

**THE INFLUENCE OF DELIVERATIVE OF AUTHORITY ON THE EFFECTIVENESS  
OF EMPLOYEES AT THE SHARIA FINANCING CREDIT UNION  
"RABIHAH ABADI MAKMUR" OKU TIMUR**

**Solikhan**

STIE Trisna Negara, OKU Timur

Email : [solikhan869@gmail.com](mailto:solikhan869@gmail.com)

**Abstract :** *The problem faced by the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" OKU Timur is how the influence between the delegation of authority on the effectiveness of the employee's work, the purpose of this study is to determine the effect of the delegation of authority on the effectiveness of the employee's work at the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU. The hypothesis proposed is that the delegation of authority has a strong effect on the effectiveness of employees' work at the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU. From the calculation results obtained obtained  $r = 0.772$ . After consulting with conservative standards to determine whether or not the relationship is close, it turns out that  $r = 0.772$  lies in the distance between 0.600 - 0.799 which is included in the strong correlation. It means showing the influence of the delegation of authority on the effectiveness of the work of employees. Then to answer the hypothesis test proposed in the previous chapter has a relationship or not, then it is tested by hypothesis testing and obtained  $t$  count = 3.432. While the value of  $t$  table at the 95% confidence level for  $(n - 2) = 1.860$ . Then it can be seen that the  $t$ -count is  $3.432 > 1.860$ , thus accepted ( $H_a$ ) and ( $H_o$ ) rejected.*

**Keywords:** *Delegation of Authority, Work Effectiveness*

## **1. Introduction**

In the context of the welfare of the people, the government has established various institutions in the context of alleviating poverty, such as the Social Safety Net (JPS) and institutions that seek to improve people's welfare. Besides that, the government has implemented the concept of a people's economy. With this concept, it is hoped that it will touch the lowest levels of society in driving economic growth.

The functions and roles of cooperatives are: a) Build and develop the economic potential and capabilities of members in particular and society in general to improve their economic and social welfare b) Participate actively in efforts to improve the quality of human life and society c) Strengthen the people's economy as a basic strength and national economic resilience with cooperatives as the pillars of the teacher d) Strive to realize and develop the national economy which is a joint effort based on the principles of kinship and economic democracy. (Law No. 25 of 1992) Management of cooperatives must be aligned with the basic principles and principles of

cooperatives as well as applicable regulations. Thus the cooperative will be successful if it includes all staff and gets support and participation from members. The management of the cooperative must be supported by members elected at the Members' Meeting, they must be careful, able to carry out management tasks properly, so that the cooperative they lead can develop and can improve the welfare of their members' lives and can function as a tool for economic development in rural communities. in the work area.

In carrying out its activities, at the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU there are still activities that have not been fully implemented, namely counseling activities for community members, this is due to the lack of extension workers to assist the management in conducting counseling to the community and the working area of the Cooperative. which is quite large. This is also due to the lack of delegation of authority to employees and the lack of supervisory responsibility in supervisory activities. Supervision is part of the Human Resources management function, in addition to its operational functions.

So far, the effectiveness in realizing employee performance is still low. Some things that still appear and do not reflect the spirit of change, such as in the decision-making process, where decisions taken do not involve all employees or are not democratic in planning, implementing and monitoring (controlling) cooperative work programs.

Low effectiveness, characterized by lack of solid planning, organization of activities, implementation that is not in accordance with the plan, less precise evaluation and supervision so that the objectives are not achieved. The impact is that the elements of organizational management are not well managed such as in planning, organizing, implementing, motivating, controlling (supervising) various organizational activities.

## **2. Underlying Theory**

### ***Deliverative of Authority***

Authority is the right to do something or to order others to do or not do something in order to achieve certain goals. Authority is the result of delegation or delegation of authority from superiors to subordinates in an organization.

Two opposing views about the source of authority, namely:

#### **1) Formal theory (classical view)**

Authority is a gift, exists because someone is given or bestowed it. Presumes that authority comes from a high level of society. So this view traces the highest source of authority up to the last source, where for the company organization is the owner or shareholder.

#### **2) Acceptance theory of authority**

Authority arises only if it is acceptable to the group or individual to whom it is exercised. This view states the basic key to authority by those who are influenced (influencees) not those who influence (influencers). So, the authority depends on the receiver, who decides to accept or reject.

Power is often confused with authority, even though the two are different. If authority is the right to do something, then power is the ability to do that right.

Power is the ability to influence individuals, groups, decisions or events. Authority without power or power without authority will cause conflict in the organization.

### ***Work Effectiveness***

Every organization is always faced with the problem of limited human resources in achieving its goals. Interaction between various human resources in achieving its goals. The interaction between the various resources must be managed properly so that it can achieve the target effectively and efficiently. In simple terms, work effectiveness can be defined as the ability to do something right on target. Effectiveness is the main element of organizational activities in achieving predetermined goals or objectives. When viewed from the aspect of success in achieving organizational goals. Furthermore, from the aspect of speed of time, the effectiveness of achieving various predetermined targets on time by using certain resources provided to carry out various activities in programs that have been prepared previously.

The aim of administration and management is to achieve results effectively and efficiently. In other words, the achievement of goals that are effective (effective) and efficient (efficient). For more details, we can see from some of the opinions of the following experts: According to Chester I. Barnard Gibson Ponnely (Malay, 2011, pp.: 20) the effectiveness is: "Achieving the targets that have been agreed upon on a joint effort, the level of achievement of the targets shows the level of effectiveness".

Meanwhile, according to H. Emerson (Malayu, 2011. pp. 25) the notion of effectiveness is: "Measurement in the sense of achieving predetermined goals or objectives". From the above understanding it can be said that thus if the goal cannot be achieved in accordance with the specified time, then the work is not effective, the work is said to be effective if the goal has been achieved in accordance with the previous plan.

### **Conceptual Framework**

Delegation of authority is an act of entrusting tasks (which are definite and clear), authority, rights, responsibilities, obligations, and responsibilities to subordinates individually in each task position. Delegation is done by dividing the tasks, authorities, rights, responsibilities, obligations, and responsibilities set out in a formal job description/description within the organization. Wise use of authority is a critical factor for organizational effectiveness.

In this case a leader allocates authority to his subordinates to report to him. Usually, the delegation of authority occurs when the delegation is carried out either implicitly or explicitly in order to create obligations or responsibilities from employees who receive the delegation of authority so that with the delegation of authority, busyness will not occur and dependence on the leadership can be minimized the alignment between tasks and work performed by employees. With a good delegation of authority, work harmony will be created between members of the organization so that there is no confusion and overlapping work the delegation of authority so as to achieve employee work effectiveness.

The delegation of authority is actually clear and illustrated by the organizational structure, but in its application it is not in accordance with the theories or in fact even the authority of others who take or do not know whose authority. According to Louis A. Allen (Malayu, 2011; p. 64) the notion of authority is "authority is a number of powers and rights that are delegated to a position" While the definition of delegation of authority according to Sadono Sukirno (Malayu, 2011; p. 73) is:

"It is a process of division of labor, grouping the tasks of a manager in such a way that in the end the manager only does the part of the work that cannot be delegated to his subordinates related to his position in the organization"

Delegation of authority is directed in making decisions that must be taken at that time. Before a decision is taken, it must go through a decision-making process so that it can be carried out properly and easily. And so that the effectiveness of employee work increases so that in delegating the authority to make a decision it can run well and smoothly and can achieve the desired goal.

Meanwhile, the definition of effectiveness according to Alex Nitisemiro (Malayu; pp., 93) is: "doing the job right while efficiency is doing the job right".

Based on this understanding, it can be concluded that the work effectiveness of employees is the completion of work on time in accordance with those determined by organizational decisions which can be measured through the ability to adapt to the environment, productivity, job satisfaction, capabilities and increased resources.

### **3. Research Method**

#### **Data source**

##### **1) Primary Data**

That is a data obtained directly from research activities. Data were collected from respondents by interviewing or filling out a list of questions that had been prepared.

##### **2) Secondary Data**

That is a data obtained from outside the research that comes from textbooks that have to do with research.

#### **Data Collection and Processing**

##### **1) Library Research**

Namely collecting data by studying various kinds of literature, scientific books related to research.

##### **2) Field Research**

That is research that comes directly to the object of research to see and research directly.

###### **a. Observation**

That is data collection by direct observation at the research location, namely the Sharia Savings and Loans Financing Cooperative "Rabihah Abadi Makmur" East OKU.

###### **b. Questionnaire**

Collecting data by providing a list of questions to the leadership or employees of the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU.

###### **c. Interview**

Namely collecting data by conducting direct interviews with researchers with leaders and employees who are considered to provide the information needed in research.

d. Documentation

That is data obtained by viewing documents or records related to research.

#### 4. Data Analysis And Discussion

1) Qualitative Analysis

The analysis used to solve the existing problems is not using numbers as a basis for consideration, but by using sentences that describe the state of the Islamic Savings and Loans Financing Cooperative "Rabihah Abadi Makmur" OKU Timur.

2) Quantitative Analysis

That is an analysis that uses numbers that aims to determine the size of the influence of the delegation of authority on the work effectiveness of employees at the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU.

The analytical tool used in quantitative analysis is to use the Product Moment Correlation formula whose formula is as follows:

$$r = \frac{n \sum x_i y_i - (\sum X_i)(\sum Y_i)}{\sqrt{\{n \sum X_i^2 - (\sum X)^2\} \{n \sum Y_i^2 - (\sum Y)^2\}}}$$

(Anto Dajan, 2008 : hlm 376)

Description:

$\sum$  = Quantity

r = Correlation coefficient between x and y

X = Delegation of Authority Variable (independent variable)

Y = Work Effectiveness Variable (dependent variable)

n = Number of samples

$X^2$  = The result of the square of the independent variable

$Y^2$  = The result of the square of the dependent variable

$X_y$  = The product of the independent and dependent variables

To find out the size of the correlation that arises between the Delegation of Authority (x) and the Work Effectiveness of employees (y), the writer uses the Correlation Coefficient Interpretation guideline which can be seen in table 1 as follows:

**Table 1.**  
**Correlation Coefficient Interpretation**

Coefficient Interval	Relationship Level
0,00 - 0,199	Very low
0,20 - 0,399	Low
0,40 - 0,599	Currently
0,60 - 0,799	Strong
0,80 - 1,000	Very strong

(Sugiyono, 2009 : page 183)

To find out the size of the correlation that arises between the Delegation of Authority (x) and Work Effectiveness (Y), it is necessary to know the percentage level (%) by using the formula:

$$KP = r^2 \times 100\%.$$

After knowing the percentage level that is affected, there are other factors that influence it by using the formula:

$$100\% - KP$$

To test the hypothesis that has been described can be accepted or not, the authors use the formula:

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

( Riduwan, 2010 page: 229 )

Description :

t = Testing the correlation coefficient

r = Correlation coefficient

n = Number of samples

"t" can be searched by looking at the table "t" with 0.05 degrees of freedom for (n-2 ), if  $t > t(n-2)$  then  $H_a$  is accepted and  $H_o$  is rejected but if  $t < t(n-2)$  then  $H_a$  is rejected and  $H_o$  is accepted.

Before being entered into a predetermined formula, the results of the research from the questionnaires that have been distributed to the respondents are tabulated into a tabular form with an assessment of each answer given by the respondent as follows:

- Alternative answer A is given a score of 3
- Alternative answer B is given a score of 2
- Alternative answer C is given a score of 1

### **Data Analysis**

For this analysis, tables and correlation coefficient formulas are used, with the first step being the table obtained from the answers to research questionnaires regarding the effect of delegation of authority on the work effectiveness of employees at the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU. Thus the working steps can be seen in the following tables:

Variable ( X ) Delegation of Authority						
RESPONDENTS	QUESTION NUMBER					QUANTITY
	1	2	3	4	5	
1	3	3	2	3	1	12
2	3	3	1	3	1	11
3	2	2	2	3	3	12
4	3	2	3	1	3	12
5	3	3	1	2	3	12

6	2	2	3	3	3	13
7	3	3	2	3	1	12
8	3	3	2	3	3	14
9	3	3	1	2	2	11
10	3	2	2	2	1	10
11	2	3	2	2	2	11
12	3	2	1	3	2	11
<b>Quantity</b>						<b>141</b>

Source: Processed Data

**Variable (Y) Employee Work Effectiveness**

RESPONDENTS	QUESTION NUMBER					QUANTITY
	1	2	3	4	5	
1	1	3	2	3	3	12
2	1	3	2	3	2	11
3	1	2	2	3	3	11
4	2	2	2	2	2	10
5	2	2	1	2	2	9
6	3	3	3	3	3	15
7	2	2	3	3	3	13
8	3	3	3	3	3	15
9	1	3	3	2	1	10
10	1	3	3	1	2	10
11	2	2	2	1	2	9
12	1	2	3	2	3	11
<b>Quantity</b>						<b>136</b>

Source: Processed Data

**Correlation of Variable X (Delegation of Authority) and  
Variable Y (Work Effectiveness)**

No	X	Y	X <sup>2</sup>	Y <sup>2</sup>	X.Y
1	12	12	144	144	144
2	11	11	121	121	121
3	12	11	144	121	132
4	12	10	144	100	120
5	12	9	144	81	108
6	13	15	169	225	195



7	12	13	144	169	156
8	14	15	196	225	210
9	11	10	121	100	110
10	10	10	100	100	100
11	11	9	121	81	99
12	11	11	121	121	121
<b>QUANTITY</b>	<b>141</b>	<b>136</b>	<b>1669</b>	<b>1588</b>	<b>1616</b>

Source: Processed Data

From the table above, the following results are obtained:

$$n = 12$$

$$\Sigma X = 141$$

$$\Sigma Y = 136$$

$$\Sigma X^2 = 1.669$$

$$\Sigma Y^2 = 1.588$$

$$\Sigma XY = 1.616$$

Then the values above are entered into the correlation coefficient formula as follows:

#### Correlation coefficient

$$r = \frac{n \cdot \Sigma X \cdot Y - (\Sigma X)(\Sigma Y)}{\sqrt{n \cdot \Sigma X^2 - (\Sigma X)^2} \sqrt{n \cdot \Sigma Y^2 - (\Sigma Y)^2}}$$

$$r = \frac{12 \cdot 1616 - (141)(136)}{\sqrt{12 \cdot 1669 - 141^2} \sqrt{12 \cdot 1588 - 136^2}}$$

$$r = \frac{14090 - 13920}{\sqrt{(14520) - (14400)} \cdot \sqrt{(13860) - (13456)}}$$

$$r = \frac{170}{\sqrt{120} \sqrt{404}}$$

$$r = \frac{170}{219,98}$$

$$r = 0,772$$

Based on the results of statistical calculations obtained  $r = 0.772$ . After consulting with conservative standards to determine whether or not the relationship is close, it turns out that  $r = 0.772$  lies at a distance between 0.600 - 0.799. It can be concluded that the influence of the delegation of authority on the achievement of employee work effectiveness in the Operational Section of the Islamic Savings and Loans Financing Cooperative "Rabihah Abadi Makmur" East OKU has a strong influence.

To determine the percentage level between Variable X and the percentage level of Variable Y. Then use the following formula:



$$\begin{aligned}r &= 0,772 \\K_p &= r^2 \times 100\% \\K_p &= (0,595) \times 100\% \\K_p &= 59,50 \%\end{aligned}$$

By knowing the percentage level of the influence of the delegation of authority of  $K_p = 59.50\%$ , it means that other factors that affect the effectiveness of the employee's work are  $100\% - K_p (100\% - 59.50\%)$  i.e. there are  $40.50\%$ .

To test the hypothesis that has been proposed, the authors use the following formula:

$$\begin{aligned}t &= \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \\ \alpha &= 0,05 \\ t_{(n-2)} &= t_{0,05 (n-2)} \\ &= t_{0,05 (12-2)} \\ &= t_{0,05 (10)} \\ t &= 1,812 \dots\dots \text{From the attached t table} \\ r &= 0,772 \\ r^2 &= 0,595 \\ t &= \frac{0,772\sqrt{12-2}}{\sqrt{1-0,595}} \\ t &= \frac{0,772.\sqrt{10}}{0,405} \\ t &= \frac{0,772 \times 3,162}{0,636} \\ t &= \frac{2,183}{0,636} \\ t &= 3,432\end{aligned}$$

From the results of the above calculations can be seen that the value of t count = 3.432. While the value of t table at the 95% confidence level for  $(n-2) = 1.812$ . Then it can be seen that the t-count is  $3.432 > 1.812$ , thus accepted ( $H_a$ ) and ( $H_o$ ) rejected.

This means that the proposed hypothesis can be accepted, namely the influence of delegation of authority on the effectiveness of the work of employees in the Operational Section of the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU has a strong influence.

## 5. Conclusion And Suggestion

### Conclusion

Based on the calculation results, the correlation between the delegation of authority on the work effectiveness of employees in the Operational Section of the Sharia Financing Savings and

Loans Cooperative "Rabihah Abadi Makmur" East OKU has a strong influence because the number  $r = 0.772$ . After consulting with a conservative standard, it turned out that 0.772 lies between 0.600 – 0.799 which is included in the strong correlation. To answer the hypothesis that has been stated in the previous chapter using the hypothesis test formula, it is obtained  $(t) \text{ table} = 1.860$  while  $(t) \text{ count} = 3.432$  which can be concluded that  $(t) \text{ count} > (t) \text{ table}$  or  $(t) \text{ count}$  is greater than  $(t) \text{ table}$ , so that the hypothesis proposed in the previous chapter is proven or  $H_a$  is accepted and  $H_o$  is rejected, because the correlation is strong.

### **Suggestion**

The Head of Operational Section of the Sharia Financing Savings and Loans Cooperative "Rabihah Abadi Makmur" East OKU should delegate authority according to the ability of the employee so that employees can carry out the authority given by the leadership, the leader gives advance direction to employees so that the delegated authority can be carried out by employees and the leadership carries out regular communication so that employees can carry out the given authority. It is necessary to hold a deep understanding for employees to understand the meaning of the expected delegation of authority so that the expected work achievement can be realized and the importance of leadership to delegate authority so that employees have a spirit that is responsible for the work.

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