

Optimizing the Performance of DPRD Members Through Competence and Work Ethic with Job Satisfaction as an Intervening Variable (Survey of the West Java Provincial DPRD)

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Abstract

This study aims to analyze the influence of competence and work ethics on the performance of members of the Regional House of Representatives (DPRD) of West Java Province, with job satisfaction as an intervening variable. The research method used is a survey with a quantitative approach. Data were collected through questionnaires distributed to members of the DPRD of West Java Province. The results of the study show that competence and work ethics have a significant influence on the performance of DPRD members. Additionally, job satisfaction is proven to be an intervening variable that strengthens the relationship between competence and work ethic on the performance of DPRD members. These findings indicate that the improvement of competence and work ethic not only has a direct impact on performance but also increases job satisfaction, which in turn positively contributes to the performance of DPRD members. This study provides practical implications for human resource management in governmental institutions, particularly in efforts to improve the performance of DPRD members through the enhancement of competence, work ethic, and job satisfaction.

Keywords: Competence, Work Ethics, Performance, Job Satisfaction, DPRD Members' Performance

1. Introduction

Competence and work ethic of DPR members, job satisfaction plays an important role in improving the work results of DPRD members. DPR members have the authority and responsibility that must be carried out properly, for example: 1) forming district/city regional regulations together with regional regulations. ruler/mayor; 2) discussing and approving proposals for regional regulations on district/city regional revenue and expenditure budgets submitted by council members/mayors, 3) monitoring the implementation of regional regulations and regional revenue and expenditure budgets; 4) proposing the appointment and dismissal of the head of state/mayor and/or deputy head of government/deputy mayor to the minister of home affairs through the head of state to obtain approval for the appointment and/or dismissal; 5) electing a deputy executive director/deputy mayor if the position is vacant; 6) providing opinions and considerations to the district/city government regarding plans for regional international agreements; 7) approving plans for international cooperation of district/city governments; 8) requesting an explanation regarding the responsibilities of the governor/mayor in the administration of district/city regional government; 9) approving plans for cooperation with other regions or third parties that burden the community and the region;



- 10) strive to carry out regional obligations in accordance with statutory regulations;
- 11) carry out other authorities and duties as determined in statutory regulations.

Armstrong and Baron (2005) stated that “individual contributions to organizational goals are measured by established standards. Dessler (2019) stated that “the level of individual success in achieving work goals is related to organizational value standards. Employee performance is formed in 4 (four) dimensions, namely Legislation, Supervision, Budget and Representation. (UUD 1945/Article 20 (2) and Law No. 17 of 2014/Article 68). Observations that show that the dimensions of DPRD member performance variables are not optimal indicate that several factors underlying this performance may not have been met effectively. This could mean that there are deficiencies in aspects such as individual competence, task implementation, decision-making, or fulfillment of DPRD member responsibilities. In addition, this could also indicate the presence of structural barriers,

ineffective internal communication, or lack of support for the resources needed to carry out tasks optimally. Prasetio (2020:38-39), there is a positive and significant influence between job satisfaction and the performance of DPRD members. This study shows that the higher the level of job satisfaction of DPRD members, the better their performance. Prasetio suggests that the DPRD needs to pay attention to and improve the job satisfaction of DPRD members to improve their performance. Job satisfaction is formed by 5 (five) dimensions, namely: the work itself, salary, promotion, supervision, and colleagues. Robbins and Judge (2015).

The observation results above show the dimensions of the job satisfaction variables of DPRD members. The observation results that show that the dimensions of the job satisfaction variables of DPRD members are not optimal indicate that there are several factors that influence job satisfaction that have not been met. This can include aspects such as inadequate salary and benefits, lack of work environment support, minimal opportunities for career development, or lack of balance between work and personal life. Mangkunegara (2015), stated that there are 2 (two) factors that influence job satisfaction, namely factors that exist within the employee and job factors. Factors that exist within the employee are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, length of service, personality, emotions, ways of thinking, perceptions, and work attitudes. While job factors are type of work, organizational structure, rank (group), position, quality of supervision, financial security, job promotion opportunities, social interaction, and work relationships.

The results of Fitriani's research (2019:46-47) show that the competence of DPRD members has a significant influence on job satisfaction. The competence in question includes the ability to carry out duties and responsibilities as DPRD members, such as public speaking skills, negotiation skills, and the ability to lead meetings. In her research, she found that the higher the competence of DPRD members, the higher their job satisfaction. The competence of DPRD members is formed with 4 (four) dimensions, namely: Academic Competence, Technical Competence, Social Competence, and Leadership Competence. PP Number 12 of 2019.

According to Spencer and Spencer in Sutrisno (2013), competence is a fundamental characteristic of a person and is related to the effectiveness of individual performance in their work. Any individual characteristic that can be consistently calculated and measured

can be proven to significantly differentiate effective performance. In addition to the competence of DPRD members, which influences commitment and job satisfaction, work culture is also a determining factor for members. Job satisfaction is influenced not only by competence but also by work ethic. Work ethic is a good work method demonstrated by members in carrying out the duties and responsibilities related to the tasks they carry. Rusdi (2021:36) found that a strong work ethic has a positive and significant effect on the job satisfaction of DPRD members.

Ariani (2018:20) states that a strong work ethic can increase the job satisfaction of DPRD members. A good work ethic includes responsibility, perseverance, and discipline in working. DPRD members who have a good work ethic tend to feel satisfied with their work because they feel they have done their best in their duties. Work ethic is formed by 3 (three dimensions, namely: Hard work, Smart work, Sincere work. Darodjat, (2015:77). The results of observations that the work ethic variable is not optimal indicate a deficiency in work attitudes and behavior that should support productivity and work quality

2. Methods

The method used in this research is a quantitative method with descriptive methods and verification methods. According to Cohen, Manion, and Morrison, (2018), it is stated that "The quantitative method is a research approach that uses a systematic and objective approach to collect, measure, and analyze numerical data or data that can be measured. Independent Variable: Competence Variable is formed with the dimensions of Academic Competence, Technical Competence, Social Competence and Leadership Competence. PP Number 12 of 2019 and Work Ethic are formed with the dimensions of Hard Work, Smart Work and Sincere Work. Darodjat, (2015:77).

Instrument Test Results

1) Validity Test

The results of the validity test of the competency variables (X1), work ethic (X2), job satisfaction (Y) and the DPRD member performance variable (Z). The test results show that all variables are valid, because the calculated t_i value is > 0.300 .

2) Reliability Test Results.

Based on the results of reliability testing of the four research variables, the following results were obtained:

Table 1.1 Reliability Test Results

No	Variables	Cronbach's Alpha	t table	Category
1.	Competence (X1)	0.926	0.700	Reliable
2.	Work Ethic (X2)	0.925	0.700	Reliable
3.	Job Satisfaction(Y)	0.945	0.700	Reliable
4.	Performance of DPRD Members (Z)	0.944	0.700	Reliable

Source: Data processed by researchers (2024)

3) Results of the Normality Test of the Measuring Instrument

The results of data calculations show that all variables follow a normal distribution with a p-value > 0.05 (Sudjana, 2010), which is explained in the following table

Table 1.2: Normality Test of Measuring Instruments

		Competence	Work ethic	Job satisfaction	Member Performance
N		92	92	92	92
Normal Parameters ^{a,b}	Mean	48,5169	49,3258	50,2809	55,0337
	Standard Deviation	5.93739	4.36352	5.35976	4.47836
Most Extreme Differences	Absolute	0.114	0.114	0.176	0.108
	Positive	0.114	0.114	0.156	0.108
	Negative	-0.089	-0.066	-0.176	-0.106
Test Statistics		0.114	0.114	0.176	0.108
Asymp. Sig. (2-tailed)		.056c	.066c	.072c	.083c

Source: Data processed by SPSS 23

The data in Table 1.2 above shows that all variable data consisting of competency variables, work ethic, job satisfaction and performance of DPRD members follow the normal data distribution using the Kolmogorov-Smirnov test showing a p-value > 0.05, where Asymp, the significance obtained from the processing results for X1 = 0.056, X2 = 0.066, Y = 0.072, Z = 0.083, is greater than the significance level, then the data to measure the research variables show results that there is no significant difference or accept Ha, meaning that the sample comes from a normally distributed population or there is no significant difference between sample data originating from a normally distributed population.

Descriptive and Verification Research Results

1) Competency Implementation Variable (X1)

The results of the research on the competency variable (X1), were formed with the dimensions of Academic Competence, Technical Competence, Social Competence and Personal Competence.

Leadership. Government Regulation Number 12 of 2019. The following are 14 statements proposed to measure competency

Table 1.3 Respondents' Responses Regarding Competence (X1)

NO	Dimensions	Indicator	Average	Criteria
1	Academic Competence	4	3.54	Good
2	Technical Competence	4	3.22	Pretty good
3	Social Competence	3	3.48	Good
4	Leadership Competence	3	3.67	Good
Total		14	3.46	Good

.Source: Data processing results, 2024

2) Work Ethic Variable (X2)

The results of the research on the work ethic variable (X2) were formed with the dimensions of hard work, smart work and sincere work. Darodjat, (2015:77). The following are 14 statements proposed to measure worker design

Table 1.4: Respondents' Responses Regarding Work Ethic (X2)

NO	Dimensions	Indicator	Average	Criteria
1	Hard Work	5	3.47	Good
2	Smart Work	5	3.46	Good
3	Sincere Work	4	3.63	Good
Total		14	3.52	Good

Source: Data processing results, 2024

3) Job Satisfaction Variable

Research results on job satisfaction variables (Y) dimensions of job satisfaction dimensions of the Work itself, Salary, Promotion, Supervision and Co-workers. Robbins and Judge (2015). The following are 14 statements proposed to measure job satisfaction.

Table 1.5: Respondents' Responses Regarding Job Satisfaction (X2)

NO	Dimensions	Indicator	Average	Criteria
1	The work itself	3	3.55	Good
2	Wages	3	3.08	Pretty good
3	Promotion	3	3.76	Good
4	Supervision	3	3.87	Good
5	Work colleague	2	3.70	Good
Total		14	3.60	Good

.Source: Data processing results, 2024

4) DPRD Member Performance Variables

The results of research on the performance variables of DPRD members (Z) are formed using the dimensions of Legislation, Supervision, Budget and Representation. Article 20A paragraph

(1) The 1945 Constitution and Article 68 of Law No. 17 of 2007. The following are 20 statements submitted to measure the performance of DPRD members.

Table 1.6: Respondents' Responses Regarding the Performance of DPRD Members (X2)

NO	Dimensions	Indicator	Average	Criteria
1	Legislation	4	3.60	Good
2	Supervision	4	3.72	Good
3	Budget	3	3.68	Good
4	Representation	3	3.90	Good
Total		14	3.70	Good

.Source: Data processing results, 2024

Verification Analysis Results

1) The Influence of Competence (X1) And Work Ethic (X2) On Job Satisfaction (Y) and its implications for the performance of DPRD members (Z)

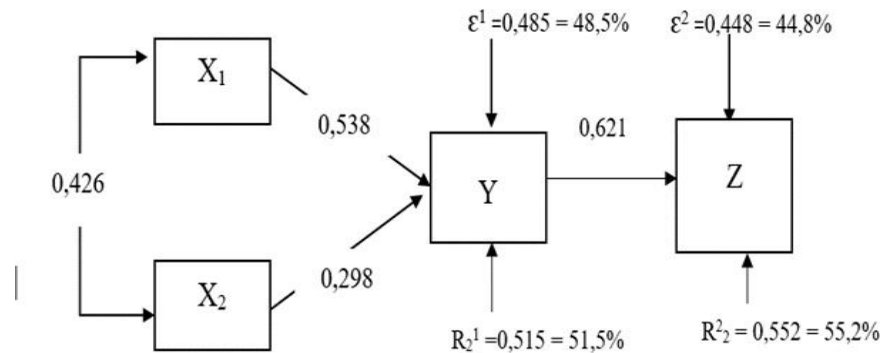


Figure 4.1

The Influence of Competence and Work Ethic Variables on Job Satisfaction and Its Implications on the Performance of DPRD Members

Table 1.7: The Influence of Competence and Work Ethic on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,654	4,805		1,801	.000
	Competence	.485	.075	.538	6,477	.000
	Work ethic	.366	.102	.298	3,594	.000

a. Dependent Variable: Job Satisfaction

Based on Table 1.7 above, the path coefficient value is obtained that variable X1 has a path coefficient of 0.538, variable X2 has a path coefficient of 0.298. Of the two variables above, the one that has a large influence is work ethic on job satisfaction compared to competence, this is because factors related to work ethic can directly influence the interaction and performance of DPRD members, which ultimately affects the level of DPRD performance. In the calculation of the correlation value and path coefficient that has been carried out, it can be seen the magnitude of the direct and indirect influence of competence and work ethic on job satisfaction. The results of the calculation are as follows:

Table 1.8: Direct and Indirect Effects of Competence and Work Ethic on Job Satisfaction

Variables	Direct Influence	Influence No Direct		Total Influence No Direct	Total Influence
		X1	X2		
Competence (X1)	28.94%	-	6.83%	6.83%	35.8%

Work ethic (X2)	8.88%	6.83%	-	6.83%	15.7%
Total	37.82%	6.83%	6.83%	13.66%	51.5%

Source: processed by the author from 2024 data

Based on the table above, it can be seen that the influence of competence and work ethic on job satisfaction is influenced by direct and indirect influences as follows: The competence variable has a direct influence on job satisfaction of 28.94%, the work ethic variable has a direct influence on job satisfaction of 8.88%. The competence variable has an indirect influence on job satisfaction through the work ethic variable of 6.83%, the work ethic variable has an indirect influence on job satisfaction through other variables of 6.83%. The competence variable has a direct and indirect influence on job satisfaction of 35.8%, the work ethic variable has a direct and indirect influence on job satisfaction of 15.7%.

The results of the calculation of the coefficient of determination (r squared) expressed in percentages describe the magnitude of the contribution of all independent variables, namely competence (X1) and work ethic (X2) in determining variations in job satisfaction (Y). is 0.515 or 51.5%. Meanwhile, other factors that were not studied and also influence job satisfaction are indicated by the value of $p_{yc} =$ or 0.485 or 48.4%

Table 1.9: The Influence of Competence and Work Ethic on Job Satisfaction

R	R Square	Adjusted R Square	Standard Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.718a	.515	.504	3.77595	.515	45,653	2	86	.000

Source: Data processed by SPSS 26 (2024)

2) The Influence of Job Satisfaction on the Performance of DPRD Members

Table 1.10: The Influence of Job Satisfaction on the Performance of DPRD Members

R	R Square	Adjusted R Square	Standard Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.743a	.552	.547	3.01509	.552	107,142	1	87	.000

Source: processed by researchers from SPSS 26

Based on the table above, the total influence (determinant coefficient) of job satisfaction on the performance of DPRD members is 0.552 or 55.2%. This shows that the performance of DPRD members is influenced by job satisfaction by 55.2%, meaning that the higher the job satisfaction, the higher the desired performance of DPRD members will be, because with high job satisfaction, high DPRD member performance will be created. The influence of other variables outside the research model is 0.448 or 44.8%.

1) Hypothesis Test of the Influence of Competence (X1), and Work Ethic (X2) Partially on Job Satisfaction (Y)

Table 1.10: Partial Testing of Competency Variables (X1) On Job Satisfaction (Y)

Structural	Path Coefficient	t _{count}	t _{table}	Conclusion
ρ_{yX_1}	0.538	6,477	1.66	H0 is rejected, There is an influence positive and significant competence on job satisfaction.
ρ_{yX_2}	0.298	3,594	1.66	H0 is rejected, there is influence positive And significant ethos Work to job satisfaction

Source: SPSS 23 Processing Results

2) Simultaneous Test of Competency Variables (X1), and Work Ethic (X2), Partially on Job Satisfaction Variable (Y)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1301,808	2	650,904	45,653	.000b
	Residual	1226,169	86	14,258		
	Total	2527.978	88			

Based on the calculation, the Fcount value is 45.653 where the rejection criterion for H0 is if Fcount is greater than Ftable or $F_0 > F_{Table}$, with degrees of freedom $v_1 = 2$ and $v_2 = 92 - 2 - 1$ and a confidence level of 95%, then from the F distribution table the Ftable value is obtained = 2.68. Because 45.653 is greater than 2.68, then H0 is rejected, meaning that it can be concluded that there is a linear relationship between competence (X1,) and work ethic (X2) on job satisfaction variables (Y), or it can be interpreted that there is a positive and significant influence simultaneously (together) between competence (X1), and work ethic (X2) on job satisfaction (Y), with the coefficient of determination (R^2) = 0.515 or 51.5% and the influence of variables outside the model is 48.5% (error = 0.485).

Table 1.10: Test Results of Job Satisfaction Variable (Y) on DPRD Member Performance (Z)

Structural	Path coefficient	t – count	t-table	Conclusion
ρ_{zy}	0.743	10,351	1.66	H0 is rejected, there is a positive influence and significant effect of job satisfaction on member performance

Source: SPSS 26 Processing Results

Table 1.11: Results of Simultaneous Test of Job Satisfaction Variable (Y) on DPRD Member Performance (Z)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	974,002	1	974,002	107,142	.000b
	Residual	790,897	87	9,091		
	Total	1764,899	88			

Based on the calculation, the F count value is 107.142, where the rejection criterion for H0 is if the F count is greater than F Table or $F_0 > F_{Table}$, with degrees of freedom $v_1=1$ and $v_2 = 92-2-1$ and a confidence level of 95%, then from the F distribution table it is obtained

Ftable value = 2.68. Because 107.142 is greater than 2.68, H0 is rejected, meaning that it can be concluded that there is a linear relationship between job satisfaction (Y) and the performance of DPRD members (Z), so it can be interpreted that there is a positive and significant influence between job satisfaction (Y) on the performance of DPRD members (Z).

3. Results and Discussion

1. Descriptive

Based on the results of research using questionnaires, interviews, and the distribution of questionnaires to 92 members of the West Java Provincial DPRD. In-depth analysis and review of respondents' answers and their relationship to prevailing theories and phenomena occurring in the West Java Provincial DPRD, a descriptive analysis of the situation/conditions in the implementation of each variable is necessary..

Table 1.12: Mean Value, Standard Deviation and Answer Criteria

Variables	Average Value Flat	Standard Deviation	Range Mark	Answer Criteria
Competence	3.46	0.938	2.52—4.39	Good Enough Towards Very good
Work ethic	3.52	1,008	2.51—4.52	Good Enough Towards Very good
Job satisfaction	3.60	1,015	2.58—4.61	Good Enough Towards Very good
Performance member Regional People's Representative Council	3.70	0.973	2.72—4.67	Good Enough Towards Very good

Source: 2024 Data Processing Results

2. Verification

The Influence of Competence on Job Satisfaction

Based on the results of data processing, it can be seen that competence has a direct influence of 28.94%, competence has an indirect influence on job satisfaction through the variable of work ethic of 6.83%, and the total influence is 35.8%. In line with the results of research by Mangkunegara (2015), it states that there are 2 (two) factors that influence job satisfaction, namely factors within the employee and factors of his/her job. The results of the research

Yulianto (2019:12) found a positive relationship between the competence of DPRD members and their job satisfaction. DPRD members with good competence feel more satisfied with their jobs because they are able to carry out their duties and responsibilities well.

The Influence of Work Ethic on Job Satisfaction

Based on the results of data processing, it can be seen that the work ethic variable has a direct influence of 8.88%, work ethic has an indirect influence on job satisfaction through the competency variable of 6.83%, and the total influence is 15.7%, in line with the opinion of Rusdi (2021:36), who found that a high work ethic has a positive and significant effect on the job satisfaction of DPRD members. DPRD members who have a good work ethic, such as responsibility, discipline, and high work enthusiasm, tend to have a higher level of job satisfaction. Adi (2019:28-29) in his research found that a good work ethic can increase the job satisfaction of DPRD members. A good work ethic includes work enthusiasm, perseverance, and responsibility in work. Work enthusiasm and perseverance can increase work motivation, while responsibility can increase self-confidence in work and feel satisfied with the results of the work that has been done.

Ariani (2018:20) states that a strong work ethic can increase job satisfaction among DPRD members. A good work ethic includes responsibility, perseverance, and discipline. DPRD members with a good work ethic tend to feel satisfied with their jobs because they feel they have done their best in their duties.

The Simultaneous Influence of Competence and Work Ethic on Job Satisfaction

The results of the calculation of the coefficient of determination (R squared) expressed as a percentage illustrate the magnitude of the contribution of all independent variables, namely competence and work ethic, in determining variations in job satisfaction, which is 0.515 or 51.5%. Meanwhile, other factors that were not studied and also influence service effectiveness are indicated by the value of $r_{y\epsilon 1} = 0.485$ or 48.5%. This is in line with Brahmasari and Suprayetno, (2018), creating employee job satisfaction is not easy, because job satisfaction can be created if the variables that influence it, including work ethic, leadership and organizational/company culture, can be accommodated well and accepted by all employees in an organization/company.

Research by Fitriani (2019:46-47) found that the competence of DPRD members significantly influences job satisfaction. These competencies include the ability to carry out duties and responsibilities as DPRD members, such as public speaking, negotiation skills, and the ability to lead meetings. Research by Jannah (2018:30-31) found that a good work ethic can increase job satisfaction among DPRD members. These work ethic factors include work enthusiasm, discipline, and creativity

The Influence of Job Satisfaction on the Performance of DPRD Members.

The results of the calculation of the coefficient of determination (R square) expressed in percentages describe the magnitude of job satisfaction in determining variations in the performance of DPRD members (Z), the magnitude of the contribution of job satisfaction to the DPRD member performance variable is 0.552 or 55.2%, while the influence of other variables outside the model ($\rho_{y\epsilon 1}$) is 0.448 or 44.8%. in line with the opinion of Robbins & Judge (2018), job satisfaction is a positive feeling in a job, which is the impact or result of evaluation of various aspects of the job. Job satisfaction is an assessment and attitude of a person or employee towards their work and is related to the work environment, type of work, relationships between coworkers, and social relationships in the workplace. The results of Prasetyo's research (2020: 38-39), there is a positive and significant influence between job satisfaction and the performance of DPRD members

4. Conclusion

The results indicate that the competency of DPRD members is generally categorized as fairly good to very good, with leadership competency emerging as the strongest dimension and technical competency as the weakest. Members demonstrate strong abilities in critically analyzing data and information to support decision-making, although their in-depth and comprehensive understanding of specific work areas remains less optimal. The work ethic variable is assessed from fairly good to good, where sincere work constitutes the strongest dimension and intelligent work the weakest. DPRD members tend to uphold honesty and transparency in their interactions and decisions; however, the effective utilization of knowledge and skills in carrying out legislative duties still requires improvement. Job satisfaction ranges from fairly good to very good, with promotion opportunities representing the highest-rated dimension and salary the lowest. Members generally perceive their duties as meaningful and relevant, yet financial concerns related to compensation continue to affect their level of satisfaction. Furthermore, the performance of DPRD members is categorized as fairly good to very good, with representation serving as the strongest dimension and legislation as the weakest. Members are considered active and effective in representing community interests and seeking funding opportunities, although efforts to ensure transparency and openness in planning, budgeting, and financial reporting processes remain suboptimal. The study also reveals that competence and work ethic simultaneously exert a positive and significant influence on job satisfaction, while work ethic independently contributes positively and significantly to job satisfaction. Moreover, job satisfaction has a positive and significant effect on DPRD members' performance, indicating that higher levels of satisfaction enhance motivation, commitment, productivity, and overall effectiveness in carrying out legislative responsibilities..

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