

The Effect of Power on Decision Making at the Civil Service Agency

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Abstract—Leadership power is used as an effort to influence subordinates based on established decisions, in order to achieve the organization's vision through the innovations it builds. This study is intended to empirically determine the influence of power on decision-making by the leadership of the Civil Service Agency. Quantitative approaches are used in research with survey-causal methods. The target population specified is the State Personnel Agency. Sampling was carried out by proportional random sampling techniques of supervisory officials totaling 80 people. Data is captured through a questionnaire, using a rating scale with a distribution of scores between 1 and 5. The results of the study indicate that power has a significant effect on decision making. This means that the power that is carried out properly will affect the way leadership decisions are made starting with identification, classification and verification. Decision making is an effort to solve problems through the selection of alternative solutions that exist. The results of this study are expected to be implemented and further developed by the leadership of the Civil Service Agency, especially supervisory officials.

Keywords—power; decision making

I. INTRODUCTION

Civil Servants are one of the employees of the State Civil Apparatus appointed by Personnel Development Officers and entrusted with duties in a governmental position or other state duties, and are paid according to legislation. The position of the State Civil Apparatus consists of: (1) High Leadership Position; (2) Functional Position; and (3) Administrative Position, which consists of Administrator Position, Executive Position and Supervisory Position. Supervisory positions are echelon IV structural positions in government agencies that are appointed based on the following conditions: (1) Status of Civil Servants; (2) Have the lowest qualification and level of education diploma III or equivalent; (3) Having good integrity and morality; (4) have experience in an executive position of at least 4 (four) years or a Functional Position at the same level as the executive position in accordance with the field of duty of office to be occupied; (5) Every element of work performance assessment is at least worth good in the last 2 years; (6) Having technical competencies, managerial competencies and cultural social competencies in accordance with competency standards proven based on the results of evaluation by the official PNS performance appraisal team; and (7) Physical and spiritual health [1]. Supervisory officials are the lowest leaders in

government agencies that are responsible for controlling the implementation of activities carried out by implementing officials in providing public services and government administration and development.

Control according to Dessler is control is the task of ensuring that activities are providing the desired result. In its most general sense, controlling means setting a target, measuring performance, and corrective taking action as required [2]. Control is the task of ensuring that the activities provide the desired results. In its most general sense, controlling means setting targets, measuring performance, and taking corrective actions as needed. The responsibility is quite large in controlling the implementation of public service activities as well as government administration and development carried out by the executor, the supervisors are required to have power in order to optimize the performance of the implementers based on the targets set, as well as taking corrective actions.

According to De Janasz, Dowd, Schneider, Power is the ability to get someone to do something you want to do things happen in the way you want. Some individuals use the power of their position or title to influence others' actions [3]. Strength is the ability to ask someone to do something according to their wishes or to make things happen in the desired way. Power A capacity for behavior of B acts in accreditation with A's wished [4]. What was stated above explains that power is the ability that is available to someone to influence other people so that other people do what they want.

Herbert Simon in Salusu said the magnitude of the role of decision making in organizations is as follows [5]: The obligation to decide, to infiltrate the entire administrative organization as far away as is done by the obligation to act. In fact, the obligation to decide is bound integrally to the obligation to act. A general theory of administration must include organizational principles that will guarantee the correct decision is taken, just as it must cover the principles that will ensure effective action [5]. What Simon says is if management will be taking a decision should be considered from various aspects that are integrated in accordance with the principles of decision making.

Decisions according to Daft, a decision is choice made from available alternatives [6]. A decision is a choice made

from several alternatives available. Ivancevich, et. al, also states that, "decision, a means to achieve or solve some problems. The outcome of the process that is influenced by many processes [7]. Decisions mean to solve some problems. Where the results of this process are influenced by several processes. Robbins and Judge also stated that, "decision, the choices are made from among two or more alternatives [6]. Decisions are choices made from two or more alternatives.

Decision making is a decisive prerequisite for action, therefore when we realize that decision making is an important part of life, we are required to pay attention to various factors or things that will arise when a decision is taken. Control activities carried out by supervisory officials cannot be separated from decision making. This is because in control requires a decision that must be taken in the framework of the repair process.

II. RESEARCH HYPOTHESES

Based on the concepts put forward from the results of observations and several theoretical studies, one assumption of research is taken that there is an influence of power on decision making.

III. RESEARCH METHODOLOGY

This study aims to find out empirically about the effect of power on decision making, and use a quantitative approach, survey-causal method with simple linear regression analysis. The target population is 100 supervisory officers taken by proportional random sampling technique, which is random sampling, while data is collected through a questionnaire that uses a rating scale with a distribution of scores between 1 and 5.

IV. RESEARCH RESULT

From the results of data processing, it was found that the estimation of a simple linear regression model of decision-making variable (Y) for Strength (X), resulted in an estimated regression model that $y = 8.651 + 0.547x$, which means that every Y variable unit has an increase of 0.547 in variable X with constants 8.651. The results of variance analysis (ANAVA) show that that the calculated regression model is 74.363 greater than $F_{table} (\alpha = 0.05) = 4.05$. Thus it can be stated that the estimated regression model is significant. For the path analysis equation obtained: $X_{xy} = 0.699$ and $R^2_{xy} = 0.488$. The magnitude of $R^2_{xy} = 0.488$ determination coefficient, this shows that the contribution of strength (x) to decision making (y) is 48.8% and 51.2% is influenced by other variables not included in the model.

The calculation results show the path coefficient $p_{yx} = 0.699$, greater than 0.05 so that the path coefficient shows that the power has a positive and very significant effect on decision making. Thus the hypothesis which states the power (X) influences decision making (Y) is acceptable. To test the significance of the path coefficient of the path coefficient of strength (X) on Decision Making (Y), a significance test was carried out with the t test. This test is called theory trimming.

Significant path coefficient if $t_{count} > t_{table}$. The calculation results through t test are obtained $t_{count} = 8.623$, while $t_{table} = 1,680$ at $dk = 35$ and $\alpha = 0.05$, so that $t_{count} > t_{table}$ or $8.623 > 1,680$. This shows that the influence of power (X) on decision making (Y) is very significant, which is obtained by the value of $t_{count} > t_{table}$ value, meaning that H_0 is rejected, which means the hypothesis is proposed, that is, there is the influence of strength (X) on decision making (Y).

The hypothesis that reads, there is the effect of strength (X) on the decision making of leadership (Y), it turns out significant and this is proven after being tested statistically. Path analysis was obtained: $p_{yx} = 0.699$, with t count value of 8.623 and t table = 1.680 at $\alpha = 0.05$. This means that the value of t count is greater than t table, the path coefficient is significant. The magnitude of the contribution of the power variable to decision making is statistically indicated by the value ($p_{yx} \times p_{yx} = 0.699 \times 0.699$) of 0.489 or 48.90%. This value gives the understanding that approximately 0.489 or 48.90% of the variation in changes in decision-making is explained or determined [8], not by force.

Causal relationships between power variables and decision making as follows:

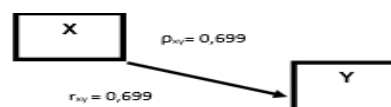


Fig. 1. Causal relationships between power variables and decision making.

V. CONCLUSION

Based on the results of statistical tests on the variable strength and decision making shows that the power has a significant effect on decision making This means that the power possessed by supervisory officials influences the decision making taken by the National Civil Service Agency supervisory officials. For that reason, every leader really needs strength in his leadership so that the decision making can really be carried out for organizational or institutional progress.

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