

The Effect Of Leadership Control Effectiveness On Employee Performance In The Office Of The Regional Technical Service Unit (Uptd) Cimahi City

By

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Abstract

The main problems in this research is the officer's performance in market area technical service unit (UPTD Pasar) the city of Cimahi is low. This case in presumed that the leadership control have not been implemented optimally by the management. The object of this research is to known effect of leadership control to the officer's performance in market area technical service unit (UPTD Pasar) the city of Cimahi. The method used in the research is descriptive analysis. It is to describe each variable and to test both variables by using quantitative (statistics) approach then they are analysed and compared to the theory and problems to draw the conclusion. Result of analysis that doing in this research find that has positive and significant effect of leadership control to the officer's performance in market area technical service unit (UPTD Pasar) the city of Cimahi are 57.50%, and residual 42.50% affected by others variable aren't analyzed in estimation model. From the research results to reach good officer's performance;(1) To improve employee performance, leaders must carry out continuous control; (2) Leaders must provide motivation and good examples to employees at work; (3) organizational leaders give rewards to employees who have high creativity. By accordingly all of these recommendations hope could achieve the optimum work performance.

Key words; Leadership Control and Officer's Performance

Introduction

The position and role of the Cimahi City Market Regional Technical Implementation Unit (UPTD Pasar) is regulated in Cimahi City Regional Regulation Number 8 of 2016 concerning amendments to Regional Regulation number 1 of 2010 concerning the arrangement and protection of traditional markets, planning centers, and modern shops. Furthermore, the Market Area Technical Implementation Unit (UPTD) of the Cimahi City Market has main duties and functions in accordance with Mayor Regulation number 37 of 2018 concerning the Market Area Technical Implementation Unit, namely market management which includes administration, user fees, market cleanliness and security as well as policies set by the head Service.

The less than optimal performance of employees in the Market Area Technical Implementation Unit (UPTD Pasar) Cimahi City resulted in the efficiency and effectiveness of market management being unable to be achieved optimally. The success of market management effectiveness can be carried out through changes that lead to the implementation of employee performance in accordance with the main duties and functions of each employee. Recognizing the very important role of employees in an agency, things that can affect employee performance must be managed as much as possible as well as leadership control.

The implementation of employee duties is set with employee work targets including work performance in the form of employee performance targets and work behavior in the form of discipline, aiming to provide direction and influence how the expected work behavior of the organization for each employee. To carry out tasks optimally, employee control is directed at improving the quality of human resources so that they have attitudes and behaviors that have the principles of dedication, honesty, responsibility and discipline so that they can provide services according to the demands needed by the community.

Furthermore, the problems faced by market managers in the field cannot be separated from the policies of regional leaders and officials under them, the Head of the Regional Apparatus Work Unit. From the policies issued, more emphasis is placed on matters relating to optimizing the collection of market levies, such as Arrangements for Collection and Deposit of Levies and Financial Administration (bookkeeping) of levies rather than the emphasis on market development, including the development of market managers and market traders.

The policy of the Central Government and Regional Governments in revitalizing traditional markets still places more emphasis on physical repair (renovation) of market buildings, not accompanied by institutional building such as developing the organization (organizational development) of traditional market managers and coaches, including the development of market management systems. and the human resources (HR) involved.

Based on the results of a preliminary survey conducted by the author, there are several problems related to the effectiveness of the work control, this can be seen from the following problems:

- 1 The environment in the implementation of a Cimahi City program is less supportive in achieving organizational goals,
- 2 There are no sanctions for employees who do not work in accordance with their main duties and responsibilities.
- 3 Supervision of program implementation is not carried out consistently.

The condition of program implementation with the problems above shows that the performance of employees in carrying out the program is not optimal, even though the control factor is needed so that the implementation of the Cimahi City program in the Market Area Technical Implementation Unit (UPTD Pasar) Cimahi City can run according to organizational goals.

Literature Review And Research Framework

According to Griffin in Eko Sugiyanto (2016: 32). Control is the regulation of organizational activities so that the targeted performance elements remain within acceptable limits. According to Eko Sugiyanto (2016: 33).

Control is a process in which the leader measures the standards of implementing organizational performance that are achieved with the performance that should be achieved. Dessler in Dharma (2009.: 62) suggests that control is a policy and procedure developed by an organization to deal with risks.

According to Hasibuan (2012:39) defines control as a guarantee process in which the company and the people in the company can achieve the goals that have been set. According to Harahap (2011: 89) Control is a supervisory action accompanied by corrective (corrective) actions.

Control is carried out with the aim that what has been planned can be carried out properly so that it can achieve the targets and objectives to be achieved. Control is indeed one of the tasks of the manager. One thing that must be understood is that control and supervision are different because supervision is part of control. If control is carried out accompanied by rectification (corrective action), then supervision is an on-site inspection that is carried out repeatedly for a certain period.

According to Eko Sugiyanto (2016: 38) the control function, is

- 1 Leaders can detect changes that affect the goods/services of the organization, so that they are able to face challenges or take advantage of opportunities created by changes that occur,
- 2 Control allows the leader to detect the mistakes of his employees,
- 3 Activities to ensure that standards can be implemented as planned and take corrective steps for significant deviations.
- 4 Monitor or audit the process and progress of the organization's program implementation.

In this study, the theory used by the author is the control theory from Eko Sugiyanto (2016: 74) with the following dimensions and indicators:

Accuracy

In the context of accuracy, a control system that produces inaccurate information can result in management failing to take action when it should have been taken or responding to a problem that did not exist. An accurate control system can be trusted and produce valid data.

On time;

In the context of punctuality, controls should draw management's attention to time variations that prevent serious violations of work unit performance. Good information is of little value if it is too late. Therefore, an effective control system must provide timely information.

Economical;

In an economic context, a control system must be economical to operate. Any control system must rely on the benefits generated in relation to the costs to be borne. To minimize costs, management should impose as few controls as possible to bring about the desired results.

Flexibility;

In the context of flexibility, effective controls must be flexible enough to adapt to adverse changes or take advantage of new opportunities. Not many organizations face an environment that is so stable that it doesn't require flexibility.

Understandable;

In understandable contexts, incomprehensible controls have no value. Control systems that are difficult to understand can lead to unnecessary errors, frustrated employees, and ultimately neglect.

Reasonable criteria;

In the context of reasonable criteria, control standards must be reasonable and achievable. If it is too high or unreasonable, it is no longer motivating. Controls must reinforce challenging standards and support people to achieve performance

Strategic placement;

In the context of strategic placement, management cannot control everything that goes on in an organization. Even if it can be done, the benefits obtained are not commensurate with the costs incurred. Therefore, leaders must put control on factors that are strategic to organizational performance. Controls should cover critical activities, operations, and events within the organization. Controls should focus on the areas where deviations from standards are most likely to occur or where deviations have the most detrimental effect.

Emphasis on exclusion;

In the context of emphasis on exceptions, because leaders cannot control all activities, they must put in place strategic control tools which only call attention to exceptions. A system of exceptions ensures that a leader will not be overwhelmed with information about deviations from the standard. This is done by establishing checkpoints that function as a control tool so as to avoid routine matters.

Multiple criteria;

In the context of multiple criteria, leaders as well as employees will try to see the good things in the controlled criteria. If management controls using a single measure, such as a profit unit, then efforts will focus only on those things that look good on that standard. Multiple criteria have two positive effects. Because it's more difficult to manipulate than a single measure, it can reduce the effort to just look good. In addition, because performance can rarely be evaluated from a single indicator, multiple criteria allow for a more accurate assessment of performance.

Corrective action.

In the context of corrective action, an effective control system not only indicates when a significant deviation from the standard occurs, but also suggests what action should be taken to correct the deviation. He will define the problem and determine the solution

According to Gaspersz in Eko Sugiyanto (2016: 64);

The control function's activities should include:

- (1) Evaluating actual performance (actual performance);
- (2) Comparing the actual with the target target; and
- (3) Take action on the difference between the actual and the target or goal

According to Mangkunegara, (2014: 67) employee performance is the result of work in quantity and quality obtained by employees in carrying out their duties in accordance with the responsibilities given to them.

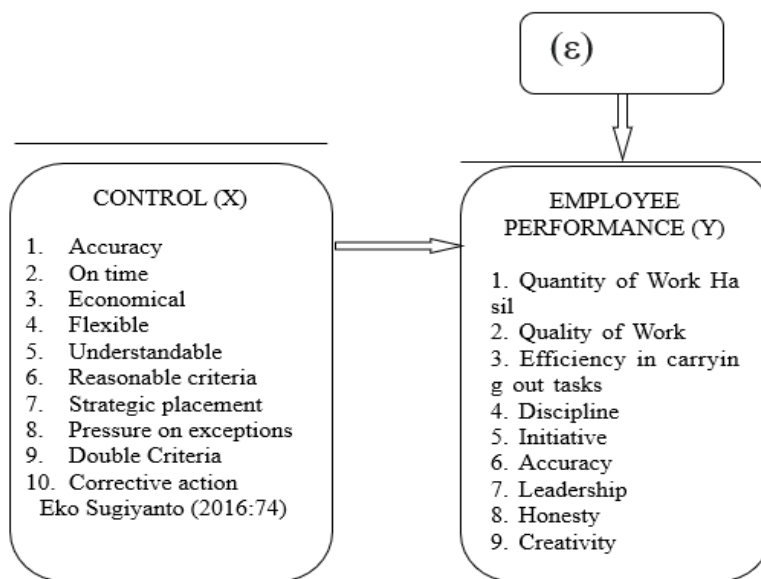
According to Afandi (2018:83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contrary to morals and ethics.

From the two opinions above, it can be concluded that employee performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities given by superiors to employees where this employee becomes the planning, implementing and controlling always play an active role and realize the company's goals.

Previous research with current research has research variables, among previous studies there are those that support current research

The research model is a description of the relationship and influence of several variables proposed and will be studied, and aims to facilitate understanding the relationship between variables and their indicators in this study. The research model can be described as follows :

Research Model



Information:

- X Control variable (independent variable)
- Y Employee Performance Variable (bound)
- Z Epsilon (other factors not studied)

The hypothesis is a temporary answer to the formulation of the research problem that needs to be tested for truth. The hypotheses used in this study are the null hypothesis (Ho) and the alternative hypothesis (Hi). Based on the research model above, the research hypotheses are:

- 1 Ho: $PYX1 = 0$ There is no control effect on employee performance at UPTD Pasar Kota Cimahi
- 2 Ho: $PYX1 \neq 0$ There is a control effect on performance employees at UPTD Pasar Kota Cimahi.

The research method used is descriptive analysis method and statistical method. With descriptive data analysis techniques in the form of respondents' responses to indicators. Sub research variables are arranged into tabulations consisting of column numbers, requirements

and related to indicators, alternative answers provided, answer values and total answer scores.

In the statistical method, it can be known the answer to the research hypothesis, or whether the hypothesis is accepted or rejected, further research conclusions can be drawn whether there is an influence of the independent variable on the dependent variable being studied, how much strength the influence is.

According to Suhartono (2004:33), the explanatory method is, "a study that has the aim of testing a hypothesis that states a causal relationship between two or more variables with a small bias and increasing trust". While the descriptive survey according to Nazir (2011: 33) are:

A research activity that examines the status of a human group, an object, a set of conditions, a system of thought or a class of events in the present which aims to make a systematic, factual and accurate description, picture or painting of the factors, characteristics and the relationship between the phenomena studied.

The number of employees of the Cimahi City Market Regional Technical Implementation Unit (UPTD) can be seen in the following table.

Table Respondent Response To The Dimension Of Control Variables

No	Uraian	Kode	Alternatif Jawaban					Jumlah	Rata - Rata
			SS	S	CS	TS	STS		
1	Keakuratan	f	7	54	7	0	0	68	4,00
		n	5	4	3	2	1		
		f.n	35	216	21	0	0	272	
		%	12,87%	79,41%	7,72%	0,00%	0,00%	100%	
2	Tepat Waktu	f	7	45	16	0	0	68	3,87
		n	5	4	3	2	1		
		f.n	35	180	48	0	0	263	
		%	13,31%	68,44%	18,25%	0,00%	0,00%	100%	
3	Ekonomis	f	17	86	29	4	0	136	3,85
		n	5	4	3	2	1		
		f.n	85	344	87	8	0	524	
		%	16,22%	65,65%	16,60%	1,53%	0,00%	100%	
4	Fleksibilitas	f	7	78	49	2	0	136	3,66
		n	5	4	3	2	1		
		f.n	35	312	147	4	0	498	
		%	7,03%	62,65%	29,52%	0,80%	0,00%	100%	
5	Dimengerti	f	6	43	18	1	0	68	3,79
		n	5	4	3	2	1		
		f.n	30	172	54	2	0	258	
		%	11,63%	66,67%	20,93%	0,78%	0,00%	100%	
6	Kriteria yang beralasan	f	15	85	32	4	0	136	3,82
		n	5	4	3	2	1		
		f.n	75	340	96	8	0	519	
		%	14,45%	65,51%	18,50%	1,54%	0,00%	100%	
7	Penempatan Strategis	f	13	95	26	2	0	136	3,88
		n	5	4	3	2	1		
		f.n	65	380	78	4	0	527	
		%	12,33%	72,11%	14,80%	0,76%	0,00%	100%	
8	Tekanan pada pengecualian	f	10	36	21	1	0	68	3,81
		n	5	4	3	2	1		
		f.n	50	144	63	2	0	259	
		%	19,31%	55,60%	24,32%	0,77%	0,00%	100%	
9	Kriteria Ganda	f	24	32	10	2	0	68	4,15
		n	5	4	3	2	1		
		f.n	120	128	30	4	0	282	
		%	42,55%	45,39%	10,64%	1,42%	0,00%	100%	
10	Tindakan Korekatif	f	40	82	13	0	1	136	4,18
		n	5	4	3	2	1		
		f.n	200	328	39	0	1	568	
		%	35,21%	57,75%	6,87%	0,00%	0,18%	100%	

Sumber: Hasil Penelitian Tahun 2021

Conclusions from respondents' responses to control variables consisting of dimensions of accuracy, timeliness, economy, flexibility, understandability, reasonable criteria, strategic placement, emphasis on exceptions, multiple criteria, and corrective actions, can be seen in the table below.

Tabel Respondent Response To Performance Variable Dimensions

No	Uraian	Kode	Alternatif Jawaban					Jumlah	Rata - Rata
			SS	S	CS	TS	STS		
1	Kuantitas hasil kerja	f	21	101	14	0	0	136	4,05
		n	5	4	3	2	1		
		f.n	105	404	42	0	0	551	
		%	19,06%	73,32%	7,62%	0,00%	0,00%	100%	
2	Kualitas hasil kerja	f	21	81	34	0	0	136	3,90
		n	5	4	3	2	1		
		f.n	105	324	102	0	0	531	
		%	19,77%	61,02%	19,21%	0,00%	0,00%	100%	
3	Efesiensi	f	9	50	9	0	0	68	4,00
		n	5	4	3	2	1		
		f.n	45	200	27	0	0	272	
		%	16,54%	73,53%	9,93%	0,00%	0,00%	100%	
4	Disiplin kerja	f	6	46	13	3	0	68	3,81
		n	5	4	3	2	1		
		f.n	30	184	39	6	0	259	
		%	11,58%	71,04%	15,06%	2,32%	0,00%	100%	
5	Inisiatif	f	8	45	12	3	0	68	3,85
		n	5	4	3	2	1		
		f.n	40	180	36	6	0	262	
		%	15,27%	68,70%	13,74%	2,29%	0,00%	100%	
6	Ketelitian	f	11	39	15	2	1	68	3,84
		n	5	4	3	2	1		
		f.n	55	156	45	4	1	261	
		%	21,07%	59,77%	17,24%	1,53%	0,38%	100%	
7	Kepemimpinan	f	14	72	44	4	2	136	3,68
		n	5	4	3	2	1		
		f.n	70	288	132	8	2	500	
		%	14,00%	57,60%	26,40%	1,60%	0,40%	100%	
8	Kejujuran	f	8	19	35	5	1	68	3,41
		n	5	4	3	2	1		
		f.n	40	76	105	10	1	232	
		%	17,24%	32,76%	45,26%	4,31%	0,43%	100%	
9	Kreativitas	f	8	38	20	1	1	68	3,75
		n	5	4	3	2	1		
		f.n	40	152	60	2	1	255	
		%	15,69%	59,61%	23,53%	0,78%	0,39%	100%	

Source: Research 2020

Respondents' responses to the dimensions of the quantity of work that stated strongly agree 21, agree 101, quite agree 14, disagree 0, and strongly disagree 0. From the results of the average calculation obtained a figure of 4.05 and is included in the high category, which means the quantity of results work is good.

Respondents' responses to the dimensions of the quality of work that stated strongly agree 21, agree 81, quite agree 34, disagree 0, and strongly disagree 0. From the results of the average calculation obtained a figure of 3.90 and is included in the high category which means the quality of the results work is good.

Respondents' responses on the efficiency dimension stated strongly agree 9, agree 50, quite agree 9, disagree 0, and strongly disagree 0. From the average calculation results obtained a number of 4.00 and is included in the high category which means efficiency is good.

Respondents' responses to the dimensions of work discipline stating strongly agree 6, agree 43, quite agree 13, disagree 3, and strongly disagree 0. From the results of the average calculation, the number is 3.81 and is included in the high category, which means that work discipline has good.

Respondents' responses on the initiative dimension stated strongly agree 8, agree 45, quite agree 12, disagree 3, and strongly disagree 0. From the calculation results, the average number is 3.85 and is included in the high category, which means the initiative is good.

Respondents' responses on the dimension of accuracy stated strongly agree 11, agree 39, quite agree 15, disagree 2, and strongly disagree 1. From the average calculation results obtained a figure of 3.84 and is included in the high category which means that the accuracy is good.

Respondents' responses to the leadership dimension stating strongly agree 14, agree 72, quite agree 44, disagree 4, and strongly disagree 2. From the calculation results, the average number is 3.68 and is included in the high category which means leadership is good.

Respondents' responses on the honesty dimension stated strongly agree 8, agree 19, quite agree 35, disagree 5, and strongly disagree 1. From the calculation results, the average number is 3.41 and is included in the high category, which means honesty is good.

Respondents on the creativity dimension stated strongly agree 8, agree 38, quite agree 20, disagree 1, and strongly disagree 1. From the results of the average calculation, the number is 3.75 and is included in the high category which means creativity is good.

Table Results Of X Correlation Analysis On Y

Correlations		Disiplin
Pengendalian	Pearson Correlation	1
	Sig. (2-tailed)	
	N	68
Kinerja	Pearson Correlation	0,575
	Sig. (2-tailed)	0,000
	N	68

**. Correlation is significant at the 0.01 level (2-tailed).

Source : SPSS

Table Results Of X Correlation Analysis On Y Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	0,575	0,331	0,321	6156	0,331	32.633	1	66	0,000
A	Predictors: (Constant), performance								
B	Dependent Variable: control								

Based on the analysis in table IV.29, it is known that R square is 0.321. R square is called the contribution coefficient which in this case means the contribution of the control variable to employee performance is 0.321.

Table Anava Summary Results For Significance Test ANOVA(b)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1236.557	1	1236.557	32.633	0,000
	Residual	2500.959	66	37.893		
	Total	3737.516	67			
A	Predictors: (Constant), control					
B	Dependent Variable: performance					

Based on table IV.30 from the ANOVA test or F test, the calculated F number is 32,633 with a significance level of 0.000 because the probability (0.000) is much smaller than 0.05, so the regression model can be used to predict employee performance.

Table.X Regression Analysis Results On Y Coefficients(a)

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	95% Confidence Interval for B		Correlations			
					Lower Bound	Upper Bound	Zero-order	Partial	Partial	
	B	Std. Error	Beta							
1	(Constant)	0,154	3,818	0,040	0,969	-8,249	8,558			
	disiplin	1,067	0,147	0,909	7,243	0,003	0,743	1,392	0,909	0,909
a	Dependent Variable: kinerja									

Table IV.31 describes the regression equation = a+b1.X, where Y = 22.211 + 0.575.X. The constant of 22.211 states that if there is no increase in the value of the control variable (X), then the value of employee performance (Y) is 0.575. The regression coefficient of 0.575 states that each addition of the control value will provide an increase of 0.575.

T-test to test the significance of the constant of the dependent variable (employee performance). The regression coefficient test criteria for the control variable on employee performance, the initial hypothesis is "There is a significant influence between control on employee performance".

Conclusion

The basis for decision making is by comparing the t-value with the t-table value. The calculated t value is taken in table IV. 31 is 5.712 while the value of t table with a significance level of $\alpha = 0.05$ dk = n-2 (68-2 = 66), obtained t table of 1.295.

The decision on the initial hypothesis because the value of t arithmetic $>$ t table, or (5.712 $>$ 1.295) and means the regression coefficient is significant, then the initial hypothesis is accepted which means that control has a significant effect on employee performance.

Based on the results of research and discussion, some conclusions can be drawn as follows:

- 1 Respondents' responses to the control variable statement items from the average calculation results for the control variables are 3.89 and are in the high category, which means that the leadership control is good.
- 2 Respondents' response to the statement item performance variable from the average calculation results for the performance variable is 3.83 and is in the high category, which means that the employee's performance is good.
- 3 The influence of the control variable (X) on employee performance (Y) is quite strong, which means that control has a significant effect on employee performance. The effect is calculated statistically at 0.575.

Based on the results of the study, there are several things that need to be considered to achieve the expected employee performance of the organization, the authors can suggest the following:

- 1 To improve employee performance, leaders must carry out continuous control;
- 2 Leaders must provide motivation and good examples to employees in their work;
- 3 Organizational leaders give rewards to employees who have high creativity.

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