Performance Evaluation in Management Implementation Through Work Ethic, Work Motivation, and Work Discipline in FKIP Darma Agung University Medan

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Abstract

Performance evaluation in management implementation through work ethic, work motivation, and work discipline at the FKIP Darma Agung University Medan really needs to be done by a leader in an institution or organization. Research on the evaluation of management implementation through work ethic, work motivation, and work discipline at the FKIP Darma Agung University Medan has been carried out. This research is an empirical study at the FKIP Darma Agung University Medan. The purpose of this study was to evaluate the implementation of management on work ethic, work motivation, and work discipline in the FKIP Darma Agung University Medan. From the research results, the role of leaders is very important in the success of an organization for the work ethic, work motivation, and work discipline of their subordinates. This research is a descriptive study with a sample of all 70 permanent lecturers of the FKIP Darma Agung University Medan. The technique used in the implementation of this research is to provide a questionnaire to all respondents to fill out. From the tabulation of research data on the work ethic indicator it was obtained 92.50%, the work motivation indicator was 93.81%, and the work discipline indicator obtained was 94.29%. From the results obtained, some conclusions can be drawn that the evaluation of management implementation through indicators of work ethic, work motivation, and work discipline at FKIP Darma Agung University Medan is very good.
Keywords: Evaluation, Management Implementation, Work Ethic, Work Motivation, and Work Discipline.
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1. Introduction

According to Mintzberg in Davis (1996), leadership is a process of encouraging and helping others to work enthusiastically to achieve something. In organizational life, leaders have a very important role. All activities, starting from planning, implementing supervision to setting goals, are determined by the leadership. The back and forth of organizational life depends on the leader's ability to control people, equipment, resources and other resources.

Leaders play a very important role in community and state life in groups or organizations. Leadership becomes the opening for organizational success (Kartono, 1992). In any field and in any country, a leader is needed because his function is to lead, but all of this is adjusted to the characteristics of the group and its subordinates, and besides that it is very dependent on the times. Leaders who are tough and have high loyalty and dedication will greatly influence the progress and development and survival of the organization. This requires a work ethic, work motivation, and work discipline from a leader so that each subordinate can work calmly and with high morale. In large scale organizations, leaders are seen as a very decisive element in the process of developing the business world (Lok and Crawford, 2004).

The quality of a leader 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 orientation, is usually perceived as the success or failure of the leader. So important is the role of the leader that the issue of the leader has become a focus that attracts 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. In fact, it is also stated that leaders who have a high organizational commitment will tend to be happy to help, can work together (Su'ud, 2000). Conformity between leadership, norms and organizational culture is seen as a key prerequisite for the successful achievement of organizational goals (Yulk, 1989). Although in relation to leadership theory in North America it is limited from other countries (Lapin, 1990).

Work ethic, work motivation, and work discipline are very important practical theories or concepts, because they are the impact or the result of the effectiveness of performance and success at work. Work ethic, work motivation, and low work discipline in the organization are a series of decreasing task execution, increasing absenteeism, and decreasing organizational morale. Meanwhile, at the individual level, work ethic, work motivation and work discipline are associated with a strong desire to leave work, increased work stress, and the emergence of various psychological and physical problems. Leadership performance refers to a leader's work performance measured based on the standards or criteria set by the Institute. Management to achieve very high

leader performance, especially to improve the overall performance of the institution. The factors that influence the performance of leaders include organizational strategy (short-term and long-term goal values, organizational culture and economic conditions) and individual attributes, including abilities and skills. The work ethic, work motivation, and work discipline of the leader can improve the performance of employees in the organization.

According to Fuad Mas'ud (2004), the progress and success of an organization really depends on the leader. The extent to which the leader is able and willing to work hard, creative, innovative, loyal, disciplined, honest and responsible will determine organizational achievement. Therefore, to find out to what extent the leader works, the leader needs to evaluate his performance. Leaders must have leadership abilities. Without ability, people will not want to listen to it. Because leaders must be able to inspire respect from others.

There are four types of differences in leadership and work methods among various individuals and departments in organizations that complicate the task of coordinating parts of the organization effectively, namely: a) Differences in orientation towards specific goals. Members from different departments develop their own views on how to achieve good organizational interests; b) Differences in time orientation. The leader 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 orientation between persons. Management activities require fast communication and decision making to ensure a smooth process, while the research and development section may be more relaxed and everyone can express their views and discuss with each other; and d). Difference in formality of structure. Each type of unit in an organization may have different methods and standards for evaluating programs against objectives and for remuneration for subordinates.

The success or failure of an organization is usually perceived as the success or failure of the leader. Leaders have a huge influence on organizational success. Leaders play a key role in formulating and implementing organizational strategies (Kohl, *et al*., 1995).

2. Research Methods

In this paper, the method used is through primary data and secondary data. Primary data was obtained by distributing questionnaires aimed at and filled in by all lecturers at the FKIP Darma Agung University Medan, while secondary data was obtained through direct interviews with respondents. The total number of lecturers in the FKIP Darma Agung University Medan is 70 people, and they are used as samples at the same time. This research is descriptive research.

3. Results and Discussion

Based on the results of research and data processing that have been carried out in evaluating management implementation through work ethic, work motivation, and work discipline at FKIP Darma Agung University Medan, it can be discussed as follows:

Work Ethic

Based on the results of research and data tabulation that has been done on the Work Ethic indicator, it can be seen in Table 1 below.

Table 1. Tabulation of the number of responses in filling out the questionnaire on the Work Ethic indicator

No	Work Ethics Indicators	Amount (person)
1	Loyalty	66.00
2	Responsible	64.00
3	Cooperation	64.00
4	Honesty and Accuracy	65.00
	Total	**259.00**
	Average	**64.75**

From Table 1 above, on the Work Ethic indicator for respondents as many as 70 people, it is obtained that 66 people answered Loyalty, 64 people answered Responsibility, 64 people answered Cooperation, and 65 people answered Honesty and Accuracy. From the overall results obtained a mean of 64.75 (65 people), meaning that only 5 people did not give a response. Therefore, from the results obtained, it can be said that the management implementation of the Work Ethic indicator can be said to be very good.

Based on the results of research and data tabulation that has been carried out on the Work Ethic indicator, the percentage of respondents can be seen in Table 2 below.

Table 2.The percentage of the number of responses in filling out the questionnaire on the Work Ethic indicator

No	Work Ethics Indicators	Percentage (%)
1	Loyalty	94.29
2	Responsible	91.43
3	Cooperation	91.43
4	Honesty and Accuracy	92.86
	Total	370.00
	Average	92.50

From Table 2 above on the Work Ethic indicator for respondents as many as 70 people, the percentage who answered Loyalty was 94.29%, those who answered Responsibility and Cooperation were 91.43% each, and those who answered Honesty and Accuracy were 92.86%. From the overall results, the mean percentage was 92.50%, meaning that only 7.50% did not give a response.

This implies that the Work Ethic can be improved if the implementation of leadership management continues to be improved. Management implementation is a variable that has an influence in relation to Work Ethics. This shows that the implementation of management greatly affects the Work Ethic. The results of data tabulation and data processing in this study reinforce the results of empirical research from Griffin (1980) and Mc Nesse-Smith (1996) which states that there is a correlation between management implementation and work ethic. Therefore, from the results obtained, it can be said that the management implementation of the Work Ethic indicator can be said to be very good.

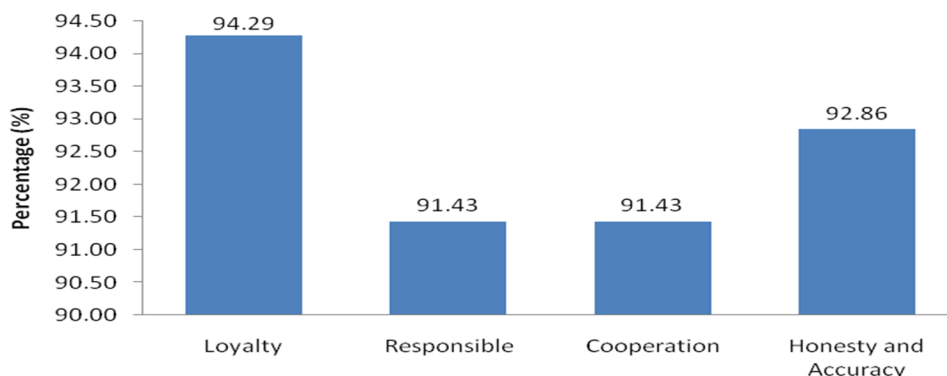For more details, this can be seen in Fig. 1 below.

Fig 1. Implementation of management through work ethic indicators

From Fig. 1 above, Loyalty is obtained by 94.29%, Honesty and Accuracy are obtained by 92.86%, while Responsibility and Cooperation are obtained for 91.43% respectively. Therefore, from the results obtained, it can be said that the management implementation of the Work Ethic indicator can be said to be very good.

Work Motivation

Based on the results of research and data tabulation that has been done on the indicators of Work Motivation, it can be seen in Table 3 below.

Table 3.Tabulation of the number of responses in filling out the questionnaire on the Work Motivation indicator

No	Motivation Work Indicators	Amount (person)
1	Security	66.00
2	Social	67.00
3	Self-actualization	64.00
	Total	197.00
	Average	65.67

From Table 3 above, the indicators of Work Motivation for respondents are 70 people, it is obtained that 66 people answered Safety, 67 people answered Social, and 64 people answered Self-actualization. From the overall results obtained a mean of 65.67 (66 people), meaning that only 4 people did not give a response. Therefore, from the results obtained, it can be said that the management implementation of the Work Motivation indicator can be

said to be very good.

Based on the results of the research and data tabulation that has been carried out on the indicators of work motivation, the percentage of respondents can be seen in Table 4 below.

Table 4. The percentage of the number of responses in filling out the questionnaire on the Work Motivation indicator

No	Motivation Work Indicators	Percentage (%)
1	Security	94.29
2	Social	95.71
3	Self-actualization	91.43
	Total	**281.43**
	Average	**93.81**

From Table 4 above, on the Work Motivation indicator for respondents as many as 70 people, the percentage who answered Security was 94.29%, those who answered Social were 95.71%, and those who answered Self-actualization were 91.43%. From the overall results, the mean percentage was 93.81%, meaning that only 6.19% did not give a response.

This implies that work motivation can be increased if the implementation of leadership management continues to be improved. Management implementation is a variable that has an influence in relation to work motivation. Therefore, from the results obtained, it can be said that the management implementation of the Work Motivation indicator can be said to be very good.

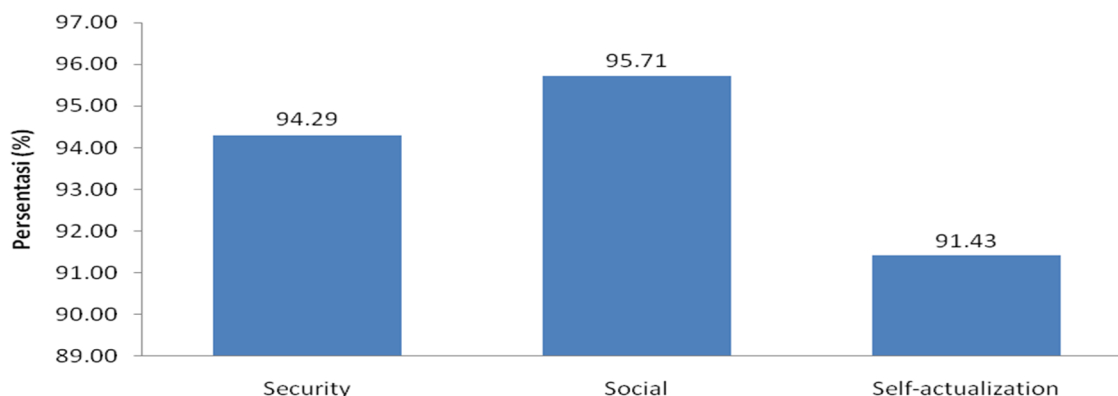For more details, this can be seen in Fig. 2 below.

Fig 2. Implementation of management through motivation work indicators

From Fig. 2 above, the Social percentage obtained is 95.71%, the Security percentage is 94.29%, and the Self-Actualization percentage is obtained at 91.43%. Therefore, from the results obtained, it can be said that the management implementation of the Work Motivation indicator can be said to be very good.

Work Discipline

Based on the results of research and data tabulation that has been carried out on the Work Discipline indicator, it can be seen in Table 5 below.

Table 5. Tabulation of the number of responses in filling out the questionnaire on the Work Discipline indicator

No	Indicators of Work Discipline	Amount (person)
1	Punctuality	65.00
2	Use office equipment well	67.00
3	Obedience	66.00
	Total	198.00
	Average	66.00

From Table 5 above, on the indicator of Work Discipline for respondents as many as 70 people, it is obtained that 65 people answered Punctuality of Time, 67 people answered using office equipment properly, and 66 people answered Obedience. From the overall results obtained an average of 66 people, meaning that only 4 people did not give a response. Therefore, from the results obtained, it can be said that the management implementation of the Work Discipline indicator can be said to be very good.

Based on the results of research and data tabulation that has been carried out on the Work Discipline indicator, the percentage of respondents can be seen in Table 6 below.

Table 6. Percentage of the number of responses in filling out the questionnaire on the Work Discipline indicator

No	Indicators of Work Discipline	Percentage (%)
1	Punctuality	92.86
2	Use office equipment well	95.71
3	Obedience	94.29
	Total	282.86
	Average	94.29

From Table 6 above, on the Work Discipline indicator for respondents as many as 70 people, the percentage who answered Punctuality of Time was 92.86%, those who answered Using office equipment well were 95.71%, and those who answered Obedience were 94.29%. From the overall results obtained an average percentage of 94.29%, meaning that only 5.71% did not provide a response.

This implies that work discipline can be improved if the implementation of leadership management continues to be improved. Management implementation is a variable that has an influence in relation to work discipline. Therefore, from the results obtained, it can be said that the management implementation of the Work Discipline indicator can be said to be very good.

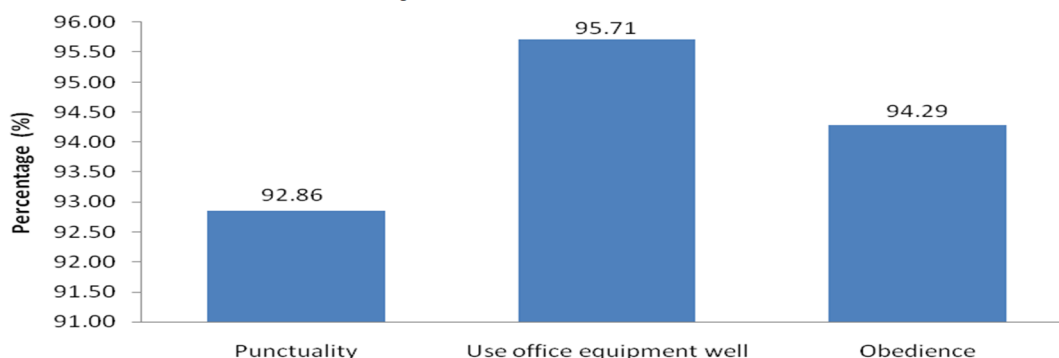For more details, this can be seen in Fig. 3 below.

Fig 3. Implementation of management through work discipline indicators

From Fig. 3 above, the percentage of Punctuality is 92.86%, the percentage of using office equipment is 95.71%, and the percentage of Obedience is 94.29%. Therefore, from the results obtained, it can be said that the management implementation of the Work Discipline indicator can be said to be very good.

Of the overall indicators carried out, the overall indicators carried out can be seen in Table 7 below.

Table 7. Tabulation of the number of responses in filling out the questionnaire on all indicators

No	Indicator	Amount (person)
1	Work ethic	64.75
2	Work motivation	65.67
3	Work Discipline	66.00
	Total	196.42
	Average	65.47

From Table 7 on the overall indicators that have been carried out on 70 respondents, it is obtained that the answers to the Work Ethic indicator are 64.75 people, the Work Motivation indicator is 65.67 people, and the Work Discipline indicator is 66 people.

Based on the results of research and data tabulation that has been carried out on all indicators, the percentage of respondents can be seen in Table 8 below.

Table 8.The percentage of the number of responses in filling out the questionnaire on all indicators

No	Indicator	Percentage (%)
1	Work ethic	92.50
2	Work motivation	93.81
3	Work Discipline	94.29
	Total	280.60
	Average	93.53

From Table 8 on the overall indicators that have been carried out on 70 respondents, the percentage of respondents who answered the Work Ethic indicator was 92.50%, Work Motivation was 93.81%, and Work Discipline was 94.29%.

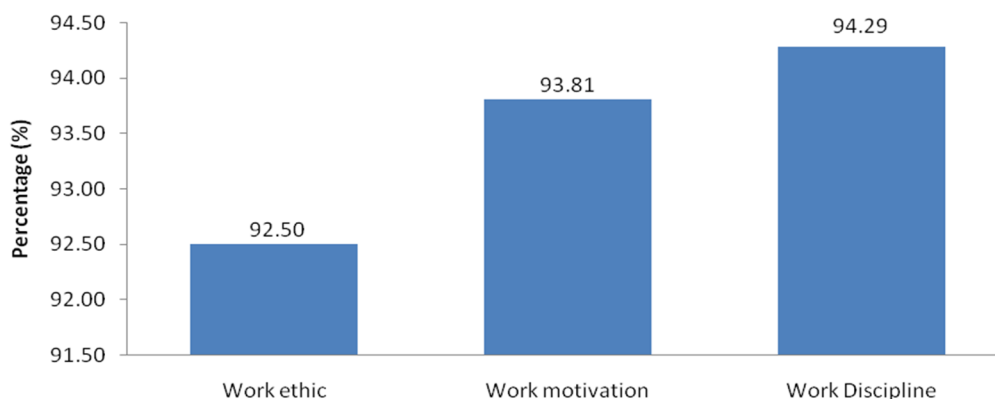Overall, these indicators can be seen in Fig. 4 below.

Fig 4. Implementation of management through indicators of work ethic, work motivation, and work discipline

From Fig. 4 above, the percentage of work ethic is 92.50%, work motivation is 93.81%, and work discipline is 94.29%.

Therefore, from the results obtained, it can be said that the management implementation of the indicators of Work Ethics, Work Motivation and Work Discipline can be said to be very good.

4. Conclusion

From the results of the description and discussion above, several conclusions are drawn, including:

1. In evaluating the implementation of management through the work ethic of leadership at the FKIP Darma Agung University Medan, it is obtained at 92.50%. This implies that the work ethic of leadership at the FKIP Darma Agung University Medan is very good.
2. In evaluating management implementation through leadership work motivation at the FKIP Darma Agung University Medan, it was obtained 93.81%. This implies that the leadership work motivation at the FKIP Darma Agung University Medan is very good.
3. In evaluating the implementation of management through the work discipline of leadership at the FKIP Darma Agung University, it was obtained 94.29%. This implies that the leadership work discipline at the FKIP Darma Agung University Medan is very good.

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