

The Influence of Leadership and Tourism Policy Implementation on Local Revenue

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The goal of this research is to describe the influence of leadership and tourism policy implementation on local revenue in West Bandung Regency. The research method is quantitative research. Data was collected through questionnaires, interviews, observation and documentation. The independent variables were leadership and tourism policy implementation. The dependent variable was local revenue. Data has been analysed through multiple regression. The results of this research showed that leadership and tourism policy implementation influence local revenue. The influence of leadership and tourism policy implementation on local revenue are positive. This means that the greater leadership and tourism policy implementation, the higher local revenue. This has a mean in real rank $p < 0.01$. According to this research, the hypothesis that has been proposed is that leadership and tourism policy implementation will influence local revenue. The results have shown that local revenue is 0.4570. The grade variation of Local revenue is 45.70%, depending on leadership and tourism policy implementation.

Key words: *leadership, tourism policy implementation, local revenue.*

Introduction

Indonesia is one of the famous countries. It is rich and has thousands of natural attractions scattered throughout the region. It has a great opportunity to siphon travellers, especially tourists, from foreign countries. They can generate foreign exchange for the country. This is because almost all regions in the country have their own attractions.

The development of tourism in Indonesia is currently being pushed to become one of the sectors that contributes greatly to economic development and improving people's welfare.



This is driven by the development of Indonesia's tourism world, which has continued to increase from time to time. This can be seen in the increasing number of tourists visiting tourist destinations in Indonesia. These destinations are famous for their natural beauty, friendliness of their populations and cultural diversity. At the regional level, the tourism sector is expected to be a support for regional income. Its future contribution has favourable prospects. This is also a priority for regional governments.

In West Bandung Regency, the tourism sector is one of the sectors that is expected to be able to support local revenue. Nationally, tourism is expected to be the main sector of the largest foreign exchange earner. The target is for the tourism sector to be the sector that contributes to most to the country's foreign exchange.

Optimisation of revenue in the tourism sector should be the focus in order to get serious attention focused on the potential of nature in West Bandung Regency. Until now, what has happened is a lack of local government participation in the to development and optimisation of this potential (so that the private sector will have the opportunity to develop it). Many things might encourage this even more. If everything related to the government at least follows a long bureaucratic system of policy implementation (not to mention the leadership factor) this will be very influential for the continuity of things, which will run smoothly. This will ensure that local governments can get the maximum potential from the tourism sector of the West Bandung Regency in order to increase local revenue (PAD).

Literature Review

Leadership

A leader must be able to anticipate changes, be able to correct weaknesses and be able to bring an organisation to targets within a predetermined time period. In essence, leaders and managers have the greatest opportunity to turn 'straw into gold', or vice versa. They can 'turn a pile of money into ash' if they misstep and are not wise. Thus, leadership will be the key to opening an organisation's possibilities of success. Numerous studies show that leadership roles in organisations occupy the highest ratings. Vietzhal Rivai (2004, p. 1-2) reveals the importance of leadership: 'because there are many who need a leader figure, in some situations, a leader needs to appear to represent his group, as a place to take risks when there is pressure on his group and as a place to put power'. This opinion reinforces the idea that the role of leadership in an organisation is a fundamental part of acting as the motor of policy direction.

A. According to Dale Timpe (2000, p. 277), 'leadership is the ability to integrate a group of individuals into a productive team or unit to achieve goals'. This understanding is directed



towards how individuals can work together into a productive team so that their performance is directed towards achieve goals.

Mulyasa (2009, p. 107-108) defines leadership as ‘the ability to move, influence, motivate to invite, direct, advise, guide, order, forbid, and even punish (if necessary) and foster with the intention that humans, as media management, want to work in order to achieve administrative objectives effectively and efficiently.’ This definition proves that being a leader is not arbitrary. A leader must be someone who has extraordinary abilities and wills.

Various opinions about leadership understanding are used as a dimension and then used as a basis in research. Indicators are prepared and adjusted to the research needs. The leadership in this study, namely the West Bandung regency government, is associated with the tourism sector. Among various other opinions, the dimensions of Dale Timpe’s opinion viewed leadership as involving integrity, intelligence, courage, initiative and judgment. Mulyasa stated that a leader has a role as an educator, manager, administrator, supervisor, leader and innovator.

Thus, the focus of this research is based on exogenous leadership variables. These are adjusted to the conditions of the study using the dimensions of educator, manager, administrator, supervisor, leader and innovator.

According to the opinion above, it can be concluded that leadership can be interpreted as the ability to influence members so that they are able to work together. This forms harmonious, interwoven work that considers the efficient and effective aspects involved in achieving work performance levels in accordance with those set by certain organisations.

Tourism policy implementation

The definition of tourism, according to Law No. 9 of 1990, is everything related to tourism, including the exploration of objects, tourist attractions and related businesses in the field.

According to Heriawan (2004), ‘Tourism is a series of travel activities carried out by individuals or families or groups from their original place of residence to various other places with the aim of making tourist visits and not to work or earn a living at the destination.’ The visit in question is temporary. In time, tourists will return to their original residence. It has two important elements, namely, the trip itself and a temporary stay at the destination with various tourist activities. Act Number 10 of 2009 concerning tourism states that tourism is a travel activity or part of an activity which is carried out voluntarily and temporarily to enjoy the objects and attractions of tourism or tourist attractions. The most important element in tourism activities is not aimed at earning a living. However, if on the sidelines of an earning activity specific tourist activities are also carried out, part of these activities can be considered tourism activities. People who travel are called tourists.



This is in line with what is stated in Law Number 10 of 2009 concerning tourism, which states that the implementation of tourism is intended to increase national income in order to improve the welfare and prosperity of the people. It is also intended to expand and equalise business and employment opportunities as well as encourage regional development.

There are so many benefits that can be obtained if the development of tourism is directed and can attract tourists. For the region itself, the business activity has potential in exploring PAD. As a result, the regional economy can be improved, opening up employment opportunities. The tourism industry is a very long chain of activity. It opens many job opportunities for people in the area, adding to the country's foreign exchange and increasing the number of tourists who come. As more foreign exchange is obtained, the growth of indigenous culture is stimulated and there is support for the movement of regional development (Spillane, 1987, p. 61).

One effort to increase regional revenue is by optimising the potential in the tourism sector. Efforts to increase local revenue, the development program and utilisation of resources and regional tourism potential are expected to contribute to economic development. The development of the tourism sector concerns social, economic and political aspects (Spillane, 1987, p. 14). Policy implementation is an action taken by government bureaucracy both individually and in groups that is intended to achieve the objectives formulated in the policy. (Dalail: 2014, p. 201). In implementing policies, aspects that need to be considered are environmental conditions, resources and relationships between organisations. Implementation of policy is an important aspect of the entire policy process (Wahab. 1993, p. 53).

Local Revenue (PAD)

The decentralised government system adopted in Indonesia, starting in 2001, led to considerable changes. The decentralised government system was formed. It had the aim of overcoming existing problems where the previous government system had not been able to overcome the problems of accelerated development.

The central government issued Law Number 32 of 2004 concerning regional government and also Law Number 33 of 2004 concerning financial balance between the regional government and the central government. Regional governments are expected to be more independent because they have the freedom to increase creativity by developing existing potential. They can also reduce dependence on the central government not only in financing but also in relation to the management of regional revenue and expenditure or fiscal decentralisation. Sources of regional revenue in the implementation of decentralisation come from local original revenue (PAD), balance funds and other legitimate revenues (Ministry of Home Affairs, 2013). One effort to increase regional revenue is by optimising the potential in the



tourism sector. Efforts to increase local revenue, development programs and utilisation of resources and regional tourism potential are expected to contribute to economic development. According to Halim (2004), regional original revenue (PAD) is revenue received by the region from sources within its own territory. This is collected based on regional regulations in accordance with applicable laws and regulations.

In Law Number 33 of 2004, what is meant by regional original revenue (PAD) is revenue that is earned by the region from levies. The latter are based on local regulations in accordance with the law. The definition of regional original income, according to Law Number 33 of 2004 concerning financial balance between the central and regional governments, is revenue received from the regional tax sector, regional levies, the results of regionally owned companies and the results of wealth management.

Research Methodology

The research method used is descriptive and verified (verification and descriptive research). Descriptive research is research that aims to provide a description of the variables studied. Verified research determines the relationship and influence between variables through hypothesis testing based on data collected in the field. The unit of analysis in this study is employees who are in the Government of West Bandung regency, local residents and tourists.

Results and Discussion

Validity tests

Leadership

Correlated coefficient values of each statement range between 0.361 and 0.679. According to Sugiyono (2016, p. 183), if the value of the correlated coefficient of a statement is 0.3 or more (above 0.3), then the statement is declared valid. If the value of the correlation coefficient is more than 0.3, then P1 through P17 are declared valid.

Tourism policy implementation

Correlated coefficient values of statements range between 0.329 and 0.542. According to Sugiyono (2016: 183), if the value of the correlation coefficient of a statement is 0.3 or more (above 0.3), then the statement is declared valid. If the correlation coefficient is more than 0.3, P36 to P53m it are declared valid.

Local revenue

Correlated coefficient values range between 0.435 and 0.542. According to Sugiyono (2016, p. 183), if the value of the correlated coefficient of a statement is 0.3 or more (above 0.3),

then the statement is declared valid. If the correlation coefficient values are more than 0.3, then P53 to P56 are declared valid.

Reliability test

Table 1

The Cronbach alpha value for leadership: Reliability statistics

Cronbach's alpha	N of items
909	17

Source: Questionnaire. The data is processed using SPSS.22.

In table 1 Cronbach's alpha leadership value is 0.909. According to Sekaran (2013, p. 293), the measurement tool can be said to be reliable if it has a Cronbach's alpha value greater than 0.6. Because the leadership variable has a Cronbach's alpha value greater than 0.6, the data on the leadership variable is declared reliable. Cronbach's alpha value for policy implementation is 0.823. According to Sekaran (2013, p. 293), the measurement tool can be said to be reliable if it has a Cronbach alpha value greater than 0.6. The Policy Implementation variable has a Cronbach alpha value greater than 0.6, therefore the data on that variable is declared reliable.

Table 2

Cronbach's alpha value for policy implementation: Reliability statistics

Cronbach's alpha	N of items
823	18

Source: Questionnaire. The data was processed using SPSS.22.

Cronbach's alpha regional original revenue is 0.815. According to Sekaran (2013, p. 293), the measurement tool can be said to be reliable if it has a Cronbach alpha value greater than 0.6. The local revenue variable has a Cronbach alpha value greater than 0.6, therefore the data on the variable is declared reliable.

Table 3

Cronbach's alpha value for original local revenue: Reliability statistics

Cronbach's Alpha	N of Items
815	3

Source: Questionnaire. The data was processed using SPSS.22.

Normality test

1. Leadership = 0.20 is greater than 0.05. This means that the data is normally distributed.
2. Policy implementation = 0.79 is more than 0.05. This means that data is normally distributed.
3. Regional original income = 0.81 is greater than 0.05. This means that the data is normally distributed.

Respondents' Responses

Leadership

Regarding the leadership variable, there are 17 statements ranging from P1 to P17. The number of values obtained is 18,406, with an average value of 3.61 (agree).

Regarding policy implementation, the statement that gets the highest score is P.41. The work unit has human resources that support the implementation of the policy. Statement P41 scored 1,254, with an average of 4.18 (strongly agree). This statement shows that respondents are well aware that policies are implemented in work units where respondents need human resources that can implement policies. Respondents also know that KKB has adequate human resources in quantity, quality and competence. It is not surprising that 124 out of 300 respondents (41.33%) stated that they strongly agreed that the KKB had human resources that supported the implementation of policies.

Implications of local revenue

Respondents' responses regarding local revenue show that respondents gave the response 'strongly agree' to the statement that the tourism sector can be a source of local original revenue. Respondents' responses reached a score of 1,215, with an average value of 4.05 (strongly agree).

Coefficients

In column t, it can be explained that the calculated value of t (policy implementation) = 37.405. The value of the t table, according to Junaidi (2010, p. 6) (for 300 respondents minus 1 variable = 299 with $\alpha = 0.05$) is equal to 1.65. Therefore, the value of t count > t table.

According to Priyatno (2013, p. 114), t test is used to determine whether an independent variable has a significant effect on the dependent variable. The method is to compare the value of t test with the value of t table. If t arithmetic > t table then H_0 is rejected, and H_a is accepted. This means that the independent variable has a positive influence on the dependent

variable (Priyatno, 2013, p. 115). Noting the value of t arithmetic $>$ t table, and referring to the opinion of Priyatno (2013, p. 115), if t arithmetic $>$ t table then H_0 is rejected, and H_a is accepted. It can then be determined that the implementation of policy has a positive and significant effect on local revenue.

Simple written linear regression equations

$Y = a + b X$. The constant value of $a = 1.019$ and the constant value of $b = 0.164$. The equation can be written as $Y = 1.019 + 0.164 X$. This means regional original revenue without policy implementation produces a value of 1.019. However, if 1 unit of policy implementation is added, the regional original income will change from 1.019 to $1.019 + 0.164 = 1.183$. The extent of policy implementation's effect on local revenue can be seen in the table below:

Table 4

Coefficient for determination of policy implementation

Summary model: Implications of local revenue

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.908 a	.824	.824	.63774

a. Predictors: (Constant), Policy implementation

Source: Questionnaire. The data is processed using SPSS.22.

In table 4, the value of $R = 0.908$ means the value of the correlation between the implementation of the policy and local original revenue ($PAD = 0.908$), is categorised 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 the correlation between the direction of policy implementation and PAD. A one-way correlation shows that there is a positive influence regarding the implementation of policy on PAD, with a value of 0.91 (very strong).

The effect of tourism policy implementation on PAD

In table 4, the value of $R^2 = 0.824$. The mean determination coefficient value = $0.824 \times 100\% = 82.4\%$. This means that the implementation of the policy affects the Local Revenue of 82.4%. The remaining 17.6% is due to other variables not examined in this study.

Leadership

This research proves that the value of the leadership variable is 18,406, with an average value of 3.61 (agreed). To increase the value of leadership, according to respondents' perceptions, the KKB needs to optimise improvements related to Statement P16 to create excellence by

1. Providing services that are fast, precise and true to the people who need services from KBB employees.
2. Providing application programs that make it easier for the community to obtain KBB services without having to come to the KBB office. The application program is easily accessible to people from various locations.
3. Making improvements related to Statement P17.
4. Developing products in a way that requires leaders to create new products/new services/new facilities in accordance with the needs and desires of the KBB community. For example,

- a. Regulations can be issued to free the community from paying administrative costs if they want to take care of licensing by making a certificate.
- b. The time for completion of licensing can be made no more than 2 days or 3 days
- c. The community can be inspired to make products/services that meet the needs of the community and generate profits for its businesspeople. This may include raising chickens, catfish, cows and goats.

5. Making improvements relating to statements. Leaders have the ability to determine some activities that should be done to improve the ability to decide:

1. Leaders can decide on activities by adhering to the principle of propriety. They must be careful to stay in accordance with applicable regulations. The decision making can be done quickly, precisely and safely.
2. The leaders (Bupati, Sekda, Head of Agency, Head of Agency) need to make a decree regarding the limits of authority given to the Sub-Section Head. This is so that the leaders under them can immediately make decisions.

Tourism policy implementation

This research has proven that the value of the policy implications variable is 20,775, with an average value of 3.85 (agree). There are 3 statements of the policy implementation variable that obtained the lowest value from respondents, namely:

1. Coordination is not optimal in managing natural resources and artificial resources, with a value of 964 and an average value = 3.21 (good).
2. Coordination is not optimal in managing artificial resources, with a value of 1,070 and an average value of 3.57.



3. Policy implementation that develops the potential of the physical environment is not optimal.

The cause of low scores is the lack of optimal coordination. The way to improve it is by the KKB government setting regulations on the obligations of work units related to tourism. A coordination meeting should be held once a month discussing the coordination of the management of natural resources and artificial resources. Brainstorming on issues relating to Natural Resources and Artificial Resources at KBB should be conducted. At the coordination meeting, the causes of the problem (labour, raw materials, machinery, methods, finance, budget, politics, economics, social aspects, culture, security, science and technology) should be explained. What must be done, who does it, when it must be completed, where funds will come from, and how to complete it must be discussed. In this way, it is expected that coordination, which becomes a weak point in policy implementation, can be overcome.

Implications of local revenue

This research has proven that the variable value of local original revenue is 3,703, with an average value of 4.52 (strongly agree). This value illustrates that the majority of respondents strongly agree that the local original revenue variable conducted by KBB is already very good. Since it is already very good, an effort is only needed to maintain the respondents' perceptions about local revenue.

Conclusions and Suggestions

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