

MODEL ANALYSIS OF LEADERSHIP AND WORK DISCIPLINE AGAINST REVENUE SERVICE PERFORMANCE IMPROVEMENT

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ABSTRACT

In serving employees are expected to carry out all the tasks that have been given with full responsibility, and is also expected to have a high loyalty and dedication in practice no exception for apparatus or employees who serve in the community. The dynamics of a very diverse community today demanded that the apparatus / employee in order to work optimally in providing services to the public. Implementation of a breakthrough in efforts to expand the authority to explore sources of revenue should be directed as much as possible for the benefit of the region and the efforts that led to improved quality of human resources should be based on the proportionality of the capabilities and acceptability continue. Not only that, the efforts of others to do as directing employees to the professionalism in terms of appropriate staffing agency needs gradually and surely must be based on objectivity and proportionality of the capabilities and acceptability authorities concerned to accelerate the achievement of organizational goals.

1. Introduction

In serving employees are expected to carry out all the tasks that have been given with full responsibility, and is also expected to have a high loyalty and dedication in practice no exception for apparatus or employees who serve in the community. The dynamics of a very diverse community today demanded that the apparatus / employee in order to work optimally in providing services to the

public. Implementation of a breakthrough in efforts to expand the authority to explore sources of revenue should be directed as much as possible for the benefit of the region and the efforts that led to improved quality of human resources should be based on the proportionality of the capabilities and acceptability continue. Not only that, the efforts of others to do as directing employees to the professionalism in terms of appropriate staffing agency needs gradually and surely must be based on objectivity and proportionality of the capabilities and acceptability authorities concerned to accelerate the achievement of organizational goals.

Performance or in the English language is performance, which is produced can be achieved by a person or group in accordance with the authority and responsibilities of each in order to attempt to achieve organizational goals in question must be done legally, do not violate the law and in accordance with moral and ethical. Realization of organizational objectives depends on the human element that task as well as the activity itself. To ensure that the process of achieving goals can be achieved with good, it would require a model or style of good leadership and good discipline application to improve service performance. A leader who can succeed only by applying a style all situations, leaders tend to be successful in carrying out his leadership when applying different leadership styles for different situations. Leadership model is closely related to the style of leadership in

influencing the behavior of others. Of this style can be taken advantage to be used as a guide for leaders in. lead subordinates or followers or style of leadership is the norm of behavior used by a person when the person is trying to influence the behavior of others.

Activities in influencing people to want to work together to achieve the desired goal is one determinant of success in carrying out the task, it is important to implement and at any time under the guidance of a leader. Leadership someone depends on many factors, and every leader can constantly improve and enhance its ability in the field of leadership in applying the underlying principles of good leadership. As quoted in the thesis conducted by AK YOHANSON graduate student (master management) IBI Darmajaya 2015 entitled Analysis Model of Leadership and Work Discipline Against Employee Performance At the Regional Revenue Office Bandar Lampung in research appeared a big problem in an organization that became the object of much research as the work of employees on Regional Revenue Office in Bandar Lampung achieved in the execution of its duties and functions still need to be improved such as task completion and achievement of job targets are still low. Not only is it still a low sense of responsibility in carrying out and completing the work which has been assigned to be a record it can be seen from the work and achievement of performance targets that are sometimes not optimal.

Under conditions like these and support the role of a leader is indispensable in carrying out their duties, decisive action to carry out punitive measures against employees who do not maximize work time and employees are always delay the work to be done objectively. Not only that optimize the role of leadership in the attention of the employees, especially in terms of enforcement of discipline against the employees still need to be improved because the Revenue Service employee in

Bandar Lampung expected to further increase responsibility in carrying out its duties and functions so that jobs can be run effectively and efficiently in the work and in the end no longer just the completion of a job done by one employee only.

The pattern of behavior of a leader to lead subordinates, organize and formulate, implement a job and the tasks performed by each subordinate so employees can be motivated well to complete tasks and obligations. Leader in Regional Revenue Office in Bandar Lampung should be closely in leading subordinates in order to know and adjust to the character and level of ability in each subordinate tasks so as to encourage the performance of the Regional Revenue Office Bandar Lampung. In an organization of course has the objective to be achieved, where each employee was given a specific role in a working system and the division of labor which is broken down into tasks, all of which play a role, from which formed a pattern of lifestyle, behavior patterns, and ethics all of which work will characterize the condition of an organization. Each individual / employee in an organization can not be separated from the essence of the cultural values espoused that can synergize with the organization, technology, systems, strategies and life style of leadership.

Patterns of interaction of human resources within the organization must be balanced and harmonized in organization order may still exist in achieving its objectives. To support the improvement of employee performance in accordance with the mandate of Law No. 32 Year 2004 on Regional Government wants the creation of efficiency, effectiveness and productivity of the system of government in the implementation of development through good coordination system and planned human resource demanding roles in order to apply the discipline of work in accordance with Government Regulation No.

53 Year 2010 concerning the discipline of work in legislation, In the legislation that has been set on the obligations therein should be obeyed and the prohibition that should not be or forbidden, because without the support of a good working discipline, the work activities will be disrupted so that ultimately have an impact on achievement of the performance of the organization itself. Discipline is a condition of self-control employees and orderly behavior that shows the level of real teamwork in an organization. One aspect of the employment relationship that is important internally but often difficult to implement is the application of disciplinary measures. In order to carry out the order and the smoothness of the employee's duties required of a regulation and discipline. Discipline must be enforced in an organization objectively, because without the support of a good employee discipline it is difficult for the company to realize its objectives, so discipline is key to the success of a company in achieving its objectives. With the discipline of work means a person is required to carry out any rules and regulations that already exist in a company. This is necessary because it will affect the task assigned to the person.

One of the indicators in the assessment of the performance of employees in the research work that the level of compliance with Government Regulation No. 53 Year 2010 on Employee Discipline. Success in achieving the objectives of government organizations, depending on the human element that task as well as the activity itself. To ensure that the process of achieving goals can be achieved with good, good leadership is needed to run the organization, as well as the implementation and enforcement of existing discipline employee in an organization will have much effect on the achievement of good working conditions so as to produce the performance of employees and organization performance that optimal, therefore some of the problems that

sometimes arise in an organization such as: The result of the work of employees who have not achieved optimal line with expectations, and in the execution of its duties and functions such as task completion and achievement of job targets are still low so it needs to be improved, Still lack of a sense of responsibility in carrying out and completing the work which has been assigned as seen from the work and achievement of performance targets that are sometimes not optimal, is not yet optimal leadership in carrying out its duties, this can be seen on decisive action in conducting punitive measures for employees who are not maximize uptime and always delay the work.

As well as the leadership is still not optimal in caring for its employees, especially in terms of enforcement of discipline against the employees and employee responsibilities in carrying out its duties and functions less effectively and efficiently it can be seen still much work to be done only by one employee. This is sometimes an issue in the course of an organization. In writing this article aims to provide input for the models influence related policies and disciplines related work performance of employees.

2. Literature Review

2.1.1. Leadership Model

Some models of leadership is expressed here is a model of leadership Fielder in Handoko, T. Hani. (2012: 123), the leadership model of three dimensions namely

1) Model contingency leadership Fielder

Fielder is well known with the contingency model of leadership theory in the literature referred to as Fielder's Contingency Model. In this model of leadership will be effective when using a leadership style appropriate for various situations. According to this approach, there are three variables that determine the effectiveness of leadership, namely: first the relationship between the

leader-led, both third-degree structure assignment position of power leader.

2) a three-dimensional model of leadership

This leadership approach or model proposed by William J. Reddin in Handoko, T. Hani. (2012; 125). This model is called three-dimensional-model because the three groups closurelinking leadership style, which mentioned basic style, the style is effective, and effective force into a single unit.

3) Model Continuum based on the number of subordinate participation in decision-making

The development of this leadership model is Vroom and Yetton, two of them argues that there are two main kinds of conditions that can be the basis for leaders to include or not to include subordinates in decision-making.

2.1.2 Work Discipline

Labor discipline is an attitude of respect, appreciate, submissive and obedient to the rules that apply both written and unwritten, work discipline needs to be improved, because without the support of labor discipline, the work activities will be disrupted, which in turn would interfere with the achievement of corporate goals itself. (B. Siswanto Sastrohadiwiryono (2003: 29).

Relating to the discipline of work, then as a clerk in a government agency associated with government regulations on employee discipline, namely Government Regulation No. 53 Year 2010, it has been arranged on the obligations that must be adhered to and that the prohibition should not be prohibited.

2.1.3. Employee Performance

Every individual who works and organizations that operate definitely oriented vision, objectives and specific targets. The organization must know what is faced with customer or client during a certain time, as reflected in the

organization's vision, and people know what it shall also be the target of a job for a certain period. Prawirisentono, (2009: 193), suggests that the performance in carrying out its duties do not stand alone, he was associated with the level of satisfaction and reward or expectation. Good performance is influenced by the ability (knowledge and skills) and motivation (attitude and situation) someone.

According Wirawan (2009: 67) "Standards of performance are targets, goals, objectives employee efforts within a certain time. In carrying out its work, the employee must direct all the energy, thoughts, skills, knowledge, and their work time to accomplish what is determined by the performance standards ". Conclusions of several theories above are: leadership model is the norm of behavior that a person uses when the person is trying to influence others as he saw (Thoha, 2009: 58). Most people assume leadership style is the type of leadership. This is partly expressed by Siagian (2003) that the person's leadership style synonymous with the type of leadership that regard.

Discipline in accordance with Government Regulation No. 53 of 2010, related to obligations and prohibitions employees and leadership that can drive the wheels of quality and professional organizations. Suryadi Prawiro Sentono (2008: 45) explains that the discipline of a person in work can be seen from several indicators, namely: attendance rate, compliance, implementation of the tasks, sanctions, authority and responsibility.

Performance is the result of work achieved by a person or group of people within an organization, in accordance with the authority and responsibilities of each, in an effort to achieve the goals of the organization in question legally, do not violate the law and in accordance with moral or ethical (Prawirosentono, 2009: 2). Medium according Sedarmayanti (2009: 22). Performance

"performance, which translates into performance, also means performance, execution of work, job attainment, work / actions, performance"

Descriptive characteristics of employees may be influenced by gender, age group, education level, years of service. the provision of a good experience is expected of the employee in order to work optimally in order to support the achievement of organizational performance in the Regional Revenue Office Bandar Lampung. Quantitative correlations between variables the model of leadership and discipline to employee performance occurred a positive relationship with a very strong relationship criteria quoted research A. Yehansa IBI Darmajaya 2015 on the Effect of variable models of leadership and discipline on the performance of employees at the Department of Revenue in Bandar Lampung. From these studies conclude level of the relationship of work discipline variable to variable employee performance is stronger than the variable leadership model. From these results led the organization in order to pay attention to two factors that can help achieve optimal organizational performance.

While the results obtained coefficient of determination R² determination coefficient R² of 0.729, results of testing that has been done is give good results. These results can be interpreted that as many as 72.9% of the variation of employee performance can be explained by the model / style of leadership and discipline. While the remaining 27.1% is explained by other variables outside of the variables examined in this study.

Multiple linear regression value generated in this study is $Y = 2.305 + 0.251 X_1 + 0.681 X_2 + et$. This can be interpreted constants for (a = 2.305) can be interpreted that if there is no change in the factors of independent variables which include models of leadership and discipline d then the performance of employees amounted

to 2,305 points. The regression coefficient (b₁ = 0.251) can be interpreted working leadership model variables added 1 (one) point, it will affect the increase in the performance of employees at the Regional Revenue Office Bandar Lampung at 0.251 points and the regression coefficient (b₂ = 0.681) variables can be interpreted labor discipline up 1 (one) point, it will affect the performance of employees rise to the Regional Revenue Office in Bandar Lampung amounted to 0.681 points. To further strengthen the results of research conducted testing of the hypothesis, and the results support the theory of the theories have previously with the result that the partial and simultaneous models of leadership and discipline affect the performance of employees at the Department of Revenue in Bandar Lampung.

3. Conclusion

From the above discussion, the model of leadership and discipline partially and simultaneously influence the performance of employees at the Department of Revenue in Bandar Lampung. given the role of these two variables is so great in influencing employee performance then:

1. In leading a leader should be able to apply the appropriate leadership model with the employees and working environment conditions or combining of four types of leadership styles that instruction, consultation, participation, Delegation to improve employee performance.
2. In carrying out and enforcing the discipline of leadership should be able to consistently increase the discipline of employees working in particularly the level of attendance and at the time of execution of official duties. To employees who lack discipline given sanctions firmly and objectively in accordance with existing regulations.
3. By applying a model of leadership and discipline employees who work well will produce optimal

performance of employees therefore this factor becomes the focus of policy makers in implementing the strategy in an organization. As well as improving employee performance should still consider supporting indicators in improving employee performance such as job performance of employees, implementation of employee, job attainment, work / actions and performance of employees in order to support the achievement of the target achievement.