



MANAGEMENT BY OBJECTIVE (MBO) ANALYSIS OF THE ACHIEVEMENT OF ECONOMIC GRADUATE MANAGEMENT PURPOSE

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ABSTRAK

Management by Object (MBO) adalah kegiatan pengumpulan mata pelajaran terkait yang bertujuan untuk menemukan masalah dan memecahkan masalah. MBO dalam fungsi ini adalah strategi perencanaan dan penyalaan hasil ke arah yang diadopsi dan dibutuhkan oleh manajemen, kemudian menjadikannya sebagai cara untuk mencapai tujuan dalam kepuasan anggotanya. Begitu pula dengan fungsi penggerakannya. MBO dalam fungsi ini merupakan strategi implementasi manajemen yang sadar akan konsep tindakan manusia, perilaku dan motivasi. Ini berlaku untuk setiap manajer, terlepas dari level dan fungsinya, dan di setiap organisasi baik besar maupun kecil. Minat dipandang sebagai prediktor terbaik dari perilaku, jika ingin mengetahui apa yang ingin dilakukan seseorang, cara terbaik untuk memprediksinya adalah dengan mengetahui minat orang. Juga diharapkan dapat memberikan tambahan pengetahuan mengenai pengaruh motivasi dalam belajar.

ABSTRACT

Management By Object (MBO) is an activity gathering related subjects that aims to find out problems and solve problems (Howell, 1970). MBO in this function is a planning strategy and ignition of results in the direction adopted and needed by management, then make it as a way to achieve goals in satisfaction of its members. Similarly, the actuating function. MBO in this function is a management implementation strategy that is aware of the concepts of human action, behavior and motivation. This applies to every manager, regardless of level and function, and in every organization whether large or small. Interest is seen as the best predictor of behavior, if you want to know what someone wants to do, the best way to predict it is by knowing people's interests. And is expected to be able to provide additional knowledge regarding the influence of undergraduate motivations.

1. Introduction

The birth of the concept of management in the midst of community shock as a consequence due to the imbalance of technical development with social capabilities. Despite the fact, the development of management science is far too late compared to human civilization on this earth. Only more or less the 20th century the power of theorists and practitioners has begun. Management by Objectives (MBO) in its development has a variety of terms even though the process is basically the same. Following these terms: Work planning and review (planning and evaluating work, performance result and development evaluation (PRIDE results of the implementation and evaluation of individual developments), management by result (management based on results), accountability management, management by objectives and results (management based on objectives and results), goals management (goal management), goals and control (goals and control), improving business result, improving management performance (improving management implementation), action man of objectives.

The basic concept of the MBO does not change, only evolution in the focus of the scope and process. In 1970, Howell published an article that highlighted the development of MBO, namely: Implementation assessment stage. In the late 1950s and early 1960s, the assessment of individual managers' implementation was emphasized. Target integration phase. In the mid-1960s people realized that the implementation of a manager could not be assessed separately. So the emphasis is on integrating the manager's goals with the organization's goals, but his attention is on the short-term goals

Management By Object (MBO) is an activity gathering related subjects that aims to find out problems and solve problems. Permana and Fitri (2020) stated that the process of participation or role, by actively involving managers and members of the nature of the nature of the organization. From the form of operational plans there are 2 plans used, namely:

Disposable plan

To plan the short term or (short the planning) the company looks short. From the main forms of the one-use plan there are Programs, Projects and Budgets.

Fixed plan Long the planning, the company sees the long term. The company is indeed long term. From the main form of a permanent plan or Long the planning are Policies, Procedures, Regulations. The relationship between planning and control: control will not occur if there are no plans and plans are unlikely to succeed if there is no control. The description of the budget is the Budget, Planning and Control.

2. Literature Review

MBS or MBO was first introduced by Peter Drucker in his book *The Practice of Management* in 1954. MBO is a participatory process that involves managers and members of the organization by developing links between planning and supervision functions, so as to overcome planning obstacles. The MBO by Peter Drucker was further developed by management theorists afterwards through his book *Management By Objectives in action*. There, the implementation of MBI was implemented in practice in the company so that it gave an encouraging result for the company concerned.

Francis (2018) stated that in this phenomenal period, behavioral scientists such as Douglas Mc-Gregor also supported MBO, although the concept is somewhat different from Drucker Douglas's concept suggesting that MBO as a better method for starting the manager's work than in traditional procedures, because MBO contains agreement between managers with members of the organization regarding work tasks, setting common goals, specific action plans, for achieving self-assessment goals, and talking about self-assessment with managers.

Sholahuddin (2019) stated that Carl Heyel in his book *The Encyclopedia of Management* explains that with the organization planning oriented towards the goal, which is in line with the advice of behavioral scientists regarding personal goals as motivators and dissatisfaction of personnel experts on the assessment of conventional implementation, and assisted by the activities of consultants in practice causing around 1960 the MBO was finally widely accepted as a management technique.

Here are some definitions of MBO according to experts: Frank: MBO is a philosophical concept and a set of operational procedures, drucker: MBO and self-control can be called management philosophy. He relies on the concept of human action, behavior and motivation. This applies to every manager, regardless of level and function, and in every organization whether large or small, humble: MBO is a dynamic system that integrates the needs of companies to achieve their goals for profit and growth, with the need for managers to enlarge and develop themselves, Olsson: MBO is a system in which the target organization is made a guided guide for all activities. It is a method that focuses its attention on and provides a logical basic framework for achievement, Paul Mali: Management of MBO is a planning strategy and achievement of results in the direction expected and needed by management to take it while achieving the goals and satisfaction of the participants, McConkey: MBO as an approach to management planning and assessment in which specific targets for one year, or several time intervals, are set for each manager, on the basis of the results each manager must achieve, in

order to say the overall goals of the company must realized, Reddin: MBO is the establishment of areas of effectiveness for managerial positions and changes into time targets that are limited and measurable, and vertically and horizontally related to future planning.

From the definitions put forward by some of the figures above it can be concluded that Management by Objectives (MBO) is basically a management process or operational procedure carried out by every level of manager in an organization by considering the psychological aspects of individuals, that is when jointly determining, identifying, and formulating goals, establishing the main areas of responsibility of each person in relation to the expected results from and by that person in relation to the expected results from and by that person within the allotted time, using them as guidelines for operating the work unit, and assessing the contribution each unit concerned said Kristiansen (2016).

In the management process there are 2 main types of purposes in the use of MBO, namely: Achieve improvements in the pattern of effectiveness, both at the organizational and individual levels. In this case the purpose of the organization as a tool to improve the situation now or in the future so that the goal is not just documentation and provide guidelines in the management process. In this MBO as a regulator of how to think the activities of managers.

The process of implementing MBO from one organization to another is different, but the main elements in setting goals, participation of members of the organization in setting goals and evaluating activities are part of the attitude of the MBO program. The successful implementation of MBO is based on 2 hypotheses, namely: If someone is strongly attached to a goal, he will be willing to spend more effort to achieve it than not feel attached, whenever someone predicts something will happen, he will do anything to make it happen.

In addition to the explanation above, the concept of Management by Objectives (MBO) in theory and practice cannot be separated with 4 fundamental functions of management and this function is more commonly known and used in organizations. The four functions are planning, organizing, actuating, controlling or can be called POAC.

This means that the relationship between management functions in general with MBO can be seen in the planning function. MBO in this function is a planning strategy and ignition of results in the direction adopted and needed by management, then make it as a way to achieve goals in satisfaction of its members.

Similarly, the actuating function. MBO in this function is a management implementation strategy that is aware of the concepts of human action, behavior and motivation. This applies to

every manager, regardless of level and function, and in every organization whether large or small.

Implementing MBO requires a number of principles. Rahman (2020) stated that the following are the main principles on which the MBO is based, namely: every general goal of the organization must be translated, interpreted, divided and expressed in a concrete formulation, the manager of harys communicates goals clearly and is proven by actions that the goals are important, managers must set realistic and meaningful goals for their organization. Goal setting is adjusted to the situation and condition of the organization, the manager must have a clear concept of purpose and mission, managers must be able to maintain the attention of their members to stay focused on the organization's goals., managers must think for the future and anticipate changes. This can be done by managers with strategic thinking and assisted with a reliable management information system, subordinate managers must get encouragement, enthusiasm, and courage continuously from the manager's supervisor, the MBO implementation review is used as a tool to determine the development of individual personnel. This can be done through education and training, the person responsible for the MBO program must pay full attention to the program and provide ongoing enthusiasm, managers must realistically assess each function based on rational and continuous standards.

Gladys (2018) explain that MBO is a process, namely the determination of goals is carried out in collaboration between managers and members of the organization. There are two basic assumptions that underlie the use of MBO, the first goal of the organization must be from the top down. Secondly, through the collaborative process members of the organization will be more bound in achieving organizational goals.

In general, MBO has interesting characteristics to be applied, including: MBO has goals that are laid out in the organizational plan, measured goals with time limits for each level of management, the goals for each section are set by the manager and members of the organization together, periodic review of targets and updates. If the target has been achieved, it can be improved and if it fails, it needs to be improved, the targets are mutually agreed upon as an implementation evaluation, preparation and attachment of targets up, down, sideways, and crosses, there is responsibility and authority in every operation, organizational development plans together can make it easier to achieve organizational goals.

3. Discussion

Based on the discussion addressed, it can be understood from the MBO that being educated is the most eagerly awaited. Currently Management is one of the majors most sought after by prospective students. According to my research that the average chose this major is based on the desire to become professional in the field of manager or business. Besides, a Management can be needed or interested in many companies or offices. Especially now that the ASEAN Community or can be called the MEA is very necessary for companies said Pradana et al., (2020).

A Bachelor of Economics in Management is needed or expected to be able to overcome problems in the field of economics with others. The existence of the problem motivation, the role of the role to follow the economic education that became, became a Bachelor of Management Economics. In addition, motivation has the dimension of perseverance which is a measure for how long a person can keep his business. That the greatest interest is in influencing achievement in a job, position or career.

Interest is seen as the best predictor of behavior, if you want to know what someone wants to do, the best way to predict it is by knowing people's interests. And is expected to be able to provide additional knowledge regarding the influence of undergraduate motivations.

4. Conclusions

In our opinion, the era of Globalization is given an MBO system. The author realizes that the paper above is a lot of mistakes and far from perfection. The author will improve the paper based on many sources that can be accounted for. So the authors expect criticism and suggestions regarding the discussion of the paper in the conclusion. Based on the results of the analysis of Management by Objectives (MBO), it can be concluded, Management By Objectives (MBO) is an activity to gather related subjects that aim to find out the problem and solve the problem. The process of participation or role, by actively involving managers and members of the nature of the nature of the organization.

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