

THE DISCOURSE OF ORGANIZATION CHANGE AT THE PERSPECTIVE OF DAVID MC CLELLAND'S ACHIEVEMENT MOTIVATION THEORY

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ABSTRACT

This paper is a theoretical-reflective study of changes in business organizations. As an unavoidable reality, change occurs with various arguments. One of them is when there is an awareness of the importance of change that comes from within the business organization itself. This reflective study takes the premise of a well-known psychologist, David McClelland. There are three motives for someone to do something, namely the need for achievement, the need for power, and the need for affiliation. An example of a case that is used as an illustration in this study is the spectacular change in the state-owned company, Telkom. Ir Cacuk Sudaryanto at the time of his leadership became a model company leader who skillfully combined the three motives above into an energy of change that invites admiration.

Keywords: Change, Organization, McClelland, Achievement Theory.

INTRODUCTION

Change is a necessary thing in an organization, as well as a marker of how dynamics are happening. It's just that change always produces two realities that we can say face to face. Changes in power produce a new reality for the organization that is positive, or on the contrary, change produces a negative reality. The two realities of the change need to be managed properly, so that if the change has a negative vector, the impact is not too destructive or even stagnates the existence of an organization. The history of change is actually about history that humans get directly, from God. For example in the reasoning of change according to Islam which says God will not change the fate of a people if they do not change it themselves. So even in religion there is a call for change, there is a theological argument for a change.

Associated with the theological message above, a change becomes a necessity in life. Then how about living flowing like water? The metaphor does not mean negating the occurrence of changes in every segment of time, but a dynamic life by holding certain principles and then living like flowing water. So there must be dynamics of change which is idealized to have a positive force vector or direction. Certain principles have become important so that human life does not sway in uncertainty like in a vacuum. Being static will not make humans comfortable and happy, because it is *vis a vis* the supernatural message of humans to improve and change.

Now, in the life of contemporary society, organizations that are made either business organizations, political organizations, bureaucracies and so on, are becoming more dynamic and allow for changes from time to time. Change can be triggered by internal or external factors of an organization. Internal factors such as man power that is no longer productive, some are retired

and so on. External factors can be in the form of decreased competitiveness due to a business organization not yet using new technology, narrower markets, state political policies and so on.

Furthermore, when the company is committed to continuing to exist, changes from within, which is based on internal management awareness, become a good foothold. Based on these assumptions, this paper will discuss how an energy from within (endogenous energy from organizational resources) can be empowered to manage the possibility of change in an organization.

THEORETICAL FRAMEWORK

The discourse on managing the possibility of change that originates from within the organization is quite appropriate if examined with (one of them) the theoretical construction of motivation in the perspective of David McClelland. This paper (as described above) departs from the assumption that change is triggered by internal forces. Therefore, one possibility that occurs is the awareness of change. This change is certain (in any small portion) will cause a reaction in the body of the organization.

McClelland's Thoughts.

American scientist David Clarence McClelland (1917-1998) earned his doctorate in psychology at Yale University in 1941. His academic career culminated in becoming a professor at Wesleyan University. David McClelland is famous for his thoughts on motivation, with a psychological approach. Humans, in McClelland's view, are actually in a triangle of needs based on motivation, namely the need to have high achievement, have power, and the need to relate socially.

David McClelland in his theory McClelland's Achievement Motivation Theory explains that each individual has their own potential energy reserves, how this energy is released and developed depending on the strength or motivation of the individual and the available situations and opportunities (Robbins, 2001). As stated in the previous paragraph, this theory focuses on three needs based on the potential energy, namely the need for achievement (n-Ach), the need for power (n-Pow), and the need for affiliation (n-Affil).

The need for achievement (n-Ach) is a person's endogenous drive to excel. This need encourages individuals to mobilize their potential in order to achieve the highest possible achievement. The orientation possessed is the highest achievement, so that the individual characteristics of this model are generally risk takers (risk takers), feedback takers (wanting feedback on work) and the desire to solve problems (problem solver). The identification of the second need, is the need for power (n-Pow) whose orientation is to make other individuals follow the imperatives without coercion or in other words an expressive manifestation of the individual to control or influence other individuals for certain purposes. McClelland said the need for power is closely related to the need to achieve a leadership position.

The last need is affiliation (n-Affl) which is endogenous energy or the desire to establish friendly and close interpersonal or interpersonal relationships. In the organizational structure, usually these individuals are in the scope of work that requires high social interaction. Relationships with others are important, because Clelland's identification is based on the supernatural reality of humans as social beings. Clelland's third theory seems to derive from the

inner atmosphere of every human being, when establishing relationships with others is a natural message in the human body.

Change management

Management of change or change management is a systematic and structural effort that is used to apply the facilities, resources, and knowledge so that a change can minimize its negative impact. Managing change is a challenge for a leader who can find solutions for corporate improvement. Of course, this challenge must be approached with methodical work, meaning that it is carried out in a more organized way through the right management method.

In the practice of managing change, Harischandra (2007) identifies several types of changes in a company and organization based on their nature, namely:

1. Smooth incremental change, is a change that will occur and run slowly, systematically, and predictably. The events involve a series of changes and tend to be constant.
2. Bumpy incremental change, is a change that has a period of calm and occasional acceleration of change triggered by changes in the organizational environment. The triggers in question can come from internal companies such as demands or changes in work patterns.
3. Discontinuous change, is a change that begins with a rapid shift in structure, culture, and strategy simultaneously.

Strata of Change Management in Organizations

In the practice of managing organizational/company change, there are levels or strata of changes that occur in the process. This level provides information to us on the level at which a change affects the performance of an organization. In simple terms, the strata can be formulated as follows: (1) Individual Change. At this level there is a natural awareness that basically every individual will always experience change. For this reason, the role of managers is needed to regulate the direction of individual change so that it is congruent with the orientation of the corporation. In this case, there are main things that need to be considered, namely the humanist approach by the leader so that the energy of change at the individual level becomes productive without turmoil, no matter how small, (2) Organizational Change. The next level is organizational change. At this level of change, it may not affect the organization as a whole, but it is possible that certain structures / departments change. Partial changes in certain divisions. (3) Changes at the corporate level. At this level, holistically organizationally in a corporation. Almost one hundred percent of the companies underwent a change in governance, so that a new model of performance and company performance emerged. Generally these changes are initiated by the highest leadership of the company. The change was created by the leader of the company and also managed by him with the aim of increasing the more reliable performance of the corporation.

Even in the face of the dynamics of social change in the global and regional business environment, companies must analyze all changes that occur carefully to minimize negative impacts that may affect the existence of the corporation. This fact, according to McCalman in Paton (1992) explains that the demands for change come from external changes that are being faced by most modern organizations today in the international world, including a wider global

market, which becomes smaller due to the increasing element of competition. from abroad. On the other hand, Rodriguez et.all (2016) examines how certain organizational changes actually occurred after privatization. In his research, it was found that the supporting variable for change is the freedom for management to be creative, especially for larger changes after privatization.

DISCUSSION

Centrifugal leadership energy

Organizational dynamics is an inevitable reality. The dynamics that are likely to produce various changes are inevitable. The inevitability of this change has been described by many companies that are indeed "desired" in history to display amazing changes that can be used as lessons. The discussion in this manuscript will exemplify a change that has become one of the good records in corporate governance. The discussion will invite readers to enjoy the phenomenal "romanticism" of the past, namely when PT Telkom Indonesia Tbk, which was still named Perumtel at that time, got a new captain, Ir Cacuk Sudaryanto.

The reality of corporate governance when Ir Cacuk Sudaryanto entered Telkom at that time showed that the corporate performance was not good. The identification of Cacuk as the new director found three problems which he considered elementary, thus causing the poor business performance of the state-owned enterprise. The three elementary problems are the first, the financial aspect. The state-owned company, during its 22-year journey, has never presented financial statements that meet the qualified status. Second, procrestation and centralization of accounting. In this context, the company's financial statements are reported always 3 years late. This means that when Cacuk took charge of Perumtel in 1988, he only received a financial report in 1985. The delay or delay in the company's financial reporting was a sign that something was wrong. In addition, with the company's operational areas throughout Indonesia, the accounting treatment is carried out centrally. Expenditures are made in each region, but accountability is in Jakarta. This model is very prone to uncontrolled leakage of funds. Third, the company's human resources are structured like onions. Of Telkom's 46,000 employees in 1988, not a single employee had a master's degree. There is only one employee with a doctoral degree, 750 for bachelor degree, 240 for D3 and the rest only graduated from high school and below (Kasali, 2005).

So what did Ir Cacuk Sudaryanto do? After identifying the problem, he immediately took concrete steps to solve the problem. The opening action taken was to make the design of the corporate accounting structure autonomous. The consequence is that IT sector support must be qualified. This path was taken by sending PT Telkom's IT personnel to another company, namely Indosat to study the system. As a result, in just three years, as many as 40 regions have their own For HR issues, he invests in human resources by actively developing the education level of Telkom employees. The strategy is to provide opportunities for the best employees to continue their studies at a higher level at home and abroad. Open recruitment of employees for the undergraduate level began to be carried out, which was then followed by establishing a university that we currently know as STT Telkom, which has now changed to Telkom University. From the company's efforts, in less than four years, the onion structure gradually became a common structure in the organization, namely the pyramid structure. In 1992, almost 3

decades ago, when Ir Cacuk was no longer in office, several employees had obtained doctoral degrees. In addition, as many as 200 people managed to get a master's degree, and as many as 3000 people got a bachelor's degree (Kasali, 2005).

Furthermore, leadership courses with participants from each region were carried out. Various experts and facilitators are present in the company. The results of this activity gave birth to agents of change for companies in their respective work areas. In order to change the old way of working, each branch office is encouraged to innovate. Every week Cacuk conducts open teleconferences with all branch offices. They each report progress and what has been done and plans for change in their respective areas. Their plans and actions were heard openly by the leadership and staff from other offices. The following week, what had been done in one Kandatel began to be applied in another. They all raced to improve Telkom (Kasali, 2005).

An example of a change in a company as written above is the resultant of the power of a leader whose thinking energy is centrifugal. This means that the vector of thinking style when it finds the reality of companies with poor performance, is directed outward, namely at the business organization. Energy is not directed inward, which in this case is self-oriented, but to all aspects of the organization. The energy of an inward-oriented leader will generally display behavior that is directed to the personal interests of the leader. A leader does not put the interests of the company or organization as the main thing, because he follows the bad elements with himself as the center, then takes great personal advantage, accounting structure and PT Telkom has also achieved **Unqualified Opinion** status from BPKP (Kasali.2005).

Centrifugal energy which is manifested in service business organizations such as telkom, will actually be radiated more widely to the public. In this case, mainly customers and shared holders and stakeholders. Ir Cacuk as the leader of the company can be seen as having displayed centrifugal leadership because his direction is the satisfaction of the service users. And even within the company, the centrifugal force is presented with the orientation of the welfare of employees, not the welfare of oneself as the boss of a corporation.

Cacuk Sudaryanto's Leadership in McClelland's Motivational Perspective

The analysis of leadership behavior on the style of Ir Cacuk Sudaryanto as the captain of Telkom is quite interesting from the point of view of McClelland's theory of motivation. There is an expression of behavior which is a manifestation of McClelland's theoretical thoughts.

The first is the need for achievement (n-Ach) is a power from within humans to move their potential in achieving the highest achievement. In the narrative quoted from Renald Kasali's book above, it appears how Ir Cacuk wants to achieve good achievements, for the sake of the company's progress. Proven by his courage to take calculated risks. He is a leader who is a risk taker or risk taker. The reality of Telkom which could be comfortable for most people at that time was broken for a change that was aspired to the better. For example, by overhauling a non-centralized accounting system, thereby cutting out greater opportunities for corruption. He is also a leader who is a feedback taker or wants feedback on work. This is shown, for example, holding a teleconference between regions whose agenda is to exchange information about the program and its progress. This means that there is some kind of monitoring and feedback needed for organizational development. All of this is done in the context of the desire to solve the company's problem (problem solver).

Second, is the need for power (n-Pow) whose purpose is to command other individuals by obeying non-pressure imperatives. McClelland sees the need for power as closely related to the need to achieve a leadership position. In this case, Ir Cacuk Sudaryanto's motive for power is not power based on personal ambition, but appears to be power that is pinned to him, because of his previous achievements. This is, of course, different from the need for power which is personally ambitious to dominate corporate leadership. The motive for power for Cacuk in this perspective is more about how in the future that power can be transferred to other future leaders. Energy for power is not energy that is personally oriented to self.

Evidence that Ir Cacuk has an awareness of leadership transformation is how he prepares for leadership transfer with a good structure. For this purpose, an educational institution for the cadre of Telkom human resources was established under the name STT Telkom in Bandung, which is now known as Telkom University. A visionary effort, with the rationale of an ethical awareness of how power/leadership must be passed on to the next generation who are capable. The trans generation of leaders prepared by a leader proves that the leader has an awareness of how power is energy that must be emitted to the sustainability of the corporation.

The third is the need for affiliation (n-Affl), namely internal strength or potential human desire to establish relationships with others in various forms of relationships, such as friendship, business cooperation or other contexts. Placing himself as the leader of a national company, Ir Cacuk certainly has this affiliation motive. In that capacity, he framed the need for affiliation with a corporate cooperation format. This logic becomes elementary because after all the potential energy he has is expressed to make strategic alliances with other corporations, in connection with his endogenous turmoil as a human being to affiliate. In this case, one form of manifestation of the need for affiliation that was quite prominent was the collaboration with PT Indosat, in order to develop human resources within Telkom at that time. In addition to the purpose of developing human resource capabilities, inter-corporate cooperation as a manifestation of the need for affiliation is also intended to transplant the company's financial system / governance. The autonomy-based accounting of Telkom's regional offices was born, which is more accountable, by eliminating the central responsibility for operating area expenses.

CONCLUSION

Change in the organization is a necessity, so that what is needed is the management or management of the change itself. Naturally, there will be sources of change, even if on a small scale. Change can be triggered, among others, by elements that exist within the body of an organization or institution. One of these elements is human resources, in which there is stored potential energy that has the opportunity to make changes. On the other hand, every human being certainly has a motive to do something, which in McClelland's point of view there are three main motives, namely the need for achievement (n-ACH, the need for power (n-Pow) and the need for affiliation (n-Affl). This article is a reflection of the figure of a company leader who has succeeded in mixing and matching the three human needs, which in the end becomes an amazing energy of change.

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