THE INFLUENCE OF MANAGEMENT CONTROL SYSTEMS ON EMPLOYEE PERFORMANCE
(STUDY AT PT. TRIMITRA DINAMIKA KONSULTAN, BANDUNG)

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ABSTRACT

The aim of this research is to analyze the influence of the management control system on employee performance at PT. Trimitra Dinamika Consultants . This type of research is quantitative research and the data source is primary data with questionnaires. The sample in this research were employees of PT. Trimitra Dinamika Consultants . The data analysis methods in this research are descriptive statistics, characteristic data, simple validation and regression analysis using a significance level of 5%, and tested using path analysis. The data processing method uses SPSS 23.0 For Windows software. Based on the results of the analysis, it is known that the management system has a positive and significant effect on employee performance at PT. Trimitra Dinamika Consultants .

Keywords : Management Control System; Employee Performance

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh sistem pengendalian manajemen terhadap kinerja karyawan pada PT. Trimitra Dinamika Konsultan . Jenis penelitian ini adalah penelitian kuantitatif dan sumber datanya adalah data primer dengan kuesioner. Sampel dalam penelitian ini adalah karyawan PT. Trimitra Dinamika Konsultan . Metode analisis data dalam penelitian ini adalah statistik deskriptif, karakteristik data, validasi sederhana dan analisis regresi menggunakan tingkat signifikansi 5%, dan diuji menggunakan analisis jalur. Metode pengolahan data menggunakan software SPSS 23.0 For Windows. Berdasarkan hasil analisis diketahui bahwa sistem manajemen berpengaruh positif dan signifikan terhadap kinerja karyawan pada PT. Trimitra Dinamika Konsultan .

Kata kunci : sistem Pengendalian Manajemen; Kinerja Pegawai

INTRODUCTION

In a broad sense, every management control system is used to determine, assess and reduce the gap between what is desired, what is possible and what will actually be achieved. Management control systems are designed to create conditions that increase the likelihood that desired results will be achieved by directing attention to the goals to be achieved by the organization and towards the desired behavior of the participants (Porporato, 2006) .

A management control system is important to implement in every company with all types of business. A management control system can help management realize the

company's vision, mission, strategy and goals. Apart from that, the management control system is a management tool to influence employees to act positively to achieve company goals. Employees will be cooperative if management can develop and manage employees appropriately, so that management control can run according to management plans.

The management control system is also designed to formulate and implement strategies, for competitive advantage and performance, the management control system is a critical function in the organization, the management control system is used to manage the pressure between creating innovation and achieving predictable goals and balancing problems in the organization between control and flexibility. The management control system also needs to be considered to maintain flexibility and support change within the organization, innovation and organizational learning (Ratnasari, 2018) .

The management control system greatly influences performance, because a company's management control system is related to human resource management issues which focus on employee performance. Employee performance is obtained from all activities carried out by the management control system. Activities in management control are scheduled activities and unscheduled activities. Each action in the task implementation process allows the implementation of controls to evaluate the performance of the task. Task control may be in the form of fulfilling the planned schedule in the form of efficient task implementation or in the form of quality of performance. Management control over performance is able to align organizational goals with team and individual goals, improve performance, motivate and increase worker commitment.

Performance is work achievement or work results, both quality and quantity, achieved by Human Resources over a period of time in carrying out their work duties in accordance with the responsibilities given to them (Fitriani, I., et al., 2020:248). Many factors affect the performance of individual workers, including ability, motivation, support received, the existence of the work they do, rewards or incentives, their relationship with the organization and many other factors. (Zulkarnaen, W., & Suwarna, A., 2017:38).

Based on the background above, a problem formulation was obtained in this research regarding the influence of the management control system on employee performance.

LITERATURE REVIEW

Management Control System

According to Anthony and Govindarajan (2011:20), translated by FX Kurniawan, the management control system is a system used by management to control the activities of an organization. The management control system is an important organizational tool to support the optimal performance of a company (Porporato, 2006) . In determining success and sustainable development, a company must have a good system and quality workforce, one of which is a good system is an optimal management control system.

The main goal in a management control system is to balance these goals with a system that must be designed in such a way that all behavior of each member of the company to achieve their own interests can be in harmony with the interests of the company. In line with the opinion expressed (Ilyas, 2009) that performance is the appearance of the work of all members of an organization. According to (Govindarajan, 2011), there are six characteristics of management control, including:

a. Focused on programs and responsibility centers.

b. Information is processed from two types of systematic data in the form of programs, budgets or standards and actual data inside and outside the organization.

c. A system that summarizes all aspects of the organization.

d. Related to financial structure.

e. The planning aspect follows a certain pattern and schedule, where budget preparation is an important thing in the control process.

f. A coordinated and integrated system, data is collected, combined and compared at any time in each organizational unit.

Although much of the literature on management control systems uses *governance mechanisms* , contextually the management control system in this research is also viewed from an accounting perspective by looking at the management accounting system mechanism (Porporato, 2006) , namely by measuring employee performance.

Employee performance

One of the vehicles towards achieving goals is performance, when there is no performance in the body of the organization, the goals will not be achieved (Saputro & Pujiono, 2018) . Hasibuan (2013: 105) states that performance is a result achieved by a person in carrying out the tasks given to him which is based on his skills, experience and sincerity. Performance is an indicator in determining how efforts are made to achieve a high level of productivity in an organization or agency.

Factors that can influence performance include; First, internal factors (*dispositional*), namely factors related to a person's characteristics. For example, someone's performance is good because they have high abilities and that person is a typical hard worker, while someone has poor performance because that person has low abilities and that person does not have the effort to improve their abilities. Second, external factors, namely a person's performance which is influenced by the surrounding environment. Such as behavior, attitudes and actions of colleagues, subordinates or leaders, work facilities, or the organization they join (Ratnasari, 2018) .

As the results of previous research stated by Sabeni and Wiyantoro (2007) in research (Anjumi & Yaya, 2018) show that the management control system is related to organizational culture which involves employees in making performance better.

RESEARCH METHODS

This research uses quantitative methods, according to Sugiyono (2015: 13) states "Research is based on the philosophy of positivism, used for research on certain populations or samples, and sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis quantitative or statistical in nature with the aim of testing an existing hypothesis". This research aims to determine the influence or relationship between two or more variables.

This research was conducted on employees of PT. Trimitra Dinamika Consultants . The current number of respondents is 38 respondents using a *convenience sampling technique* . The basis for consideration is that it represents the population, and the analysis tool used is SPSS path *analysis* .

Methods used in data collection; Questionnaire is a data collection method by asking a list of questions as a measurement scale. The measurement scale used is a *Likert scale* from 1 (strongly disagree) to 5 (strongly agree). The respondent's

seriousness in answering questions is the most important thing, because data collection is carried out using a questionnaire and it is hoped that the data obtained can be analyzed and explained to draw conclusions.

Hypothesis

The management control system is basically one of the ways managers use to ensure that all employees can carry out their duties according to the path to achieve company goals, so the hypothesis in this research is as follows:

H1: Management Control Systems have a positive effect on employee performance

DISCUSSION

Respondent Characteristics

It is known that the majority of respondents were male, namely 14 respondents or 36.8%, next were female respondents, namely 24 respondents or 63.2%. The results of this research show that employees are dominated by women. (Table 1)

It is known that the majority of respondents aged ≤ 25 years are 2 8 respondents or 73.7 %, respondents aged 26 - 30 years are 7 respondents or 18.4 %, respondents aged 31 - 35 years are 2 respondents or 5.3 %, and respondents Those aged 36 – 40 years were 2.8 respondents or 2.6%. (Table 2)

Descriptive Analysis Results

The management control system variable consists of one variable, namely the average control system for employee performance. Based on the questions asked, the majority of respondents answered in the affirmative, namely 60.5%. This shows that the majority of respondents feel that the control system has an influence on employee performance. (Table 3-4)

The Employee Performance Variable (Y) consists of four indicators, namely work quality (Y1.1), productivity (Y1.2), knowledge (Y1.3), and trust (Y1.4).

The first indicator, namely work quality (Y1.1), the majority of respondents answered in the affirmative, namely 65.8%. The second indicator, namely productivity (Y1.2), the majority of respondents answered in the affirmative, namely 68.4%. The third indicator, namely knowledge (Y1.3), the majority of respondents answered agree, namely 55.3%. The first indicator, namely trust (Y1.4), the majority of respondents answered agree, namely 60.5%. This shows that most respondents agree that the management control system influences employee performance. (Table 5)

Validation and Reliability Test

Based on the table data above, the results of the validity test show that all question items for all variables have correlation coefficient values greater than 0.5. This shows that the question items for all variables can be said to be valid.

Based on the table data above, the results of the reliability test show that all question items for all variables have a value of more than 0.5. This shows that the question items for all variables are reliable. (Table 6)

Hypothesis Testing with *Path Analysis*

Path analysis is used to test or check previously determined relationships, not to determine the cause. *Path* analysis can be carried out with the magnitude of the causal relationship between a number of variables and the hierarchical position of each variable in a series of causal paths, directly or indirectly. The results of hypothesis testing for the regression equation can be seen in the following table : (**Table 7**)

Based on the equation and picture above, it can be seen that the influence of the management control system on employee performance has a probability value of 0.000. This can be seen that the probability value is in accordance with the test standard, namely $p<0.05$. (Figure 1)

CONCLUSION

From the results of the analysis and discussion that have been explained, it can be concluded that a management control system has a positive influence on employee performance. This can be seen in the path analysis image, there is a path coefficient value of 0.789 and $p=0.000$, because the profitability value is smaller than 0.05 ($p<0.05$) it can be said to have a positive effect on employee performance. Therefore, hypothesis 1 which states that the management control system has a positive influence on employee performance can be accepted.

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TABLE AND FIGURE

Table 1. Characteristics of Respondents Based on Gender

Category	Frequency	Percentage (%)
Man	14	36. 80
Woman	24	63.20
Total	38	100

Table 2. Characteristics of Respondents Based on Age

Category	Frequency	Percentage (%)
≤ 25 years	28	73.7
26 – 30 years	7	18.4
31 – 35 years	2	5.3
36 – 40 years	1	2.6
Total	38	100

Table 3. Criteria for the Average Interval of Respondents' Answers

Average Response Interval	Criteria
1.00 – 1.80	Strongly Disagree
1.81 – 2.60	Don't agree
2.61 – 3.40	Simply Agree
3.41 – 4.20	Agree
4.21 – 5.00	Strongly agree

Table 4. Percentage of Respondents' Answers to Variables Management Control System (X)

Items	Distribution of Respondents' Answers										Mean
	STS		T.S		CS		S		SS		
	f	%	f	%	f	%	f	%	f	%	
X1.1	0	0	0	0	4	10.5	19	50.0	15	39.5	4.29
X1.2	0	0	0	0	2	5.3	23	60.5	13	34.2	4.29
Average Management Control System Variable (X)											4.29

Table 6. Validation and Reliability Test of Research Instruments

Variable	Indicator	Validity (correlation coefficient = r)	Reliability (*Cronbach's Alpha*)
X1	X1.1	0.8499 (Valid)	0.8212 (Valid)
	X1.2	0.7926 (Valid)	
Y1	Y1.1	0.9166 (Valid)	0.7965 (Valid)
	Y1.2	0.691 (Valid)	
	Y1.3	0.83 (Valid)	
	Y1.4	0.7482 (Valid)	

Table 7. Equation Test Table

Model	Independent Variable	Dependent variable	Path Coefficient	t-value	Sig.	F-Value	Sig.	R Square
Press Reg. 1	Management Control System	Employee performance	0.789	7,945	0,000	638.1825	0,000	0.637

Figure 1. Image Path Analysis