

The Effect of Planning and Leadership on Employee Performance in the Local Government of the City of Makassar

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Abstract:- This study aims to test and analyze the level of effectiveness and efficiency of an organization, one of which is careful planning in implementing the vision and mission that has been determined. The research method used in this research is descriptive quantitative. This study seeks to calculate, describe and analyze the performance component data of local government in Makassar City. The results of the study found that planning variables (X1) and leadership (X2) together or simultaneously had a significant effect on employee performance in the local government of the city of Makassar.

Keywords:- Planning, Leadership, and Performance.

I. INTRODUCTION

Planning is an important function among all functions. Planning is not only to achieve goals but also to get effective and efficient results which are the goals of the company. Planning includes the act of selecting and connecting past facts with estimated events that will occur in the future to formulate activities that will be carried out in the intended planning period, deemed necessary to achieve the desired goals. Good planning will help management to supervise. To obtain a well-structured and systematic operational cost plan, management must carefully plan each of the operational cost elements as a benchmark to be achieved. If the set plan is different from the realization, then management must take corrective action as a follow-up to the supervisory function.

Careful planning in the administrative and operational activities of each organization indicates that the leadership and management of the organization concerned can provide products or services that are needed by the community through the work of employees, both commercially or not. Inaccuracies in planning in an organization will have a negative impact on the organization, which will make the company's resources, especially capital, will be used not optimally or even excessively and reduce the productivity of employees when working.

Leadership that directs all employees so that they can work optimally in providing goods or services is needed by the leadership and management of each organization, due to the limited number of company resources and the ability of employees who cannot be forced when working. An organizational leader who can provide proper direction to

working employees will encourage each of them to work more effectively and efficiently in providing products or services, whether in companies or private agencies, or non-profit organizations. Leadership in an organization that is not appropriate will make employees unable to understand the direction of the leadership and management properly and will affect the results of the work shown by each of them.

In the implementation of administrative and operational activities of any organization, whether in companies or private organizations, or non-profit organizations, the optimal work achievement of employees is one of the important indicators in measuring the effectiveness and efficiency of related organizations and is known as Employee Performance. This performance evaluation measures how much each employee produces goods or provides services to the community.

Planning provides views for organizations regarding what actions they must take to achieve goals, including costs and the length of time required for goals to be realized. This will help the organization to be more effective and efficient in achieving its goals. Based on the above phenomenon, it can be concluded that planning and leadership have an important role in improving employee performance.

II. LITERATURE REVIEW

Theoretical and Empirical Studies

Planning

Widhiastuti (2012) notes that Human Resource (HR) planning is part and function of Human Resource Management. Handoko, as quoted in Widhiastuti (2012), human resource planning or workforce planning is a series of activities carried out to anticipate future business and environmental demands for the organization and to meet the workforce needs causing by conditions. - these conditions.

More narrowly, human resource planning means systematically estimating the demand (need) and supply of labor for the organization in the future. This enables the personnel department to provide the workforce more precisely according to the needs of the organization. Ideally, the organization should identify both short-term and long-term personnel needs through planning. Short-term plans indicate the various labor requirements that must be met during the coming year. Whereas long-term plans estimate the human resource situation for the next two, five, or

sometimes ten years. This human resource planning enables the organization to: (Handoko, 1987).

Human Resource Planning is part of the management process flow in determining the movement of the company's HR, from the current position to the desired position in the future (Suwatno and Donni Juni Priansa, 2011: 44)

George Milkovich and Paul C. Nystrom in Suwatno and Donni Juni Priansa stated that HR planning is a process of forecasting, developing, implementing, and controlling which ensures the company has an appropriate number of employees, correct employee placement, right time, which is automatically more useful (Suwatno and Donni Juni Priansa, 2011: 45)

Leadership

Wijayanti (2012) notes that leadership is one of the dimensions of competence that is critical to organizational performance or success. Armstrong, as quoted in Wijayanti (2012), states that leadership is the process of inspiring all employees to work their best to achieve the expected results. Wijayanti (2012) explains that leadership according to Anoraga is defined as a person's ability to be able to influence others, through communication either directly or indirectly to move these people so that with understanding, awareness, and pleasure they are willing to follow the leader's wishes that.

Employee performance

Wijayanti (2012) notes that performance according to Dale Timpe is the level of achievement of a person or employee in an organization or company that can increase productivity. Performance according to Meiner, as noted in Wijayanti (2012), is the success that an individual can achieve in doing his job, where the measure of success achieved by an individual cannot be compared to other individuals. The success achieved by an individual is based on the prevailing size and adjusted to the type of work. Whereas Beyley, as noted in Wijayanti (2012), argues that performance is closely related to goals or as a result of individual work behavior, the expected results can be the demands of the individual himself.

The Effect of Planning on Employee Performance

According to Ferdinand, organizational performance, as quoted in Abadiyah (2013), is a construct commonly used to measure the impact of organizational strategy. However, the problem of performance measurement is a classic problem and debate. Because performance is multi-dimensional in which it contains various objectives and types of organizations. Therefore performance is conceptualized in many ways and methods where the measurement also varies. Abadiyah (2013: 90) states that based on previous research which states a positive relationship between planning and performance, it states that there are two main streams, namely that planning increases profits and (2) states that good planning is the key to success. Based on Rue and Ibrahim's research, as noted in Abadiyah (2013: 90), it is stated that small and medium-sized organizations that

formally have strategic planning produce above-average performance compared to organizations that do not have strategic planning.

The Influence of Leadership on Employee Performance

Wijayanti (2012) explains that the success of an organization, both as a whole and in various groups in a particular organization, really depends on the quality of leadership in the organization concerned. It can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in the performance of its employees.

The leadership factor plays an important role in the whole efforts to improve performance, either at the individual or organizational level. It is said that because performance does not focus on the point of view of the executive personnel which is generally technical but from the group and managerial as well. Stephen Robbins P (2003: 54) states that performance is positively influenced when the leader compensates for the things that are lacking in employees' work situations.

Susiati Purwaning Utami (2015) and Aditya Nanda Wihardi, et al (2014) shows that leadership has a positive effect on performance employees, meaning leadership to influence employees through the process of communication to achieve organizational goals is expected to give rise to positive change in the form of a coordinating dynamic reorganization to achieve goals if set according to the corridor which has been determined by both parties by the position held.

III. METHODOLOGY

The approach used in this research is a quantitative approach using survey research methods. The population unit in this study were employees in the local government in the city of Makassar. The total population of 78 people is divided into several departments. To determine the sample to be used, a proportional random sampling technique approach was used. Hypothesis testing is done by using regression analysis techniques. The variables in this study are planning, leadership and performance.

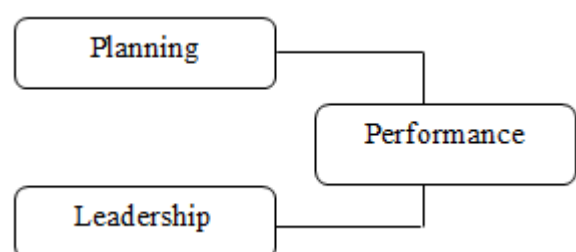


Figure 1 Conceptual Framework

IV. DISCUSSION

Validity and Reliability Testing

Variabel Perencanaan semuanya valid karena nilai

Item-Total Correlation yang lebih tinggi daripada nilai validitas minimal koefisien korelasi. Demikian juga dengan variabel Kinerja Karyawan di Pemerintah daerah kota makassar (Y_1) serta variabel Kepemimpinan di Pemerintah daerah kota makassar (X_2). Untuk nilai reliabilitas tiga variabel penelitian dalam studi ini, yaitu Perencanaan di Pemerintah daerah kota makassar (X_1), Kepemimpinan di Pemerintah daerah kota makassar (X_2) dan Kinerja Karyawan di Pemerintah daerah kota makassar (Y) adalah reliabel karena memiliki nilai Cronbach's Alpha lebih besar dari 0,6.

Classic assumption test

The data on the Normal P-P of Regression Standardized Residual graph illustrates the distribution of data around the diagonal line and its distribution following the direction of the diagonal line of the graph. In other words, the presence of points around the line and in the Scatter Plot, appear the dots spread around the linear line, this shows that the model is normally distributed. The value of the Variance Inflation Factor (VIF) for Planning (X_1) and Leadership (X_2) variables is respectively less than 10 (all VIF values <10), so the regression model in this study that is formed does not occur multicollinear symptoms.

In the model, there are no symptoms of heteroscedasticity. This is because of the Sig. probability of all Planning (X_1) and Leadership (X_2) variables $>$ alpha value (0.05), so the model is good when used for forecasting (estimation).

Hypothesis test

Based on the calculation, it shows that the value of F is 152.029 with a significant level of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This means that Planning (X_1) and Leadership (X_2) have a simultaneous effect on Employee Performance at (Y).

The t-count value for the Planning variable (X_1) is 3.092, which is greater than the t-table value of 1.665 with a significant level of $0.004 < 0.05$, so that H_0 is rejected, meaning that Planning (X_1) has a significant effect on Employee Performance (Y), thus this variable can be used in Research Model. And the t-count value for the Leadership variable (X_2) is 10.547, which is greater than the t-table value of 1.665 with a significant level of $0.000 < 0.05$ until H_0 is rejected, meaning that the leadership variable (X_2) has a significant effect on Employee Performance (Y), thus this variable can be used. in the research model.

The Effect of Planning and leadership on Employee Performance

Employees are an important part of a company or institution. The existence of employees guarantees that operational activities planned by management will run optimally, without negating the importance of the availability of capital, raw materials, and semi-finished goods and adequate offices and factories to produce products or provide services. The effectiveness and efficiency of each employee in using company or organizational resources are one of the

indicators of whether or not the company or institution can compete with other competitors and is known as Employee Performance. This important factor is an important consideration from the management of any institution or company for future progress and is influenced by two vital aspects, namely planning and leadership.

Local government is the party that runs the wheels of the economy, development, and community services who are required to be able to carry out governance transparently and responsibly for financial management to create a clean government (Setyaningrum, 2012).

This study analyzes the relationship between planning and leadership with any increase or decrease in employee performance of employees who work in the local government of the city of Makassar. The results of the first data analysis show that these two important aspects influence the performance of employees who are in the local government of the city of Makassar. These findings are based on a comparison between the F-Count value of 152.029 with an F-Table of 3.12, for the influence of Planning and Leadership on Employee Performance in the Makassar city government. The reason underlying these findings is that employees who work in a company or organization must be able to work more effectively and efficiently when leaders and management make plans for the production of goods or provision of services that are right on target and carry out optimal leadership for every operational activity that takes place in the organization. or the company. Employees who work in the local government of the city of Makassar, including every employee, will be more focused on providing administrative services and office activities that are more excellent when the planning for each administrative service addressed to the community is well organized and the leadership and management of the Makassar city local government can control every operational activity carried out by employees on an ongoing basis.

Regularity in the process of making goods or providing services is the basis for this first independent variable which influences changes in employee performance in the local government of the city of Makassar. These findings are based on a comparison between the t-count value of 3.092 with an at-table of 1.665 for the effect of planning on employee performance in the local government of the city of Makassar. Planning that considers all advantages and risks determine whether the company or organization concerned can continue operating and competing.

This study also concludes that the leadership carried out by the local government of the city of Makassar has a special influence on any changes that can occur for the performance of employees in the local government of the city of Makassar. These findings are based on a comparison between t count of 10.547 with t table of 1.665 for the influence of leadership on employee performance in the local government of the city of Makassar. The existence of continuous control from the leadership for every operational activity carried out by each company or organization makes

employees who work in the office or at the factory continue to maintain the quality of the products or services produced without changing the effectiveness and efficiency of their work performance. For all employees who work in the local government of the city of Makassar, the leadership that is applied to every administrative process and activities in the office in this local government makes them continue to provide the best service to every community who comes to this regional government office and certainly shows their performance. the best work.

Conclusions and suggestions

Based on the results of research and discussion, the conclusion is

- (1) The planning variables (X_1) and leadership (X_2) together or simultaneously have a significant effect on employee performance in the local government of the city of Makassar.
- (2) the planning variable (X_1) has a significant effect on employee performance in the local government of the city of Makassar
- (3) Leadership variable (X_2) has a significant effect on employee performance in the local government of the city of Makassar

Suggestion

Based on the results of the discussion in this study, the authors provide the following recommendations

- (1) The leadership and management staff of the Makassar city-regional government must maintain and improve optimal planning and effective and efficient leadership so that the success rate of administrative activities and other activities of this government office will be even better and employee performance is better. there becomes more leverage.
- (2) The leadership and management staff must pay attention to other factors that affect the level of employee performance from government offices so that improvements in administrative and community service activities will continue to be achieved.

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