

# Contribution of Leader Control to Civil Servants Performance at Badan Kepegawaian Daerah in Bukittinggi

Ory Adisky Pani  
Universitas Negeri Padang  
Padang, Indonesia  
[oadisky@gmail.com](mailto:oadisky@gmail.com)

Syahril  
Universitas Negeri Padang  
Padang, Indonesia  
[syahril\\_fip@yahoo.com](mailto:syahril_fip@yahoo.com)

Hadiyanto  
Universitas Negeri Padang  
Padang, Indonesia  
[hadiyantomed@gmail.com](mailto:hadiyantomed@gmail.com)

**Abstract**—The background of this research was writer observation when she did PLMP at Badan Kepegawaian Daerah in Bukittinggi. The result of observation showed that: there still low leader controlling and civil servants performance at there. The aim of this research was get information about the contribution of controlling leader to servants performance at Badan Kepegawaian Daerah in Bukittinggi. The population of this research were servants at Badan Kepegawaian Daerah in Bukittinggi as many as 48 people and the sample were 38 peoples servants that taken by Stratified Proportional Random Sampling with Cochran's formula. The instrument of this research was questionnaire with Likert scale model which has proven it validity and reliability. The results of this research showed that: leader controlling was in good categories (85%) and servants performance in good categories too (84%) and the variable X has a contribution to variable Y 61,92%. It can be concluded that there were significant contribution leader controlling to servants performance at Badan Kepegawaian Daerah in Bukittinggi..

**Keywords:** *leader controlling; servants performance*

## I. INTRODUCTION

Human resources within organization has an important role in enhancing productivity and competitive advantage. Human resources in this case refer to the employees which have responsibility in planning, organizing, executing, as well as supervising every single activity in the organization.

During the organizational event, work performance is measured from every activity that has been conducted in a period of time. Employees are categorized having a good performance when the work outputs satisfy the planning and objective of the organization on time. This implies that work performance is a crucial factor to measure the work output of the civil servants in the organization. Thus, the achievement of an organization depends on the servants work performance since they act as executors and organizational performers.

According to the author's observation during PLMP on June 8, 2015 – August 31, 2015, in Badan Kepegawaian

Daerah in Bukittinggi. It was suspected that the servants performance was considerably low. This was obvious because the servants did not pay much attention on neatness of the work. As for example, letter writing and archive management were done in irregular way.

In addition, there were servants that could not complete the task in given time. It was because of inefficiency and ineffectiveness in works. Surprisingly, there were some servants did not concentrate on their job. They were found did irrelevant job such as playing online video games or watching movie during working period. As a result, a lot of time and money had been wasted.

Considering the low working performance of the servants, the leader must take some factors that influence servants working performance into account. One of the prominent factors is controlling. This is relevant to Usman's opinion,[1]“The objective of controlling and control is to enhance organizational performance”. According to this statement, it can be seen clearly that controlling is very important in increasing organizational performance.

Controlling is strongly needed in organization, since it is the last step in management as well as benchmark in giving assessment to anyone's works. According to Administration Board of Republic of Indonesia, “controlling is used to assess organizational activities whether satisfy planning or not. Moreover, it is used to ensure whether the activities are completed according to the objectives”. Furthermore, controlling is also used to facilitate on how to conduct evaluation and make improvements on employee's performance [1].

The performance is inseparable with leader controlling. Since the controlling is aimed to review, oversee, monitor any activity, so that servants performance can be kept on track. Based on the explanation above, controlling is not only meant to look for mistakes, but also to make correction and prevent unwanted violation. Moreover, it is also meant to seek

the truth in order to keep organizational objectives fit to original plan. The lack of leader controlling will have bad impact on servants working performance and results.

Additionally, based on the author's observation, the lack of leader controlling can be seen from these following phenomena: First, the leader did very limited controlling. It could be seen that the leader never put their attention to the servants work. As a result, the employees tended to work alone without knowing the standard. Second, the leader was less likely to give assessment on servants work. It was obvious that the leader rarely gave assessment so that the employees did not know whether their work satisfied standard. Third, the leader was less likely to take further action on servants work. It could be seen that there were many employees did not conduct the task optimally. As a result, the employees did not meet the target required.

According to this finding, the author was interested to conduct research entitled "Contribution Leader Controlling to Servants Performance At Badan Kepegawaian Daerah In Bukittinggi".

## II. RESEARCH METHOD

This research was correlational research, population in this research was 48 servants in Badan Kepegawaian Daerah in Bukittinggi. Number of samples were determined using Stratified Proportional Random Sampling[2] technique with Cochran equation, so that it was obtained the number of sample of 38 respondents with sample size of 66%. Instrument used to collect data was questionnaire with Likert Scale model [3] which the reliability has been validated using SPSS (Statistic Package and Social Science) 16.0 For Windows. In order to test the hypothesis, the correlation product moment equation, t-test and simple regression analysis were used.

## III. RESULTS

### A. Servants Performance

Servants performance variable (Y) was obtained from the questionnaire given to 38 respondents. Servants performance score varied from the lowest value of 126 to the highest value of 161, with ideal maximum score of 175 and minimum score of 35. According to data analysis, the Mean was found to be: 147, 76, Median value was 147,19, Mode: 145,99, and standard deviation: 7,8.

Based on data analysis, servants performance (Y) value was obtained by dividing the mean score with maximum score times 100%. Thus, mean value of 147,76 was divided by maximum score of 175. It was obtained that the servants performance of 84%. It implies that servants performance in Badan Kepegawaian Daerah in Bukittinggi was categorized as "Good" with the score of 84%.

### B. Leader Controlling

Leader Controlling variable (X) was obtained from questionnaire result. There were 8 respondents. Leader Controlling score varied from the lowest value of 154 to the highest value of 187, with maximum ideal score of 205 and

minimum score of 41. It was obtained that mean value was 174,34, median value: 176, Mode value: 179,32, and standard deviation: 7,6.

Based on data analysis, Leader Controlling (Y) value was obtained by dividing the mean score with maximum score times 100%. Thus, mean value of 174,34 was divided by maximum score of 205. It was obtained that the leader controlling value of  $0,85 \times 100\% = 85\%$ . It implies that leader controlling in Badan Kepegawaian Daerah in Bukittinggi was also categorized as "Good" with the score of 85% from ideal score. In addition, normality test result is shown in following table:

1) Table 1. Summary of Variable Normality Test Results

Variable	Calculated $X^2$	Explanation	$X^2$ Table
			$\alpha = 0,01$
Leader Controlling	11,12	Normal	11,341
Servants Performance	10,74	Normal	11,341

On Table 1, it can be seen that calculated  $X^2$  was smaller than  $X^2$  Table with  $\alpha = 0,01$ . Thus, the distribution of both variable scores were normal. Then, linearity regression test was done using simple linear regression equation. It was obtained that the linear equation to be  $Y = 5,533 + 0,817X$ .

2) Table 2. Analysis of Variance (ANOVA) of Simple Linear Regression

Variation Sources	dk	JK	KT	F
Total	n	834610	834610	
Coefficient (a)	1	832352		
Regression (b/a)	1	1419,129	1419,129	
Remainder	36	838,871	23,30	
Mismatch Error	22	557,56	25,343	1,21
	14	281,31	20,09	

On Table 2, apparently  $F_{calculated} = 1,21$  and  $F_{table} 2,35$  with confidence level of 95% with numerator dk 24 (because there was no 22 value on the table) and denominator dk of 14. It means  $F_{calculated} < F_{table}$ . It implied that the data was linear.

## IV. HYPOTHESIS

The hypothesis of this research was "There is significant contribution between leader controlling on servants performance in Badan Kepegawaian Daerah in Bukittinggi". In order to test this hypothesis, the correlation coefficient

between variable X and Y was analyzed using Product Moment Correlation equation. The summary of correlation analysis is shown in Table 5.

1) Table 3. Coefficient Correlation and Significance of Correlation Test between Variable X and Y with r-test and t-test Table

Correlation Coefficient	r Table	Significance of Correlation	t Table
( r )	$\alpha = 0,05$	( t )	$\alpha = 0,05$
0,793	0,320	7,747	3,183

According to Table 3, calculation result showed that coefficient correlation between leader controlling and servants performance was significant, where  $r_{calculated} = 0,793 > r_{table} = 0,320$  with 95% confidence level. In order to observe the significance of correlation, t-test was done. It was obtained that  $t_{calculated} = 7,747 > t_{table} = 3,183$  with 95% confidence level. Moreover, to determine how much contribution of leader controlling on servants performance,  $r^2$  equation was used. According to data analysis, it was obtained that  $r^2 = 0,6291$ . It implied that variable X gave contribution on variable Y of 62,91% while the remainder of 37,09% was caused by another factors. That is why, the hypothesis in this research was accepted.

## V. DISCUSSION

### A. Servants Performance

According to the data obtained from the respondents, it was known that servants performance in Badan Kepegawaian Daerah of Bukittinggi was categorized as **Good** which was 84% of ideal score. This was because of the employees realized to increase their knowledge, ability, and skills during working. However, the performance could be improved to achieve higher percentage. Average score for each indicator was obtained as follows: Quality of Work Output 4,29 with 85% percentage. Quantity of Work Output of 4,24 with percentage of 84% and Efficiency of 4,12 with percentage of 83%. According to those indicators score, it could be suggested that the efforts of improving servants performance need to be done. This is very important in order to achieve higher score in efficiency, since efficiency was the lowest score. This was due to there were still several employees who did not use the time, money, and equipment properly.

There are several efforts can be done to increase servants performance. One of them is to motivate the employees to join kind of work skill training. Skills and knowledge especially can be improved by joining training and workshop activities. As stated by Flippo[4], "Education is related to improvement of general knowledge and understanding of our environment comprehensively. While training plays role to improve specific skills".

In addition, another way to improve servants performance is through work discipline. As mentioned by Fathoni[4], "the more discipline the employees, the more achievement can be obtained". Moreover, increasing servants performance can be

achieved through leader controlling. This is relevant to Usman's opinion[1] "One of the objectives of leader controlling and control is to improve servants performance in organization". This is also on the same track with Schermerhorn's opinion [4] which relates controlling as "process of work benchmarking and decision making which can support in achieving the targeted result".

According to opinion above, there are several way that can be done to improve servants performance including improving skills and knowledge through education and training, work disciplines, and surely through controlling. Furthermore, it is expected that servants performance in Badan Kepegawaian Daerah in Bukittinggi to be "**Very Good**".

### B. Leader Controlling

According to the data from respondents, it was obtained that leader controlling in Badan Kepegawaian Daerah in Bukittinggi was categorized as good with 85% from ideal score. It was because of leader of the organization was more aware of well-structured controlling according to correct procedure. Average score for each indicator was obtained as follows: Standard determination 4,28 with 86% percentage. Measurement of 4,28 with percentage of 86%. Assessment of 4,27 with percentage of 85%. and further action/correction of 4,15 with percentage of 83%. According to those indicators percentage, immediate action must be done by the leader to improve controlling process to achieve very good score especially on further action/correction which has the lowest score. It was caused by the lack of attention and action from the leader to follow up servants performance results.

There are several ways that can be done by the leader to increase controlling to be more effective especially on further action/correction. The leader can record every mistake from research result, and takes immediate actions according to the obtained results. This act is relevant with Yuniarsih and Suwatno's opinion [5], stated that "Performing follow up process adjusted with real condition from research result. If the results satisfy standard, a further action can be done to increase and develop business strategy". In general, the efforts that can be done to increase leader controlling to be more effective include: arranging a good planning, supervising during execution and employee coaching. This step is on the same track with Yuniarsih's opinion [5], stated that "effective controlling is initiated with good planning, followed by monitoring, and coaching simultaneously. So that the violation chance can be minimized using preventive action and relevant solution".

By following practice mentioned above, it is expected that the leader controlling in Badan Kepegawaian Daerah in Bukittinggi can be categorized as "**Very Good**" and the servants performance can be improved.

### Amount of Contribution of Leader Controlling on Servants Performance in Badan Kepegawaian Daerah in Bukittinggi.

In order to determine the amount of contribution of leader controlling on servants performance in Badan Kepegawaian Daerah in Bukittinggi can be obtained by  $r^2$  equation. It was obtained that  $r^2 = 0,6291$ , it implied variable X

gave contribution on variable Y as much as 62.91%. The remaining 37.09% was affected by another factor. As a result, research hypothesis can be accepted.

Research result revealed that there is contribution between leader controlling on servants performance. It is concluded that one of the factors affected servants performance in Badan Kepegawaian Daerah in Bukittinggi was leader controlling. This finding is supported by Yuniarsih and Suwanto[5] stated that the problem that is frequently faced in human resources management is the lack of servants performance triggered by the absence of working equipment and facilities, indiscipline morality, excessive arrogance, low working ethos, overestimate planning and underestimate controlling. This happens is caused by the controlling must be following certain standard. This is also consistent with Schermerhorn's opinion[4] which relates controlling as "process of work benchmarking and decision making which can support in achieving the targeted result". In addition, controlling is meant to increase work performance which also supported by Usman[1] stated that "the objective controlling is to improve organizational performance, giving opinion on organizational performance, direct the management to do correction towards performance achievement issues".

According to expert's opinion mentioned above, it can be concluded that leader controlling is one of the factors that can support the realization of servants performance improvement. It means that leader controlling contributes to servants performance improvement. At the same time affect the level of each servants performance in organization.

## VI. CONCLUSION

According to research result and hypothesis testing about the contribution of leader controlling on servants performance Badan Kepegawaian Daerah in Bukittinggi. It can be concluded that:

1. Servants performance in Bukittinggi is categorized as good, with average value of 147,76, maksimum score of 161, and standard deviation of 7,8, and percentage achieved was 84% which belongs to good category.
2. Leader controlling Badan Kepegawaian Daerah in Bukittinggi is categorized as good, with average value of 174,34, maksimum score of 187, and standard deviation of 7,6, and percentage achieved was 85% which belongs to good category.
3. There was significant contribution of leader controlling on servants performance in Badan Kepegawaian Daerah in Bukittinggi. The amount of contribution was expressed in  $r^2 = 0,6291$  which means leader controlling contributed as much as 62,91% on servants performance, and hypothesis was accepted.

### A. Recommendation

According the conclusion mentioned above, there are several recommendation that can be given include:

1. Based on research result leader controlling in Badan Kepegawaian Daerah in Bukittinggi is categorized as good. With this reason, it is expected that head of Badan Kepegawaian Daerah in Bukittinggi to maintain and improve the controlling on servants work in order to support servants performance.
2. According to research result, servants performance in Badan Kepegawaian Daerah in Bukittinggi categorized as good, it is also expected that the employees of Badan Kepegawaian Daerah in Bukittinggi to do their jobs following standard and regulation given in order to support organizational performance.
3. It is expected that this thesis will be beneficial for the readers and the next researchers. Hopefully, this results can be used as reference in the future research about both variables on different places with different indicators.

## References

- [1] H. Usman, *Manajemen*. Jakarta: Bumi Aksara, 2013.
- [2] S. Arikunto, *Manajemen Penelitian*. Jakarta: PT. Rineka Cipta, 2006.
- [3] Sugiyono, *Statistika untuk Penelitian*. Bandung: Alfabeta, 2012.
- [4] U. Silalahi, *Studi tentang Ilmu Administrasi*. Bandung: Sinar Baru Algesindo, 1999.
- [5] dkk Yuniarsih, *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta, 2011.