

LEADERSHIP TECHNIQUE TO INCREASE APPARATUS WORK DISCIPLINE IN PERMITTING SERVICE

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Abstract

Research methods that used by authors is descriptive methods with qualitative approach which basically try to look for the understanding based on fact and reality in the research location then do interpretation and analyze until get the clear drawing and systematic to solve the current problem. Data collection technique used Interviews, Observation and Documentation then data analysis technique are data reduction, data display and get conclusion. Research result display that leadership technique of sub-district head to increase apparatus work discipline in permitting service is not optimum yet. This is happened because that is several obstacle factors there are : 1) Less of Office Facilities; 2) Less of special budget that allocated special for service; 3) Human Resources is not average for each part; 4) Weak of work system; 5) Less of Coordination for each part; 6) Strong of Local Wisdom for Society; 7) Extinction of electricity; 8) Less of society ability to make acknowledge about the procedures; and 9) Public Participation still poor. Beside that there are several effort to solve the obstacle of Leadership technique of sub-District Head to increase apparatus work discipline in permitting service, there are : 1) Additional support facilities; 2) Additional budgeting allocation in change-APBD; 3) Strengthening the work system; 4) Increasing apparatus capacity through course and training; 5) Strengthening basic duty and function for each part; 6) division of public event time; 7) Routine Coordination with BUMN linked; 8) Free gifting service brochures; 9) Socialization and Coordination with public.

Keywords: Leadership Technique; Apparatus Discipline; Permitting Service

INTRODUCTION

Civil servants of the central figures in a local government agency for the smooth implementation of the task of governance and national development is highly dependent on the quality and quantity as well as perfection rather than the management of the state apparatus, especially civil servants. Law No. 43 Year 1999 on the Principles of Human Resources at General Explanation explicitly reveals the importance of the role of government officials as servants in achieving successful implementation of the tasks of government, as follows:

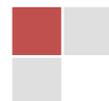


The smooth implementation of the task of national governments and development is highly dependent on the perfection of the state apparatus, especially Servants. Therefore, in order to achieve the national development goals that embody civil society law-abiding, civilized modern, democratic, prosperous, equitable, and high moral character, which is a necessary element Servants state apparatus which served as a public servant who must implementing services in a fair and evenly to the public with based on loyalty, and obedience to the Pancasila and the 1945 Constitution.

In order to produce the profile of government officials in accordance with the expectations implied in the above explanation, it should be supported by a good system of personnel development so as to establish the optimal performance of employees. Order management and governance activities goes well, a government agency must have personnel who are knowledgeable and skilled and has a high degree of discipline to provide services to the community. According to Rivai (2004:54) "Discipline is a working tool used by managers to communicate with employees so that they are willing to change a behavior as well as an attempt to increase one's awareness and willingness to comply with all company regulations and social norms in force". Good discipline is a discipline that is optimal, meaning discipline arising from self-awareness to support the achievement of agency goals without interference from the environment and other people. While both agencies are agencies that try to improve and promote the initiative and discipline employees, because it is a key factor to improve the performance of an agency in providing services to the public.

The discipline of civil servants governed by Article 29 of Law No. 43 of 1999 on the change of Law No. 8 of 1974 on the points where the personnel therein mentioned "that without prejudice to the provisions in criminal legislation, to ensure order and the smooth performance of duties, regulations held Civil Service Discipline ". A civil servant must carry out its duties and responsibilities as a public servant in accordance with the laws and regulations that apply professionalism regardless of race, religion, race and intergroup.

As long as this is not rare to see the implementation of the discipline of civil servants both at the central and local governments still deviate from the rules set. The rule, civil servants in providing services to the public must be neutral and without discrimination. However, the reality of providing services of civil servants tend to give priority to family, relatives and colleagues. Local titles in Indonesia by the local community is still regarded as a respectable person is one factor that requires employers to provide services that people tend to prioritize the degree. *Ajatapparengnews.com* (Accessed on January 30, 2013) in the district of West Bacukiki are *statements* of people who came out that the services at the District Office West Bacukiki prioritize people who have a degree *Puang*. (*Puang* means that special person who is a class above the Bugis royal caste in ancient times). It shows resistance



provision of services to the community in which the professionalism of the service must be *non-discriminatory*.

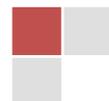
The attitude of mutual cooperation Indonesian society is still thick then carried to the bureaucratic condition form of solidarity which then negatively connoted in the form of mutual protection and cover up mistakes. The high sense of solidarity towards fellow civil servants because they assume office in the office already knowing the nature and characteristic of each individual so that the potential disciplinary actions of civil servants in an agency can not indisputable. *Humaspermkotparepare.info* (accessed on February 14, 2013) says that "the Secretary Parepare area confirms that there is no longer a civil servant who had to roll her in a way attended by colleagues, relatives of the agency ". With those occasions it will instill character and lazy civil servants who are already feeling the comfort zone that formed the disciplinary character rooted in the *mindset* of civil servants.

According Sudriamunawar in Pasolong (2010:3) that the leader is "A person who has a particular skill that can influence his followers to do the same work towards the achievement of predetermined objectives". One of the skills that should be possessed by a leader is the direction (*directing*). Exemplary leadership positions and in the formation of character and the character of its employees very influential in improving employee discipline. *Cakrawalaberita.com* (accessed on February 14, 2013) states that:

Inspection conducted by the Regional Secretary town of Pare-Pare along with his staff including BKD To the town of Pare-Pare, expert staff areas of society, the field of Governance Assistant, Head of Organization and Secretary Inspectorate found anomalies that exist in the West where the district office Bacukiki at 08.00 pm only to find the time Parepare two employees were present from 21 employees at the District Office, including those not present were District Head West Bacukiki when people had to queue for recording data and identity in the e-KTP program activities that are carried out in the district.

This proves that the leadership of an organization will influence its staff. If the head of the discipline, the employee will participate as it would appear a sense of discipline to follow his leadership. But this discipline in attendance and tardiness among employees with sub-district head and the secretary of the sub-district head can not be equated. This is due to the presence of more than one sub-district head duties as head of the district office to conduct activities outside the district office.

Being a leader in an organization face a variety of problems. One problem that demands serious attention is the issue of employee discipline in achieving organizational goals. In an organization, especially those engaged in the administration of social in this case, skill in achieving a state of good discipline is an important qualification for leadership. Leaders must have the skills and regulatory compliance organization in cooperation among its members in order to adjust and regulate themselves respectively in the absence of suppression by the leader. So the effort to prepare professional personnel, is inseparable from the role of organizational



leadership. Kouzes and Posner in Pasolong (2010:4) says that "Leadership is creating a way for people to contribute in achieving something extraordinary". While the essence of leadership is expressed by Gibson in Pasolong (2010:4) is "Attempted to use force and do not affect the force to motivate individuals to achieve goals".

Based on the above definition, the authors argue affects jobs and moving people then known as the leadership needed in any partnership, because without being able to direct and guide, the result of cooperation will not reach the expected level of effectiveness. In other words, one of the tasks that leaders are working to foster discipline subordinates to obey and adhere to the rules and regulations in force in order to achieve organizational goals. If there is a low level of employee discipline the achievement of community satisfaction through service will be hampered.

METHOD

Research methods that used by authors is descriptive methods with qualitative approach which basically try to look for the understanding based on fact and reality in the research location then do interpretation and analyze until get the clear drawing and systematic to solve the current problem. Data collect technique used Interviews, Observation and Documentation then data analyze technique are data reduction, data display and get conclusion.

RESULT AND DISCUSSION

Leadership Technique

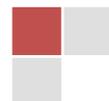
Engineering leadership is a method or way to be possessed by a leader to influence or direct the subordinates to act in accordance with what is expected by the leader. According Kartono (2011:3), leadership technique is "The ability and technical skills as well as a leader in applying social theories of leadership in the practice of organizational life, encompasses the concepts of thought, behavior and all the everyday appliances used". Capabilities and skills possessed by a leader and as an asset in applying *bergaining position* in everyday.

Meanwhile, according Pamudji (1995: 114) says that "leadership is a way of technique or a fixed pattern to influence people to move towards the desired leader" He also mentions leadership techniques include:

1. Maturation Technique

Maturation technique referred to here how it prepared the way for followers or matured. Pamudji (1995:114) argues that the lighting technique is intended to provide a clear and factual information to people so that they can have a clear and deep understanding about something that contributed to the willingness to follow a leader according to taste hearts and minds.

In addition, Pamudji (1995:116) says that the means used in this lighting technique is a means of visual, aural means and means of audio-visual equipment. While the propaganda technique in which the will of the followers were forced and sometimes the lack of choice for followers not to follow because of the threats. Based



on the results of interviews conducted, using a sub-district employees with maturation technique with randomly rotate them to speak in front of other employees both at the internal meetings and meetings with the public. Observations show that each at least twice in one week, Head always call an employee at the time of the apple in the morning and afternoon for a builder apple apples.

As further interviews regarding the maturation techniques associated with discipline in service delivery, it was found that the mental preparation of employees to speak up and appear in public could directly impact employee performance in terms of service delivery to the community in the district. Performance was then appear with the advent of professionalism of service delivery by speech language standard, and by the recognition of polite society, presence and comfort of people's willingness to wait if the service provided requires them to wait.

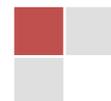
2. Human Relations Technique

Pamudji (1995:116) says that the human relations techniques is a "process or series of motivating people, the whole process of motifs (compulsions) that people want to move". Encouragement in question is the power that can drive a person to move to do something. Maslow in Siagian (2010:287) says that "the motive include physiological needs, safety needs, social needs, esteem needs, and self-actualization". The impetus that causes everyone wants to follow a leader who is expected to meet those needs.

As the interview was done, human relations techniques performed by a sub-district head is to build collegial relationships between employees with sub-district head's family. This is usually done by holding internal meetings districts in places that are not formal like coffee shops, food stalls and others. In addition, bonuses or gifts to employees are also often performed by sub district head to strengthen relationships among employees. Thus the human relations techniques employed by a sub-district head west districts Bacukiki presence of high intensity to schedule an informal meeting that makes the relationship between the head of the sub district with staff, staff with excellent staff so sub district head can give orders in accordance with the authority and staff can receive and execute commands with sincere.

3. Become Exemplary Technique

For the current condition of the Indonesian people, the example of a leader is a very significant thing required for each element of followers that both employees and staff. Be an example of this technique is very suitable for the Indonesian people today are still oriented upwards (bottom-up). By giving examples, the people who should be moved and what followed was what he saw. According Pamudji (1995:117) "The nature of the provision of this example is realized in two aspects: negative and positive aspects, where the negative aspects in the form of prohibitions or restrictions, whereas the positive aspects in the form of suggestions and must do good".



In order to set an example, then the leader must be able to restrict and control myself, especially not deviate or violate the forbidden thing and should always give suggestions and necessity. Leaders themselves must obey restrictions and recommendation, which is necessary for strong discipline. Thus the people will always be willing to follow their leaders without coercion because of the attitude of honor and respect superiors by subordinates.

Based on the results of interviews conducted, to set an example to be owned by a leader as well as head of the sub district head is the head of the district office. Related problems of discipline, an example of a sub-district head absolutely necessary by employees and staff. Implementation is sometimes entered sub district head most timely and delayed 30 minutes. This is because the sub-district head still had to drive around to see the condition of the people in the district. Furthermore, a sub-district head timeliness for because the number one thing employees will see later. For staff or employees who are often late to get sub-district office because the future will always be offensive, dissatisfaction of the people will show up because one of them is not discipline an employee in the work.

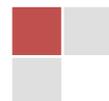
4. Persuasion Technique

Pamudji (1995:118) says that "Persuasion or solicitation refers to an atmosphere in which the position of leader and follower are no clear boundaries, so that the leader cannot use force or power". Because it is by persuasion invitations done by software so that the people to whom they are willing to follow the leader of their own accord. The technique according Pamudji Giving Commands (1995:119) is "telling people to obey the commands given giving orders to do something". Furthermore Pamudji (1995:119) says that "the process of persuasion lasts longer and little by little because on the basis of the consent of the people, which is achieved due to the understanding and conviction of the problems faced by". Thus, the leader must be willing to be patient and keep waiting for a change to the group, and community members for change through persuasion and the order does not require the provision of a short time.

Based on the results of interviews conducted, persuasion techniques and provision is also made by the head of the sub district command in improving employee discipline. By using persuasion techniques will only impede the existing system because this technique requires a long time while the work is carried out must be implemented immediately. This persuasion techniques appropriately done by a new sub-district head means someone who will or has served as a sub-district head, but getting a new assignment as a sub-district head in the other districts. Thus, the technique is not yet right persuasion done by the sub-district head because of the demands of the work to be completed while persuasion is a form of the old approach.

5. Use of Communication Engineering Matches

Communication means conveying an intention to others, both within the framework of lighting, persuasion, command, and so on. It's important that the intent



was to be accepted by the recipient in accordance with the intent of the sender. Pamudji (1995:120) says that the state of communication receivers can be viewed from several aspects such as making trouble language education because often cause problems because of differences in education, Class, Status of issue differences often lead to leadership positions / superiors and subordinates, distance within the organizational structure and distance / location of the place. So it can be said that the state of the person receiving the instruction must be considered, the problems to be overcome, so that communication is always going well, arrived on time and if the confidentiality protected confidential. Based on the results of interviews conducted, the use of techniques undertaken by suitable communication sub-district head in the day-to-day activities. Not only outside the office, the traditional language used by the sub-district head to his staff as traditional languages are considered to break the ice and become a family. Not only that, visit a home sub district head staff or employees can be a motivation for them to be more active and disciplined in their work.

Public Service Quality

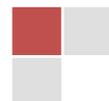
Service is an activity or series of activities going on to carry out customer satisfaction. Services according Surpriatna (2010:112) is "serving a service needed by people in all fields". Along with the changing times, in principle, each ministry must always be improved in accordance with the wishes of the client or the service user as expressed by Saefullah in Hardiyansyah (2011:14), "That to provide better public services necessary to attempt to understand the attitudes and changes in public interest alone ". It illustrates that a service delivery activities to be carried out must be in accordance with the needs and interests of local communities.

The concept of public service itself according Wasistiono (2001:51-54), is "the furnishing of services by the government, the private sector on behalf of the government or the private sector to the public, with no payment or to meet the needs and interests of society". The government is essentially a public servant, he is not held to serve themselves but to serve society and create conditions that enable every community to develop itself in achieving a common goal. Therefore obliged and responsible public bureaucracy to provide good service and professional.

The emergence of a service performed by an agency providers of care to a person or community is no personal interest but has a duty and responsibility of the service provider agencies. As revealed by Moenir (2010:12) that "the factors behind the emergence of a service from one person to another is a sense of love and compassion, a belief in helping each other, and the belief that doing good to others is one of form of good deeds ". This means service providers, especially by the government essentially does not require a motive other than to carry out their duties with full responsibility.

Dimensions of Service Quality According to Zeithaml et al in Hardiyansyah (2011:46) can be measured from 5 (five) dimensions:

1. Tangible



Quality of service an organization assessed by the things that are real and can be seen. According to the Zeithaml in Hardiyansyah (2011:46) "Physical appearance includes physical facilities, supplies, equipment, personnel appearance and means of communication provided by the organization. Based on the results of interviews conducted, giving the Standard Operating Procedures (SOP) and the provision of services at sub-district procedures for obtaining any licensing scheme so that people who will do the processing of the file will not be confused and feel comfortable because of the clarity of the procedure.

2. Responsiveness

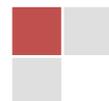
Response to an employee as a public service officer is very influential on people's judgment. Zeithaml in Hardiyansyah (2011:46) says that "The desire to help the users and provide services quickly and accurately". The results showed that the specific licensing services, licensing services districts remain open during working hours because of the awareness that the disappointment and dissatisfaction will arise if you have to wait. Strategy undertaken by the sub-district head recess is to divide into two, the first wave and the second wave to provide services and vice versa resting for 30 minutes for each wave. Thus, it appears that the response to an employee becomes a very important thing that must be met in order to provide services to the public as embodiments of excellent service and commitment to the community.

3. Reliability

Reliability means certainty. In terms of service, reliability can be defined as the ability to provide assurance to the public on the procedures, time and costs as well as other things that make people feel uncomfortable if know. Zeithaml in Hardiyansyah (2011:46) says that "reliability is the ability to provide services which include the promise to be trustworthy and accurate". The results showed that the district and sub-district's commitment in providing services to the community in the form of implementation of Standard Operating Procedures (SOPs) and Promulgation of service has been laid out and taped in the waiting room. It was created so that people know and can keep an eye on the performance of districts.

4. Assurance

Guarantees are the things that can make a person believe and confident while activities undertaken. Zeithaml in Hardiyansyah (2011:46) says that "The guarantee in relation to services is the knowledge and courtesy of employees and their ability to inspire trust and confidence to the user". Based on the results of interviews conducted, it appears that the districts in this sub-district head prioritizes guarantees to support the vision and mission of a district. The guarantee in this regard is given in the form of certainty of time, cost and legality so that if there is a mismatch with the above elements of reality, then the public can make a complaint.



5. Emphaty

Empathy is the attitude or actions which the state of a person can be perceived by others so that it appears mutual help and respect each other. In terms of services empathy is defined as a person's attitude (waitress) to service users. Zeithaml in Hardiyansyah (2011:46) says that "Empathy is a person or company's attention to the user". Research shows that ethics, behavior, language and dress is very crucial and important in the provision of services to the community.

Inhibiting Factor Discipline Employees Working in the Service Provide

Inhibiting factors are things that can be a nuisance to a person or organization that became routine activities of a person or organization. There are several factors that hinder employee discipline in providing licensing services the District can be divided into two aspects: internal factors and external factors.

1. Internal Organization

Internal Organizational Obstacles are the things that are in an organization that becomes a barrier or bully a person or organization in carrying out its duties and functions so that the resulting delay, delay, and discontinuation of the organization's activities.

a. Human Resources

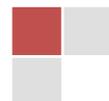
Human resources (HR) is a factor-wheel drive implementation of all activities within an organization, including the sub-District. Human resources in addition to views of quality, can also be seen in terms of the quantity of employees. Implementation of the work of an organization like the sub-district be hampered in terms of human resources. Based on the results of interviews conducted, the quantity is not needed in the delivery of services namn quality employees is the most important thing. Work assignments carried out by the sub-district head to its employees based on educational background and experience.

b. Organizational Budget

In management, money is one element of management in addition to humans, methods, machines, and materials markets. So that an organization can not function properly without money or budget. Budget is used to carry out all the activities and activities of an organization in a given period. Budget and program activities of the organization that is comparable. That is, the bigger the budget, the more the program of activities that would like to work on, so there is never a sufficient budget. Physical development priorities such as the construction of new buildings compared to other construction lead service licensing limitations due to reduced operational limitations and reduced employee capacity.

c. Facilities

Facility is a medium used to carry out a function. In connection with the definition is closely related to facility infrastructure. The ingredients are all



things that are used to achieve a goal while the infrastructure is the main support for the implementation of a process. Between the facility's budget and affect each other. This means that very quality infrastructure helps smooth service delivery. Quality facilities and infrastructure will be realized if there is a budget.

d. Work System

Working system is sequence work different from some of the work that is then combined to produce an object / service to achieve the benefits of the organization. In the working system, involves many aspects such as human combination with the stages of labor, employment patterns of human relationships with the use of facilities and infrastructure and so on. Research shows that the division of tasks especially in the field of public services such as checking files, typing, legalization files have been done. But if there is any of the employees who are late then there must be a double duty personnel to cover the assignment void.

e. Coordination

Coordination is an effort by an organization that setting rules and actions taken are not contradictory or confusing. According to Brech in Hasibuan (2005:85) says that "coordination is offset and move the team to provide the location of the work activity that matches each and ensure that activities are carried out with proper harmony among the members themselves. Coordination is a very easy thing to say but if implemented it would be a tricky thing. The presence of employees who are confused and do not know what to do. Furthermore, if people come to ask for services, sometimes there throwing the responsibility of other services as well, resulting in stunted.

2. External Organization

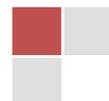
Are the things or activities that could lead to disruption of the activities of an organization in which these aspects come from outside the organization.

a. Society Culture

Culture results were of a copyright, a sense of human initiative that led to the work that can be felt. Culture and society are not separated. This is because the culture of society arise from the behavior becomes a habit and habits can be said that culture. Research shows that culture can inhibit the provision of services, it is because it is still strong culture of mutual support so that if there is a community event or event of one of the employees such as weddings, thanksgiving, new homes etc. then all employees will leave the office and not infrequently also closed. It shows people's culture inhibits the delivery of services by districts to the public.

b. Society Participation

Participation is the ability of a person, group or society consciously to cooperate with each other and they assume it is done collectively as a benefit



for himself, a group or another person. In the context of the licensing service delivery, the public is needed in order to accelerate and support the implementation of public services at the district level. Research shows that community participation can hamper services to the public due to the persistence file storage activities of the community to other communities. Consequently, if there is a fault or short on the file of the applicant will hamper services by districts.

c. Global Development

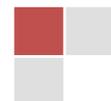
Global development activity requires a fast paced society and quality. But behind that, there are also negative effects caused by the global developments. The interviews showed that the agencies and companies outside the district office greatly impact on employee discipline in the field of licensing service delivery. The use of electricity and electrical capacity constraints on an area mengahruskan state electricity company (PLN) performs rolling blackouts.

d. Society Education Level

Education is one way of improving the quality of human resources in addition to purchasing power and health. The level of education a person look how they respond to a question or problem. Based on the research results, the different levels of public education will be different giving instruction and direction. Communities medium education level and above just look at the procedure and then understand what they should do. In contrast to the communities that the level of education below the average rat, then the provision will be longer direction so that disrupt the delivery of services.

CLOSING

Sub-district head leadership techniques in increasing employee discipline in the field of licensing services using the technique of human relations, personnel preparation, be an example, a suitable communication, provision of facilities and techniques kite is not optimal. Addition of several techniques used by the district head above, Techniques Human Relations (*Human Relations*) is the most effective technique used by sub-district head in sub-district Office in improving the discipline of civil servants working. Barriers to Leadership Techniques sub district in improving employee discipline in the field of licensing services at the District Office include: 1) The quality of human resources are not evenly distributed on each employee; 2) Budget Organization inadequate to perform maximum service; 3) Lack of office facilities to support the licensing service activities; 4) Troubles on System work due to employee misconduct; 5) Lack of coordination between sections or sub-sections in the work; 6) High Culture Mutual Aid society is understood more by the employee; 7) The low participation of the community in supporting districts, especially in the field of licensing services; 8) Still presence of rolling blackouts lines; 9) The level of public education is not evenly distributed in all layers.



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