

An Effect of Planning, Organizing, Staffing, Leading and Controlling of Operational Leadership

Ikhah Malikhah

Universitas Pembangunan Panca Budi Medan, Indonesia
ikhahmalikhah@dosen.pancabudi.ac.id

Abstract

This study aims to examine and analyze the influence of planning, organizing, staffing, leading, controlling on operational leadership at the Universitas Pembangunan Panca Budi Medan, as well as testing the effect of planning, organizing, staffing, leading, controlling simultaneously and partially on operational leadership and the variables involved. The dominant influence on operational leadership at the University of Development Panca Budi Medan. The method used is multiple regression analysis (Multiple Regression) through the stages of testing the classical assumption data instrument test and hypothesis testing. Instrument data is measured through a questionnaire distributed to respondents. The results showed that the five variables simultaneously and partially had a significant effect on operational leadership at the Universitas Pembangunan Panca Budi Medan. The most dominant variable is planning compared to leading, controlling, organizing, staffing variables.

Keywords

planning; organizing; staffing; leading; controlling; operational leadership



I. Introduction

Humans are the most critical resource in the organization's efforts to achieve success. These human resources support the organization with work, talent, creativity, and encouragement. No matter how perfect the technological aspects and economics, it is difficult for organizational goals to be achieved without the human element. Society has shown increased concern for human detail. Human values are getting aligned with technological and economic aspects. (Tulus in Sapii, 2014).

Filling positions (staffing) is a critical task for leaders and can also determine the success and failure of an organization. The staffing process can be viewed as a continuous step-by-step procedure to keep the organization always getting the right people in the correct positions at the right time. One of the toughest challenges that leaders often have to face is how they can move their subordinates always to be willing and willing to exert their best abilities for the benefit of their group or organization. Often we find leaders who use their absolute power by ordering their subordinates without paying attention to the conditions that exist in their associates.

Matters that become governance include how policies and strategies are structure in such a way as to enable the election of credible leaders and managers and a system for administering study programs that is credible, transparent, accountable, responsible, and applies the principles of justice. Effective leadership directs and influences the behavior of all elements in the study program, follows mutually agreed values, norms, ethics, and organizational culture, and can make the right and fast decisions. Leadership can predict the future, formulate and articulate a realistic, credible vision, and communicate a vision for the future that emphasizes the harmony of human relationships and can stimulate intellectually and wisely for members to realize the organization's eye, and was able to provide direction, goals, and objectives.

II. Review of Literature

Planning is the preparation of a pattern of future activities that are integrated and predetermined. This requires the ability to predict, visualize, and look ahead based on specific goals. The planning function, a fundamental function of management, is indispensable (Terry in Aditya, 2018).

Furthermore, Terry said that planning includes the act of selecting and relating facts and making and using assumptions about the future in terms of visualizing and formulating proposed activities that are deemed necessary to achieve the desired results. The whole process of thinking and determining carefully the things that will do in the future to achieve the goals that has been determined (Siagian in Aditya, 2018).

From the above definition, it is clear that the plan is a decision. Because it is a decision, its usefulness will only see after it is implemented. However, the successful creation of a good plan is already an essential part of the overall administrative or management process.

Organizing is the whole process of grouping people, tools, tasks, responsibilities, and authorities in such a way as to create an organization that can be moved as a unit to achieve predetermined goals (Harsuki in Aditya, 2018). The organization is a tool used by people to coordinate their activities to achieve something they want or value, namely to achieve their goals (Jones in Aditya, 2018). Organizing is defined as the process of creating an orderly use of all resources owned by the management system. Orderly emphasizes that the use is based on the purpose and the correct use of resources, not to cause a waste of resources in the process of achieving it. The forms of the organization carried out by the leaders include: preparation of organizational structures, division of work, assigning people to work on them, allocating available resources, and coordinating efforts to be taken (Certo in Aditya, 2018)

Education is one way to produce quality Human Resources (HR) with experience changes in knowledge, skills and attitudes. These changes can be a capital to improve selfcompetence in facing the era of globalization that always undergoes the change (Sitorus et al, 2019). Human Resources (HR) is a fundamental thing that needs to be prepared before implementing an activity / program / policy. With the availability of adequate human resources, the activities or programs that will be implemented in an agency can run well (Herianti et al 2020). According to Werdhiastutie et al (2020) the development of human resources should focus more on increasing productivity and efficiency. This can be realized because today's competition, especially among nations, is getting tougher and demands the quality of strong human resources as managers and implementers in an organization or institution.

The filling of positions must be closely related to the organization, namely, forming the desired role and position structure. The management function in filling positions (staffing) is defined as filling positions in the organizational structure by identifying workforce needs, registering the existing workforce, recruiting, selecting, placing, promoting, assessing, rewarding, and training the necessary people (Kadarman in Sapii) . , 2014). Staffing often begins with a human resource plan, which consists of anticipating and preparing for employee transfers into, into, and out of the company. Staffing is recruiting, selecting, promoting, transferring, and resigning members of management (Terry in Sapii, 2014). Staffing is the process of recruiting, placing, and training to develop a workforce for the advancement of the organization (Mughtarom in Sapii, 2014).

From the above definition, it can be concluded that the staffing process begins with identifying human resources needs, followed by attracting prospective workers by

collecting qualified job applicants who are then selected to obtain the right candidate for the correct position before being placed, prospective workers are given skills development programs and improve the sense of responsibility in their work. And future workers can be placed in appropriate job positions as employees and given rewards in exchange for their service contributions to the company.

Leadership is one of the dimensions of competence that will determine the performance or success of the organization. The main essence of Leadership is how to influence others to be effective; of course, everyone can do it differently. Leadership is an art because each person's approach in leading people can be different depending on the leader's characteristics, the characteristics of the task, and the features of the people he leads. Leadership is the process of inspiring all employees to work and possible to achieve the expected results (Armstrong in Wijayanti, 2012). Leadership is a way of inviting employees to act correctly, gain commitment, and motivate them to achieve common goals (Sudarmanto, 2009). Leadership is defined as the ability of a person to be able to influence others through communication either directly or indirectly to move these people so that they are fully understanding, aware, and willing to follow the wishes of the leader (Anoraga in Wijayanti, 2012). Leadership is an effort to influence many people through communication to achieve goals, how to control people with instructions or orders, actions that cause others to act or respond and drive positive change, a vital dynamic force that motivates and coordinates organizations to achieve goals, the ability to create trust. self-esteem and support among subordinates so that organizational goals can be achieved (Du Brin in Wijayanti, 2012). through communication either directly or indirectly to move these people so that with complete understanding, awareness, and pleasure, they are willing to follow the leader's wishes (Anoraga in Wijayanti, 2012). Leadership is an effort to influence many people through communication to achieve goals, how to control people with instructions or orders, actions that cause others to act or respond and drive positive change, a vital dynamic force that motivates and coordinates organizations to achieve goals, the ability to create trust. self-esteem and support among subordinates so that organizational goals can be achieved (Du Brin in Wijayanti, 2012). through communication either directly or indirectly to move these people so that they are fully understanding, aware, and willing to follow the leader's wishes (Anoraga in Wijayanti, 2012). Leadership is an effort to influence many people through communication to achieve goals, how to control people with instructions or orders, actions that cause others to act or respond and drive positive change, a vital dynamic force that motivates and coordinates organizations to achieve goals, the ability to create trust. self-esteem and support among subordinates so that organizational goals can be achieved (Du Brin in Wijayanti, 2012).

Based on the understanding of Leadership from several expert opinions above, it can be concluded that Leadership is closely related to a person's ability to influence others to work by the expected goals. Control is the company's systematic effort to achieve goals by comparing work performance with plans and taking appropriate actions to correct essential differences. Control is a decisive stage of the management process (Ursy and Hammer in Aditya 2018).

Therefore, the ability to exercise control is one of the most critical critical functions and roles of managers. Control is defined as the process of monitoring activities to ensure that standards can be implemented as planned and taking corrective steps for significant deviations. Standards are guidelines or benchmarks set as the basis for measuring capacity, quantity, content, value, cost, quality, and performance. Qualitatively and quantitatively, the standard is a statement of the expected results that is precise, explicit, and formal.

Operational Leadership is the ability of a leader to organize or operate an institution to achieve the vision, mission, and goals as set by the organization. Operational Leadership is an escort for policies taken by leaders and organizations. The staff is control so that the leader will continue to be in the organization he leads to achieving the organization's goals. Where in this operational Leadership, a leader is required to be able to communicate strategically, emotionally, and tactically to its members. Operational Leadership will create and guide creative members who will be formed into new, brighter leaders in the future (Robin in Silalahi J. 2018)

Operational Leadership is different from administrative Leadership. The difference lies in the pattern of communication between the leader and his members. Leaders who apply organizational Leadership will have a rigid communication pattern between leaders and their members so that the consequences if a leader applies executive Leadership are detrimental to the institution or organization. Meanwhile, leaders who use operational Leadership will have good communication patterns with their members so that the organization's goals will be easily achieved, and its members will get guidance to become a brilliant leaders in the future.

The operational leader's communication pattern will give birth to new leaders who are more thoughtful in the future because operational Leadership will always inspire community members who have leadership potential. For example, to measure the effectiveness of operational Leadership at the study program level at a university, it is reflected in the effectiveness of the study program leader in directing and influencing all elements in the study program in the preparation of the madmap, curriculum preparation, planning, implementation, and supervision of education, research and community service, and study program administration.

III. Research Methods

This research is causal research with a quantitative method approach, where causal analysis (causal relationship) wants to see whether a variable that acts as an independent variable affects other variables that become the dependent variable (Manullang M and Pakpahan M, 2014).

The source of data in this study is primary data divided into a sample of 74 employees consisting of ranks of study programs, heads of bureaus, heads of affairs, and heads of institutions that work at the Panca Budi Development University Medan. Primary data is a source of research data obtained from respondents collected and analyzed using a research instrument in the form of a questionnaire in the form of closed answers

IV. Result and Discussion

4.1 Validity Test

From the results of the validity test, it is known that the instrument test results from the Planning, Organizing, Staffing, Leading, Controlling and Operational Leadership variables have a value greater than 0.30. Thus, it can be concluded that all the question instruments from the Planning, Organizing, Staffing, Leading, Controlling and Operational Leadership variables used are valid and can be used in research.

4.2 Reliability Test

Reliability is the degree of accuracy, precision or accuracy shown by the measuring instrument. Questionnaire items are said to be reliable or reliable if someone's answer to

the questionnaire is consistent. In this study, to determine whether the questionnaire was reliable or not, Cronbach's Alpha was used. The questionnaire is said to be reliable if Cronbach's Alpha > 0.60 and unreliable if it is equal to or below 0.60 .

From the results of the reliability test, the value of *Cronbach's Alpha* Planning variable is 0.713 , score *Cronbach's Alpha* Organizing variable is 0.755 , score *Cronbach's Alpha* Staffing variable is 0.812 , score *Cronbach's Alpha* Leading variable is 0.835 , score *Cronbach's Alpha* Controlling variable is 0.813 and score *Cronbach's Alpha* Operational Leadership variable is 0.835 . Therefore, all of these variables used in the questionnaire were Reliable.

4.3 Classic Assumption Test

a. Normality Test

The normality test aims to test whether in a regression, the confounding variables or residuals are normally distributed or not. Regression models are either normal or near normal data distribution.

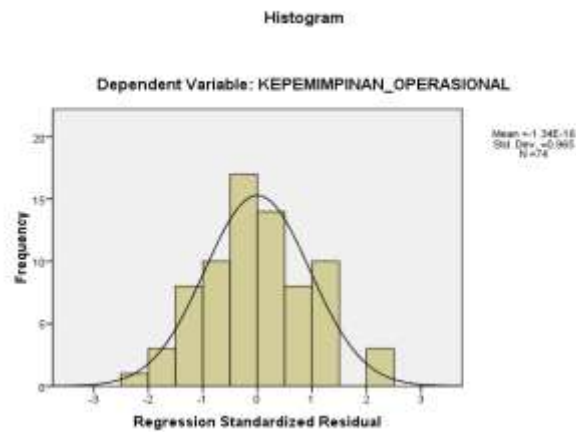


Figure 1. Histogram of Normality Test

Normal P-P Plot of Regression Standardized Residual

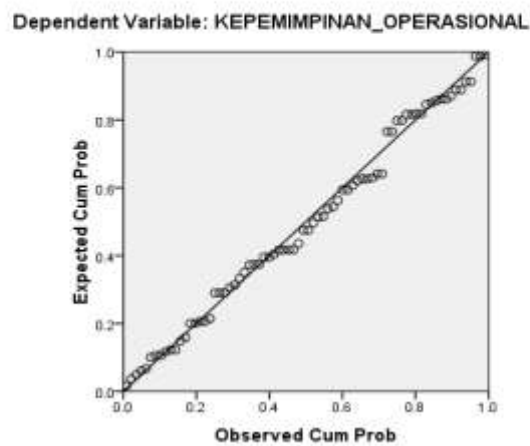


Figure 2. PP Plot Normality Test

From the two figures above, it can be concluded that after the data normality test was carried out, the data for the planning, organizing, staffing, leading, controlling and operational leadership variables were normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. This test is carried out by looking at the tolerance and variance inflation factor (VIF) values from the analysis using SPSS. If the tolerance value > 0.10 or $VIF < 10$, it is concluded that there is no multicollinearity.

Table 1. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1(Constant)		
PLANNING	.332	3.013
ORGANIZING	.381	2.622
STAFFING	.352	2.842
LEADING	.177	5.635
CONTROLLING	.175	5.723

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one that does not occur heteroscedasticity.

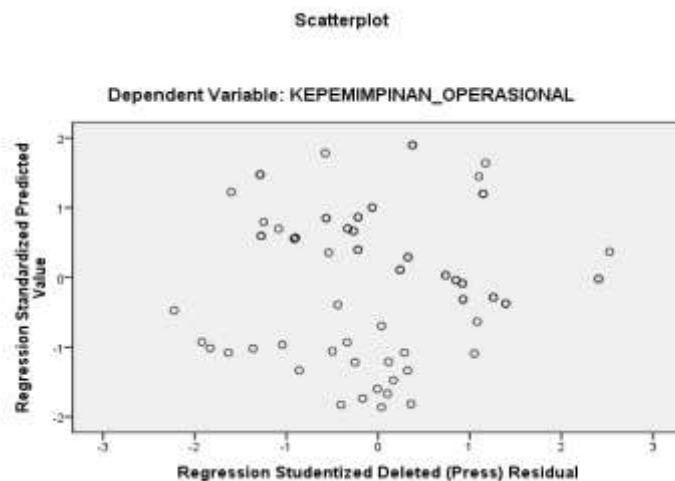


Figure 3. Scatterplot Heteroscedasticity Test

d. Multiple Linear Regression

Multiple linear regression aims to calculate the magnitude of the effect of two or more independent variables on one dependent variable and predict the dependent variable using two or more independent variables.

Table 2. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-5,360	1,734	
	PLANNING	.596	.157	.421
	ORGANIZING	.339	.149	.236
	STAFFING	.255	.145	.189
	LEADING	.593	.175	.512
	CONTROLLING	-.489	.186	-.402

Based on table 2, multiple linear regression is obtained as follows $Y = -5.360 + 0.596 X_1 + 0.339 X_2 + 0.255 X_3 + 0.593 X_4 - 0.489 X_5 + \epsilon$

The interpretation of the multiple linear regression equation is:

1. If everything on the independent variables is considered zero then the value of operational leadership (Y) is -5.360.
2. If there is an increase in planning by 1, the operational leadership (Y) will increase by 0.596.
3. If there is an increase in organizing by 1, then operational leadership (Y) will increase by 0.339.
4. If there is an increase in staffing by 1, then operational leadership (Y) will increase by 0.255.
5. If there is an increase in leading by 1, the operational leadership (Y) will increase by 0.593.
6. If there is a decrease in controlling by 1, the operational leadership (Y) will decrease by 0.489.

e. F Testing

The F test (simultaneous test) was conducted to see the effect of the independent variable on the dependent variable simultaneously. The method used is to see the level of significance ($= 0.05$). If the significance value is less than 0.05 then H_0 is rejected and H_a is accepted.

Table 3. Simultaneous Test

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1339,246	5	267,849	35.528	.000a
	Residual	512,659	68	7.539		
	Total	1851,905	73			

a. Predictors: (Constant), CONTROLLING, ORGANIZING, PLANNING, STAFFING, LEADING

b. Dependent Variable:
OPERATIONAL_LEADERSHIP

Based on table 3 above, it can be seen that Fcount is 35.528 while Ftable is 2.35 which can be seen at $\alpha = 0.05$. Significant probability is much smaller than 0.05, i.e. $0.000 < 0.05$, so the regression model can be said that in this study planning, organizing, staffing, leading and controlling simultaneously have a positive and significant effect on operational leadership.

f. T Test

The T test shows how far the independent variables individually explain the variation. This test is carried out using a significance level of 5%.

Table 4. Partial Significant Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	-5,360	1,734		-3.091	.003		
PLANNING	.596	.157	.421	3,801	.000	.332	3.013
ORGANIZING	.339	.149	.236	2,283	.026	.381	2,622
STAFFING	.255	.145	.189	1,760	.083	.352	2.842
LEADING	.593	.175	.512	3.382	.001	.177	5.635
CONTROLLING	-.489	.186	-.402	-2,633	.010	.175	5.723

Based on table 4 above, the following results are obtained:

1. Planning variable, $t_{count} > t_{table}$ (1.667) and significant $< \alpha$ (0.05). then H_a is accepted and H_0 is rejected, which states that planning has a partial effect on operational leadership.
2. Organizing variable, $t_{count} > t_{table}$ (1.667) and significant $< \alpha$ (0.05), then H_a is accepted and H_0 is rejected, which states that organizing has partial effect on operational leadership.
3. The value of t_{count} for the staffing variable (1.760) is greater than t_{table} (1.667) and significantly (0.083) smaller than α (0.05). So H_a is accepted and H_0 is rejected, which states that staffing has a partial effect on operational leadership but is not significant.
4. The t_{count} value for the leading variable (3.382) is greater than t_{table} (1.667) and significantly (0.001) smaller than α (0.05). Then H_a is accepted and H_0 is rejected, which states that leading has a partial effect on operational leadership.
5. The value of t_{count} for the controlling variable (-2,633) is greater than t_{table} (1.667) and significant (0.010), so that $t_{count} -2.633 > t_{table}$ 1.667 and significant $0.010 < 0.05$, then H_a is accepted and H_0 is rejected, which states that controlling has a negative effect on operational leadership.

g. Coefficient of Determination

The analysis of the coefficient of determination is used to determine the percentage of the variation in the influence of the independent variable on the dependent variable.

Table 5. Coefficient of Determination
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850a	.723	.703	2.74574

Based on table 5 above, it can be seen that the adjusted R Square number is 0.703 which can be called the coefficient of determination which in this case means that 70.3% of operational leadership can be obtained and explained by planning, organizing, staffing, leading and controlling. While the remaining $100\% - 70.3\% = 29.7\%$ is explained by other factors or variables outside the model.

V. Conclusion

Based on the results of research and data analysis shows that the planning, organizing, staffing, leading, and controlling variables have a positive effect on operational leadership, meaning that if the independent variable increases, the dependent variable also increases, and if the independent variable decreases, the dependent variable also decreases. The regression coefficients obtained show that the planning variable is the most significant factor affecting operational leadership, then leading, controlling, organizing. Meanwhile, staffing is the lowest factor affecting operational leadership.

References

- Aditya, Jamaluddin Rasyid Pinto. (2018). The Influence of Implementation of Management Functions on the Performance of Inkai Karate Student Activity Units. Thesis. Faculty of Sport Science. Yogyakarta State University.
- Baihaqi, Fauzan. (2010). Thesis The Effect of Leadership Style on Job Satisfaction and Performance With Organizational Commitment as an Intervening Variable (Study at PT. Yudhistira Ghalia Indonesia Yogyakarta Area). Diponegoro University.
- Fridayani, Defani. (2012). The Influence of Competency of Internal Auditor Professional Consideration on the Quality of Audit Evidence Collected (Case Study on SOEs Based in Bandung), Thesis. Bandung: Indonesian University of Education.
- Ghozali, Imam. (2009). Multivariate Analysis Application with IBM SPSS 19 . Program
- Ghozali, Imam. (2012). Application of Multivariate Analysis with IBM SPSS 19 Program Edition 5. Semarang: Diponegoro University
- Herianti, et al. (2020). The Effectiveness Implementation of Package Payment System (INA-CBGs) at Inpatient Installation of RSUD Zainoel Abidin Banda Aceh. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). P. 1775-1781.
- Manullang M, Pakpahan M. (2014). Research Methodology, Practical Research Process. Bandung: Media Library Cita Publisher.
- Rizdkika Gusti Putra S. Hadi (2016). Application of Management Principles and Functions in the Student Choir Activity Unit at Airlangga University Surabaya. Faculty of Social Business. Surabaya State University.
- Russiadi, et. al. (2013). Management Research Methods, Accounting And Development Economics, Concepts, Cases And Applications Spss, Eviews, Amos, And Lisrel. First Print. Medan: Usu Press.

- Sapii, Muhammad. (2014). Staffing Process at Baitul Mal Wa Tamwil Ummah Surabaya. Thesis. Faculty of Da'wah and Communication. Department of Da'wah Management in Surabaya: State Islamic University of Sunan Ampel
- Sitorus, H.V., et al (2019). The Effect of Learning Strategy and Thinking Ability on the Students' Learning Outcomes in Economics Subject of XI Social Students in Senior High School State 1 in Pematang Siantar. Budapest International Research and Critics in Linguistics and Education (BirLE) Journal. P. 451-460.
- Please. J. Dwi, et.al (2018). Operational Leadership. Leadership Paper. Faculty of Social Science. Medan State University.
- Solihin, Ismail. (2009). Introduction to Management. Jakarta: Erlangga.
- Sudarmanto. (2009). HR Performance and Competency Development. Yogyakarta: Student Library
- Sugiyono. (2012). Educational Research Methods Quantitative, Qualitative, and R&D Approaches, Tenth Printing. Bandung : Alfabeta
- Werdhiastutie, A., et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. International Research and Critics Institute-Journal (BIRCI-Journal). P. 747-752.
- Wijayanti, Dwi Wahyu. (2012). The Effect of Leadership and Work Motivation on Employee Performance At PT. The Power of the Semarang Universe. Thesis. Faculty of Economics. Semarang State University.