achieve world class measurements, and to become a facilitator for world-class companies to share their knowledge and experience about quality (Bermowski in Prubutok and Cutshall, 2014), or which is commonly named as *sharing on excellence*. One of the common activities is as a tool for *Self-assessment* (Vokurka&Braezal, 2014).

Balrige National Quality Program USA explained that this method formed based on 11 core values and concepts, which is the summary of all of that commonly applied in big companies in America.

There are many explanations that defines a leadership, according to Robbin and Coulter (2010) stated that leadership is a process leading a company and support that company in achieving its goals. In other perception by Elkins and Kelker (2013), leadership is an ability to guide and influence others without having authority to direct other's behaviour. In a leadership process, a leader is demanded to considering his ability and his member's ability. Besides that, leadership is named as a way to create a clear vision, control his downline with a self-confidence, that occurs by a good communication and coordinations (Bohn and Grafton, 2007). The guidelines in this method, leadership declared as the driving factors and motivator in work performance improvisation. The effective leadership is needed to revitalize an organization and to facilitate an adaptation to a turbulent environment. The management should be leading the activity of quality planning, communicating this plan and purpose to all entries of employees in each level, and bringing the improvement of the quality to the consumer (Panniservlam, 1995). Leadership is a strong factor in company system that creates a result. Based on the guidelines of the measurements of work performance using MBCfPE methods, each component has linkages to others and the leadership as a driver. The components that should be concerned to measure the implementations of work performance in organizations, in which leadership category that should be done, are:

1. The level of the former leadership, including the length of a leader in leading the business activity, quality integrity with former leadership, the aspects of an effective communications to the consumer in maintaining the quality service, and also running a development of effective leadership programme.
2. The level of the former leadership in manage service quality, which is includes action in protest to various level and function as accountability; also, the way to communicate to the employees about related issues in customer's service quality; the support of the former leadership in training quality issues, and to give a strengthening to a manager of the improvements of the employees.
3. The level of a leadership to the social responsibility includes developing issues, and service to society and the leadership anticipation to the social issues.

3. Research Methodology

The sources of this research are consists of primary data and secondary data resources. Primary data resources are from (1) questionnaire given to lecturers and staffs in faculty or study program/major, and (2) college students in Private University in West Jakarta. Whereas the secondary data resources completed from information and documents that publish by the Directorate of Education and Coordinator of College Universities.

The instrument of this research isquestionnaire related to the leadership category in Malcolm Balridge. The questionnaire is the combinations between Malcolm Balridge and developed by Badri et al (2016). Validity test, reliability and normality will be concluded by counting the average of each indicators criteria and dimensions.

Generally, these are the following steps to measure the work performance in University by using basic Baldrige Assessment,

1. Conducting a survey to the work performance in Universities.
2. Arranging list of question from *Balridge Assessment*.
3. Spreading questionnaire and interviewing the head of the university
4. processing the data and adjusted to the *Balridge Assessment*
5. Making an assessment to each category and sub category of *Balridge Assessment*
6. Making an assessment overall to get last score of performance
7. Discussing to make recommendations in order to improve work performance.

4. Discussion

Based on the results of a survey conducted on the perception of respondents about the Balridge leadership models in Private University in West Jakarta , in which are above 45% the results are the leaders often have a clear vision (48,3%), leads to organizational values (49,3%), have more specific activity plans to achieve strategic objectives (50,3%), shows a strong commitment to its policies and strategies (46%), creating an environment that supports the learning process (46,3%) ,creating an environment that

suits the needs of civitas academica (48,3%), faculty have an existing performance measurement (46,3%), faculty prepares strategies for national accreditation (49%). The results for occasional answers made by the leaders above 45% are the leadership guarantees the supervision of the performance of senior leaders (54,7%), its ensure protection of student interest (54,7%), its easy to find by the students, lecturers, and educational staffs (48,3%), its ensure protection of the interests of the community (47%), be able to review our ability in organization continuously (47,3%), discusses the importance of continuity and improvement and the quality of our organization (48%), be able to reviewing to see the progress of our organization's long and short term plans continuously (47%), using performance measurement as a guide in future (54,3%), overcoming the impacts of programs offered to the community (56,3%), prepare strategies for international accreditation (52,3%), arrange key steps and strategies to solve risk related to the work programs (45,7%), engage community responsibilities into performance improvement efforts(46%), in the scope of planning, the leaders anticipate the public's attention to the program offered (46,3%), build a clear measure to monitor behaviour's ethics of the college students, lecturers and educational staffs(51,7%), sensitively to common issues (47,7%), and actively to support community's success (48,3%). Whereas the respondents perceptions of the rare actions performed by the leadership, in which the percentages are above 15% as follows: leaders have more specific activity plans to achieve strategic objectives (17,7%), leaders communicate to the employees and others civitas academica continuously (17%), leaders continually strive to meet the needs of students and society (16%), our faculty ensure supervision of the performance of senior leaders (15,7%), leaders are continually using reviews to see the performance of our competitors (15,3%), leadership performance evaluation is done by and from feedback data survey from parent's students (17,3%), faculty arranges key steps and strategies to solve risk related to the work programs (16,3%). Last, the perceptions of respondents to the leader's activity that is not done at all, the percentages are above 10%, as follows: faculty have standards procedures in evaluating leaders and leadership of the leaders (14%), evaluation of leadership performance conducted by lecturers, and educational staff (12%), leaders overcome the impact of the programs offered to the community (16%).

As clearly viewed by the survey results about respondent's perception of the model of Balridge leadership in Private University in West Jakarta are remains a little things and actions to do by the leaders itself continually in their faculty. There are activity that mostly done by the leaders as occasionally, where even many of it has never been done.

5. Conclusion and Recommendation

The results of this Balridge leadership model research may be applied in Private University in West Jakarta, but not optimal in improving the quality of education itself. This model may also be applied as the standards to rate work performance in Private University in West Jakarta. The leader of the Private University is still preparing the form procedures to evaluate leaders in the Private University in West Jakarta. Leaders should be more pay attention to issues that arise related to policies made for the community.

Faculty leaders should be more thorough and better in reviewing the results of operations, so that in the implementations of things that will be implemented in the future is expected by the leadership of universities in accordance with the expected target achievement, which is according to the prevailing policies and rules that have become provisions, because it may affect the policy of the future leaders. Faculty leaders should have the standard procedure to evaluate leaders in the scope of the Private University in West Jakarta.

It is hoped that this research may give a solution for Directorate of Higher Education, to be able to adjust the assessment in international research, and to improve the competitiveness of the quality of Indonesia's Education in the whole world.

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