

THE INFLUENCE OF LEADERSHIP AND STRATEGIC PLANNING TOWARD LOCAL REVENUE (AT WEST BANDUNG REGENCY)

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Abstract

The goal of this research is to describe the influence of leaderships and strategic planning toward local revenue at West Bandung Regency. Research method is Quantative research and collect data by quessioner, interview, observation and documentation. The variables were leaderships and strategic planning. as the independent variables, the dependent variable was local revenue. Data have been analyzed through (Multiple Regresion). The result of this research showed that leaderships and strategic planning. influence the local revenue The influence of leaderships and strategic planning toward local revenue is positive it means that the more higher leaderships and the strategic planning the more higher local revenue and it has mean in real rank $p < 0.01$. By this research, the hypothesis, which has been proposed, leaderships and strategic planning will influence local revenue. The result has showed that the mean of local revenue is 0. 4570 or the grade variation of local revenue is 45,70 percent depending on leaderships and strategic planning.

Keywords : *Leaderships, Strategic Planning, Local Revenue.*

1. Introduction

Indonesia as one of the rich countries and has thousands of attractive natural resources, has a great opportunity to be able to invite the tourists, especially foreign tourists who can generate foreign exchange for the country. Imagine, because almost all regions in the region II level in the country has its own attractions.

The development of tourism in Indonesia is currently encouraged to become one of the sectors that contribute greatly in the development of the economy and the improvement of people's welfare. This is driven by the development of Indonesia's tourism world. Most of tourists visiting the tourist destinations in Indonesia, renowned for its natural beauty, people politeness, and cultural diversity. Contribution has a favorable outlook. It is also a priority of the Local Government West Bandung regency where the tourism sector is one sector that is expected to support local revenue. Nationally, tourism is expected to become

the main sector of the largest foreign exchange contributors. target

The achievement of the tourism sector as the sector that provides the largest contribution to foreign exchange. The optimization of revenues from the tourism sector should be the focus for serious attention to see highly natural potential in West Bandung regency. Until now the thing that has happened is the lack of local government's role to develop and optimize the potential so that the private sector got a chance to develop it. Tourism sector is expected to contribute to development economy. It is the the reason why west Bandung regency focused to contribute to development because it has big potensial, but lack attention to optimize the development cooperate with private business and the involvement of leadership and policy implamentatation at west Bandung regency.

1.1 Leadership

Leaders must be able to anticipate change, be able to correct weaknesses, and be able to bring the organization to the target within the given timeframe. In short, leaders and managers have the greatest chance of turning "straw into gold" or just the opposite, being able to "turn a pile of money into ashes" if he missteps and is unwise. Thus leadership will be a key opening for the success of the organization.

A number of studies indicate that the leadership role in the organization occupy the highest rating. Vietzhal Rivai (2004: 1-2) reveals the importance of leadership that is "because many need a leader figure, in some situations a leader needs to appear to represent his group, as a place of risk taking in the event of pressure on his group, and as a place to put power" . This opinion reinforces that the role of leadership in an organization is a fundamental part of acting as a motor policy direction A.Dale Timpe (2000: 277) defines, "leadership is the ability to combine a group of individuals into productive teams or units to achieve goals". While Mulyasa (2009: 107-108) defines "leadership as" the ability to mobilize, influence, motivate , direct, counsel, guide, order, rule, ban, and even punish (if necessary), and nurture with the intention that humans management will work in order to achieve administrative goals effectively and efficiently ".

From these definitions prove that being a leader is not haphazard, but must be someone who has the ability and the will is extraordinary. From various opinions about the leadership that made the dimensions and then used as the basis in the research and then prepared indicators, tailored to the needs of research. Leadership in this research in the organization of west Bandung regency associated with the tourism sector, then compiled dimensions of various opinions such as Dale Timpe views leadership from integrity, intelligence, courage, initiative and assessment. Mulyasa states that leadership has a role as educator, manager, administrator, supervisor, leader and innovator.

Thus the focus of this study is based on leadership variables as exogenous variables tailored to the conditions where the research using dimensions educator, manager, administrator, supervisor, leader, and innovator. From the above opinion can be concluded that the leadership can be defined as the ability to influence its members so that they are able to work together, thus forming harmonious working relationship with the consideration of efficient and effective aspects to achieve the level of work performance in accordance with that established by a particular organization.

1.2 Strategic Planning

Strategic Planning Planning is the main function of a leader who predicts goals to be achieved in the future. The task of a leader in planning is the focus on making strategic planning. Planning includes creating organizational goals and objectives and developing "work maps" that show all goals and objectives can be achieved or implemented in the future.

Frederick Wu. (1984). defined that Strategic planning is the process of evaluating the environment outside the organization, the implementation of the organization's title and the determination of the strategies. While Anthony and Reece, (1989).stated that Strategic planning is the process of deciding on the goals of the organization and the strategic that is to be used in attaining these goals. And Apostle (2003; 18), said that Strategic planning is a systematic and continuous process of planning outcomes and strategies by taking into account potential, opportunities, and constraints that exist or may arise.

1.3 Local Revenue

The decentralization governance system adopted in Indonesia from 2001 led to considerable changes, in which the decentralized governance system was established with the aim of addressing existing problems where previous government systems have not been able to cope with the accelerated development.

The central government , Law No. 32 /2004 on regional governance as well as Law No. 33 /2004 on financial balances between local government and central government. Local

governments are expected to become more independent, because they have the flexibility to increase their creativity in developing their potential, and can reduce dependence on central government not only on financing but also on local revenue and expenditure management or fiscal decentralization. The source of local revenue in the implementation of decentralization comes from Local revenue, Balancing Funds, and Other Legal Income (Ministry of Home Affairs, 2013).

One of the efforts to increase local revenue is by optimizing the potential in the tourism sector. Efforts to increase local revenues, the program of development and utilization of resources and the potential of regional tourism is expected to contribute to economy development. Halim (2004), Local revenue is revenue received by regions from sources within its own territory levied under local regulations in accordance with applicable laws and regulations.

Law No. 33 /2004, which is referred to as Local revenue is revenue derived from the area of levies based on local regulations in accordance with the legislation Definition of local revenue according to Law No.33 / 2004 about Financial Equilibrium Between Central and Regional Government, Local

Revenue is revenue obtained from sector of regional tax, regional retribution, result of region owned company, result of wealth management.

2. Method

The research method used is descriptive and verificative. Descriptive research is a research that aims to give a description of the variables studied. Verificative research is to know the relationship and influence between variables through hypothesis testing based on data collected in the field. The unit of analysis in this study are employees who are in West Bandung regency government, local residents and tourism object area. With Design Research as follows: Data processing collected from the results of questionnaires distribution and secondary data collection is done in 4 stages of editing, entry, tabulation and data analysis. Given the model in this study is the model of causality (relationship / causal influence), then to test the proposed hypothesis used the test instrument multiple regression. In the implementation of this research is based on the survey method using 2 types of analysis that is (1) descriptive analysis especially for qualitative variables and (2) quantitative analysis, in the form of hypothesis testing by using statistical test.

3. Results and Discussion

Table 3.1 Testing of Strategic Planning on Local Revenue

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,019	,305		3,339	,001
	Strategic planning	,164	,004	,908	37,405	,000

a. Dependent Variable: Local Revenue
 Source: Questionnaire. Data treated using SPSS 22. In table 4:25. column t, it can be explained that the value of t cal Strategic Planning = 37.405. While the table value according to Junaidi (2010: 6) t table value (for 300 respondents minus 1 variable = 299 with $\alpha = 0.05$) is equal to = 1.65. So the value of t cal > t table.

According to Priyatno (2013: 114) t test is used to determine whether one independent variable has significant effect on the dependent variable partially. The trick is to compare the value of t test with t table value. If t cal > t table then Ho is rejected and Ha accepted, it means there is positive influence of independent variable to dependent variable (Priyatno, 2013: 115)

Noting that the value of $t_{cal} > t_{table}$, and refers to the opinion of Priyatno (2013: 115) that if $t_{cal} > t_{table}$ then H_0 is rejected and H_a accepted, it can be established that there is a positive and significant influence Strategic Planning on Local Revenue. Simple Linear Regression Equation can be written:

$Y = a + b X$. Constant value $a = 1.019$ and constant value $b = 0.164$. So the equation

can be written to $Y = 1.019 + 0.164 X$. The meaning of this equation is if the Local Revenue without Strategic Planning will result in a value of 1.019. But if added 1 unit of Strategic Planning then the Local Revenue will change from 1.019 to $1.019 + 0.164 = 1,183$

To find out how big influence of Strategic Planning to Local Revenue can be seen data R at table 4:26 below:

Table 3.2 Coefficient of Determination of Strategic Planning Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,908 ^a	,824	,824	,63774

a. Predictors: (Constant), Strategic Planning
Source: Questionnaire. Data treated with SPSS 22.

In table 4.26 value $R = 0.908$ means the correlation value between Strategic Planning with Local Revenue = 0.908 is categorized as a very strong relationship value. If the correlation is drawn using the AMOS Application Program, the results can be seen in Figure 4.1. This figure shows its correlation in direction of Strategic Planning

towards Local Revenue. A one-way correlation indicates a positive influence of Strategic Planning on Local Revenue with a value of 0.91 (very strong)

In table 4:26 the value of $R^2 = 0.824$. Means The Value of Coefficient of Determination = $0.824 \times 100\% = 82.4\%$. Its meaning that Strategic Planning has contribution influence to Local Revenue of 82,4%. The rest of 17.6% due to other variables that are not examined in this study.

Table 3.3 Multiple Linear Regression Equations Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constan)	38,002	2,011		18,895	,000
	Leadership	,128	,090	,176	1,432	,015
	strategic planning	,354	,085	,509	4,150	,000

a. Dependent Variable: Local Revenue
Source: Questionnaire. Data treated with SPSS 22

In table 4:27 can be explained that the equation of multiple linear regression is: $Y = a + b_1X_1 + b_2X_2$. In table 4:27 above the value of kostanta $a = 38,002$, constant value $b_1 = 0,128$, constant value $b_2 = 0354$. So the linear regression equation doubled to $Y =$

$38,002 + 0,128 X_1 + 0,354 X_2$. The meaning of this equation is without leadership and without strategic planning then Local Revenue has a value of only 38.002. But if 1 unit of Leadership is added, 1 unit of Strategic Planning simultaneously then Local Revenue will increase from 38,002 to $38,002 + 0,128 + 0,354 = 38,404$

Table 3.4 Coefficient of Multiple Regression Determination Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,676 ^a	,457	,454	6,23113

Model Summary
 Model R Square Square Adjusted R Square
 Std. Error of the Estimate
 1, 676a, 457, 454 6.23113

Predictors: (Constant), Strategic Planning, Leadership. Source: Questionnaire. Data treated with SPSS 22

In Table 4:28 the value of Leadership correlation, Strategic Planning with Local Revenue variable of 0.676 and interpreted as a strong relationship. If the relationship is

described using the AMOS Application Program, as shown in Figure 4.2. it can be explained that the correlation is one-way that is from Leadership to Local Revenue with a value of 0.18 and from Strategic Planning to Local Revenue with a value of 0.51. If summed to $0.18 + 0.51 = 0.69$. Correlation of the direction of arrows in the direction according to Ghazali (2016: 33) shows the influence of independent variables on the dependent variable in this case the influence of Leadership and Strategic Planning on Local Revenue is 0.69

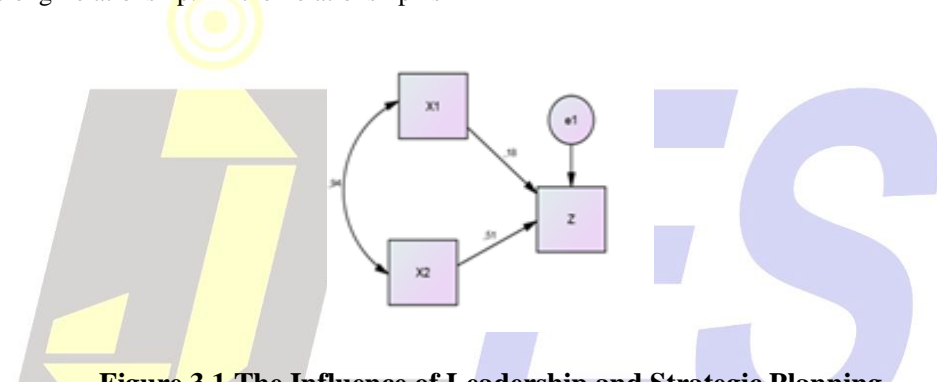


Figure 3.1 The Influence of Leadership and Strategic Planning

According to Priyatno (2012: 122) is meant by the test F is a tool used to test whether some independent variables simultaneously affect the dependent variable which results are presented in table 4:29. Test F

Table 3.5 Test F ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9722,632	2	4861,316	125,205	,000 ^b
Residual	11531,618	297	38,827		
Total	21254,250	299			

a. Dependent Variabel: Policy Implementation
 b. Predictors: (Constant), Strategic Planning, Leadership. Source: Questionnaire. Data is processed using SPSS 22

In table 4.29 the calculated F value in column F is 125.205. In Table F made by Junaidi (2010: 5) the value of F table = 3.88.

So F count > F table. According to Priyatno (2012: 122) if F count > F Table, then there is the effect of simultaneous independent variables on the dependent variable. Noting Priyatno's opinion (2012: 122) can be said that Leadership, Strategic Planning has a simultaneous influence on Regional Original Revenue.

In Table 4:28 the value of R square = 0.457. means that the value of coefficient of determination = $0.457 \times 100\% = 45.70\%$. The Meaning of Coefficient of Determination 45.70% is Leadership, Strategic Planning contributes influences of 45.70%. The balance of 54.30% is heard by other variables not examined in this study

According to Priyatno (2013: 114) t test is used to determine whether one independent variable has significant effect on the dependent variable partially. The trick is to compare the value of t test with t table value. If $t_{cal} > t_{table}$ then H_0 is rejected and H_a accepted, it means there is positive influence of independent variable to dependent variable (Priyatno, 2013: 115) Noting that

the value of $t_{cal} > t_{table}$, and refers to the opinion of Priyatno (2013: 115) that if $t_{cal} > t_{table}$ then H_0 is rejected and H_a accepted, then it can be established that there is a positive and significant influence of Strategic Planning on Local revenue Simple Linear Regression Equation can be written: $Y = a + b X$. Constant value $a = 1.019$ and constant value $b = 0.164$. So the equation can be written to $Y = 1.019 + 0.164 X$. The meaning of this equation is if the Local Revenue without Strategic Planning will result in a value of 1.019. But if added 1 unit of Strategic Planning then the Local Revenue will change from 1.019 to $1.019 + 0.164 = 1,183$. To find out how big influence of Strategic Planning to Local revenue can be seen data R at table 4:26 below:

Table 3.6 Coefficient of Determination of Strategic Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,908 ^a	,824	,824	,63774

1. Model Summary

a. Predictors: (Constant), Strategic Planning
Source: Questionnaire. Data treated with SPSS 22.

In table 5.26 value $R = 0.908$ means the correlation value between Strategic Planning and Local Revenue = 0.908 is categorized as a very strong relationship value.

3.1 Implications of Strategic Planning

This research has proved that the variable value of Strategic Planning according to perception of respondents is 19.667 with average value 3,64 (agree) There are three statements that get the lowest value that is Weakness is a threat with an average value of = 3.21. Turn threats into opportunities = 3.44 P.33. Weaknesses Not evaluated = 3.47

To improve the respondents perception that employee weaknesses, weaknesses of the work unit are a threat, a competency standard (skill, knowledge, skill) must be created by an employee who will work in a work unit.

The respondent placed. Turning threats into opportunities in second lowest order with value = 3.44 because respondents do not yet

know that threats can be turned into opportunities. So the respondents gave a low score on Respondents placed Weakness not evaluated in the order of the three lowest, just to prove that one of the management functions

Improvements to the statements of P34, P26 and P33 can be made by conducting the following SWOT analysis: 1. Each section / sub-field / sub-section form a task force consisting of 5 to 7 people. 2. The method used to collect data is a discussion. members of the task force are asked to explain what is the strength, and weakness of the work unit in which the respondent works. members of the task force are asked to explain what opportunities from outside the work unit and threats from outside the work unit. 3. Data on strengths, weaknesses, opportunities and threats are collected 4. Then set any weaknesses that immediately found solution 5. Implement the solution 6. Evaluate the solution that has been done 7. Make improvements to the solution Given this stage each work unit will be able to more easily find the weaknesses that exist in work units and work units can easily.

3.2 Local Original Income Implication

This study has proved that the value of variable Original Regional Revenue of 3.703 with an average value of 4.52 (strongly agree). This value illustrates that most of the respondents argue strongly that the variable of Local revenue made by west Bandung regency has been very good. because it is very good, it is only necessary efforts to maintain the perception of respondents about the Local Revenue .

4. Conclusion

Leadership Variables This study has proved that the value of Leadership 18.406 with an average value of 3.61 (agree). To increase the value of leadership according to perceptions of respondents then KKB should optimize the improvements associated with create excellence.

4.1 Variable of Strategic Planning

1. In the form of supervision / control carried out not yet optimal Noting the three statements are at the bottom shows the sequence of work that has not been optimally done are: 1. Supervision / control work performed by every employee in each work unit is not implemented optimally. This causes not all weaknesses that exist in every work of each employee in each work unit has been well documented. 2. Because they have no weakness data for each job of each employee in each work unit, there are still respondents who have not understood that the weakness can be a threat 3. Because the data on weakness is not sufficient, it can not be known the cause of the occurrence of weakness 4. Because not know the cause then can be found ways to reduce, resolve the cause of the weakness

Threats into opportunities = 3.44 ,Weaknesses Not evaluated=3.47 To improve the respondents' perception that employee weaknesses, weaknesses of the work unit are a threat, a competency standard (skill, knowledge, skill) must be created by an employee who will work in a work unit. The respondent placed the statement ,Turning threats into opportunities in second lowest order with value = 3.44 because respondents do not yet know that threats can be turned into opportunities. So the respondents gave a low score on

Respondents placed, Weakness not evaluated in the third order lowest, just to prove that one of the management functions in the form of supervision / control is not implemented optimally

4.2 Local Revenue Variable

This study has proved that the value of variable Original Regional Revenue of 3.703 with an average value of 4.52 (strongly agree). This value illustrates that most of the respondents argue strongly that the variable of Original Regional Income made by KBB has been very good. because it is very good, it is only necessary efforts to maintain the perception of respondents about the Original Revenue.

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