

THE EFFECT OF LEADERSHIP, MOTIVATION AND WORK DISCIPLINE ON THE EFFECTIVENESS OF THE PERFORMANCE OF MEMBERS OF THE DPRD DKI JAKARTA

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Abstract

The purpose of this study was to determine the extent to which leadership, motivation, and work discipline affect the performance effectiveness of members of the DPRD DKI Jakarta. The research employed a quantitative method with a descriptive approach, utilizing a questionnaire for data collection. The population included all members of the DPRD DKI Jakarta, totaling 106 members, with a sample size of 82. The sample size was determined using the Slovin formula with a 5% error rate. The research results revealed a significant positive influence of leadership, motivation, and work discipline on performance effectiveness. The significance test using F yielded an F count of 51.272, surpassing the F table value of 2.72 with degrees of freedom 4 and a denominator of 82 at a significance level of 0.05. Consequently, Ho was rejected, and H1 was accepted, indicating that leadership, motivation, and work discipline collectively have a significant positive impact on the performance of DPRD DKI Jakarta members. The coefficient of determination obtained from SPSS version 26 calculations was 0.664, signifying that 66.40% of member performance is determined by leadership, motivation, and work discipline, while the remaining 33.60% is influenced by other factors.

Keywords: Leadership, Motivation, Work Discipline, Effective Performance.

1. INTRODUCTION

In every government institution, human resources play a pivotal role in determining its success in achieving organizational goals. The effectiveness of a government institution is closely tied to the competence and commitment of its members in fulfilling their duties. However, a common challenge faced by government institutions is the prevalence of members with low educational backgrounds and insufficient skills, hindering the alignment of goals and impeding the enhancement of member quality. In the face of current and future challenges, government institutions require professional members capable of not only mastering their responsibilities on a knowledge basis but also working productively, efficiently, innovatively, and with integrity. The highest standard is sincerity and honesty.

Consequently, the success of government institutions hinges on the human element within them, as human resources contribute significantly beyond what can be offered by other sources. Therefore, the management of human resources in government institutions, known as human resource management, holds equal importance to other management activities. The central government, through the principle of decentralization, has delegated power to regional governments to implement regional autonomy. This is in accordance with the mandate of the 1945 Constitution, which states that regional governments have the authority to regulate and manage government affairs independently based on the principles of autonomy and duties of assistance. The broad autonomy granted is aimed at accelerating the realization of community welfare through the improvement of services, empowerment, and

community participation. Additionally, regions are expected to enhance their competitiveness by adhering to the principles of democracy, equality, justice, privileges, and specialties, as well as recognizing the potential for regional diversity within the Unitary State of the Republic of Indonesia.

In this context, the central government needs to distribute power to regional governments, known as decentralization. Article 1, paragraph (8) of Law Number 23 of 2014 concerning Regional Government defines decentralization as the handover of government affairs from the Central Government to autonomous regions based on the Principle of Autonomy.

Furthermore, Law Number 23 of 2014 concerning Regional Government defines "Regional Government" as the regional head, an element of regional government administrators leading the implementation of government affairs falling under the authority of regional autonomy. Simultaneously, the DPRD represents the regional people and serves as an organizing element of the Regional Government. In essence, regional administrators consist of the regional head in the executive sector and the DPRD in the legislative sector. Given its dual position, representing the people and functioning as an element of regional government administration, the DPRD should strive to realize the effectiveness and efficiency of implementing regional autonomy. This involves advancing development, improving community welfare, aggregating people's interests, and advocating for these interests in the government process and country.

As an element of regional government administration, the DPRD is a partner on equal footing with the regional head in their respective fields. In this position, the DPRD possesses sufficient power to carry out its roles and functions, including legislative functions, budget functions, and supervision. Through these functions, it is anticipated that the DPRD can contribute to building and enhancing community welfare.

According to Sadu Wasistiono, four pillars contribute to building social welfare: fair law enforcement, moral political democracy, sufficient economic growth, and good government management (good governance).¹ To achieve good governance, the role and function of the DPRD must be maximized through its performance. Performance is crucial for measuring the success of the DPRD in carrying out its functions within a specified period, aiming to achieve set goals.²

Despite opportunities outlined in statutory regulations, such as Law Number 17 of 2014 concerning the MPR, DPR, DPD, and DPRD (MD3), as amended by Law Number 42 of 2014, and Law Number 23 of 2014 Concerning Regional Government, as amended by Perpu Number 2 of 2014, public perception suggests that the DPRD, particularly the DKI Jakarta DPRD, has not fully met expectations. Positive personalities and good mental health among its members become crucial in achieving high DPRD performance, fostering appropriate behavior among members aligned with organizational expectations. This can minimize public pessimism regarding the DPRD's effectiveness in advocating for the community's interests.

There are currently 106 members of the DKI Jakarta Provincial DPRD who were elected based on an open list from parties in the 2019 legislative general election. The election is held every five years, coinciding with the election of members of the People's Representative Council and the Regional Representative Council, as well as the Regional People's Representative Council throughout Indonesia. Based on the 2019 election, the number of DKI Jakarta DPRD seats increased from 94 seats in the

2009 election to 106 seats in the 2014 and 2019 elections. In the 2019 election, the seat composition was as follows: The Indonesian Democratic Party of Struggle became the majority party with 25 seats, followed by the Gerindra Party with 19 seats, the Prosperous Justice Party with 16 seats, the Democratic Party with 10 seats, PAN with 9 seats, PSI with 8 seats, NASDEM with 7 seats, GOLKAR with 6 seats, PKB with 5 seats, and PPP with 1 seat.³

Several problems can be identified as forms of weak performance by the DKI Jakarta DPRD in carrying out its functions, including the following:

First, in carrying out the legislative function or making regional regulations (PERDA), most of the regional regulations produced from year to year are proposed more on the initiative of the executive institution than the legislative institution. However, as a legislative institution, the DPRD should be able to optimally initiate the formation of regional regulations (PERDA).

Second, in implementing the budget function, the DPRD is less than optimal in discussing the APBD in favor of the people. This is evident in the expenditure side, where indirect spending often has a greater value than direct spending. Regional government routine spending is greater than development spending (community/public). In fact, regional work programs outlined in the APBD must reflect regional independence in terms of income, prioritize spending in favor of the people where direct spending must be greater than indirect spending or at least in a proportionate, balanced, and dynamic manner, and be supported by adequate financing.

Third, in implementing the supervisory function, there are still regional regulations (PERDA) that have not been implemented efficiently and effectively. Consequently, the implementation of regional regulations needs continuous review and evaluation by the DPRD to identify obstacles and challenges, and subsequently revise or revoke/cancel them if they are no longer appropriate to the existing situation and conditions. Additionally, the DPRD needs to actively improve its supervisory function over the implementation of the APBD carried out by the governor.

In line with the results of the 2019-2024 DKI Jakarta DPRD members' performance evaluation, several observers assessed that during their almost five years in office, they did not show satisfactory performance. This performance has not yielded significant results compared to the DKI Jakarta DPRD's performance results for the 2014-2019 period. In 2018, out of the 45 planned Regional Regulations, only 11 were successfully completed or ratified by council members,⁴ and in 2022, the number of proposed Regional Regulations was 26, with none realized, as seen in the table below:

Table 1

Year	Number of Proposed Regional Regulations	Number of Realization of Regional Regulations
2022	26	0
2021	28	5
2020	26	6
2019	17	7
2018	45	11
2017	35	6

Source: DKI DPRD Website, 2023

The performance results of the 2019-2024 DKI Jakarta DPRD have not experienced significant changes, and the assessment is similar to that conducted by the Indonesian Government Index (IGI) research on 34 regencies/cities, which concluded that the DPRD's performance in several regions was poor. This is because the DPRD has not succeeded in carrying out its main functions, namely legislation, budgeting, and supervision. In fact, the measure of regional government success in running optimal governance depends on the DPRD's ability to issue good regulations. If the regulations issued by the DPRD are inadequate, the regional government as the executive will face difficulty implementing them. ⁵

The opportunity to play the DPRD's functions optimally is quite available by referring to the applicable laws and regulations, as stated above.

Human Resources (HR) can be the main capital in supporting the success of an organization if managed well, and this management starts from the time they are needed, hired, until they are dismissed. As is known, human resource management (HR) is a process of planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of services, integration, maintenance, and separation of the workforce to achieve organizational goals.

Every organization aims to have professional, loyal, highly dedicated human resources whose welfare is guaranteed, recognizing that human resources are a crucial asset that drives all aspects of the organization. Therefore, human resource development is prioritized at the highest level.

Each individual has its uniqueness, with different needs, ambitions, attitudes, desires, responsibilities, and potential. Uniting many individuals with different characteristics to achieve the same goal requires the role of a leader. Leadership is fundamentally characterized by the abilities, processes, and concepts that make a person respected, obeyed, feared, and loved by others, inspiring them to work sincerely towards common goals.

Leadership is not only about possessing certain characteristics but also carrying a positive and dynamic mission, capable of changing situations and conditions hindering progress, effectiveness, and efficiency. A leader must understand and respect the diverse personalities of individuals within the team.

In work organizations, leadership is often referred to as work leadership or management leadership, a process that directs goal achievement and coaches individuals involved in the process by influencing, motivating, and controlling them. A leader must comprehend the role of motivation, as it is a key variable in dealing with subordinates. Delegation of authority, control, and direction of subordinates should be accompanied by motivation to ensure that employees' actions align with organizational goals.

A member's motivation to work is typically evidenced by their activities oriented towards organizational goals. Providing motivation is a right of organizational members and an obligation of the organization to support each member's contribution toward predetermined goals. This provision of motivation naturally increases work enthusiasm, leading employees to carry out their duties and responsibilities with dedication.

A positive mental attitude towards work situations strengthens work motivation to achieve maximum performance. Three key elements drive motivation: effort, organizational goals, and needs. In this context, motivation is essentially a response to action, emerging from within individuals due to encouragement towards a goal. The goal often relates to fulfilling needs, and it can be asserted that there is no motivation without perceived needs.

On the other hand, providing motivation or encouragement to each member is expected to influence their personalities positively, enabling them to carry out their duties as effectively and efficiently as possible, aligning with the goals of a better and more professional agency.

Indications that the performance of DKI Jakarta DPRD members is not optimal are thought to be influenced by suboptimal leadership. These indications include leaders not adhering to ethical standards, leaders struggling to motivate subordinates, political dynamics between factions, insufficient communication between commission leaders and members, leaders hesitating to make prompt, precise, and wise decisions, and infrequent discussions when problems arise in completing work.

Furthermore, the performance of DKI Jakarta DPRD members is believed to be affected by the lack of optimal work motivation among members. Indications include members lacking commitment to optimizing their abilities, resulting in unfinished work due to poor work motivation and direction. Consequently, tasks assigned to sections with low motivation levels can negatively impact the quantity and quality of results achieved. Additionally, the low quality of work is evident in the outcomes produced by each member, highlighting a lack of responsibility in carrying out tasks and deviations from predetermined targets.

Disciplinary factors also influence the performance of DKI Jakarta DPRD members. Discipline problems among DPRD members significantly impact their successful performance. A DPRD member cannot be held responsible for assigned tasks if they lack discipline in adhering to the applicable rules.

Based on the aforementioned phenomenon, the author is interested in further research concerning the effect of leadership, motivation, and discipline on the performance of DKI Jakarta DPRD members.

2. LITERATURE REVIEW

2.1 Democracy and Representation

Many people believe that democracy and representation are inseparable, considering representation as a solution to implement democracy in modern countries. However, representation experts, such as Work Pitkin, a pioneer of representation theory from the University of Berkeley (USA), argue that representation has a problematic relationship with democracy, despite their frequent equating. These two concepts have distinct origins and often conflict.⁶

The disparity arises because democracy and representation come from different traditions and emerged at different times. The primary issue in the relationship between democracy and representation stems from differing perspectives. Democracy, as a political system, necessitates community involvement, including the people, while representation involves components that do not always engage the people, often excluding them.⁷ Democracy embodies values and principles requiring

people's participation in the political process, such as popular control, individual freedom, equality, and participation. In contrast, representation involves components that facilitate people's involvement in the political process through their representatives (elites), as seen in the formulation of regional policies and regulations.

Political representation, as a relationship between representatives and those represented through the principal-agent model, is the most basic and ancient representative model. Viera and Runciman, in their book "Representation" (2008), elaborate on representation models. According to them, representation is intricate because it can be understood as authority (authorization), trust (trusteeship), and identity (identity). From an authority perspective, elected representatives possess the authority to represent the interests of the people who elect them in elections, making elections a moment of transferring authority from the people to their elected representatives.

Representation can also be comprehended from the aspect of trust, where the representative is someone trusted by the person being represented, and they entrust the best decisions and actions to the representative. Representatives are free to determine what is best for those they represent, and constituents are viewed as an unorganized group. Thus, representatives must interpret and decide in the interests of their constituents. Representation from the aspects of authority and trust tends to be regionally/territorially based, with representatives representing constituents within a geographically limited area. This is distinct from an identity perspective, which is not constrained solely by regional scope.

2.2 Regional Government Management

The concept of regional autonomy essentially denotes the freedom of regions to make decisions, both political and administrative, based on their own initiatives. In this context, the freedom to make decisions independently is imperative, and regional independence is crucial, with no intervention from the central government. Regional non-independence implies regional dependence on the center. In their study, M.A. Muthalib and Ali Khan highlighted the necessity of independence and freedom, stating, "Conceptually, local autonomy tends to become a synonym for the freedom of locals for self-determination or local democracy".⁸

The effective and efficient implementation of regional autonomy relies heavily on the availability of supporting resources, which are external factors influencing the implementation of regional autonomy. These factors stem from central government policies and regional potential.

Regarding regions, Koswara classifies the regional government as a vertical agency situated in a region, categorized as a regional government apparatus in accordance with the constellation of Law No. 5 of 1974, subsequently amended by Law No. 22 of 1999, Law No. 32 of 2004, and finally by Law No. 36 of 2016, encompassing Regional Heads, DPRD (Regional People's Representative Council), BPD (Village Consultative Body), Regional Secretaries, DPRD Secretaries, and regional agencies.⁹

In any country, the authority to execute government functions is distributed between the central government and local governments. In the central government, authority is divided fairly among departments or ministries in the nation's capital. Conversely, in the regions, authority is distributed regionally among various regional governments.

While these two systems are normatively interdependent and complementary, in practice, they often overlap, leading to competition between the two.

Several factors influence changes in regional government management, both internal and external. However, according to Sadu Wasistiono, certain dominant factors should be considered, namely structural, functional, and cultural factors.¹⁰

2.3 Performance Effectiveness

According to Sondang P. Siagian, in a book on the analysis and formulation of institutional policies and strategies, distinguishes between effectiveness and efficiency. Effectiveness is defined as the level of the actual output of the system connected with the desired output, while efficiency is usually defined as a comparison between the real output and real input.¹¹

James L. Prince identifies various factors determining effectiveness, such as productivity (the ratio between output and input), compatibility (the level of acceptance of institutional norms), and work passion (a strong urge to complete work because of personal motives).¹²

Additionally, Drucker differentiates effectiveness and efficiency. According to Drucker, effectiveness is essentially doing the right thing, while efficiency is doing it right. Effectiveness emphasizes achieving targets, while efficiency emphasizes how it should be done. Effectiveness requires setting the right goals and achieving them.

Effectiveness can be concluded as a state of success of an institution or management in carrying out its activities to achieve goals as expected or produce something in accordance with the needs of its users or customers.

On the other hand, the general definition of performance is the contribution or results achieved by members towards the progress and development of the goals or institutions they work for (William B. Werther and Keith Davis, 2003: 67).

Performance standards function as specific goals that must be achieved by members at work, and these standards should be realistic, measurable, and achievable by the member's job position.

Suryadi Prawirosentono in his book "Member Performance Policy Tips for Building Institutions ahead of World Free Trade" states that performance is the result of work created by a person or group of people in an institution, in line with their authority and responsibilities, legally, without violating the law and in accordance with morals and ethics.

Buchari Zainun adds that individual performance and institutional performance are closely related, emphasizing that the achievement of institutional goals is possible due to the efforts of the actors within the institution. Good individual performance contributes to good institutional performance.¹³

There is a close relationship between individual performance and institutional performance. If members' performance is high, it is likely that the institution's performance will also be good¹⁴. A member's performance is influenced by factors such as expertise, remuneration, and hope for a better future.

De Cenzo and Robbins¹⁵ state that the purpose of performance appraisal is to provide feedback to leadership, contribute to members' development, and document achievements. This process involves defining work, assessing performance, and providing feedback.

Factors assessed in performance appraisal may vary depending on the type of work, considering aspects such as loyalty, initiative, diligence, perseverance, cooperative attitude, leadership, honesty, thoroughness, accuracy, and neatness.

2.4 Leadership

Leadership is a social problem in which interaction occurs between those who lead and are led to achieve common goals, either by influencing, persuading, motivating or coordinating.

According to Kartini Kartono, leadership techniques are the technical and social abilities and skills of leaders in applying leadership theories to life practices and organizational practices, namely covering thought concepts, daily behavior and all the equipment used.¹⁶

The dimensions of leadership include:

1. Leadership professional ethics (politeness in speaking, politeness in behavior, speaking according to facts, mirror role model)
2. Needs and motivation;
3. Group dynamics;
4. Communication;
5. Decision making ability;
6. Discussion skills.

2.5 Work Motivation

Motivation is an encouragement towards a series of processes of human behavior in achieving goals. Meanwhile, the elements contained in motivation include the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal.

According to Abraham Maslow, quoted by Edison et al., there are five levels of needs arranged in a hierarchy¹⁷, namely:

1. Physiological needs
2. Safety needs atau security needs
3. Affection needs or love needs of belonging needs
4. Esteem needs
5. Self-actualization needs

2.6 Work Discipline

Discipline is the real practice of workers regarding the rules contained in an organization. In this case, discipline is not only in the form of obedience but also the responsibility given by a government agency.

According to Henri Simamora said that the indicators that affect work discipline are as follows:

1. Compliance with regulations
2. Effective at work
3. Corrective action
4. Timely attendance
5. Completing work on time.¹⁸

3. METHODS

The research method used is a quantitative method with a descriptive approach, using a questionnaire as a tool for data collection. The population of this research is all members of the DKI Jakarta DPRD, totaling 106 members. The sampling technique was carried out using the Proportional Random Sampling method, namely a sampling technique where all members have the same opportunity to be sampled according to their proportion, large or small population¹⁹. The samples taken in this research were determined using the Slovin formula.

Based on the dimensions of data collection in writing this thesis, the relevant data collection technique chosen by the author is the survey dimension because there is a population of research objects. Samples are then drawn from the population according to statistical formulas that are appropriate to the sampling technique used.

The analytical method used in this research is multiple linear regression analysis. This regression analysis aims to obtain a comprehensive picture of the relationship between the independent variable and the dependent variable, both partially and simultaneously. Before carrying out multiple linear tests, the method requires testing classical assumptions to get the best results.²⁰(Ghozali, 2011: 105). The purpose of fulfilling this classical assumption is so that the independent variable as an estimator of the dependent variable is unbiased.

4. RESULTS AND DISCUSSION

Based on the test results in this research, the complete discussion is as follows:

4.1 The Influence of Leadership on the Effectiveness of the Performance of DKI Jakarta DPRD Members

The correlation coefficient R of 0.555 shows a moderate relationship between the leadership variable and the member performance effectiveness variable. Coefficient of determination R Square (R^2) of 0.308, which means that 30.80% of the effectiveness of member performance is determined by leadership and the remainder is determined by other factors. The magnitude of changes that occur in the effectiveness of member performance as a result of whether leadership is implemented well or not can be predicted through the following regression model:

$$Y = a + B_1X_1 \text{ or } Y = 23.179 + 0.507X_1$$

From the regression equation above, the regression coefficient (b_1) of 0.507. This shows the great influence of leadership on the effectiveness of member performance. Because this influence is positive, if the Leadership variable (X_1) has increased, this

increase will also be balanced by an increase in the member performance effectiveness variable. Based on the results of the hypothesis test carried out, it was found that partially the leadership variable (x_1) has a significant positive effect on the effectiveness of member performance. This influence is shown by looking at the t-count = 5.972 with a significance value of 0.000. Because the value of tcount > table or $5.972 > 1.990$ and the significance level is $0.000 < 0.05$, then H_0 rejected and H_1 accepted, meaning that the better the implementation of leadership will have a significant positive effect on increasing the effectiveness of member performance.

The results of this research are not in line with research conducted by I Komang Gede and Putu Sarojini Piartrini (2018) entitled the influence of leadership on employee performance which is moderated by work motivation in BPRs in Sukawati Gianyar District. The results of the analysis show that leadership has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Work motivation positively and significantly moderates the influence of leadership on employee performance. Suggestions that can be given are that BPR leaders in Gianyar Regency must clearly provide an attitude that is considered good by subordinates, and be competent in giving tasks, such as matching tasks with employee abilities so as to produce good performance. In motivating employees, every leader must instill a positive attitude in employees towards the work they receive, such as an attitude of responsibility and teaching that all work assigned be completed immediately to achieve good results as motivation for employees in improving performance in the company, so that employees have the ability to overcome problems that arise. faced to show good performance.

However, this research is in line with research conducted by H. Muhlis Mallajareng 2014 which stated that leadership improves employee performance results.

4.2 The Influence of Motivation on the Effectiveness of Performance of DKI Jakarta DPRD Members

The correlation coefficient ρ of 0.755 shows a strong relationship between motivation variables and member performance effectiveness variables. Coefficient of determination R Square (R^2) of 0.570, which means that 57.00% of the effectiveness of member performance is determined by motivation and the rest is determined by other factors. The magnitude of changes that occur in member performance as a result of high or low motivation provided can be predicted through the following regression model:

$$Y = a + B_2X_2 \text{ or } Y = 18.922 + 0.594X_2$$

From the regression equation above, the regression coefficient (b_2) of 0.594. This shows the magnitude of the influence of motivation on the effectiveness of member performance. Because this influence is positive, if the motivation variable (X_2) has increased, this increase will also be balanced by an increase in the effectiveness variable of member performance. Based on the results of the hypothesis test carried out, it was found that partially the motivation variable (X_2) has a significant positive effect on employee performance. This influence is shown by looking at the tcount = 10.291 with a significance value of 0.000. Because the value of t count > t table or $10,291 > 1,990$ and the significance level is $0.000 < 0.05$, then H_0 rejected and H_1 accepted, meaning that the higher the motivation provided, the more significant the positive effect will be on increasing the effectiveness of the performance of DKI Jakarta DPRD members.

The results of this research are not in line with research conducted by Sutrisno, Aziz Fathoni, Maria Magdalena Minarsih (2016) entitled the influence of work motivation and work discipline on performance at the Semarang City Civil Service Police Unit Office. The research results show that work motivation at the Semarang City Civil Service Police Unit Office has a partial influence on performance based on employee perceptions. However, this is in line with research conducted by Agustin (2012), Bestari (2011) and Mar Cahyono (2012) which states that motivation has a positive and significant effect on employee performance.

4.3 The Influence of Work Discipline on the Effectiveness of Performance of DKI Jakarta DPRD Members

The correlation coefficient ρ of 0.755 shows a strong relationship between the work discipline variable and the member performance effectiveness variable. Coefficient of determination R Square (R^2) of 0.570, which means that 57.00% of members' performance effectiveness is determined by work discipline and the rest is determined by other factors. The magnitude of changes that occur in the effectiveness of member performance as a result of high or low implementation of work discipline can be predicted through the following regression model:

$$Y = a + B_3X_3 \text{ or } Y = 1.686 + 0.946X^3$$

From the regression equation above, the regression coefficient (b_3) of 0.946. This shows the great influence of work discipline on the effectiveness of member performance. Because this influence is positive, if the work discipline variable (X_3) has increased, this increase will also be balanced by an increase in the member performance effectiveness variable. Based on the results of the hypothesis test carried out, it was found that partially the work discipline variable (X_3) has a significant positive effect on member performance. This influence is shown by looking at the $t_{count} = 10.304$ with a significance value of 0.000. Because the value of $t_{count} > t_{table}$ or $10,304 > 1,990$ and the significance level is $0.000 < 0.05$, then H_0 rejected and H_1 accepted, meaning that the higher the application of work discipline will have a significant positive effect on increasing the effectiveness of member performance. This is in line with research conducted by I Nyoman Jaka Alit Wiratama Desak Ketut Sintaasih (2013), Ivonne A. S. Sajangbati (2013), and Christian Katiandagho, Sylvia L. Mandey, Lisbeth Mananeke (2014) which states that work discipline has a positive and significant effect on employee performance

4.4 The Influence of Leadership, Motivation and Work Discipline on the Effectiveness of the Performance of DKI Jakarta DPRD Members

The correlation coefficient ρ of 0.815 shows a very strong relationship between the variables of leadership, motivation and work discipline and the variable of member performance effectiveness. Coefficient of determination R Square (R^2) of 0.664, which means that 66.40% of the effectiveness of member performance is determined by leadership, motivation and work discipline and the rest is determined by other factors. Adjusted R Square is the R^2 value, namely the adjusted value so that the picture is closer to the quality of the model exploration in the population. In the research conducted, the Adjusted R-square value was 0.651 (65.10%), which means that adjusting the independent variable was able to have an influence of 65.10% on the dependent variable. Next Std. Error of the Estimate is the standard error of the estimate. Std value. The error of the estimate in this study was 3,323.

The regression equation resulting from the analysis results is as follows:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + a \text{ or}$$

$$Y = 0.839 + 0.240X_1 + 0.235X_2 + 0.485X_3 + et.$$

Based on the resulting regression equation, a constant value of 0.839 indicates that if the value of X_1 up to X_3 is absent or is zero, then the value of the Y variable is 0.839. This means that if leadership (X_1), motivation (X_2), and Work Discipline (X_3) is not carried out, then the effectiveness of member performance (Y) will remain at a constant value of 0.839.

- 1) Coefficient regression $\beta_1 = 0.240$, this shows that if there is an increase of 1 point in the Leadership variable (X_1) and other variables are considered constant, there will be an increase in the effectiveness of member performance (Y) by 0.240. This indicates that the better the leadership implemented, the member performance will increase by 0.240 units assuming the other independent variables are constant.
- 2) Regression coefficient $\beta_2 = 0.235$, this shows that if there is an increase of 1 point in the Motivation variable (X_2) and other variables are considered constant, there will be an increase in Member Performance Effectiveness (Y) of 0.235. This indicates that the higher the motivation provided, the effectiveness of member performance will increase by 0.235 units, assuming the other independent variables are constant.
- 3) Regression coefficient $\beta_3 = 0.485$, this shows that if there is an increase of 1 point in the Discipline variable (X_3) and other variables are considered constant, there will be an increase in the effectiveness of member performance (Y) by 0.485. This indicates that the higher the work discipline applied, the effectiveness of member performance will increase by 0.485 units, assuming the other independent variables are constant.

The results of the hypothesis test on the resulting regression model show that the calculated F value is 51.275 while the F Table value is 2.72. This means that $F_{count} > F_{table}$ or $51.275 > 2.72$ while the significance value of F is $0.000 < \alpha = 0.05$, then the equation model $Y = a + b_1X_1 + b_2X_2 + b_3X_3$ used is acceptable. Thus, it can be concluded that leadership, motivation and work discipline simultaneously have a significant positive effect on the effectiveness of the performance of DKI Jakarta DPRD members. Thus, this hypothesis rejects H_0 and accepts H_1 , meaning that the regression coefficient value and the leadership, motivation and work discipline variables have a regression equation that is not equal to zero. So, the variables of leadership, motivation and work discipline have a significant influence on the effectiveness of member performance. This is in line with research by Acta Diurna (2014) which states that leadership, motivation and work discipline together influence performance. The results of this research are also in line with research conducted by Amar Balbeid, and Desak Ketut Sintaasih (2019) entitled the influence of career development on employee performance through the mediation of employee work motivation. The results of data analysis show that career development and work motivation have a positive and significant effect on employee performance, career development has a positive effect on work motivation, and work motivation is able to mediate the influence of career development on employee performance. Employee performance can be improved by maintaining or increasing employee career development and work motivation.

5. CONCLUSION

Based on data analysis and fact findings from the research that has been described and explained in the previous chapter, this research has succeeded in testing the proposed research hypothesis. The following conclusions can be drawn:

1. Leadership has a positive and significant effect on the effectiveness of the performance of DKI Jakarta DPRD members amounting to 30.8% and the remaining 69.2% was influenced by other factors.
2. Work motivation has a positive and significant effect on the effectiveness of the performance of DKI Jakarta DPRD members amounted to 57.0% and the remaining 43.0% was influenced by other factors.
3. Work discipline has a positive and significant effect on the effectiveness of the performance of DKI Jakarta DPRD members, which amounted to 57.0% and the remaining 43.0% was influenced by other factors.
4. Leadership, work motivation and work discipline together have a positive and significant effect on the effectiveness of the performance of DKI Jakarta DPRD members amounting to 66.4% and the remaining 33.6% is the contribution of other variables outside this research.

6. SUGGESTION

Based on the conclusions stated above, the researcher tries to provide several suggestions including:

1. The chairman and deputy chairman of the DKI Jakarta DPRD should provide motivation to members of the DKI Jakarta DPRD regarding their role and duties as people's representatives so that they always carry out their duties seriously for the benefit of the people regardless of their political background.
2. The chairman and deputy chairman of the DKI Jakarta DPRD must show good leadership attitudes by continuing to provide enthusiasm and motivation to other members, so that they can hopefully increase the effectiveness of their performance, especially in the field of legislation.
3. The chairman and deputy chairman of the DKI Jakarta DPRD in a collegial political manner assist the commission leadership and other members to increase their motivation, work discipline and expertise so that they become examples for other regional DPRD members in carrying out the duties and functions of the DPRD in the fields of legislation, budgeting and supervision.

Footnotes

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