

## **The role of leader in implementing a policy of Disciplined civil servant in an environment of high school of Protestant Christian Religious Affairs (STAKPN) Burere Sentani**

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### **ABSTRAK**

**This study aims to determine: 1) the approach taken the lead in improving discipline at the Civil Service College of Environmental Christian Religion of State (STAKPN) Burere Sentani. 2) supporting factors and obstacles in implementing discipline policies in the Civil Service Environment College of official duty (STAKPN) Burere Sentani. This research is descriptive research is to describe the role of leader in implementing discipline policies in the Civil Service College of Christian Religion of State (STAKPN) Burere Sentani. This research was conducted at the College of Christian Religion of State (STAKPN) Burere Doyo Baru District Sentani Jayapura district. total informants in this study amounted to 9 (nine) members, consisting of: Chairman, Head of HR, Head of Sub Division of Finance, Head of Sub Division of General and Civil Service, Head of Section of Academic, Administrative Staff and Teachers / lecturers. By looking at the results of the research that has been done in the field and based on interviews with all informants as well as referring to the formulation of the problem and the focus of this study conclude that: 1) During this time the approach taken by the leader in improving the discipline of the work of the civil servants in the STAKPN Buerre Sentani is by doing supervision and examination attendance of civil servants at the end of the month, whereas the approach in terms of providing penal sanctions in accordance with Regulation No. 53 in 2010 has not been effective. 2) Factors that cause PNS Discipline Policy Implementation in Environmental STAKPN Sentani Burere has not done well is the lack of commitment from authorities in disciplining employees in the work unit. Welfare of employees less attention as the economic conditions so that employees try to find additional revenue beyond. Lack of socialization / dissemination of information about the substance of policy discipline of civil servants so that implementation of the policy less effective. Eligibility is not appropriate staffing and employment regulations applicable. Place of residence of employees who are outside Jayapura district so costly transport to the office sizeable every weekday. While supporting factors are: vehicle shuttle facility office employees that there must be firmness of a leader who abuse, provide a clear assignment of responsibility because they will be lazy do not feel appreciated.**

**Keywords: Role of Leader, Implementation, Policy, Discipline**

### **INTRODUCTION**

Achievement of goals, starting from creating high productivity. Discipline is an important factor and started from the employees themselves. The discipline here is regarding the discipline of work, working time and discipline in adhering to which it has been set. High awareness required in implementing the rules that can be embodied in the high work discipline, to achieve a level of productivity. Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks given to him.

An who has a high discipline will effect performance assessment againstther. Discipline is very important to improve performance and develop the potential of employees, then in enforcing and implementing the discipline for his servants, a leader of the need to apply the regulatory standards of discipline. The standard discipline determines the success of an organization either as a whole or specific groupswithin an organization. It really depends on the quality of leadership that exists in the organization. In an organization, leaders must be able to engage in two-way communication, to have an impact on the aspirations of employees. Leaders must also provide support and encouragement to employees, as well as make it easier for employees to interact and involve employees in decision-making. Or decision making authority, the leader also has the task of giving direction to the employee in order that the tasks that will be given to employees can be done well and on time.

To apply discipline in the performance of CIVIL SERVANTS in the environment STAKPN Burere Sentani, then Government Regulation Number 53 of the year 2010, the very need to be applied, because the civil servant (PNS) is the main element of the human resources of the State apparatus, but as far as the author's observations of CIVIL SERVANTS in STAKPN yet instill a culture of disciplined work. While in the organization that efficiently and effectively its civil servants are required to have a culture of disciplined work is based upon the seriousness of heart and spirit of devotion towork delegated to him. As for the rekapan Discipline of CIVIL SERVANTS in the environs of STAKPN in reality doesn't run either according the Government Regulation (PP Number 53 year 2010), officials of the STAKPN which consists of 48 people and lecturers personnel administration 41 people (Data Source: AdministrationStaffing STAKPN Sentani Year 2014), in reality has yet to implement the REGULATION No. 53 the year 2010 are good. This condition is estimated because of the existence of consciousness of CIVIL SERVANTS themselves, but also the role of the leadership of the STAKPN (head of the sections and Subsections) have not been optimal in the implementing Regulation. The leadership of STAKPN yet to conduct surveillancemin intesif against the disciplined employees related provisions of the working hours, both incoming office hours, hours of rest and working hours. In addition, the presence of us-led policy to whiten the absence of employees in the Office are all being present. This policy was taken the leadership in order to maintain the good name of the institution of the organization. This condition gives an overview that the role of Leadership in STAKPN Burere is not yet fully aware of the obligations which they must perform in order to realize the discipline of CIVIL SERVANTS as stated in Government Regulation No. 53 of the year 2010.

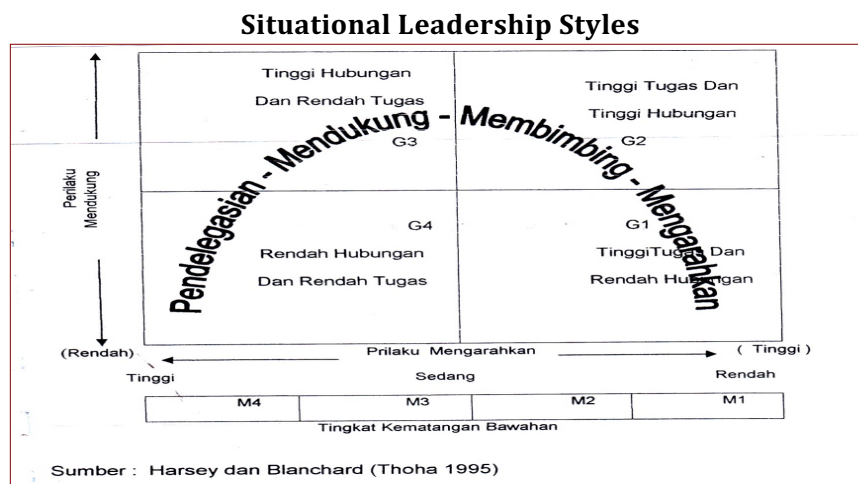
### **THE CORNERSTONE OF THE THEORY**

The Policy Implementation process according to Van Meter and Van Horn in Wahab(2005:166) is as follows: 1). Size and destination is required to drive in the exercise, it is done so that the appropriate program that was already planned, 2). Resources policy is the success of the process of implementation of the policy is influenced by the utilization of human resources, costs, and time (Van Meter in Agustino, 2006:142). 3). The success of the policy of the nature or characteristics of the agency/implementing agency policies. 4). Communication play an important role for the coordination of the implementation of the policy. Wahab (2005:77) in citing opinion Gunn and Hogwood, that: "the coordination is not just a matter concerning the communication of information or form structures there are suitable, but also concerns the more fundamental problems, namely the practice of executing policy ". 5). Characteristics of the executor. Van Meter and Van Horn said that; the characteristics of the executor isinclude bureaucratic structure, norms, patterns and relationships that occur in the bureaucracy. 6). economic, social, Environmental and political. The external environment supported the success of public policies that have been set, the external environment is the economic, social, politics is also a factor that determines the success of an implementation

### The Concept Of Leadership

Griffin (2000) divides the sense of leadership into two concepts, namely; As a process and as attributes. As the process; leadership is focused to what is done by the ruler, i.e., the process by which the leaders to use their influence to clarify the objectives of the Organization to its employees, subordinates, or his, motivating them to achieve goals These, as well as help create a productive culture within the organization. Leadership is very important in influencing the Organization's achievements. According to Sunyoto (2013:24), leadership is defined as a process affecting the activity of individuals or groups to achieve objectives in certain situations.

Situational Leadership theory (Situational Theory) being developed by Paul, business and Blanchard (Siswanto, 2005), explaining that; the most effective leadership styles that differ according to the level of "maturity" to a subordinate. The maturity or adulthood is not in the sense of age or emotional stability, but rather a desire to Excel,a willingness to accept responsibility, and the ability and the experience that is associated with the task.



The picture above shows the relationship between leadership style with subordinates, level of maturity can be explained as follows: 1) style of directing. Redirect style symbolized by the G1, is the behavior that is appropriate to the stage of "orientation" where late goals and roles must be clearly defined. 2). Style Guide. Guide or symbolized by G2, i.e. Guide as essential to drive the group through the stages of "dissatisfaction" in which the group requires guidance, support, encouragement, and wish to hear exhortations. 3).-style Support. Support or G3, which is subordinate to determine its own arahanya. Followers with the maturity of the medium to high (M3) is, has the ability but not the desire to perform a given task. 4.) style of Delegation. Delegation or G5, this style is for a high level of maturity. People with such a level of maturity it is able and willing to, or having the belief to assume responsibility (M4). Followers with high maturity is capable and willing to (M4). Thus the style of "delegation" that low-profile (G4) that gives little guidance or support owning the most effective possibilities rate high with individuals in maturity level like this.

### The Concept Of Discipline

According to W.J.S. Poerwadarminta (1986:254) meaning of discipline is 1). Exercise inner character and with intent so that all the acts always obey the code of conduct (in school or military service), 2). Adherence to the rules and code of conduct ". According to Nitisemito (1996:200) there are several factors that affect employee work discipline, among other things: 1) threats, 2). Assertiveness in implementing discipline, 3). Goals and capabilities, 4). Welfare, 5). Exemplary leadership.

As for the form of offences against discipline by civil servants disciplinary punishment is appropriate laws and other laws. Article 7 paragraph (1) Government Regulation No. 53 Year 2010 concerning the types of disciplinary punishment consists of mild discipline, punishment, discipline punishment and penalties are severe discipline.

### **DATA ANALYSIS TECHNIQUES**

This research was conducted at the high school of Protestant Christian Religious Affairs (STAKPN) stop at Doyo Sentani District Burere New Regency Jayapura. Data that has been collected is analyzed in inductive, i.e. the analysis starts by conducting a specific observation towards the formation of a common pattern. This analysis takes place for data collection in the field, and is carried out continuously.

Analysis that can be done include the reduction of data, display data presents data, draw conclusions and implement verification. The consistency of the results of the data collection is in the following way (Bungin, 2001:140-141).

- a. in-depth interview with Triangulation and is not structured, from administasi (Faculty and power of information is different, then the results from different informants are drawn, then of the things pulled red thread, to support conclusion.)
- b. the Member's cheeks, research conduct checks of data interpretation with the informant at the time of the interview or at the time of the summary of the results of the interview.
- c. Audit trail, the introduction of the field it is supported by because researchers are in the scope of the researched.

The data analysis process shaped cycle (silikal) as depicted by Huberman and Miles (Suharsaputra; in 1992, 2012:218), as follows: 1 data collection, 2) reduction, 3). Presentation of data, 4) withdrawal/verification Conclusion.

1. If the perceived need to deepen the problem. This stage is very important and decisive for the next step, namely the withdrawal of conclusion/verify as it can to facilitate the efforts of the exposure and the affirmation of conclusions (conclusion drawing).
2. conclusions, inferences and verify done since the beginning of the data obtained, but the conclusion is still blurry (tentative in nature), but increasingly doubted the increase of data then the conclusion is more grounded (field-based), the conclusion must be verified during the current study underway.

### **RESULTS AND DISCUSSION**

Based on the problems and the data analysis being done of the research results related to implementation STAKPN Leadership Role Policy Discipline of CIVIL SERVANTS in the environment STAKPN Burere Sentani then authors can conclude indiscipline PNS STAKPN caused He said: less leadership in applying the PP 53-year 2010, the level of supervision of the leadership not optimal and the lack of leadership and coordination function employees.

Data on the results of the study also show that: the implementation of the Government Regulation Number 53 of the year 2010 in Sentani Burere STAKPN have been conducted but the results have not been done optimally, due to some factors that influence (1) the lack of commitment of the leadership in the discipline of environmental employees in the work unit (2) lack of well-being of employees because of the economic conditions of the family of the employee so that the employee tried to find additional revenue outside (3) lack of dissemination/distribution of information about the substance of policy discipline of civil servants so that the implementation of the policy less effective.

Steps can be done so that a good CIVIL SERVANT disciplines are created in an environment STAKPN Burere Sentani is reviewing the regulations again deceived enforcement disciplines and improve supervision and coaching against CIVIL SERVANTS STAKPN. Related steps above, then the role of the leader in implementing Policy Discipline of CIVIL SERVANTS, it should be based on the theory of public policy. Public policy implementation model that can be used in support of the role of the leadership of the STAKPN is the coordination and communication. Coordination and Communication between the leadership and subordinate (the parties who engaged in a process of implementation), then estimated the occurrence of mistakes will be very small for the case. The characteristics of the executor is include bureaucratic structure, the norms and patterns of relationships that occur in the bureaucracy (meters and Horn; in Subarsono, 2005:101).

In assessing the success of the implementation of the policy on discipline of CIVIL SERVANTS then the external environment supported the success of policy discipline of CIVIL SERVANTS, the external environment is the economic, social, politics is also a factor that determines the success of the an implementation. Implementation of policies according to the Van that Metter & Van Horn influenced by: standard/size and policy objectives, policy sources, traits/characteristics of the implementing agency/agencies, communication between the associated organisations and implementing activities, the attitude of the executor, and the economic environment, social and political.

According to the opinion of the author if these factors are observed and applied as well as run in the environment STAKPN Burere Sentani then the role of the leader in the discipline of CIVILSERVANTS in Policy Implementation Environment STAKPN Burere Sentani concluded with good . Communication is an important factor in implementing the policy on Discipline of CIVIL SERVANTS in the STAKPN Environment. Effective communication need to present both in interactions between the Chairman and the head of the Kasubbag STAKPN, as well as between the President and a subordinate. Because through the communication will appear enter and opinions before a policy is issued.

Related factors that lead to the implementation of the discipline of CIVIL STAKPN are not going well for example, the existence of a STAKPN lazy employees entered office but not rebuked by the Chairman, the other employees also resulted in the bandwagon not to enter Office, or admission office as you wish in a sense come late and come home early. This of course does not obey the rules of the discipline of CIVIL SERVANTS. Related attitudes, then the author considers the need for any CIVIL SERVANT can look back on a concept put forth by Koentaraningrat (2010:392) that the discipline of employees will only exist, if there is a watchful eye over the top, but at the moment the supervision of It is missing, then the discipline it will disappear as well. It is concerned "mentalitet employees" and such is not suitable mentalitet in development. The application of the discipline of CIVIL SERVANTS will go well, when CIVIL SERVANTS in implementing the discipline of CIVIL SERVANTS, appreciate the cultural value system that fits with development. The cultural value system in question 5 related concepts expressed Koentjaraningrat, i.e. CIVIL SERVANTS as the State apparatus is expected to be 1). interpret the meaning of life 2). generate more paper 3). Love nature and kaidah-kaidahnya 4). Oriented to the future 5). High rate co-operation with others. Based on such understanding, then benchmark the sense of discipline of CIVIL SERVANTS is as follows: 1) adherence to the hours of work, 2) adherence to instruction from supervisor. 3). Using and maintaining materials and tools Office supplies with full caution 4). Working with celebrates the ways of working.

## CLOSING

### Conclusion

1. While this role is applied to a leader in implementing the policy work of the discipline of CIVIL SERVANTS in the environment STAKPN Buerre Sentani is by way of directing employees to be able to work with discipline, guiding employees to be able to improve work discipline, supporting employees in improving the discipline of work and delegating tasks to employees in order to be more accountable in the exercise of his duties. Besides the leadership to conduct surveillance and examination attendance in the CIVIL SERVANTS at the end of the month, while the approach in terms of penalty sanctions in accordance with REGULATION No. 53 the year 2010 have not been effective.
2. The factors that lead to the implementation of the policy on discipline of CIVIL SERVANTS in the environment STAKPN Burere well done yet Sentani is the lack of commitment of the leadership in the discipline of environmental employees in the unitsof work. The well-being of employees who are less cared for like family economic conditions so that employees tried to find additional revenue outside. The lack of socialization/dissemination of information about the substance of policy discipline of civil servants so that the implementation of the policy less effective. Placement officers of the appropriate kompetensi yet the staffing rules and regulations in force. Shelter employees who reside outside Jayapura Regency so that transport costs to a pretty big Office every working day. While that is a factor supporting facilities such as:a shuttle vehicle clerk that there should be finality of leadership in violation, giving the task the responsibility of plainly lazy because they will not feel appreciated.

### ADVICE

1. To the STAKPN need to take leadership of the socialization or information dissemination persemester (every 6 months) Number 53 PP related Years 2010. PlacementOfficers also need to be reviewed and placed in accordance Kompetensi Staffing rules and regulations in force.
2. the need to procure special vehicle (bus Employees STAKPN) to appoint officers of STAKPN outside Jayapura Regency. Employee STAKPN Burere Sentani need support policies with active attitude showed Leadership and not passive.

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