

Implementation and Relationship of Complete Staff Work Methods, Coordination and Supervision with the Implementation of Leadership Decision Making

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Abstract

This research is intended to develop a model in decision making in government management. This is in accordance with one of Unsrat's RIPs, namely comprehensive social and legal protection, in this case good government services through decision making in making policies. This research was conducted using a quantitative descriptive method. Data collection was carried out by conducting a survey, the data used was primary data obtained directly from respondents using a data collection tool in the form of a list of questions or questionnaires that had been prepared. Meanwhile, secondary data was obtained from various official publications at the institution where the research was conducted. As a sample of respondents in this study are leaders at the top level such as; Mayor, Deputy Mayor, City Secretary, and 3 assistants and middle-level leaders such as heads of divisions and heads of subdivisions, employees who are subordinates to subdivisions, with a sample size of 45 people. The variables studied were the implementation of the complete staff work method (X1), the implementation of coordination (X2), and the implementation of inherent supervision (X3) as independent variables or independent variables, and the effectiveness of decision-making implementation (Y) as the dependent variable or dependent variable. Data were analyzed using the product moment correlation analysis model to see the relationship between the independent variables and the dependent variable.

Keywords: Working Methods, Coordination, Supervision, Decision Making

Introduction

The implementation of government in Tomohon City often occurs deviations from decisions made (decision-making results) at various levels of government in Tomohon City. With the implementation of the principles contained in the working method of the full staff, there will be great benefits in the framework of smooth management, especially at the level of decision making (Dey, 2006). Likewise, a successful leader is not only judged by his ability to carry out operational activities but also by his ability to make quick, precise and practical decisions, coupled with the implementation of coordination (Sueur et al., 2013). Supervision as part of the management function can be used to prevent unwanted things from happening related to decision-making taken by a leader.

From the description above it is clear that the methods or principles contained in the work of the complete staff, the implementation of the coordination function and the monitoring factor need to be examined more deeply in relation to decision making taken by a leader in the Tomohon City Secretariat Office. In carrying out the main tasks and functions of employees at the Tomohon City Regional Secretariat Office there are still a small number of employees who lack work motivation. This can be seen where employees are late for the office and don't even

come into the office for various unclear reasons, working hours are spent chatting and playing on cellphones, lack of initiative, and so on. Such a situation will in turn lead to a decline in the effectiveness of policy implementation which is the result of the leadership's decision-making (Kossek, 2005). From the description above, leaders are required to be able to improve the work of the complete staff, the implementation of the coordination function and the necessary monitoring factors so that subordinates can make a positive contribution to the organizational performance of the Tomohon City Regional Secretariat Office. The constraints mentioned above prompted the author to conduct research on the relationship of supervision with the effectiveness of decision making at the Regional Secretariat office of Tomohon City.

Literature Review

Several supporting studies related to the proposed research proposal are among others:

Sembiring (2014) Formal Communication and Decision Making (Correlational Study Regarding Formal Communication and Employee Work Decision Making at the Election Commission of Pematang Siantar City).

Delfira (2015) Employee Perceptions About Decision Making by Direct Superiors in the Coordination Office of Private Higher Education Region X (SUMBAR, Riau, Jambi, and Kepulauan Riau), FIP UNP. Examining decision-making styles, approaches to decision-making and acceptance of decisions that state decision-making styles, approaches to decision-making are the starting point for organizations in carrying out management activities and supporting decision-making.

Martina (2018) The Influence of Head Decision Making on Employee Work Productivity in the Technical Implementation Unit of the Cipaku District Education Office, Ciamis Regency, FISIP Galuh University. With the results of the research that there is a positive influence between decision making by the head on the work productivity of employees at the research location.

Tadanugi. (2013). The Decision-Making Process in Administering Governance in the South Pamona Sub-district Office, Poso Regency, FISIP Sintuwu University. The results of the research show that the decision-making process is good because every leadership decision-making meeting always involves staff and is supported by an active response in providing suggestions, opinions/responses in every analysis and problem formulation.

Suryani (2015) Supervisory Relations and Employee Performance at the Culture and Tourism Office of South Tangerang City. Management Study Program Univ. Pamulang. The research results show that there is a positive relationship between supervision and employee performance. This is related to the implementation of the leadership's decision.

Susanti (2011). The relationship between supervision and work environment with the effectiveness of the work of employees of the Regional Office of the Ministry of Religion of North Sulawesi Province. Based on the results of the study it was concluded that there is a positive relationship between supervision and employee work effectiveness which is determined by the degree of strength of the relationship in the form of a correlation coefficient and a coefficient of determination.

Margareta (2013) suggests that analysis of factors related to the effectiveness of decision-making implementation at the Manado City Regional Secretariat Office. LPPM, Unsrat. The results of the study show that there is a positive relationship between the variables studied at the Manado City Regional Secretariat Office. LPPM Unsrat.

Siagian (1982) explains that in an effort to solve problems in carrying out tasks, the ideas contained in the working principle of this complete staff can make a significant contribution to

management for the smooth running of tasks, both at the level of decision making and formulation of policies and at the level of operational. So it can be concluded that the application of staff work methods complete with the principles contained therein, is very important in order to facilitate the decision-making process and the effectiveness of decisions taken by the leadership. The application of the principle of the full staff work method is especially important in large and wide-scale organizations, such as government organizations, with various kinds of problems that need to be solved immediately. In such an organization, it is impossible for the leadership to solve problems alone, without the help of other people or their subordinates/staff.

Buchari (1981) suggests the purpose of coordination as follows; (1) Coordination to prevent conflict; (2) Coordination to prevent competition; (3) Coordination to prevent double hours and waste; (4) Coordination to prevent space or time voids; (5) Coordination to prevent differences in approach and implementation.

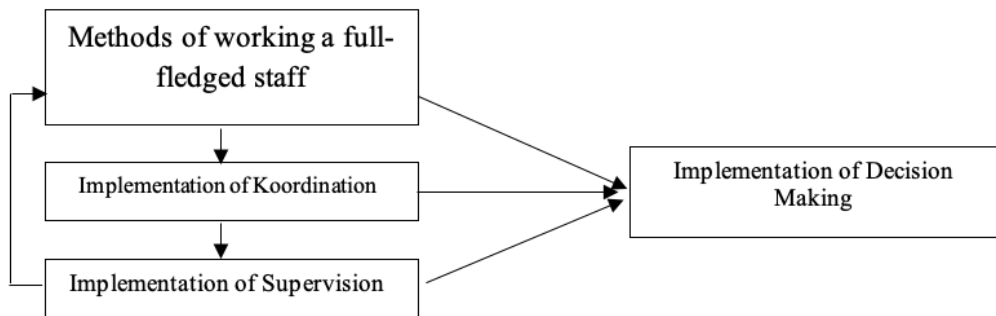
Tangkudung (1983) draws the conclusion that coordination aims to avoid confusion, conflict between parts or units, the existence of twin jobs, or the emergence of job vacancies and prevent unnecessary activities in order to achieve the desired goals. Furthermore, it is said that coordination generally focuses on; (1) To create a unity of action to order; (2) To produce alignment of action; (3) To get harmony and balance; (4) To unify and align; (5) To get a business unit.

From the descriptions regarding coordination it is clear how important the implementation of the coordination function carried out in an organization is related to decision making. Without neglecting other management functions, the coordinating function also plays a role in the implementation of decision-making to achieve the goals of the organization.

Supervision is one of the management functions in the form of conducting assessments and at the same time making corrections if necessary so that what is being done by his subordinates can be directed to the right path in accordance with the aim of achieving the goals that have been originally outlined. Inherent supervision as one of the supervisory activities is the duty and responsibility of every leader who must carry out effective and efficient management within each organization/work unit, both in the government and private sectors.

Within the government apparatus, the objective of supervision is to support the smooth and accurate implementation of decisions, so that the implementation of general government tasks can be carried out in an orderly manner, based on statutory regulations. Melakat supervision aims to realize effective and effective efficiency in an effort to achieve government goals by tackling abuse of authority, leakage and waste of state wealth and finances, corruption and so on. For this reason, in realizing the decisions taken by the supervisory leadership, it is also directed at controlling the personal discipline of government implementers in the form of work discipline, time discipline, obedience to superiors, budget discipline and others. Thus, the implementation of decisions taken by the leadership can be carried out effectively and efficiently. From this description it can be seen that the implementation of inherent supervision has a close relationship with the effectiveness of decision-making implementation.

Relationship chart can be described as follows:



Based on the description of the theoretical study put forward above, the following hypothesis can be put forward: There is a positive relationship between the implementation of the full staff work method, the implementation of coordination, the implementation of inherent supervision and the effectiveness of the implementation of decision making at the Regional Secretariat Office of Tomohon City.

Methods

This research is a quantitative descriptive research, with accurate data and statistical tests on the relationship of the variables studied to test the hypothesis. This research took place at the Regional Secretariat Office of Tomohon City. The population in this study were Mayors and Deputy Mayors as well as 121 civil servants. Respondent sampling was carried out purposively towards leaders at the top leader level and by random sampling towards elements of leadership at the middle level at the Regional Secretariat Office of Tomohon City. The sampling technique uses the formula from Slovin in (Akdon 2010)

Data collection in this study was carried out by conducting direct interviews using questionnaires to obtain primary data, to obtain secondary data by recording statistical data at the Tomohon City Secretariat office. To provide an overview of the implementation or implementation of the full staff work method, coordination and supervision and implementation of decision-making at the Regional Secretariat Office of the City of Tomohon is carried out by holding a descriptive description. To find out the relationship or correlation of the implementation or execution of complete staff work methods, coordination, and supervision with the effectiveness of decision-making implementation, a product moment correlation analysis was carried out.

With the following formula:

$$r_{xy} = \frac{N \sum XY - (\sum X) (\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

To test the significance of r, a t test is carried out with the following formula:

$$t_{hit} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

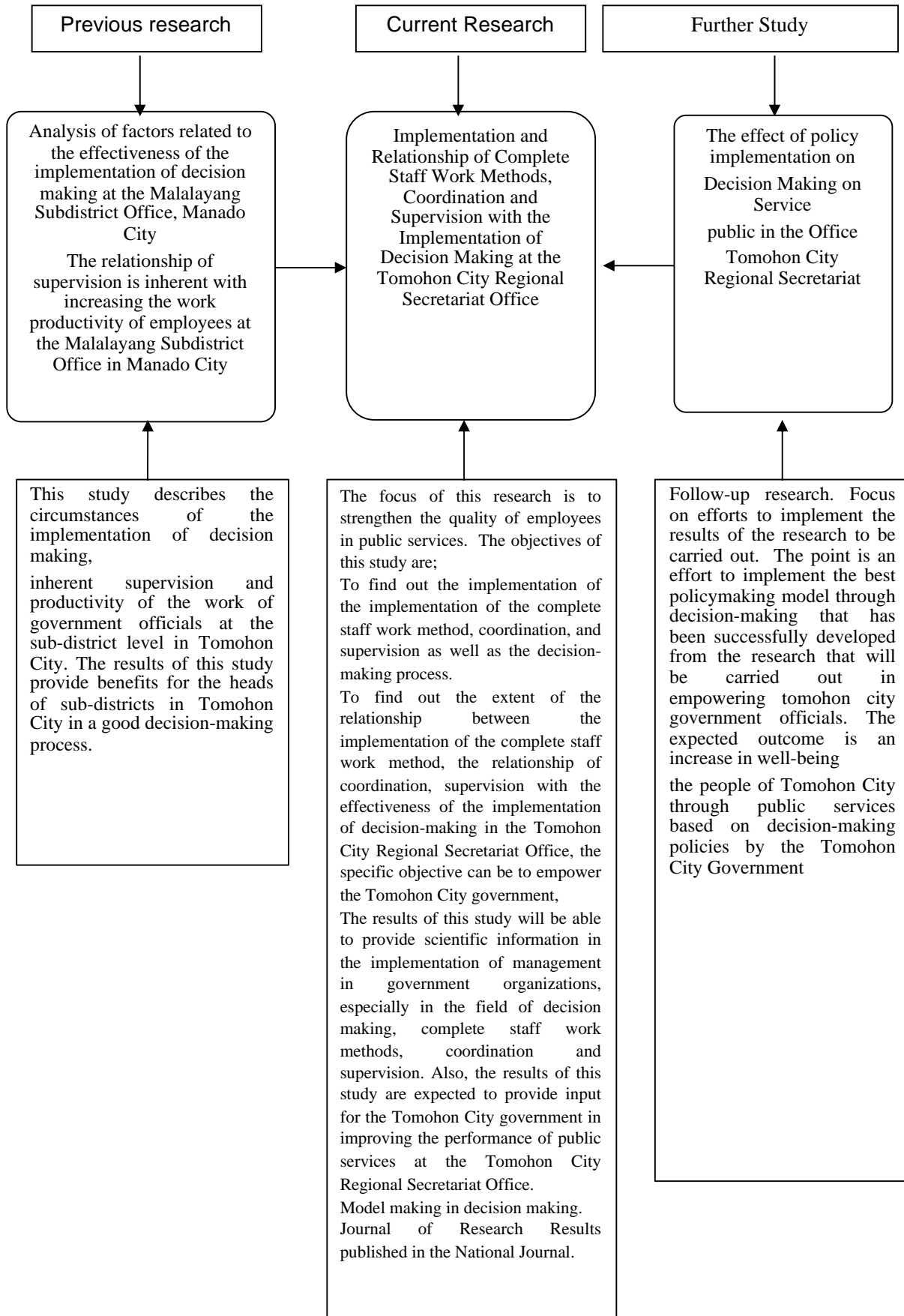
where : t count = Value of t

r = Correlation Coefficient Value

n = Number of Samples

(Akdon 2010 : 125)

RESEARCH FLOWCHART



Results and Discussion

From the research data according to the indicators for measuring the implementation of the full staff work method, it can be seen that 22.22% of respondents stated that the implementation of the full staff work method was very good at the Regional Secretariat Office of Tomohon City; 48.52% of respondents stated that the implementation of the work methods of the complete staff at the Regional Secretariat Office of Tomohon City was good; 24.81% of respondents stated that the implementation of the work methods of the full staff at the Regional Secretariat Office of Tomohon City was quite good; 4.44% of respondents stated that the implementation of the work methods of the full staff at the Tomohon City Regional Secretariat Office was not good

From the research data according to the indicators for measuring the implementation of coordination, it can be seen that 22.22% of respondents stated that the implementation of coordination was very good at the Tomohon City Regional Secretariat Office; 56.67% of respondents stated that the implementation of coordination at the Regional Secretariat Office of Tomohon City was good; 20.74% of respondents stated that the implementation of coordination at the Regional Secretariat of Tomohon City was quite good; 0.37% of respondents stated that the implementation of coordination at the Tomohon City Regional Secretariat Office was not good. The good implementation of coordination in the implementation of work at the Tomohon City Regional Secretariat Office means that decision-making will be carried out properly so that the implementation of work at the Tomohon City Regional Secretariat Office will run well.

From the research data according to the indicators for measuring the implementation of inherent supervision, it can be seen that 17.04% of respondents stated that the implementation of inherent supervision was very good at the Tomohon City Regional Secretariat Office; 59.63% of respondents stated that the implementation of inherent supervision at the Regional Secretariat of the City of Tomohon was good; 22.59% of respondents stated that the implementation of inherent supervision at the Regional Secretariat Office of Tomohon City was quite good; 0.74% of respondents stated that the implementation of inherent supervision at the Regional Secretariat Office of Tomohon City was not good

From the research data according to the indicators for measuring the effectiveness of decision-making implementation, it can be seen that 20.22% of respondents stated that the decision-making implementation was very good at the Regional Secretariat Office of Tomohon City; 58.00% of respondents stated that the implementation of decision-making at the Regional Secretariat of Tomohon City was good; 21.78% of respondents stated that the implementation of decision making at the Regional Secretariat of Tomohon City was quite good.

To see the magnitude of the relationship between variables, the product moment correlation formula is used for the research data. Based on research data (attached), the value of $r = 0.6306$ is obtained at a significance level of 0.05. From these data it shows that there is a real relationship between the implementation of the complete staff work method and the effectiveness of decision-making implementation at the Tomohon City Secretariat Office in a fairly high category. Thus the hypothesis is accepted by stating that there is a relationship between the implementation of the complete staff work method and the effectiveness of the implementation of decision making at the Tomohon City Secretariat Office.

The relationship between the implementation of coordination with the effectiveness of the implementation of decision-making based on research data obtained values; $r = 0.7123$ at a significance level of 0.05. From these data it shows that there is a real relationship between the implementation of coordination with the effectiveness of decision making at the Secretariat

Office of the City of Tomohon in a fairly high category. Thus the hypothesis is accepted by stating that there is a relationship between the implementation of coordination with the effectiveness of decision making at the Secretariat Office of Tomohon City. It can be seen that the better the implementation of coordination will make a positive contribution to the implementation of decisions taken by the leaders in the Tomohon City Secretariat Office.

The relationship between the implementation of inherent supervision and the effectiveness of implementing decision-making based on research data obtained values of $r = 0.8300$ at a significance level of 0.05. That there is a real relationship between the implementation of inherent supervision and the effectiveness of decision making at the Tomohon City Secretariat Office in a fairly high category.

The relationship between the application of the principles of the complete staff work method and the implementation of decision making

Vroom and Yetton cited by Gibson (1984) state that the effectiveness of decision implementation is determined by two factors, namely the quality of the decision and acceptance from the subordinates implementing the decision. Or according to Sorcher being involved (ego involed), emotionally and cognitively feel at the level of decision, or in other words there is a kind of sense of ownership/ownership (Gibson 1984). So if it is associated with the good opinion of Siagian, Vroom and Yetton, sorcher as well as by Gibson and other experts, it can be said that the application of the principles contained in completed staff work or complete staff work, will generate enthusiasm from staff to accept and carry out decisions that have been determined/taken by their superiors. Acceptance arises because of a sense of ownership of the decisions that are made. This sense of ownership is due to the contribution of the subordinates or staff themselves in the decisions that have been taken by the leadership or superiors who are authorized to do so.

Based on the results of the research and participant observations, it was revealed that although the principles contained in the work method of this complete staff had not been fully implemented/applied to solve all the problems encountered in this office, it had nevertheless been shown that this method had helped expedite the decision-making process. decision and implementation of the decision.

Based on these results, it can be concluded that the application of the principles of complete staff work in the decision-making process will encourage the morale of subordinates to carry out the results of the leadership's decisions. In short, even though the principles contained in the work of this complete staff have not been fully implemented in all problem-solving processes/decision-making processes in the said office, the ideas contained in this method have at least encouraged the enthusiasm of the subordinates in implementing the results. -decision. This will be able to increase the efficiency and effectiveness of work in accordance with the decisions taken by superiors. As has been said by experts in this field, that the application of the principles of the work of a complete staff, will increase the work efficiency of every organization regardless of its structure and whatever goals it wants to achieve (Siagian, 1982).

So it can be concluded that if the principles contained in the full staff work method will be fully implemented within the framework of the decision-making process, it will further enhance the success of implementing decisions taken at the Tomohon City Secretariat Office.

The relationship between the implementation of coordination and the effectiveness of the implementation of decision making

From the data analysis results, it can be seen that there is a relationship between the implementation of coordination with the implementation of decision making at the Tomohon City Secretariat Office. It can be seen that the better the implementation of coordination will

make a positive contribution to the implementation of decisions taken by the leaders in the Tomohon City Secretariat Office.

Thus, the better the implementation of coordination will make a positive contribution to the implementation of decisions taken by leaders within the Tomohon City Secretariat Office.

The relationship between the implementation of supervision is attached to the effectiveness of the implementation of decision making

From the research data according to the indicators for measuring the implementation of inherent supervision, it shows that the implementation of inherent supervision at the Tomohon City Regional Secretariat Office is good. This contributes to increasing the effectiveness of decision-making implementation at the Regional Secretariat Office of Tomohon City. The better the application of the complete staff work method, the implementation of coordination, and the implementation of inherent supervision, it will contribute to the higher the effectiveness of decision-making implementation.

Conclusion

Based on the background of the problem, research objectives, theoretical studies and hypotheses as well as the results of the research described in the previous section, it is concluded that; (1) There is a real relationship between the implementation of the complete staff work method and the effectiveness of decision-making implementation at the Tomohon City Secretariat Office in a fairly high category; (2) There is a real relationship in a fairly high category between the implementation of coordination with the effectiveness of implementing decision making at the Regional Secretariat Office of Tomohon City; (3) The implementation of inherent supervision has a fairly high relationship with the effectiveness of decision-making implementation at the Tomohon City Secretariat Office; (4) The application of the full staff work method, the implementation of coordination, and the implementation of inherent supervision together have a high positive relationship with the effectiveness of the implementation of decision-making at the Regional Secretariat Office of Tomohon City; (5) If the principles contained in the full staff work method are fully implemented within the framework of the decision-making process, and the implementation of coordination and supervision is well embedded, then it can make a positive contribution to the implementation of decisions taken by the leadership within the Tomohon City Secretariat Office; (6) Implementation of coordination will make a positive contribution in the application of the principle of complete staff work and will encourage the morale of subordinates to carry out the results of the decisions of the leadership. Also the implementation of inherent supervision makes a positive contribution to the application of the complete staff work principle and can encourage the morale of subordinates to carry out the results of the leadership's decisions. Likewise, the better the implementation of inherent supervision, the better coordinated tasks can be carried out. Correction of problems carried out in terms of implementing the principles of complete staff work in the decision-making process will encourage the work enthusiasm of subordinates to carry out the results of the leadership's decisions at the Tomohon City Regional Secretariat Office. With the increasing number and complexity of the tasks so that he does not have enough time to think about it himself in as much detail as possible to collect all the information and data needed to solve all the problems that arise. It is hoped that staff will be able to increase their sensitivity/readiness in providing assistance to leaders in the form of advice, suggestions, suggestions and considerations. Within the framework of the decision-making process, leaders should consider input from staff, because there are complex issues, namely big problems, interconnected with other problems, have big consequences and require broad and deep thinking. It is necessary to improve the implementation of coordination between superiors and subordinates as well as between sections or work units within the

Tomohon City Regional Secretariat Office so that the duties and work of each employee can be carried out in a more integrated manner in accordance with decision making that has become policy in the work environment. It is hoped that the implementation of supervision within the Tomohon City Regional Secretariat Office can be maintained and even further enhanced so that the implementation of government and development tasks in Tomohon City can run well.

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