The Effect of Professionalism and Competence on The Performance of Regional Representatives Council

MUH. KADARISMAN

Faculty of Social and Political Sciences, Universitas Muhammadiyah Jakarta

kadarisman.bkn@gmail.com

Abstract. The research aims to analyze the effect of Bogor Regency's Regional Representatives Council members' professionalism and competence on their performance. The research uses a quantitative approach and employs the descriptive method. Findings suggest that Bogor Regency's Regional Representatives Council members' professionalism and competence directly influence their performance in a positive and significant manner. Result of this research also show that with increasing competence of members of parliament, it will has an impact on improving the performance of legislators—that is because they are a higher priority on support capabilities are more conducive to understanding the rules and duties of their employment. Study recommends that include other factors besides the professionalism and competence of members of parliament in order to measure performance improvement legislators.

Keywords: *Professionalism, Competence, Public Performance, Regional Representatives Council*

INTRODUCTION

The Amendment of the 1945 Constitution (UUD 1945) grants considerable authority to members of the legislature. However, this authority has neither been optimally managed by House of Representatives (DPR) members nor used to voice and campaign for the public aspiration. On the contrary, the post-amendment House is rife with inappropriate political practices. Observation shows that three factors contribute to DPR's underperformance: 1) its lack of constitutional awareness: thus, when drafting constitutions, DPR neglects the legal rules stated in UUD 1945; 2) the lack of clear blueprints and lack or order in the National Legalization Program (Prolegnas), which leads to the lack of clarity of current national legal politics; 3) when drafting constitutions, DPR lacks a far-reaching vision and tends to prioritize short-term political interests over term national interests, in addition to the absence of a comprehensive academic research and review of constitution drafts (TKPK DPR, 2006).

An organization's competitive competence, in this case that of DPR, is mainly defined by the performance of the members representing the organization. The assessment of the performance is not determined by those who undertake the tasks, but by those who benefit from the performance - the public, among others. In order to serve the public in an acceptable and satisfactory manner, DPR members, including Bogor Regency's DPRD members, must improve their professionalism, competence, and performance. The numerous policies issued by the local legislature aim to improve the quality, quantity, and behavior of the DPRD members, as well as to establish a progressive local council.

Quality human resources – in other words, quality DPRD members – become an essential prerequisite in achieving this goal. Such members are the main driving force in achieving the vision, mission, and objective of the organization in this era of district autonomy. The competition among public and private organizations in providing service to the public requires these organizations to maximize their advantages, in order to meet the demands of the rapidly changing times. Professional and competent DPRD members are required in order to establish a highly competitive regional representatives council, because a competent professional is generally understood to be someone who "can do the job" (Ireland, 2004).

Ideally speaking, the local legislature in local governance exists to serve the public, not itself, and not to be served by the public. Therefore, experts in civic studies unequivocally state that public service is part of the government's core functions (Rasyid, 1997). The ever-increasing needs and demands for local public services are inevitable conditions requiring an immediate resolution. Advances in science and technology, alongside the effects of the social environment dynamics, necessitate swift, precise, inexpensive, secure and agreeable services in every field, which every member of the public is entitled to.

Some of the above conditions are also faced by Bogor Regency's local legislature. Thus, it is important to improve the professionalism, competence, and performance of Bogor's DPRD members. The conditions facing the DPRD in Bogor are, among others: 1) the constantly

and dynamically developing environment and the public's ever-increasing demands for services; 2) a tighter competition compels the public sector, including the DPRD, to procure high-value goods or services in an increasingly competitive environment; 3) advances in science and technology provide higher living standards, and 4) due to the increasing levels of public education in the Bogor Regency, the public grow more aware of their rights and offer suggestions and criticisms to their representatives at the DPRD.

Bogor Regency's local legislature has made numerous efforts to improve its members' performance, such as by improving their professionalism, competence, work motivation, discipline, and providing supervision, exemplary behavior and leadership. Nonetheless, in carrying out their tasks and functions, the council members are still accused of underperformance by the public, exemplified by the intricate, lengthy, slow, and even costly process which the public must endure to voice their aspirations. This, in turn, puts the public at a disadvantage.

In reality, proper public service from council members is nearly impossible to attain. When analyzed, the definitions of the offices held by Bogor Regency's DPRD members prove to be obscure: the tasks they must do, how and why they must do them. The less than objective job descriptions for council members on the lower rungs result in careless work assignation from the leaders. This in turn causes lack of attention to the nature, urgency, and effect of the work to the members' performance. Personnel with important positions in the local legislature have no clear and definite qualifications. Unclear distributions of authorities and inconsistencies in work distributions among Bogor Regency's DPRD members still exist. In other words, a merit system-based guidance policy for Bogor Regency's DPRD members is yet to be fully realized.

Complaints, disparagements, critiques, suggestions, and public rallies are proofs of the public dissatisfaction in the performance of council members representing the Bogor Regency citizens. Looking at recent events, it is understandable that the public, who trust council members with their mandate, are disappointed with, even enraged by, the underperformance of their representatives. What is more offensive is that, more often than not, the council members' actions go against public proprieties, such as neglecting to go to work or giving precedence to their rights rather than their tasks and duties

Public disappointment in the council members' underperformance is not without reason. For instance, the costs of issuing a Regional Regulation or Perda, which the public must pay for, can be as high as hundreds of millions rupiahs. This is evident in the annually increasing regional regulation funding allocation issued by the Bogor Regency's DPRD Secretariat.

The roles and functions of legislation in Bogor Regency's DPRD, as reinforced by Law No. 32/2004, have not changed the council members' professionalism, competence, and performance for the better. Professionalism (Mokoginta, 2002) is defined as a way of life in which one's profession is the main focus of one's life. This means a person who practices professionalism constantly displays a professional behavior both in work and in daily life. Similarly, someone's professionalism is not judged simply based on their skills and abilities, but also from their ethics or morals.

The definition of a professional person (Armadi, 2000) is someone with a deeply rooted personal commitment to their job. This personal commitment leads to a profound sense of responsibility for their job. A professional is fully immersed in their job, which shapes their identity and maturity; they grow as their job grows and progresses. Pamudji (1994) states that a professional is a person committed to jobs that require mental rather than manual labor, such as teaching, engineering, and writing.

Affandi (2002) speaks of the four characteristics which could be used as indicators to determine one's professionalism. The four characteristics are: 1) the mastery of knowledge in a particular field and the diligence to keep up with the developments in the field; 2) the ability to put the knowledge into practice, especially for the benefit of others; 3) faithfully implementing scientific ethics and putting them in high esteem, and the capacity to comprehend and respect current social values; and 4) a great sense of accountability to God, nation and country, the public, family, and their own self during the implementation of their knowledge.

According to Pamungkas (1996), three elements are inherent in professionalism: the expertise or skills repertoire derived from science and technology; individual or collective moralities, ethics, or behavior; and service to the public and environment. Ma'arif (2001) proposes that the characteristics of a professional worker are as follows: highly insightful and visionary, competent, honest in competitions, and holds professional ethics in high esteem.

Competence is the required general ability to support the performance in certain offices or jobs, including essential behaviors that become the main requirement for a satisfactory performance in an office or job (Kusmana, 1989). Houston et al. (1972) state that competence is a set of abilities containing individual knowledge, attitude, and skills in carrying out one's tasks. Cohen (1980) similarly says that competence consists of knowledge, skills, and expertise that increase an individual's aptitude in dealing

with the world.

According to Kusnaka (1989), there are four factors that determine the level of a worker's competence in an organization. They are: 1) the capacity to master the field one is responsible for; 2) the ability to work with other members of the organization; 3) the ability to manage and organize subordinates or those under one's command, and 4) strong career-supporting motivation.

Competence, according to Spencer and Spencer (1993), is part of an individual's deep-rooted and stable personality, measurable from their behavior at the workplace or in various situations. Suprapto (2003) states that competence is a worker's ability and characteristics, which encompass knowledge, skills, and behaviors appropriate to the office held. Siswanto (2003) similarly says that competence is the human capacity manifested in their creations, knowledge, skills, behavior, attitude, motives, and/or talent.

According to Spencer and Spencer (1993), there are five characteristics of competence: 1) motive, namely something that someone constantly thinks of or desires, which leads, urges, or causes them to take a certain action; 2) nature, referring to innate physical traits and consistent responses to various situations or information; 3) individual perception: a person's attitude, values, or depiction of their own self; 4) knowledge and ability, the characteristic of competence referring to the information owned by someone in relevance to a certain job, and 5) skills, or the capacity to undertake certain mental or physical tasks.

Dwiyanto (2005) defines bureaucrat competence as the accumulation of several sub variables, such as education level, years of work experience, and variations of training received. Theoretically, an individual or officer in a (public) organization is highly competent, capable of undertaking their role and function at maximum capacity, and in turn will improve the organization's efficiency in reaching its set goals and objectives. Consequently, the efforts to improve the competence of officers in every organization are strategic moves that should be conducted continuously.

Civil Servants are subject to the Civil Servant Competence Standards Guideline as stated in the Decree from the Head of the National Civil Service Agency, No. 46 A/2003, dated November 21, 2003. The decree identifies the various competences required for various offices. In the context of state apparatus, the structural office competence for civil servants is categorized into two groups: Basic Competence and Specific Competence.

Each category has its own levels and importance. Basic competence is the obligatory competence that all civil servants with structural offices within a government institution must have. The five basic competences are: integrity, leadership, planning and organizing, coop-

eration, and flexibility. In addition to basic competence, a civil servant holding a structural office is required to be competent in other fields relevant to their office. Specific competences are competences that all civil servants holding structural offices must have in accordance with their responsibilities. Specific competences are adjusted to the needs of each office through a series of processes, as is the case with basic competences.

Performance is the entire result produced through certain job functions or activities during a certain period (Williams, 1998). The overall performance in a job equals the amount of or the average performance in vital job functions. Functions pertaining to the job are conducted based on individual performance traits. Steers (1994) states that performance is the level at which an individual is capable of fulfilling their responsibility or meeting targets successfully. Bernadin and Russel (2003) define performance as the output produced from a predetermined job function or over a predetermined period of time.

Mulyasa (2005) posits that performance is the output of a process, whether related to a person or something else. Performance, according to Haryono (1998), is refers to work achievement, output, or accomplishment. Conversely, performance is basically the multiplication of capacity with motivation (Hoy and Miskel, 1978). Motivation is the condition which drives a person toward meeting work objectives. Mental attitudes are mental conditions that urge a person to reach their maximum work potential.

Performance is the work output strongly related to the organization's strategic objectives, consumer satisfaction, and economic contribution (Armstrong and Baron, 1998). Similarly, Mahsun (2006) defines performance as an overview of an activity, program or policy's implementation in realizing the organization's goals, objectives, mission, and vision, as stated in its strategic planning. Wibowo (2007) states that performance refers to each individual's responsibility toward their job. Each individual helps define performance expectations and create communication among supervisors and workers. Mangkunegara (2001) posits that performance (work achievement) is the quality and quantity of a worker's work output during the fulfillment of their task, in accordance with the responsibility given.

Whitmore (1997) posits that performance is the accomplishment of the functions demanded of someone; performance is an act, a feat, a general exhibition of skills. Bernardin and Russell (1998) state that performance is the record of consequences produced by a job or activity over a certain period of time and is relevant to the organization's purpose.

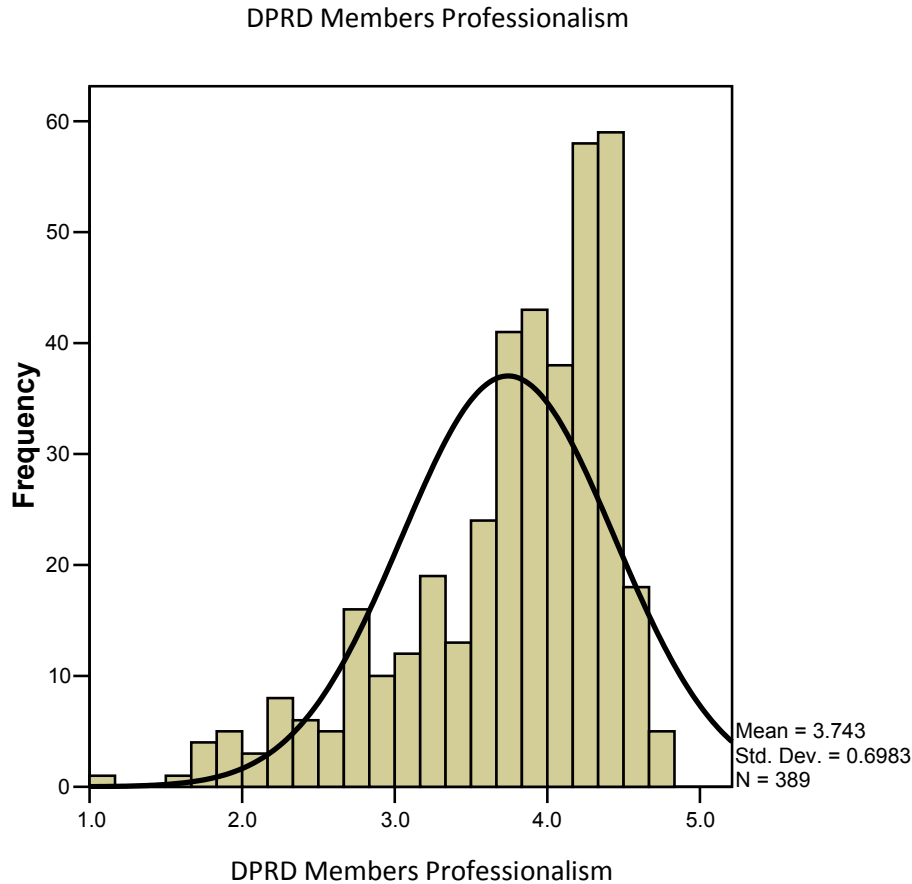Performance appraisal plays an important role in increasing motivation at the workplace. Essentially,

DPRD Members Professionalism

Figure 1. DPRD Members Professionalism Variable (X1) Frequency Distribution Histogram

performance appraisal is the key factor to develop an organization effectively and efficiently. Employees want and need feedback on their achievements, and this opportunity is provided by the appraisal. If their performance does not meet the standards, the appraisal will provide an opportunity to review their progress and to draft a performance improvement plan (Dessler, 1992).

Furthermore, Dessler (1992) states that there are five factors in performance assessment: 1) occupational quality: acquisition, meticulousness, output presentation and acceptance; 2) occupational quantity: output volume and contribution; 3) required supervision: the need for suggestions, directions, or improvements; 4) attendance: regularity, reliability, punctuality, and 5) conservation: prevention, excess, damages, and maintenance.

Based on the above accounts, this study aims to analyze the effect of Bogor Regency's Regional Representatives Council members' professionalism and competence on their performance.

METHODOLOGY

This research uses an explanatory survey, on account of its being a method of scientific research. Information and data from respondents are gathered using question-naires from samples representing the entire population. The quantitative approach is used to test a hypothesis.

The data analysis will test a hypothesis on the direct influence of the following independent variables: "the professionalism of DPRD members" as the first influential variable (X1) and "the competence of DPRD members" as the second influential variable (X2). "The performance of DPRD members" is positioned as the dependent variable (Y).

The "professionalism of DPRD members" variable (X1) consists of the dimensions of knowledge, skill, and attitude. The "competence of DPRD members" variable (X2) consists of the dimensions of motives, traits, self-concept, ability, and skill. The "performance of DPRD members" (Y) variable consists of the dimensions of result, quality, and quantity.

The study is conducted in order to learn how independent variables influence the dependent variable, and how the variables influence each other. The respondents are members of the Bogor Regency DPRD. They must answer questions related to the professionalism and competence of DPRD members. 50 questionnaires were distributed among these DPRD members, and 49 were returned to the researcher.

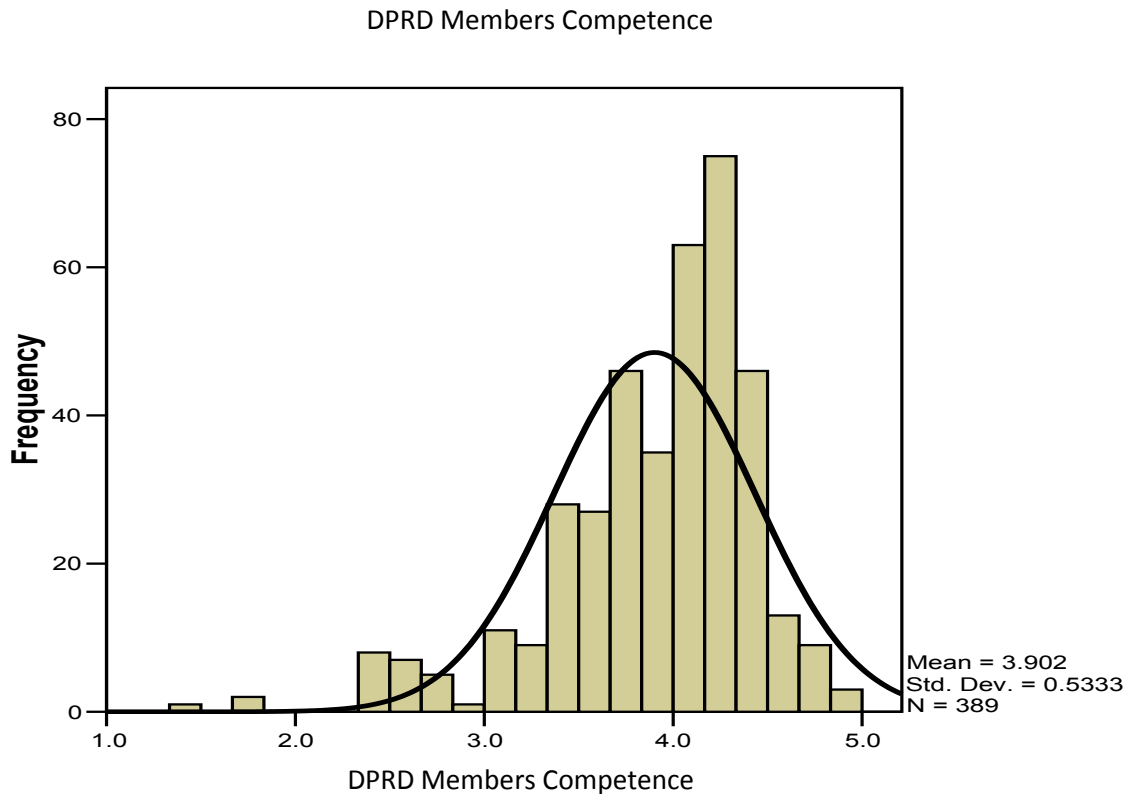In addition to the questionnaires as the main source

DPRD Members Competence

Figure 2. DPRD Members Competence Variable Distribution Frequency Histogram

of information, interviews with Bogor Regency's DPRD members are also conducted. The members interviewed are heads of the DPRD and heads of individual factions. The respondents' answers to the questionnaires are then scored, tabulated, and analyzed using path analysis, which is afterward used to test the hypothesis.

RESULTS AND DISCUSSION

The values describing variable X1 (professionalism of DPRD members) are: a mean value of 3.74, a standard deviation of 0.70, a range of 3.71, a minimum value of 1.00, and a maximum value of 4.71. Following the numerical description of X1, the variable distribution is visualized using the frequency of the variable. Figure 1 shows a histogram of the distribution of variable X1. The above numeric values of the "professionalism of DPRD members" variable show a relatively high mean value (mean = 3.74). The relatively high mean value corresponds to the similarly high standard deviation value of 0.70. This suggests that the distribution of data (the respondents' answers) is not homogenous.

From both values (the mean and standard deviation), it can be concluded that most respondents believe that the professionalism of DPRD members is necessary (option B with a score of 4). Yet there are a very few respondents

who believe that the professionalism of DPRD members is not necessary. This can be seen in the minimum value of variable X1, namely 1 (option E, 'hardly necessary').

Figure 1 shows that the data distribution of the variable inclines toward the right. This condition indicates that many respondents believe the professionalism of DPRD members is necessary (code 4 and code 5). In Figure 1, almost 50% of the respondents decide that the "professionalism of DPRD members" variable is necessary. Both numerically and graphically speaking, it can be concluded that most respondents believe the professionalism of DPRD members is necessary to support the performance of Bogor Regency's DPRD members.

The values describing variable X2 (the competence of DPRD members) are: a mean value of 3.90, a standard deviation of 0.53, a range of 3.65, a minimum value of 1.35, and a maximum value of 5.00. The mean "competence of DPRD members" value is 3.90; as is the case with the professionalism variable, this value is relatively high. However, unlike in the professionalism variable, the high mean value (3.90) is not equaled by a similarly high standard deviation value. The standard deviation value for the "competence of DPRD members" variable is 0.53. This suggests that the distribution of data tends to be homogenous.

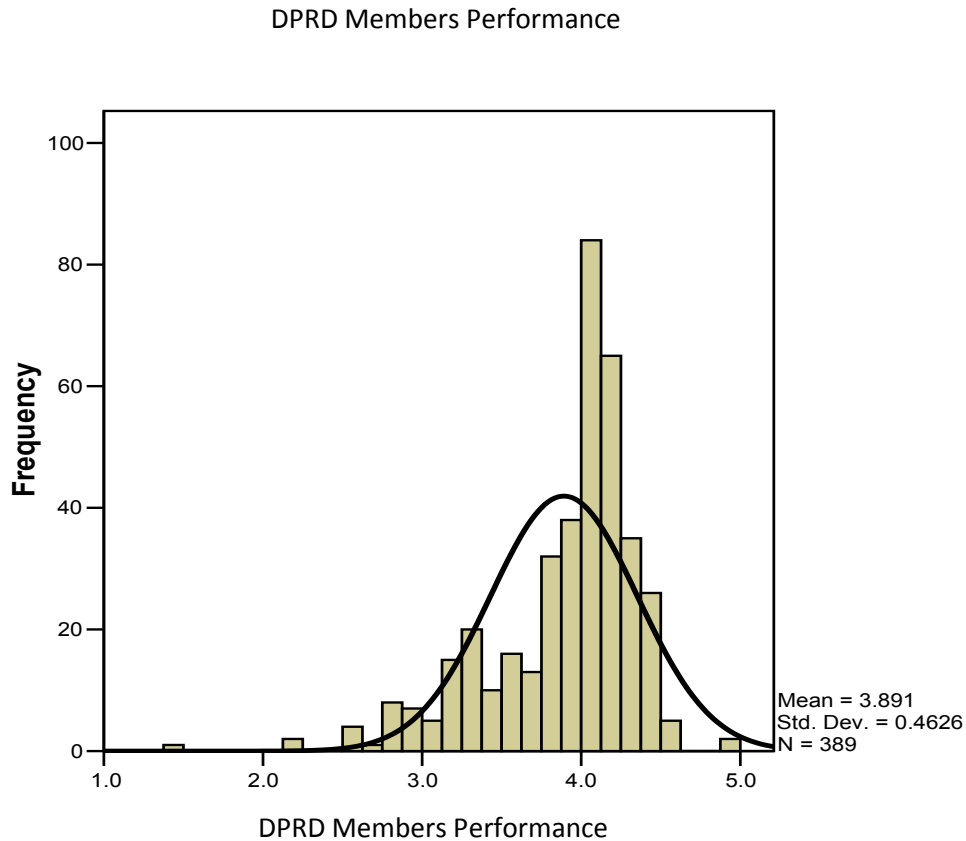From these two values, it can be concluded that the

58   *Journal of* Administrative Science & Organization, January 2011, Page 53-62
          Bisnis & Birokrasi, Jurnal Ilmu Administrasi dan Organisasi

Volume 18, Number 1

DPRD Members Performance

Figure 3. DPRD Members Performance Variable (Y) Frequency Distribution Histogram

respondents in general believe or strongly believe that the competence of DPRD members supports their performance. In other words, responses to this variable are included in code 4 or 5 (believe or strongly believe). If the minimum value is 1.35 and the maximum value is 5.00, the range value obtained is 3.65, i.e. the difference between the highest and lowest values is relatively large. This finding shows that there are still very few respondents who believe that the competence of DPRD members contributes very little to their performance.

Figure 2 shows a rather normal data distribution for the "competence of DPRD members" variable, in comparison with the data distribution for the "professionalism of DPRD members" variable. This shows that the respondents' answers regarding the DPRD members' competence are evenly distributed between hardly believe and strongly believe, with strongly believe taking the lead. In Figure 2, 60% of the respondents believe that the "competence of DPRD members" variable can improve the performance of Bogor Regency's DPRD members.

The values describing variable Y (the performance of DPRD members) are: a mean value of 3.89, a standard deviation of 0.46, a range of 3.46, a minimum value of 1.43, and a maximum value of 4.89. The mean value in this variable is relatively high, similar to the mean values

in the DPRD professionalism and competence variables. The tendency in the values for the performance of DPRD members is similar to that of the competence of DPRD members: the high mean value is not equaled by a high standard deviation (0.46).

From this fact, we may deduce that the number of answers tends to correspond to the mean value (or: the data is relatively homogenous compared to the DPRD members' professionalism and competence variables). From the mean value, it can be concluded that respondents in general believe that the DPRD members' performance is easy or very easy to improve, as long as it is supported by their professionalism and a high level of competence.

The description for the "performance of DPRD members" variable, as shown in Figure 3, is similar to that of the "professionalism of DPRD members" variable: the data distribution inclines toward the right. This condition shows that the frequency of responses regarding the DPRD members' performance tends to fall within range 4 and 5, i.e. believe and strongly believe. When quantified, the responses with scores of 4 (believe) and 5 (strongly believe) constitute 70% of the 49 responses.

To resolve the hypothesis of whether the "professionalism of DPRD members" variable (X1) significantly
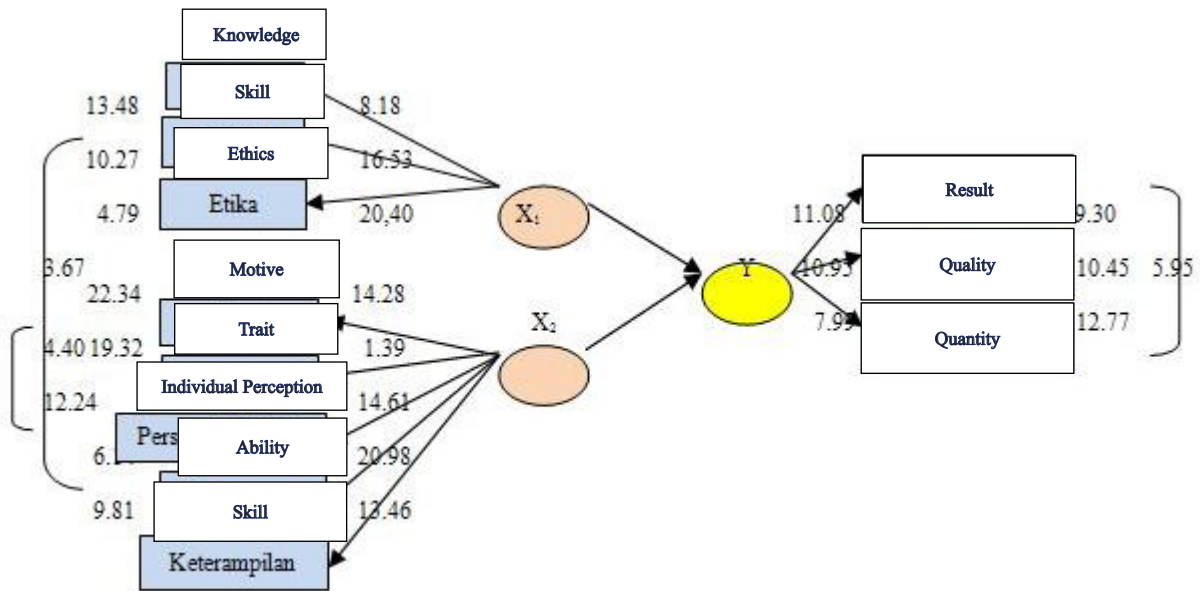
Figure 4. The t-value and Parameter Significance

influences the "performance of DPRD members" variable (Y), the following hypothesis formulation is used:

H0: b1 = 0,   there is no significant influence from the "professionalism of DPRD members" variable (X1) on the "performance of DPRD members" variable (Y)

H1: b1≠ 0, there is significant influence from the "professionalism of DPRD members" variable (X1) on the "performance of DPRD members" variable (Y).

Parameter significance is used to resolve the hypothesis of this research. It is also used to test the hypothesis in each parameter, using the t-test. The inter-variable significance, built as a model, can be determined by way of its critical ratio, namely the t-count value. The correlation becomes significant when the t-count is higher than the t-table, with a significance level of 5% (t-table = 1.96). In Lisrel, t-value is presented in a path diagram (Figure 4).

From the path diagram in Lisrel's output, shown in Figure 4, we can see that the t-value for the correlation between the "professionalism of DPRD members" variable (X1) and the "performance of DPRD members" variable (Y) is 7.41. The t-value is greater than the critical value (5% significance, t-value = 1.96): there is significant influence from variable X1 on variable Y. In other words, based on this t-value, we may reject hypothesis 0 and accept hypothesis 1, which states that the "professionalism of DPRD members" variable (X1) significantly influences the "performance of DPRD members" variable (Y).

In the above hypothesis testing, it is discovered that the "professionalism of DPRD members" variable (X1) significantly influences the "performance of DPRD members" variable (Y). Therefore, the correlation between professionalism and performance among DPRD members is not coincidental; rather, it is significant with a

validity of 95%. Furthermore, we can infer that the correlation between X1 (professionalism of DPRD members) and Y (performance of DPRD members) is positive in nature, in that any increase in X1 would entail a similar increase in Y.

To resolve the hypothesis of whether the "competence of DPRD members" variable (X2) significantly influences the "performance of DPRD members" variable (Y), the following hypothesis formulation is used:

H0: b2 = 0, there is no significant influence from the "competence of DPRD members" variable (X2) on the "performance of DPRD members" variable (Y)

H1: b2 ≠ 0, there is significant influence from the "competence of DPRD members" variable (X2) on the "performance of DPRD members" variable (Y).

The t-value from the data processing output, shown in Figure 4, is used. The t-value for the correlation between the variables X2 and Y is 4.55, greater than the critical value (5% significance, t-value = 1.96). Thus we may reject H0 and accept H1: there is significant influence from the "competence of DPRD members" variable (X2) on the "performance of DPRD members" variable (Y).

From this hypothesis testing, we can conclude that the "competence of DPRD members" variable (X2) significantly influences the "performance of DPRD members" variable (Y). Therefore, the correlation between the DPRD members' competence and performance is not coincidental; rather, it is statistically accountable with a validity of 95%. Furthermore, we can infer that the correlation between X2 (competence of DPRD members) and Y (performance of DPRD members) is positive in nature, in that any increase in X2 would entail a similar increase in Y.

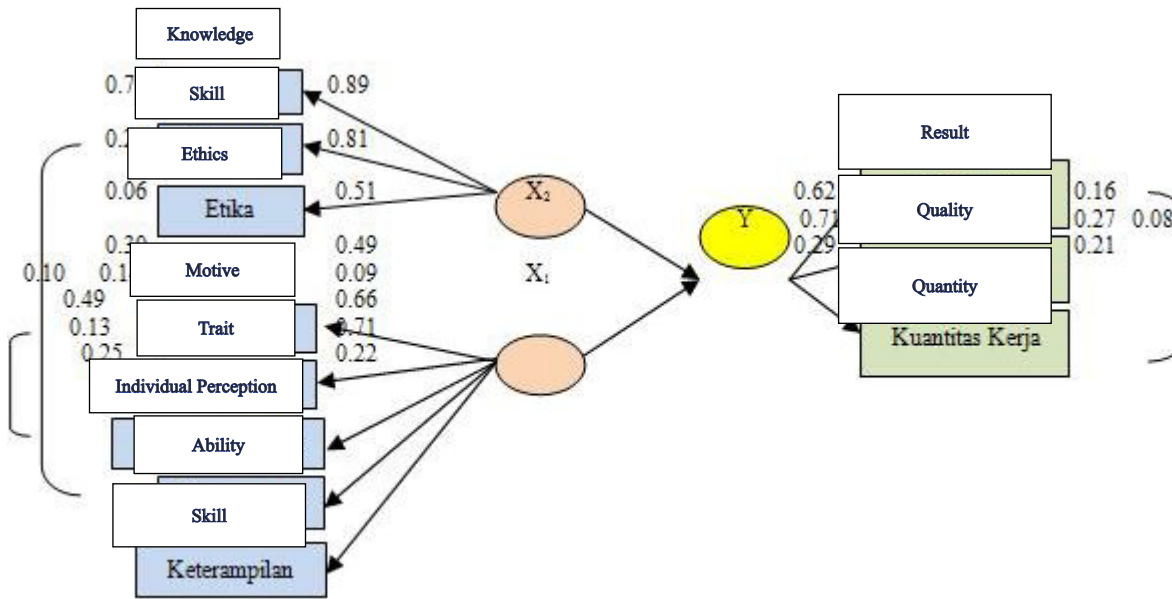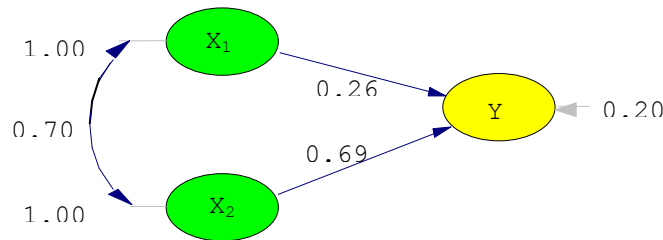In addition the two hypotheses above, we can also look

60   Journal of Administrative Science & Organization, January 2011, Page 53-62
         Bisnis & Birokrasi, Jurnal Ilmu Administrasi dan Organisasi

Volume 18, Number 1

Figure 5. Construct Model for the Professionalism, Competence, and Performance of DPRD members


```
Chi-Square=161.92, df=55, P-value=0.00000, RMSEA=0.071
```

**Figure 6. Correlations between the DPRD Members' Professionalism and
Competence and Their Performance**

at the t-values on the path diagram: all, with the exception of the skill dimension, are above 1.95. This shows that all the variables and their formative dimensions have a mutually significant correlation, and the dimensions can be used as significant indicators for the variables (latent variables). Although the skill dimension is insignificant, on the whole it still contributes to the formation of variable X1.

Discussions of the findings involve two variables: the professionalism (X1) and competence (X2) of the DPRD members as independent variables (exogenous) and the members' performance (Y) as a dependent variable (endogenous). The findings are presented as a construct model in Figure 5. The professionalism variable constitutes of several dimensions: knowledge, skill, and professional ethics. With a loading value of 0.59 and a justifiable variant of 76%, the skill dimension exerts the largest influence on the professionalism of DPRD members variable.

This shows that the professionalism level of the DPRD members can be measured using the skill dimension. The next largest influences are the professional ethics (λ = 0.59) and capacity (λ = 0.39) dimensions. The DPRS members' competence variable is formed by the motive, trait, individual perception, ability, and skill dimensions. As shown in Figure 5, the ability dimension provides the largest contribution for the "competence of DPRD members" variable, with a loading value of λ = 0.71 and a justifiable variant of 87%.

The next largest contributors are, respectively, the individual perception (λ = 0.66), motive (λ = 0.49), and trait (λ = 0.03) dimensions. The ability dimension provides the largest contribution; thus, the "competence of DPRD members" variable can be measured or represented by measuring the ability dimension.

The "performance of DPRD members" variable is formed by three dimensions: result, quality, and quantity. Of the three dimensions, the most influential one is quantity, with a loading value of 0.71 and a justifiable variant of 63%. Thus, the DPRD members' performance is

closely related to the quantity of their performance.

The next largest contributions come from quality ($\lambda = 0.63$) and result ($\lambda = 0.35$). In addition to the construct model, Lisrel also devises a structural path model. The structural model details the influence from the DPRD members' professionalism and competence variables on the DPRD members' performance variable. The correlations among the three variables are shown in Figure 6. The DPRD members' professionalism and competence variables are directly influential to the DPRD members' performance variable.

The DPRD members' professionalism variable is directly related to the DPRD members' performance variable. The direct influence from the professionalism variable on the performance variable is values at 0.26.

The DPRD members' competence predicts the DPRD members' performance variable to be at 0.69. As there is only one independent variable for one dependent variable (DPRD members' performance), the value is therefore equal to the correlation coefficient between the DPRD members' competence and performance. This means the DPRD members' competence and performance are directly related; thus, the more competent the members, the better their performance.

Besides the direct relation between the DPRD members' professionalism and performance, as well as the DPRD members' competence and performance variables, there is a strong correlation among exogenous variables (DPRD members' professionalism and competence), and the value is 0.70. The DPRD members' professionalism and competence variables have a justifiable variant of 80%, whereas the remaining 20% is justified by the other variables. The mathematical equation of the correlations is as follows:

$Y = 0.26*X1 + 0.69*X2$, Errorvar.$= 0.20$, R2 $= 0.80$

If R2 is 0.80, this value can be used to determine the influence of the DPRD members' professionalism and competence on their performance, by calculating the determinant coefficient (DC) as follows:

DC = R2 x 100%

DC = 0.80 x 100%

DC = 80%

According to the above DC value, the DPRD members' professionalism and competence simultaneously influence (justify) their performance at a rate of 80%. The remaining 20% (100-80) indicates that their performance is influenced by other variables not included in the model.

In other words, the variability that can be explained using the professionalism and competence of DPRD members is valued at 80%, while the remaining 20% influence is explained by other variables outside the model. This fact shows that DPRD members' performance

depends on a relatively high level of professionalism and competence.

From the discussion above, and referring to the research hypothesis posited in the research as well as analysis results, it can be concluded that the "professionalism of DPRD members" variable directly influences the "performance of DPRD members" variable at a total value of 0.26. Similarly, the "competence of DPRD members" variable is found to directly influence the "performance of DPRD members" at a value of 0.69. Moreover, a strong correlation is seen between the DPRD members' professionalism and competence. The correlation between the two variables is reflected from its value, namely 0.70 (at a maximum of 1.00).

CONCLUSION

The DPRD members' professionalism directly influences their performance in a positive and significant manner. This means any improvements on the DPRD members' professionalism will similarly improve their performance. Their professionalism will improve if they focus on expanding certain branches of knowledge; share the benefits of the knowledge with all parties; follow any and all developments in their own fields; put their knowledge into practice; develop new thoughts; accept new ideas; prioritize maximum public service above rewards; become competent in their fields; and carry out their tasks in accordance with their skills.

The DPRD members' competence directly influences their performance in a positive and significant manner. This means any improvements on the DPRD members' competence will similarly improve their performance. Their competence will improve if they prioritize useful skills by way of a greater understanding of work rules and procedures as well as of their tasks at work.

The DPRD members' performance will improve when their priority is the quantity or amount of work they can successfully complete. Bogor Regency's DPRD members prioritize the amount of work which can be completed within a short period and the number of tasks which could be completed within a short period.

Based on these findings, we may deduce that there are factors outside the variables in this research that influence the Bogor Regency DPRD members' performance. Therefore we recommend that future studies on the professionalism and competence of DPRD members refer to other factors excluded in this study. New facts may thus emerge, as well as new concepts and theories on the professionalism and competence of DPRD members, resulting in a better performance by the DPRD members and a challenge to existing concepts and theories.

62   Journal of Administrative Science & Organization, January 2011, Page 53-62
Bisnis & Birokrasi, Jurnal Ilmu Administrasi dan Organisasi

Volume 18, Number 1

REFERENCES

Bernardin, H.J. and Russell, J.E.A. (1998). *Human Resource Management.* Singapore: Mc Graw-Hill.

Bryan, Tara Kolar; Wolf, James F, 2010. Soft Regionalism in Action: Examining Voluntary Regional Councils' Structures, Processes and Programs. *Public Organization Review*, Vol. 10 No. 2, page 99-115.

Dwiyanto, Agus, Partini, Ratminto, Bambang Wicaksono, Wini Tamtiari, Bevaola Kusumasari, Muhammad Nuh. 2002. *Reformasi Birokrasi Publik di Indonesia.* Yogyakarta: Pusat Studi Kependudukan dan Kebijakan UGM.

Houston, W, and B.H. Robert. 1972. Change and Challenge Competence Based Reacher Education Progress. *Chicago: Problem and Prospectis*, Ectracts Science Research Assosiation.

Irealand, Lew, 2004. *Project Manager: The Competent Professional*. New York: Mc Graw-Hill

Mokoginta, Urip A. 2002. *"Konsep dan Pengalaman LPT UI dalam Rekrutmen Pegawai", Laporan Hasil Diskusi Panel Reformasi Kepegawaian*. Jakarta: Pusat Penelitian dan Pengembangan BKN.

Mahsun, M. 2006, *Pengukuran Kinerja Sektor Pelayanan Publik,* BPFE: Yogyakarta.

Mangkunegara, A. P. 2001. *Manajemen Sumber Daya Manusia Perusahaan*, Cetakan Ketiga. Bandung: Remaja Rosdakarya Offset.

Pamudji, S. 1994. *Profesionalisme Aparatur Negara Dalam Meningkatkan Pelayanan Publik*. Jakarta: Widyapraja No. 19 Tahun III, IIP.

Peterson, Kent; MacCracken, Mark, 2010. Standardizing High Performance. *ASHRAE Journal*, Vol. 189 No. 1, page S3-S4.

Rasyid, Muhammad Ryaas. 1997. *Makna Pemerintahan. Tinjauan Dari Segi Etika dan Kepemimpinan, Cetakan Ketiga.* Jakarta: PT. Yarsif Watampone.

Sole, Francesco; Schiuma, Giovanni, 2010. Using Performance Measures in Public Organisations: Challenges of Italian Public Administrations. *Measuring Business Excellence*, Vol. 14 No. 3, page 70-84.

Sole, Francesco, 2010. A Management Model and Factors Driving Performance in Public Organizations. *Measuring Business Excellence*, Vol 13 No. 4, page 3-11.

Spencer, Lyle M. Jr and Signe M, Spencer. 1993. *Competence at Work, Models for Superior Performance.* United States of America: John Wiley & Sons, Inc.

Squire, Peverill, 2008. Measuring the Professionalization of U.S. State Courts of Last Resort. S*tate Politics & Policy Quarterly*, Vol. 8 No. 3, page 223-238.

Tim Kajian Peningkatan Kinerja DPR-RI, 2006. *Reformasi Dewan Perwakilan Rakyat Republik Indonesia*. Jakarta: TKPK DPR-RI.

Wibowo. 2007. *Manajemen Kinerja*. Jakarta: Raja Grafindo Persada