CORRELATIONAL ANALYSIS BETWEEN UNDERSTANDING ROLE AND EXPECTATION ROLE RELATED TO BRANCH LEADER PERFORMANCE ACHIEVEMENT BASED ON TEN LEADERSHIP ROLE BY MINTZBERG

Muhammad Hidayat
STIE Nobel Indonesia

ABSTRACT

This research is to analyze whether there is a link between understanding role and expectation role related to branch leader work achievement. The method used in this research is descriptive analytic method using the qualitative and quantitative approaches. Analytical tools used by the writer is statistical analysis, this tool function is to examine the different average through paired samples t-test and also using rank Spearman's correlation analytic. The result of paired samples t-test research analytic is to prove that there is a significant difference between understanding role branch leader and expectation role center leader based on ten leadership role written by Mintzberg. The correlation analytic by Rank Spearman's correlation analysis prove that there is thight and significant link between understanding role based on ten leadership role written by Minzberg among branch leader work achievement. On the other hand this research found that there is thight and significant link between expectation role and leader work achievement in eight role (symbolic, leader, conector, organization spokesman, entrepreneur, trouble handling, allocating resources and negosiator) but this research has found that there is no proof of thight and significant link between expectation role and leader work achievement based on monitoring role and carrying on information role.

INTRODUCTION

The rapid development of information and technology has greatly contributed to the company's desire to have human resources who are able to actualize themselves in terms of their role in the organization. The demands in which every individual in an organization should have the same view with the management for the role that is given, become an important requirement.

Good understanding of the role will give a great effect and influence the quality of ones task completion, and conversely the lack of the role will deliver the work that does not comply
with the expectations given by the organizations, an understanding of the roles can affect a person's performance achievement.

Management of a company consists of three levels, top management, middle management and lower management, from these three levels of management the middle management level is the most unique one, basically the medium management level, in action will serve as a liaison between the other two levels of management; upper management and lower-level management.

The complexity of the role of middle management is something interesting to be analyzed for their effectiveness. It will determine the success of the organization in achieving its goals. For these vital roles, middle management should be given to someone who understands very well the role to which it aspires for, without good understanding the original purpose of the company, is very likely the plan will run not according to a predetermined plan before.

Based on the above statement, this research aims to determine the extent to which an understanding of the role of middle leaders and the role they played. As a consideration that can provide accurate results, in this research selected a business group that has many branches spread in various regions.

In the Group business that has many branches, operations are practically at the middle management level that are concentrated on branches, Basically, the expectation of company that have many branches to the branch chief are on the ways in implementing the strategy and in the right and quickly decision-making that is associated with the high intensity of the economy development as well as the influence of social and cultural aspect in different regions.

Demands for suitability to the role of middle management to communicate various strategic policy from above, as well as gather information about the various operational issues as factual information that is useful to management in decision-making is an absolute must, in this case be a matter of understanding the role can not be ignored.

Neglecting these demands will increase the likelihood of the stakeholders, in this case the middle management does not know clearly and precisely what has been expected by his superiors or the company. If this happens then it is possible for employers will easily give the low value of the work performance of the holders of these roles. Middle management level is required to implement the strategy of the company and translate them in operational activities, in addition they are also required to provide accurate information relating to operational issues in the field.
Middle management should be able to act as a symbol of the company that will be a representation of the company in operational issues. Middle management should be able to become a leader in the management level to which it aspires and to be a liaison between the company's interests with the interests of operations.

With regard to the interests of the company to determine whether the company's vision and mission can be applied and then translated operationally middle management should also serve as a monitor system for the implementation of programs and systems which the company is spearheading the operations that can be used as a measure of execution of such expectations.

The roles are more detailed as the successor to the role of information, the role of spokesman for the role of entrepreneurial, role of handling the disorder, the role of human resource allocation and the role of the negotiator should be held by management components including mid-level management.

Based on the description above, this research aimed to analyze whether there is a relationship between the understanding role and expectations role related to the performance of the branch leadership, which is critical for understanding the role of the company in accordance with the hope of realizing its vision and mission.

**CONCEPTUAL RESEARCH FRAMEWORK**

Middle-level management is the most vital management level because this level will be a process for the transformation and policy decisions of the company's strategy. Which is at that level will be a process transformation from the formulation phase to the implementation phase. Company have the absolute importance that duty bearers at this level may have a sensitivity to the companies direction and purpose especially in the implementation phase of the strategy that is quite crucial. Thus an understanding of the role become companies demand to be owned by every individual in the organization is no exception for the stakeholders at the middle management level.

Clarity of roles to be a very influential factor in understanding the role. In this case between role clarity and understanding of the role strongly associated with problems of perception of the stakeholders. Hastuti (1987) states that "the perception of the role is a degree of understanding of the role of stakeholders, so that the behavior in question knows what to display
and how to display it in question. Davis (1972) said that the activities of the leaders or workers depending on their perception of their role. They know the behavior that should be displayed on the situation.

According to Allanse and Fleet cited by Hastuti (1987) states that in the role process will be possibility occur differences in the understanding of the role; thus behavior, the expected role and the understand of the role will determine someone perception than this perception will determine the achievement beside the skills possessed and cultivated of himself.

Kreitner (2003) put forward in an attempt to predict achievement "Achievement is determined by more than just effort. Achievement depends on the employees ability and character as well as their perception toward the role. This means that employees with high ability will be able to maintain high achievement with a certain level of effort than the other.

Lawler and Porter (1967) is more sharply stated that job performance is a person's success in implementing their role

From the above statements it is clear that the performance achievement depends on how deeply the person understand their role and their responsibilities. Therefore it is necessary for company to give information in details about the organizational roles toward every level of management.

In fact the company has high expectation for its human resources. Mintzberg stated that the human resources roles could be categorized into three forms, namely: the interpersonal roles, informational roles and the roles of decision-making

Interpersonal roles can be seen from the three forms of role, firstly the role as a symbol of the organization's existence. The role was played in a variety of activities that are legal and ceremonial. Second: As the leader this role functions is to responsible in motivate and provide direction to subordinates which in reality means "dealing" with all subordinates. The third role is liaison role, this role is the ability of the leader to create extensive network with special attention to those who are able to do something for the organization as well as the various parties have the necessary information by the organization

Informational roles can be seen from three forms of role, the first is the role of transmitter of information, a leader always receives information from inside and outside the organization, even the information was not to be addressed to him, but to others in the organization. In this case it should be noted that a leader must pass the information accurately and quickly. second
roles as desimenator information. The information received by a person, may be useful for carrying out the functions of organization, but sometimes distributed to the other person or others in the organization. This role requires deep understanding of the meaning of the received information and the knowledge of the various functions to be held. The third role is an organization spokesman role the person as a chief must provide information accurately to others needs, of course, the information must be in line with what the line of policy and strategy.

The roles of decision can be devided into four types, first as a entrepreneur role, leader should be able to continuously assess the situation faced by the organization in order to seek and find opportunities that can be exploited, although these activities often require a change in the organization. second as a shock disorder roles, this role means a willingness to take responsibility for taking corrective action when organization faces a serious disorder, which is if the problems can not be handle or been resolved it will deal with the negative impact on the organization. Third resource divider role, this role is related to the authority of a leader who is a stakeholder authority to allocate funds and resources owned by the company to produce products or services as well as other operational problems. The fourth is a role as a negotiator for the organization, the higher one's position more and more he interacts with various parties outside the organization than with people inside. In other words, he is more often served as a negotiator for the organization means that a person who is believed to hold office are required to have the ability to identify influential factors for the success of the organization, identify constraints as well as opportunities that may appear suddenly and unforeseen threats.

The company has an interest in the ability of its resources that interest is reflected in his decision to give authority and responsibility to elect the resources to be able to carry out its role as expected by the company thus measure the performance of these resources depends on whether they can understand the appropriate role with the expectations given to them from the company. From this problems it is necessary to do a research of whether the oorganizations individual can understand the role appropriate with the expectations role given to them.

Research to analyze the understanding of the role and expectations of the role performed by Hastuti (1987) this research proved that there are differences in the perception and acceptance of the role of role expectations that affect job performance. The research was conducted at PT Industri Pesawat terbang nusantara (IPTN) which at the moment is a prestigious company and employ workers who have the intellectual prowess with the results of the research
research was intended to prove again whether there are differences in the roles of other companies that have operational scale that is different from the human resources differently.

The difference between previous research with this research is in the technical data analysis. In the previous research, to test the correlation of the variables was used technical data analysis by Pearson product moment correlation formula, while this research was using Rank Spearman correlation formula. Why Spearman Rank correlation analysis used in this research, the reason is that the Pearson Product Moment Correlation analysis is appropriate used to measure the correlation of the nominal data, while the Spearman Rank correlation is appropriate for ordinal data otherwise in other word to analys the ordinal data is only possible by using the Spearman Rank analysis (Irianto: 2004) noted that data in this research is ordinal data.

The hypothesis in this research suspect there are different perceptions about the role between the central management on expectations role with the branch leader on understanding the role, from this hypothesis led to the next hypothesis is presumably a close and significant relationship between the differing perceptions about the role between the branch leaders with the central leader to the branch leader performance achievement.

RESEARCH METHODS

The method used in this research is descriptive analytical method using qualitative and quantitative analysis approaches. Descriptive method aims to describe or depict the object of research in a systematic factual and accurate statement of the facts as well as the relationships between the variables used as an object of research. A qualitative approach is used to address the fact that the research is not only to analyze mathematically but also pay attention to the factors that can contribute qualitatively to explain why a state can occur and the effect of the incident on the environment in which these factors occur. While the quantitative approach is an approach used in the research through mathematical calculations to prove scientifically whether there are relationships that occur between the research variables and the extent of its implications for the particular variable to be proven in this research.

Population and Research Sample

The sample in this research was the central leadership and the company's branch chief of Handayani Group in Makassar with details 5 (five) persons from central leadership and sixty (60)
persons of heads the branch. considering the total population less than a hundred so the whole population are used to be a population samples (census)

Model and Technical Data analysis

This research used statistical techniques analysis by performing testing via t-test analysis as follows:

1. Different average t test for interconnected samples (paired sample test)

\[ t = \frac{\sum D}{\sqrt{\frac{(N\sum D^2 - (\sum D)^2)}{N-1}}} \]

Where:

\[ \sum d_i^2 \]

= The amount of the difference of the two samples were measured by the formula:

\[ \sum D = (x_1 - x_2) \]

2. Rank Spearman correlation analysis

\[ \rho = 1 - \frac{6\sum d_i^2}{n(n^2-1)} \]

Where:

\[ \rho \]

= korelasi rank Spearman’s Coefficien (rho)

\[ \sum d_i^2 \]

= Number of difference squares between two variables

\[ n \]

= Number of samples

To facilitate the data processing was used SPSS (Statistical Package for Social Sciences) statistical program application
RESULTS AND DISCUSSION

The variables measured in this research were two independent variables they are variable (X1) perception role as measured on 10 (ten) leadership roles according to Mintzberg and variable (X2) expectations role as measured on 10 (ten) leadership roles according to Mintzberg, and one dependent variable (Y) Performance Work achievement.

The results of data analysis using SPSS statistical applications as shown in Table I shows there is a difference in perception between the branch leader of their understanding role with central management expectations role.

TABEL I
Paired Sample t-test
to determine whether there is a difference of perception between understanding role and expectations role

<table>
<thead>
<tr>
<th>No</th>
<th>Role</th>
<th>Branch leader understanding average</th>
<th>Central leader understanding average</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Symbolic</td>
<td>15,43</td>
<td>16,67</td>
<td>-4,085</td>
<td>0,000</td>
</tr>
<tr>
<td>2</td>
<td>Leader</td>
<td>29,80</td>
<td>36,43</td>
<td>-14,771</td>
<td>0,000</td>
</tr>
<tr>
<td>3</td>
<td>Conector</td>
<td>14,43</td>
<td>19,93</td>
<td>-21,167</td>
<td>0,000</td>
</tr>
<tr>
<td>4</td>
<td>Monitor</td>
<td>19,47</td>
<td>34,03</td>
<td>-16,549</td>
<td>0,000</td>
</tr>
<tr>
<td>5</td>
<td>information successor</td>
<td>17,05</td>
<td>28,50</td>
<td>-14,508</td>
<td>0,000</td>
</tr>
<tr>
<td>6</td>
<td>spokesman</td>
<td>13,43</td>
<td>23,07</td>
<td>-19,433</td>
<td>0,000</td>
</tr>
<tr>
<td>7</td>
<td>entrepreneurial</td>
<td>14,43</td>
<td>20,40</td>
<td>-20,230</td>
<td>0,000</td>
</tr>
<tr>
<td>8</td>
<td>Troubleshooting</td>
<td>22,72</td>
<td>26,47</td>
<td>-7,863</td>
<td>0,000</td>
</tr>
<tr>
<td>9</td>
<td>Resources Allocation</td>
<td>32,58</td>
<td>35,27</td>
<td>-5,056</td>
<td>0,000</td>
</tr>
<tr>
<td>10</td>
<td>Negotiators</td>
<td>12,97</td>
<td>25,00</td>
<td>-26,610</td>
<td>0,000</td>
</tr>
</tbody>
</table>

From the above data it can be analyzed as follows:
1. Through quantitative calculation of the ten leadership role (symbolic, leader, liaison, monitor, router information, spokesperson, entrepreneur, disturbance handling, resource
allocation and negotiators) were analyzed in this research, showed a significant difference between the understanding of the role of the branch leadership on ten leadership role, with the expected role from central leadership. The average value of the branch leadership understanding of these roles tend to be lower when compared with the average value expected by the central leadership.

2. The results of the above analysis shows that the employer expects ten leadership role is an important role and should be owned and implemented by the leaders of the branch but the branch leaders allegedly have different perceptions that the largest portion of the leadership role is a role to be performed by the central leadership in this case still looks branch leaders do not understand their role as expected by the central leadership.

3. A qualitative analysis of the respondents in this research indicate the possibility of other causes of these differences, the socialization of the authority and importance of the role of the branch has not done well, so more branch leaders to assume the authority of these roles is in moderate levels.

There are some a sharp differences in the perception as it did on the indicators of research for the monitor role where the average understanding of the role from the leaders of the branch is equal to 19.47 while the average expectations role from the center is equal to 34.03. from the qualitative analysis about this role, it was revealed that the role of the monitor is considered by the leaders of the branch as an important role to be undertaken by the central leadership, this is based on a system developed by the company in relation to the monitoring system is divided by region and the central office take the supervision responsibility.

In this case the branch leaders still have to be given an explanation of what the purpose of the role perceptions of control and alignment of responsibilities between the central executive leaders associated with the very important function that the control in question is within the limits of responsible authorities according to their function in the organization.

From the description above it became clear that the transmission or dissemination from the central leader about the importance of the leadership role of the branch has not been implemented, noted that less clear about the authority and responsibilities will be very big influence on the emergence of differences in the understanding of the role. It is as expressed by Katz & Khan (1996) that the failure in the alignment and delivery of the importance of the roles
in the organization will lead to differences in the understanding of the role that the role is perceived by the stakeholders do not match what is expected by the giver role.

The similar situation is occur to the monitor role and also occur to the other indicators, so from ten leadership role analyzed supports the research hypothesis as shown in Table II, which is all of ten indicators that are entirely reject Ho and accept Ha research it’s means that there is a significant difference between the understanding role from branch leaders with expectation role of the central leadership of the Group businesses serve as the object of the research.

TABEL II
Acceptance and rejection of Research Hypothesis I

<table>
<thead>
<tr>
<th>No</th>
<th>Role</th>
<th>t.Count</th>
<th>t.Table</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Symbolic</td>
<td>-4,085</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>2</td>
<td>Leader</td>
<td>-14,771</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>3</td>
<td>Conector</td>
<td>-21,167</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>4</td>
<td>Monitor</td>
<td>-16,549</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>5</td>
<td>information successor</td>
<td>-14,508</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>6</td>
<td>spokesman</td>
<td>-19,433</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>7</td>
<td>entrepreneurial</td>
<td>-20,230</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>8</td>
<td>Troubleshooting</td>
<td>-7,863</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>9</td>
<td>Resources Allocation</td>
<td>-5,056</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
<tr>
<td>10</td>
<td>Negosiators</td>
<td>-26,610</td>
<td>2,000</td>
<td>Ho Rejected</td>
</tr>
</tbody>
</table>

Furthermore, as shown in Table III there is displayed a strong and significant relationship between the differing perceptions about the role of the branch leader with the expectations of the role from the central management to the branch leaders work performance achievement
TABEL III

<table>
<thead>
<tr>
<th>No</th>
<th>Role</th>
<th>Correlation</th>
<th>Relationship</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Symbolic</td>
<td>0.491</td>
<td>Moderate</td>
<td>0.000</td>
</tr>
<tr>
<td>2</td>
<td>Leader</td>
<td>0.409</td>
<td>Moderate</td>
<td>0.001</td>
</tr>
<tr>
<td>3</td>
<td>Conector</td>
<td>0.463</td>
<td>Moderate</td>
<td>0.000</td>
</tr>
<tr>
<td>4</td>
<td>Monitor</td>
<td>0.713</td>
<td>Strong</td>
<td>0.000</td>
</tr>
<tr>
<td>5</td>
<td>information successor</td>
<td>0.516</td>
<td>Moderate</td>
<td>0.000</td>
</tr>
<tr>
<td>6</td>
<td>spokesman</td>
<td>0.509</td>
<td>Moderate</td>
<td>0.000</td>
</tr>
<tr>
<td>7</td>
<td>entrepreneurial</td>
<td>0.637</td>
<td>Strong</td>
<td>0.000</td>
</tr>
<tr>
<td>8</td>
<td>Troubleshooting</td>
<td>0.300</td>
<td>weak</td>
<td>0.020</td>
</tr>
<tr>
<td>9</td>
<td>Resources Allocation</td>
<td>0.736</td>
<td>Strong</td>
<td>0.000</td>
</tr>
<tr>
<td>10</td>
<td>Negosiators</td>
<td>0.400</td>
<td>Moderate</td>
<td>0.002</td>
</tr>
</tbody>
</table>

Tests of significance are far below the standard alpha 0.05 precisely at the level 0.000 for symbolic role, liaison, monitor, router information, spokesperson, entrepreneur and resource allocation. At the 0.020 level for the interrupt handling role and 0.002 for the negotiator role. this results support the hypothesis 2 of this research that there is a positive and significant correlation between the understanding of the role from the leaders of the branch with the central leadership expectations role to the work performance achievement of the branch leaders.

CONCLUSION

The presence of individuals in the organization can not be separated from the role to which it aspires. Environmental background, thoughts, personal understanding and expectations of each individual becomes a critical factor for companies that seek to harmonize understanding between components of the organization, in a collective value of which is expected to translate into individual roles within the company.

Proper understanding of the role, will provide assurance to the company so the company plans that require the support of human resources, will run in its place. Vice versa disagreement on the role would lead to the company's plans do not go as expected. Then it is clear here that the implications of the understanding of the role were able to show a person's work performance.
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