ABSTRACT

RUDJITO. Analysis of Transformational Leadership and Excellent Performance Based on Baldrige Criteria in Indonesian State-Owned Enterprises. Under direction of ARIEF DARYANTO, SJAFRI MANGKUPRAWIRA, AND NOER AZAM ACHSANI

Some Indonesian State Owned Enterprises (SOEs) have measured their performance based on Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) or Baldrige Criteria since 2005 and participated in Indonesia Quality Award (IQA) to recognize their performances. This method is to measure company performance based on seven criteria categories (1) Leadership, (2) Strategic Plan, (3) Customer and Market Focus, (4) Measurement, Analysis, and Knowledge Management, (5) Workforce Focus, (6) Business process and (7) Business Results. Its guidance on Leadership might be interpreted as similar as transformational leadership style as stated in literature.

The purpose of this study consists of two purposes. First, analyze the leadership, which consist: to analyze the interrelation between first category Leadership and its unique contribution with second category up to seventh category of Balrige Criteria, analyze the leadership style is whether transformational leadership and its unique contribution with second category up to seventh category of Balrige Criteria. Second, to build an organizational performance measurement model based on Balrige Criteria, which adjusted with Indonesian condition. The scope of this study is 19 SOEs participated in IQA 2007.

Convenience and purposive (judgmental) sampling techniques are used to choose 12 SOEs among 19 SOEs, which consist of two groups of 6 SOEs of “Good Performance” and 6 SOEs of “Below Good Performance”. Two hundred seventy two respondents consist of SOEs’ CEO, management and employees have participated in this study which selected by judgmental sampling technique.

By rank spearman analysis resulted that they have significant relationship between Leadership category with category second up to seventh of Balrige Criteria. By Multifactor Leadership Questionnaire (MLQ-5X) of Bass resulted that those SOE’s were practicing transformational leadership. By discriminant analysis, resulted that there are unique contribution to differentiate of Good Performance SOE’s group and Below Good Performance SOE’s group in five components of Leadership category and four types of attribute of Transformational Leadership in relation with category second up to seventh of Balrige Criteria. By Participative Prospective Analysis (PPA) through Focus Group Discussion among experts, resulted that (a) no need to change of those international standard of seven category of Baldrige Criteria (b) some key variables which resulted from PPA can be used to build an adjusted model of performance quality measurement based on Balrige Criteria.

Keywords: Transformational Leadership, Malcolm Baldrige Criteria for Perfomance Excellence (Baldrige Criteria/MBCfPE), Multifactor Leadership Questionnaire (MLQ), Participative Prospective Analysis (PPA)