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Competence and Discipline on Work Motivation and the Implication on Working Performance

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Abstract:

The performance of the board members is a key determinant of a Parliament's performance in carrying out the duties and the responsibilities of budgeting, legislation, and control. This study aims to obtain the results about the effect of competence and discipline on work motivation and the implication on the performance of members of the Depok Municipality's House of Local Representatives or the Depok City Council.

The method used is descriptive-explanatory with a survey that aims to test the hypothesis and to explain causal relationships between the variables. The population is all the members of the Depok City Council (50 people). A sample of 34 people was taken by simple random method. The research hypothesis is tested using the Path Analysis.

The results showed that the competence and the discipline have simultaneously effects on the work motivation of the board members. Work motivation refinement can be pursued through increased competence and discipline synergistically. However, not disjointed competence and discipline is an obstacle in strengthening the work motivation. Partially, the work motivation is more influenced by the competence rather than the discipline. The results also showed that the competence, discipline and work motivation have affected simultaneously the performance. Performance refinement can be pursued through increased competence, discipline, and work motivation synergistically. Partially, the performance is more influenced by the discipline rather than the competence and the work motivation.

Our suggestion to the headship of the Depok City Council is to improve the competence and the discipline of the board members synergistically and continously in order to strengthen the work motivation and improve the performance at the same time. We recommend to formulate policies which require the adequacy and the suitability of competence in the placement of tasks and improve the discipline collectively. It is recommended to immediately implement a performance management system and enhance the rules of internal procedures through conditioning duties and responsibilities according to the competence. It is also suggested to researchers to examine the performance of board members in other regions using other factors such as control, compensation, commitment and job satisfaction.

Keywords: Competence, discipline, work motivation, performance.

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1. Introduction

Today, the performance of board members, both in the legislative function, budgeting and control is very poor with a lot of complaints. The accused members of the council said they had poor attendance at meetings and limited information on the duties of board members. Similarly, unharmed corruption, collusion, and nepotism were observed among the members of the council. The results of the investigation of the mass media showed that the negative perception of the public towards Parliament is conditioned by the low performance in the three functions of the Parliament. Poor discipline, competence and abuse of power in the functioning of the budget. Performance improvement efforts undertaken, such as the regulation of the Law of the MPR, DPR, DPD and DPRD the evaluation and the obligations of the legislators in the Standing Orders of Parliament, has not improve the performance of the legislators significantly.

The above conditions occur in the Depok City Council, particularly in carrying out the functions of legislation and budgeting. In the legislation, Parliament and the Regional Government of Depok get a warning from the central government due to late set Bylaw Spatial Plan (RTRW) for the length of the time and the process of discussion of the draft law. In the budgeting function, RAPBD was also late. This is due to prolonged discussion of the budget due to the placement of the wrong budget by the legislators and the low discipline of the board members in the implementation of the budgeting tasks. This problem brings the delay in the implementation of the development programs in Depok region. Depok city population growth is very rapid encouraging the increase of the public demand for service facilities and urban infrastructure in good quality and adequate quantity.

The factor of capacity and the competence of the board members is insufficient. This is indicated by the lack of minimum education requirement for the prospective Parliament members. In Law No. 8 of 2012 on General Election of Members of the Board of Representatives, Regional Representatives Council, and Regional House of Representatives, the lower educational requirement of legislators is high school graduates. The composition of 34 samples of legislators in Depok for the period 2009-2014 based on education level was: 29.4% high school graduates; 55.9% Tier-1 (S1); and 14.7% Tier-2 (S2). With regard to competence, the required skills are still limited for proficiency in speaking, reading, and writing in the Indonesian language.

In the internal environment of the organization, the functioning of effective HR management by the leadership of the organization is an important precondition in order to improve HR performance. Awakening ability and motivation as determinants of HR performance should get the highest priority in human resource management. The performance of board members is an important manifestation of the contribution of board members in carrying out their duties and responsibilities in organizing, supporting, and supervise construction. Parliament should pay attention

to this issue and establish appropriate strategies how to encourage the performance of the board members through a variety of relevant policies that enable the development of factor of capacity, namely competence, as well as motivational factors, namely discipline and motivation of members of the board. Yet ascertained whether the strategy of empowering board members by improving the competence and discipline can encourage motivation and really could have implications on the performance of board members in a better way. Previous studies are limited on the effect of competence on employee performance (Kusnendi, 2006), the influence of discipline on the performance of members of Parliament (Kadarisman, 2011), the influence of discipline on employee performance (Zesbendri and Ariyanti, 2005; Kristiyanti and Rahmasari, 2009), the influence motivation to work on the performance of members of Parliament (Sinaga, 2001), and the effect of discipline and work motivation on employee performance (Narmodo and Wajdi, 2008; Sujudi, 2008).

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The performance of the members of Parliament is a key determinant of performance achievement of the Parliament as an institution, both in carrying out the duties and responsibilities of legislation, budgeting, and monitoring. The absence of performance standards for institutional legislators and performance measurement in an objectively way for the board members is an important value of this research, both in performance measurement as well as in the study of the factors that influence it.

The central theme raised in this study is not the optimal performance of councilors and the implementation of the duties and the responsibilities of the Parliament in legislation, budgeting, and control. It is rather the evaluation of the performance and whether the increased competence and discipline can enhance work motivation and simultaneously to encourage the performance of legislators in Depok City Council to be better. The research problem is defined is:

- 1) How do the effect of competence and discipline can simultaneously improve the work motivation of Depok City legislators.
- 2) How do the effect of competence and discipline can partially improve the work motivation of Depok City legislators.
- 3) How do the effect of competence, discipline and work motivation can simultaneously improve the performance of Depok City legislators.
- 4) How do the effect of competence, discipline and work motivation can partially improve the performance of Depok City legislators.

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The research aims to obtain results on the influence of competence and discipline of work motivation and its implications for the performance of legislators in Depok. Academically, the benefits of this research are expected to contribute for the development of conceptual human resource management, particularly in capacity building and motivation in order to improve HR performance. For other researchers, as stimulus for HR performance improvement through a development model,

particularly in the public sector. In practical terms, the results of this study are expected to be used as an input for the Parliament in refining the law deficiencies related to a better fit for the members of MPR, DPR, DPD and DPRD as well as for the Depok City Council. Similarly, to give an idea a thought for the leadership of the Parliament, especially the leadership of Depok City Council, in decision making and improvement of internal rules and procedures. Especially in improving the performance of board members through conditioning duties and responsibilities in accordance with competency and competency enhancement programs, disciplines, and motivation.

2. Literature Review

In this study, we use the theory of strategic human resource management by Dessler (2003). This theory can be seen as a perspective in organizational behavior theory (organizational behavior) as referring to Robbins (2003), Luthans (2005), and Ivancevich and Matterson (2001). As a middle range theory we use the theoretical performance of Gomes (2001) and Robbins (2006). As an applied version we use the educational theory of Widodo (2001) and Sedarmayanti (2007), the competence theory of Kusmana (1988) in Harith, (1993) and Katz (in Moenir, 2008), the discipline theory of Hasibuan (2003), Sutrisno (2009) and Sastrohadiwiryo (2003), the theory of work motivation of Robbins (2006) and the theory of HR performance of Bernardin and Russel (2003).

Previous studies have examined several factors affecting the performance of board members. The findings of the present research varied. The professionalism and the competence have positive and significant effect on the performance of board members (Kadarisman, 2011). The work environment, the morale and the motivation have also a positive and significant effect on the performance of legislators. Partially, only the morale and the motivation have a significant effect on the performance of legislators (Sinaga, 2001). The influence of the quality of the supervisory board members are moderated by the local budget accountability and public participation, but not by the transparency of public policy (Mayasari, 2012). HR practices and organizational performance (as measured by levels of formal education) has a simultaneous and partial effect on smooth implementation of the duties of the members of Parliament (Rindawati, 2012). A positive relationship between the perception of political culture and the performance of legislators has been also noticed. Aspects of leadership style is an aspect of the dominant political culture influence (Puspitarini, 2008). Trust, support and hope for high-performance significantly influence the performance of the members of the Parliament, while the effect of openness is not significant (Taufik, 2003).

Work discipline has a very strong influence on employee performance (Zesbendri and Ariyanti, 2005). Motivation and discipline have a significant effect, either simultaneously or partially, on the performance of employees (Narmodo and Wajdi, 2008). Leadership, motivation, work environment, work discipline, and control have

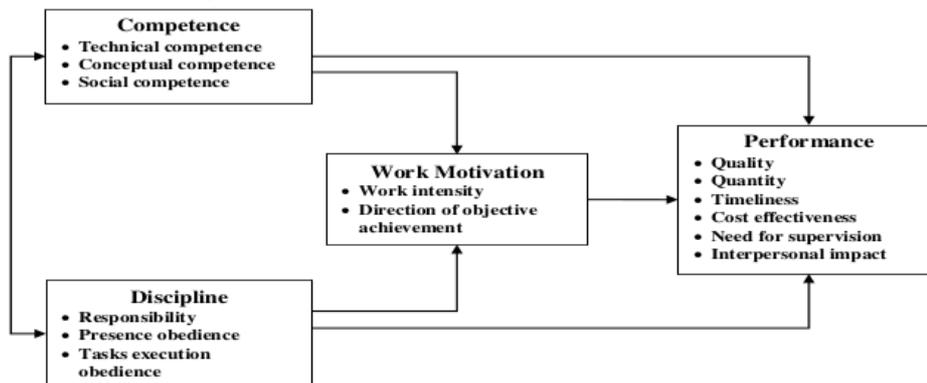
a simultaneous influence on employees' performance. Partially, only the discipline of work has a significant influence on the performance of legislators (Suyudi, 2008). Gender did not moderate the effect of the level of education and working environment on the performance of the principal, but moderating influence on tenure (Haryanti and Susialisasi, 2012; Bondarenko *et al.*, 2017; Baldacchino *et al.*, 2017).

A study on the same theme has also carried out by Mareta (2012) who found that the level of education, the experience and the compensation have a simultaneous and partial effect on the performance of auditors. Work discipline has a positive influence on employees' performance (Kristiyanti and Rahmasari, 2009). Professionalism has a positive and significant effect on job satisfaction, performance and turnover intention. Professionalism has an indirect influence on turnover intention through performance (Agustia, 2011). A significant difference between the competence, commitment and organizational culture towards the actualization of the role of managers, who have an impact on increasing the effectiveness of the organization, has been pointed out by Kusnendi (2006). Organizational culture, leadership and commitment of influential individuals have a simultaneously and partially effect on organizational commitment and the implications for the performance of lower-level managers, either simultaneously or partial (Imaniyati, 2007).

3. Methodology

The model analysing of effect to be studied with regard to the effect of competence and discipline of the work motivation and the implication on the performance is described as follows:

Figure 1. Model of Analysis



The study design is using a descriptive-explanatory research using a survey approach. The aim of this research is to test the hypotheses and explain the causal relationships between the variables, namely the effect of competence, the work

motivation and the discipline as well as their implications on the performance of legislators in Depok.

The population of this study are all the members of the Parliament Kota Depok numbering 50 people. Thus, the unit of analysis is the individual, namely legislators of Depok. The sample is obtained from this population, 34 people in total. The sampling technique used is a non-probability sampling, but a purposive sampling where the sample members were selected based on the willingness of the legislators to participate in the sample.

In connection with the structure of the causal relationship between variables, there are two types of research variables studied, namely: Competence (X1) and Discipline (X2) as the independent variables, work motivation (Y) as an intermediate variable (intervening variable), and Performance (Z) as the dependent variable.

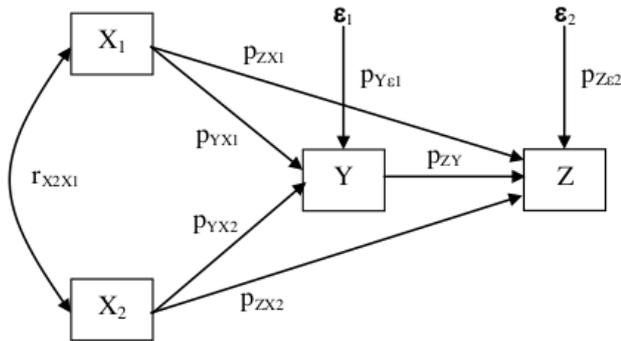
Conceptually, the operationalization of the variables derived from the theory of Katz (Moenir, 1992) on the basis of competence dimension, the theory of Hasibuan (2003), Sutrisno (2009), and Sastrohadiwiryono (2003) regarding the area of discipline, the theory by Robbins (2006) on the motivational aspects of work and the theory of Bernardin and Russel (2003) concerning the dimensions of performance. Operationalization of the discipline variables in this study also refers to Depok City Council Code of Conduct governing responsibility and obedience of the board members, both in the presence and in the execution of tasks.

Competence variables measured as the result of an assessment of the level of technical competence, conceptual competence and social competence. Discipline variables measured as the result of an assessment of the level of responsibility, the observance of attendance and the observance of execution of tasks. Work motivation variable is measured as the result of an assessment of work intensity and direction of goal achievement. Variables measuring performance as a result of an assessment of the level of quality of work, quantity of work, time efficiency, cost effectiveness, independence and interpersonal impact are also included in the study. All variables are measured in an ordinal scale through a questionnaire using a semantic differential scale.

The technique used to test the hypotheses is Path Analysis. Path Analysis is a structural model that aims to analyze the influential effect between the variables. As refers to Wirasmita (2004), analytical techniques have been selected for consideration for the contribution towards the discussion of influence, either directly or indirectly, and its comparison in determining the dominant variable. Path analysis procedure refers to Li (1981) and Sitepu (1994) while the assumptions on which the prerequisite analysis is using Path Analysis refers to Gujarati (2003). As a parametric statistical analysis of the data Path Analysis requires a minimal interval scale. To raise the scale of the data into intervals we used the Method of Successive

Intervals (Al Rashid, 1994). The hypotheses testing is done through a statistical hypothesis test verification at the 5% significance level. Hypotheses about the effect of simultaneously tested with test statistics F, while the partial effect was tested by t test statistic (Sitepu, 1994). The structural analysis of the proposed hypothesis is as follows (Figure 2):

Figure 2. Paradigm of Structural Relationships among Variables



Structural equation for the above structure is:

$$Y = p_{YX1}X_1 + p_{YX2}X_2 + \varepsilon_1$$

$$Z = p_{ZX1}X_1 + p_{ZX2}X_2 + p_{ZY}Y + \varepsilon_2$$

where:

- X_1 : Competence
- X_2 : Discipline
- Y : Work Motivation
- Z : Performance
- ε_1 : Other variables that affect Y
- ε_2 : Other variables that affect Z
- p_{YX1} : Path coefficient of X_1 to Y
- p_{YX2} : Path coefficient of X_2 to Y
- p_{Ye1} : Path coefficient of other variables to Y
- p_{ZX1} : Path coefficient of X_1 to Z
- p_{ZX2} : Path coefficient of X_2 to Z
- p_{ZY} : Path coefficient of Y to Z
- p_{Ze2} : Path coefficient of other variables to Z
- r_{X2X1} : Correlation coefficient between X_1 and X_2

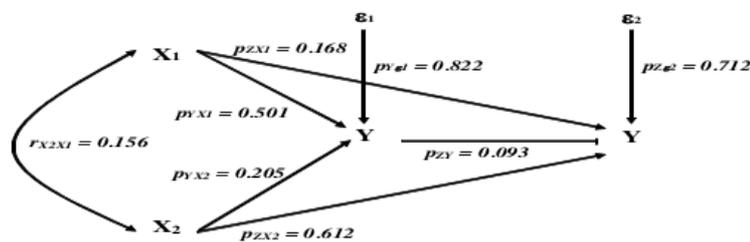
Using SPSS, the path coefficient is expressed as a standardized regression coefficient. As standard interpretation of the high-low closeness of the relationship and the strong-weak influence between the variables, we refer to the standard category proposed by Sugiyono (2003). The hypotheses tested in this study are as follows:

1. Competence and discipline have simultaneously affected work motivation.
2. Competence and discipline have partially affected work motivation.
3. Competence, discipline and work motivation have simultaneously affected performance.
4. Competence, discipline and work motivation have partially affected performance.

4. Results and Discussion

The results of the hypotheses testing is based on data items that have been proven valid and reliable. The results of Path Analysis for the structure of the model is given in Figure 3 below:

Figure 3. Path Diagram of Analysis Structure



Structural equations are showing the relationship between the variables of Figure 3 as follows:

$$\begin{aligned}
 Y &= p_{YX1}X_1 + p_{YX2}X_2 + \varepsilon_1 \\
 Y &= 0,501 X_1 + 0,205 X_2 + \varepsilon_1 \quad (R_1^2 = 0.325) \\
 Z &= p_{ZX1}X_1 + p_{ZX2}X_2 + p_{ZY}Y + \varepsilon_2 \\
 Z &= 0,168 X_1 + 0,612 X_2 + 0,093 Y + \varepsilon_2 \quad (R_2^2 = 0.492)
 \end{aligned}$$

where:

- Z = Performance
- Y = Work motivation
- X₁ = Competence
- X₂ = Discipline
- p = Path coefficient that shows strength of the effect
- ε = Residual/error
- R² = Multiple coefficient of determination that shows the amount of the effect of all independent variables to dependent variable.

The correlational relationship between the competence (X₁) and the discipline (X₂) is indicated by r_{X₂X₁} correlation coefficient = 0.156. Referring to the absolute value of the correlation coefficient of the above, the relationship between competence and discipline is classified as very low (Sugiyono, 2003). Directions correlational relationship is indicated by a positive or negative value of the correlation coefficient r_{X₂X₁}. It appears that the direction of the relationship is positive indicating that

legislators who have a higher competence generally have higher discipline. Nevertheless, based on the test results the relationship between competence and the discipline is not significant ($t = 0.892 < t_{table} = 1.694$).

The amount of influence of competence (X_1) and discipline (X_2) simultaneously on the work motivation (Y) is approximately $R_1^2 = 0.325 = 32.5\%$ with a value of F-statistic = 7.462. Referring to the multiple correlation coefficient ($\sqrt{R_1^2}$) is equal to $R_1 = 0.570$ indicating that the simultaneous effect of both variables studied causes on the work motivation is quite strong, with multiple correlation coefficients between 0.40 to 0.599 (Sugiyono, 2003).

The significance of the F statistic obtained in the study shows that $F = 7.462$ which is greater than F statistic from the table = 3.305 (F table value at a 5% error level and degrees of freedom $db_1 = k - 2$, $db_2 = nk - 1 = 34 - 2 - 1 = 31$) indicated that competency (X_1) and discipline (X_2) have a significant effect, simultaneously, on the work motivation (Y) at 5% level of significance. Thus, H_{01} is rejected and the first research hypothesis regarding the effect of competence (X_1) and discipline (X_2) simultaneously on work motivation (Y) can be accepted. The magnitude of the effect also shows large variations in work motivation that can be explained by the competence and discipline in the amount of $R_1^2 = 32.5\%$. Residual variation, amounting to $1 - R_1^2 = 0.675$ or 67.5%, explained by other factors not included in this equation.

Effect of competence (X_1) partially on work motivation (Y) is indicated by p_{YX_1} path coefficient = 0.501 with a statistical t value = 3.354 indicated that competence (X_1) has a significant effect partially on work motivation (Y) at 5% level of significance. Thus, H_{02} for lack of competence effect is rejected and the second research hypothesis regarding the effect of competence (X_1) partially on the work motivation (Y) can be accepted. The coefficient indicates a positive track toward a positive effect meaning that the competence tends to produce a higher work motivation. Referring to the value of the path coefficient of competence to work motivation, amounting $p_{YX_1} = 0.501$ indicates that the effect of competence partially on the work motivation is quite strong, which lies p_{YX_1} path coefficient between 0.40 to 0.599 (Sugiyono, 2003).

Effect of discipline (X_2) partially on work motivation (Y) is indicated by p_{YX_2} path coefficient = 0.205 with a statistical value $t = 1.372$. The significance of test results obtained is that t is greater than $t_{table} = 2.040$ indicating that discipline (X_2) has no significant effect partially on the work motivation (Y) at 5% level of significance. Thus, H_{02} for lack of discipline effect is accepted and the second research hypothesis regarding the effect of discipline (X_1) partially on the work motivation (Y) can be rejected. Coefficient values indicate a positive track toward a positive effect meaning that the discipline tends to produce a higher work motivation. However, referring to the value of the path coefficient of discipline to work motivation, amounting $p_{YX_2} = 0.205$ indicates that the effect of discipline partially on the work

motivation is relatively weak, which lies p_{YX_2} path coefficient between 0.20 to 0.399 (Sugiyono, 2003).

Direct and indirect influence that break down the total effect of competence and discipline on the work motivation can be seen more in the following Table 1:

Table 1. Distribution of Effect Contributions on Work Motivation

	Direct Effect		Indirect Effect, through				Total Effect		
			X ₁	X ₂	SubTotal				
X ₁	25.10%	+	-	1.60%	+	1.60%	+	26.70%	+
X ₂	4.20%	+	1.60%	-	+	1.60%	+	5.80%	+
Effect of variable X₁ and X₂ on Y								32.5%	+
Effect of other variables ε_1 on Y								67.5%	
Total								100.0%	

From the Table above, it appears that the effect contributions of competence and discipline on work motivation are more dominated by the direct influence of competence to work motivation, amounting to 25.10%. The direct effect, both of competence and discipline, and the indirect effect of each variable are quite high with a total effect being 32.5%.

The amount of the influence of competence (X₁), discipline (X₂), and work motivation (Y) simultaneously on the performance (Z) is approximately $R_2^2 = 0.492 = 49.2\%$ with F-statistic = 9.701. Referring to the multiple correlation coefficient ($\sqrt{R_2^2}$) is equal to $R_2 = 0.702$ indicating that the simultaneous effect of the three variables studied on performance is strong, with multiple correlation coefficients between 0.60 to 0.799 (Sugiyono, 2003).

The significance of the results obtained in this study indicated that competency (X₁), discipline (X₂) and work motivation (Y) have significant effect simultaneously on the performance (Z) at 5% level of significance. Thus, H₀₃ is rejected and the third research hypothesis regarding the effect of competence (X₁), discipline (X₂), and work motivation (Y) simultaneously on the performance (Z) can be accepted. The magnitude of the effect also show large variations in performance that can be explained by the competence, discipline and work motivation simultaneously in the amount of $R_2^2 = 49.2\%$. Residual variation amounting to $1 - R_2^2 = 0.508$ or 50.8%, means that there are other factors not included in this equation.

The effect of competence (X₁) partially on performance (Z) is indicated by p_{ZX_1} path coefficient = 0.168 with a statistical value $t = 1.090$. The significance of the test indicated that competence (X₁) has no significant effect partially on the performance (Z) at 5% level of significance. Thus, H₀₄ for lack of competence effect is accepted and the fourth research hypothesis regarding the effect of competence (X₁) partially on the performance (Z) can be rejected. Coefficient values indicate a positive track toward a positive effect means that higher competencies tend to produce a higher

performance. However, referring to the value of the path coefficient of competence to performance, amounting $p_{ZX1} = 0.168$ indicates that the effect of competence partially on the performance is very weak, which lies p_{ZX1} path coefficient between 0.00 to 0.199 (Sugiyono, 2003).

The effect of discipline (X_2) partially on performance (Z) is indicated by p_{ZX2} path coefficient = 0.612 with a statistical value $t = 4.513$. The significance of test results obtained that t is greater than t table = 2.042 indicated that discipline (X_2) has significant effect partially on the performance (Z) at 5% level of significance. Thus, H_{04} for lack of discipline effect is rejected and the fourth research hypothesis regarding the effect of discipline (X_1) partially on the performance (Z) can be accepted. Coefficient values indicate a positive track toward a positive effect meaning that higher discipline tend to produce a higher performance. Referring to the value of the path coefficient of discipline to performance, amounting $p_{ZX2} = 0.612$ indicates that the effect of discipline partially on the performance is strong, which lies p_{ZX2} path coefficient between 0.60 to 0.799 (Sugiyono, 2003).

The effect of work motivation (Y) partially on performance (Z) is indicated by p_{ZY} path coefficient = 0.093 with a statistical value $t = 0.590$. The significance of test results obtained that t is lower than t table = 2.042 indicated that work motivation (Y) has no significant effect partially on the performance (Z) at 5% level of significance. Thus, H_{04} for lack of work motivation effect is accepted and the fourth research hypothesis regarding the effect of work motivation (Y) partially on the performance (Z) can be rejected. Coefficient values indicate a positive track toward a positive effect meaning that higher work motivation tend to produce a higher performance. However, referring to the value of the path coefficient of competence to performance, amounting $p_{ZY} = 0.093$ indicates that the effect of work motivation partially on the performance is very weak, which lies p_{ZY} path coefficient between 0.00 to 0.199 (Sugiyono, 2003).

Direct and indirect influence that break down the total effect of competence, discipline, and work motivation on the performance can be seen in the following Table 2:

Table 2. Distribution of Effect Contributions on Performance

	Direct Effect	Indirect Effect, through				Total Effect
		X_1	X_2	Y	SubTotal	
X_1	2.81% +	-	1.60% +	0.83% +	2.43% +	5.24% +
X_2	37.47% +	1.60% +	-	1.62% +	3.21% +	40.68% +
Y	0.87% +	0.83% +	1.62% +	-	2.45% +	3.32% +
Effect of variable X_1 , X_2 , and Y on Z						49.2% +
Effect of other variables ϵ_2 on Z						50.8%
Total						100.0%

From the table above, it appears that the effect contributions of competence, discipline, and work motivation on the performance are more dominated by the direct influence of discipline to performance, amounting to 37.47%. The direct effect, both of competence, discipline, and work motivation, and the indirect effect of each variable are high with a total effect of 49.2%.

Based on the results of the overall model and the analytical results as described above, the dominant variable in the work motivation model is competence, while the dominant variable in the performance model is discipline. Competence is the dominant variable and discipline are equally constructive in supporting the work motivation. Of the two studied determinants of work motivation, competency has a fairly strong degree of a significant effect with path coefficient of $p_{YX1} = 0.501$ whereas the degree of discipline effect is still weak and not significant with the low value of the path coefficient, amounting $p_{YX2} = 0.205$. Discipline is the dominant variable than competence and work motivation however they are equally constructive in supporting performance. Of the three studied determinants of performance, discipline has a strong degree of a significant effect with path coefficient of $p_{ZX2} = 0.612$ whereas the degree of competence and work motivation effect are still very weak and not significant with a very low value of the path coefficients, amounting $p_{ZX1} = 0.168$ and $p_{ZX2} = 0.093$.

Based on the research, the findings of this study may indicate that the model of the influence of competence and discipline to work motivation has a fairly high level of fitness, while the influence of competency models, discipline and motivation work on performance has a high level of fitness. This is reflected in the value of the coefficient of determination obtained in the regression model. In developing alternative solutions any increase beyond the competence work motivation and the discipline, it increases performance the results of this model is still an opportunity for further research. The analytical model that can be developed is a research model that combines competence and discipline with other factors that theoretically influence work motivation and performance.

As a model to improve work motivation, the results show that efforts to increase work motivation can be done through measures to increase competence and discipline together. Among them, from the comparison of influence, competence is the dominant variable for work motivation. This means that an increase in competence has a positive effect in strengthening higher than the increase in the discipline, the work motivation. The existence of significant partial effect of competence (strong influence) on the work motivation also indicates that improvement in these factors are effective in strengthening the work motivation. As for the influence of the weak discipline require further attention on barriers to their effectiveness in strengthening the work motivation of the members of the Parliament in Depok city.

As a model of performance, the model shows that the efforts to improve performance can be done through measures to increase competence, discipline and work motivation. Among these three, from the comparison of the effect, discipline is the dominant variable for the performance. This means that an increase in discipline provides higher positive effect in achieving expected performance compared to an increase in competence and work motivation. The existence of significant partial effect of discipline (strong influence) on the performance also indicates that improvement in these factors are effective in improving performance. As for the influence of competence and work motivation, which is very weak, requires further attention on barriers to its effectiveness in achieving performance in the Depok City Council.

According to Spector (2003), competence describes the core characteristics of a job, namely the skill variety that causes feelings 'means' and impact on work motivation. According to Katz (in Moenir, 1992), competence - either technical, conceptual, and social - need to be owned by individuals in order to carry out their work fruitfully and successfully. Demands in competence require to support the performance of individuals in a certain position or a job (Kusmana, 1988 in Harith, 1993). The fulfillment of the demands of the necessary competence in running an office or employment will increase the confidence of individuals to achieve the expected performance that encourages higher work motivation.

According to Hasibuan (2003) and Sutrisno (2009) the awareness and the willingness to discipline someone to obey all laws and social norms in force is a reflection of a person's sense of responsibility to carry out the task as well as possible. Discipline will encourage individual performance as discipline would increase a person's sense of caring towards the achievement of organizational goals and increase the efficiency and productivity of labor (Sutrisno, 2009). According to Spector (2003), the discipline is a reflection of their responsibilities with regard to the authority or autonomy. Appreciation of autonomy encourages individuals to show the best performance (Spector, 2003) including for individual legislators of Depok to perform the function of budgeting, legislation and control as well as possible.

Based on the results, the dominant influence of competence than the discipline of work motivation shows that motivation is determined by the board members more directly related to proficiency in performing the tasks of the board. The weak impact of the discipline on work motivation can be due to the collective nature of the board members in decision making. In other words, the discipline of a member is not always able to motivate its work, unless it is accompanied by the discipline of other board members simultaneously in the same task group. While the dominant influence of discipline than competence and motivation showed that the performance of board members is determined by the strong sense of responsibility inherent in the authority of the board member. The very weak impact on the

competence and the motivation can be due to the high dependence of the individual on the other individuals in the same group.

The performance improvement strategy council members can be prioritized through increased discipline board members continuously and sustainably. Efforts to be taken is to increase the responsibility of individual board members and observance, both in the presence and in carrying out the task. Descriptive analysis showed that all indicators of discipline, the indicators that need to be prioritized improvement are the portion of responsibility as a member of the board, the aspiration of the society as well as restrictions on the statement and submission of the results of meetings / consultations / meetings of council members outside of meetings / consultations / meetings in Parliament, absence due to illness and other reasons and delays permission for absence (obedience attendance) and violations of procedures for meetings, use of facilities outside the task, as well as the delay in reporting the activities of Parliament and delays in reporting to the Head of wealth to the Corruption Eradication Commission etc.

To create synergies in the achievement of the performance of members of the board, board member disciplinary efforts undertaken by appreciation of responsibility should also dissert by increasing the effectiveness of the competence and the motivation through the reduction of the dependence of individuals on other individuals in a group assignment. Discipline also needs to be done collectively to the entire board to be able to motivate the work of the members of the board as of the achievement of performance targets between board members.

5. Conclusion

Based on the formulation of the problem and the results of this research can be formulated the following conclusion:

1. Competence and discipline have affected simultaneously the working motivation of Depok City legislators. Work motivation refinement of board members can be pursued through increased competence and discipline of board members synergistically. However, not disjointed competence and discipline is an obstacle in strengthening work motivation.
2. Competence has affected partially the work motivation. The degree of the effect of competence is quite strong and trending positive effect that indicates a strong tendency that the higher the level of competence will generates the higher work motivation. The discipline has no effect partially on the work motivation that shows the discipline has not been able to provide the expected contribution in strengthening the work motivation.
3. Competence, discipline, and work motivation have affected simultaneously the performance of Depok City legislators. Performance refinement of board members can be pursued through increased competence, discipline and work motivation of board members synergistically.

4. Discipline has affected partially the performance. The degree of the effect of the discipline is strong and trending positive effect that indicates a strong tentancy that the higher level of discipline will generates the higher performance. The competence and the work motivation have no effect partially on the performance showing that they have not been able to provide the expected contribution in supporting the performance.

Referring to the results, discussion and conclusions some suggestions can be submitted as follows:

1. It is suggested to the headship of Depok City Council to improve the competence and the discipline of the board members synergistically and continously in order to strengthen the work motivation which is reflected in higher work intensity and directs suitability of objectives' achievement.
2. It is recommended to the headship of Depok City Council to formulate policies which require the adequacy and the suitability of competence in the placement of tasks in Parliament, either in commission, agency, and/or special committees. Similarly, to increase the disciplinary of board members collectively.
3. It is recommended to the headship of Depok City Council to improve the competence, discipline and work motivation of board members synergistically and continously which are directly related to the smoothness of tasks execution. Also recommended to the headship and members of the board to demonstrate their commitment in performance development by immediately implementing a performance management system in the Parliament.
4. It is suggested to the headship of Depok City Council to foster the discipline of board members by formulating a policy that requires reporting of individual responsibility in task execution periodically and continuously. Similarly, increasing the effectiveness of competence and work motivation of board members by reducing the individual dependence under the same assignment group. It is recommended to enhance the rules of internal procedures through conditioning duties and responsibilities according to the competence of board members.
5. For other researchers we advised to examine the performance of board members in other regions and other local agencies as well as researching other performance factors, such as control - both internal and external, compensation, commitment and job satisfaction.

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