



## Contribution of Leadership, Work Discipline, Work Motivation to the Performance of Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia

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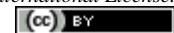
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### Abstract

This study aims to analyze the contribution of leadership, work discipline, and work motivation to the performance of Gerindra Party Faction Experts within the House of Representatives of the Republic of Indonesia. The performance of experts is an important factor in supporting the implementation of the legislation, supervision, and budgeting functions of the House of Representatives, so effective human resource management is needed to improve the quality of this performance. This study uses a quantitative approach with a survey method. Data collection was conducted by distributing questionnaires to 86 experts from the Gerindra Faction of the House of Representatives of the Republic of Indonesia. The data analysis technique used was multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS) program. Before the regression analysis was carried out, a validity, reliability, and classical assumption test was carried out. The results of the study show that leadership, work discipline, and work motivation partially or simultaneously contribute positively and significantly to the performance of the Experts of the Gerindra Faction of the House of Representatives. Among the three variables, leadership is the variable that has the most dominant contribution to the performance of experts. The results of this research are expected to be input for faction leaders in improving the performance of experts through strengthening leadership, work discipline, and work motivation.

Keywords: Leadership, Work Discipline, Work Motivation, Performance, Experts of the House of Representatives of the Republic of Indonesia.

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### 1. Introduction

Human resources (HR) refers to all the potential that individuals have, including knowledge, skills, abilities, and experience, which can be used optimally to achieve organizational goals. In the context of an organization, human resources include all individuals who contribute directly to the achievement of institutional goals. As a strategic asset, human resources play an important role in driving operational activities while determining the success of the organization in the short and long term. Therefore, human resource management through Human Resource Management (HRM) is a strategic approach that aims to ensure that the workforce has optimal leadership, work discipline, and motivation. HR encompasses various functions, including recruitment and selection, training and development, performance management, employment relations, compensation and reward systems, and change management, which are integrally directed to maximize employee potential and improve organizational competitiveness.

According to [1], the position of staff and experts in the world of politics is the backbone of the council members. Therefore, totality, dedication, and loyalty are needed in carrying out their roles as staff and experts in order to realize the performance of board members who are proud and accountable to the public. This view emphasizes that the quality of the

performance of legislative members cannot be separated from the contribution of support personnel who work behind the legislative and supervision process. Thus, improving the performance of experts is an important factor in strengthening the accountability and quality of work of legislative institutions.

The Greater Indonesia Movement Party (Gerindra) is one of the factions in the House of Representatives of the Republic of Indonesia. According to [2], Gerindra adheres to the ideological principles of Pancasila, anti-communism, Indonesian nationalism, national conservatism, right-wing populism, and liberalism within the framework of democracy. Pancasila became the party's philosophical basis in fighting for the unity and welfare of the people, while the anti-communism attitude showed a rejection of the teachings of communism in the Indonesian constitutional system. Indonesian nationalism emphasizes national sovereignty and national interests, national conservatism is oriented towards the preservation of the nation's traditional values and culture, right-wing populism is reflected in partiality for the people and criticism of political elitism, and liberalism is understood as respect for freedom and equality in state life.

Leadership is a fundamental factor in human resource management, especially in public sector organizations and state institutions. Leadership is not only about the formal ability to direct and control subordinates, but

also about building vision, setting an example, and creating a work climate conducive to achieving organizational goals. In the work environment of experts of the House of Representatives of the Republic of Indonesia, leadership is very important, considering the characteristics of work that are strategic, dynamic, and loaded with political pressure. Effective leadership is able to provide clarity in the direction of work, improve coordination, and encourage experts to work optimally. On the other hand, less effective leadership has the potential to reduce the quality of expert performance, especially in the preparation of policy reviews and strategic analysis. Therefore, leadership is seen as an important variable that is suspected to affect the performance of the Gerindra Faction Experts of the House of Representatives. In legislative political organizations, leadership not only influences the direction of work but also plays a role in shaping the discipline and motivation of experts, thus indirectly determining the level of performance produced.

Work discipline reflects an individual's level of compliance with the rules, norms, and work standards that apply in the organization. Work discipline is an important foundation in ensuring that tasks and responsibilities can be carried out consistently and on time. In public sector organizations, work discipline also reflects professionalism and commitment to public service [1]. In the context of the House of Representatives of the Republic of Indonesia, especially in the faction experts, work discipline is closely related to the timeliness of the preparation of studies, the consistency of the quality of analysis, and readiness to support the work agenda of council members. Research on experts and staff of the DPR RI faction shows that work discipline has a significant influence on performance, both directly and as a factor that strengthens the work effectiveness of legislative support personnel [1]. Therefore, work discipline is positioned as a variable that has the potential to affect the performance of the experts of the Gerindra Faction of the House of Representatives.

In addition to leadership and work discipline, work motivation is also an important factor that affects individual performance in the organization, because the motivation of each employee and employee is different from one another. Motivation is a driving force that results in an organizational member willing and able to exert their abilities in the form of expertise or skills, energy, and time to complete various activities that are their responsibility and fulfill their obligations to achieve the goals and various organizational objectives that have been set in advance [1]. In the context of experts from the DPR RI faction, work motivation is important because high work demands often depend not only on material incentives, but also on recognition, trust of leaders, and opportunities to contribute to the legislative process.

For a government agency, the development of high-quality human resources is a key strategic goal in supporting improved organizational performance. The

quality of these individuals is closely related to the level of work motivation and work discipline that employees have. In the organizational structure of the Secretariat General of the House of Representatives of the Republic of Indonesia, especially in the work unit that acts as a service provider to the House of Representatives, each section is required to provide professional, orderly, and responsible services in accordance with the standards that have been set. As a service support element, the work unit is expected to be able to maintain order and quality of service to support the smooth implementation of the duties of the House of Representatives of the Republic of Indonesia. Therefore, efforts to improve employee performance are a need that cannot be ignored, especially through strengthening work motivation and the application of consistent work discipline. Employees who have high work motivation and good discipline tend to show more optimal performance in carrying out public service tasks. Thus, increasing work motivation and work discipline within the Secretariat General of the House of Representatives of the Republic of Indonesia is expected to encourage the realization of better and sustainable employee performance, to be able to support the effectiveness of the implementation of the functions of the House of Representatives in the future [3]. This condition shows that increasing motivation and work discipline is not only relevant for the apparatus of the Secretariat General of the House of Representatives of the Republic of Indonesia, but also for faction experts as a strategic supporting element of the House of Representatives.

Based on the performance evaluation report of the House of Representatives of the Republic of Indonesia for the 2019-2024 period, several strategic problems related to the institutional performance of the House of Representatives of the Republic of Indonesia are still found. The budget function of the House of Representatives of the Republic of Indonesia often receives public criticism because it is considered less transparent in the discussion process and has not fully prioritized more urgent sectors such as education and health. In addition, public involvement in the legislation and supervision process is still relatively low, which has an impact on the decline in the level of public trust in the House of Representatives. This condition shows that the House of Representatives needs to increase transparency, strengthen the supervisory function, and ensure the quality of legislation in order to restore public trust and strengthen the role of the House of Representatives as a responsible legislative institution [4].

This phenomenon is also reflected in the level of public trust in the House of Representatives of the Republic of Indonesia, a survey conducted by Charta Politica in 2023 shows that the level of public trust in the House of Representatives of the Republic of Indonesia only reaches 62%, which is the lowest figure compared to other state institutions such as the TNI, the President, the Supreme Court, and the Corruption Eradication Commission (KPK). The low level of public trust is

caused by various factors, including frequent conflicts between the House of Representatives of the Republic of Indonesia and the public regarding policies or decisions taken, as well as public perception that some policies of the House of Representatives of the Republic of Indonesia have not fully reflected the aspirations and needs of the wider community [5].

This phenomenon of low public trust cannot be separated from the quality of the performance of the House of Representatives of the Republic of Indonesia institutionally, including the performance of supporting resources in it. Public dissatisfaction with the decisions taken by the House of Representatives reflects the perception that the legislation, supervision, and budgeting processes have not run optimally, both in terms of substance and process. In this context, the role of experts becomes very strategic because they are responsible for providing studies, analysis, and policy recommendations that are the basis for decision-making by board members. Therefore, low public trust can be seen as an indirect phenomenon that indicates the need to evaluate and improve the performance of experts of the House of Representatives so that the quality of policies and decisions produced by the House of Representatives can be more accountable, responsive, and trusted by the public.

Various previous studies have confirmed that leadership, work discipline, and work motivation are important factors in shaping the performance of human resources in public sector organizations. Effective leadership plays a role in creating a clear work direction, building discipline, and increasing employee work motivation, which ultimately impacts improving individual and organizational performance. In addition, the quality of the performance of support staff also greatly determines the effectiveness of representative organizations, both at the central and regional levels, because support staff plays a direct role in supporting the decision-making process and the implementation of institutional functions. These findings show that the synergy between leadership, work discipline, and work motivation is the main foundation in improving the performance of public and legislative organizations [3] [2] [6].

This study uses *Goal-Setting Theory*, which was introduced by [19], as the main theoretical foundation. Through his article entitled *Toward a Theory of Task Motivation and Incentives*, [20] explains that there is a close relationship between the work objectives set and the level of individual performance in carrying out the assigned tasks or jobs. This theory asserts that individuals basically have a tendency to set goals, choose goals to achieve, and are intrinsically motivated to strive to achieve those goals. Thus, clear and challenging goals are seen as being able to be a source of motivation that encourages individuals to achieve their goals in work.

Relevance *Goal-Setting Theory* As *Grand Theory* In explaining the relationship between leadership, work motivation, work discipline, and performance is further

strengthened by research conducted by [7], in the article *Goal-Setting Theory in Employee Performance Management: A Contemporary Analysis and Application*, [7] affirms that goal setting is the main foundation in modern performance management systems, stating that every performance management system basically begins with a clear and structured goal setting process. This research shows that specific and challenging goals can guide work behaviors, increase commitment, and drive higher performance achievement in various organizational contexts, including the public sector and organizations with complex work structures.

In the context of this study, *Goal-Setting Theory* is used as the main theoretical framework to understand the relationship between leadership, work discipline, and work motivation to the performance of Gerindra Faction Experts in the House of Representatives of the Republic of Indonesia. Goal-setting theory explains that effective leadership plays an important role in setting and communicating clear, directed, and challenging work objectives to experts, so that they have structured guidelines and work directions in supporting the implementation of legislation, supervision, and budgeting functions.

On the other hand, work motivation serves as an internal drive that reinforces the commitment of experts to achieve pre-set goals, while work discipline reflects the consistency of work behavior in adhering to organization-defined rules, deadlines, and quality standards. Clarity of purpose accompanied by leadership direction and feedback on the results of work is an important mechanism in increasing the involvement and seriousness of experts in carrying out their duties.

Thus, *Goal-Setting Theory* provides a strong theoretical basis to explain how the synergy between leadership that is able to set clear goals, high work motivation, and consistent work discipline can drive the achievement of optimal expert performance, especially in a dynamic, complex, and time-pressured legislative work environment and demands for public accountability. Based on the background of the research, the formulation of the problem in this study is how the contribution of leadership, work discipline, and work motivation to the performance of Gerindra Faction Experts within the House of Representatives of the Republic of Indonesia, as well as whether leadership, work discipline, and work motivation simultaneously contribute to improving the performance of Gerindra Faction Experts of the House of Representatives. In accordance with the formulation of the problem, the purpose of the research and the theoretical foundation, the conceptual framework of the research can be described as follows on Figure 1.

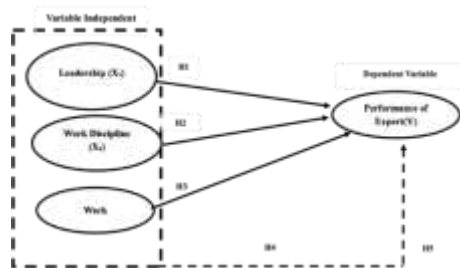


Figure 1. Conceptual Framework

## 2. Research Methods

This study uses four variables, namely three independent variables, and one dependent variable. The independent variables in this study were leadership (X1), Work Discipline (X2), Work motivation (X3). The bound variable in this study is the Performance of Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia (Y). This study is a quantitative research with an explanatory approach, which aims to explain the causal relationship between leadership variables, work discipline, and work motivation on the performance of Gerindra Faction Experts in the House of Representatives of the Republic of Indonesia. This study uses a causal relationship design, because it aims to test the direct influence of independent variables on dependent variables. Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn [8]. The population in this study is 86 Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia who were active in the research period.

The sampling method in this study uses saturated sampling (census), which is a sample determination technique if all members of the population are used as research samples. This technique was chosen so that the conclusions obtained can describe the conditions and characteristics of the population as a whole and provide more accurate results related to the factors that affect the performance of the experts of the House of Representatives of the Republic of Indonesia Gerindra Faction. The determination of the number of samples in this study uses the Slovin formula as explained by [9], which is used to determine the minimum sample count when the characteristics of the population are not yet known in detail. This formula is widely used in quantitative research because it provides simple calculations while still taking into account the level of error that the researcher can tolerate. The number of samples is determined based on the error rate set by the researcher, where the smaller the error rate used, the greater the number of samples needed to be able to represent the population more accurately. The Slovin formula used is as follows:

$$n = N / (1 + N x e^2)$$

Description n = number of samples; N = total population of 602 experts; e = tolerated error rate

(10%); The population in this study is all Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia which totals 602 people. This study uses an error rate of 10% or 0.1, with consideration of time efficiency, cost, and ease in the data collection process without reducing the level of sample representativeness.

Based on the results of the calculation, the number of samples was obtained of 85.75 which was then rounded to 86 respondents. Thus, the number of samples used in this study is 86 Experts from the Gerindra Faction of the House of Representatives of the Republic of Indonesia. This number is considered representative to describe a population with an error rate of 10%. Furthermore, the questionnaire will be distributed to Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia who meet the research criteria to obtain data related to leadership, work discipline, work motivation, and expert performance according to the variables studied. In addition, the sampling technique used in this study is probability sampling using a simple random sampling method.

This technique was chosen because it provides an equal opportunity for each member of the population to be a research sample. By using simple random sampling, it is hoped that the sample obtained can objectively represent the characteristics of the population and reduce the potential bias in the selection of respondents. The sample selection process was carried out randomly from the list of available Experts of the Gerindra Faction of the House of Representatives of the Republic of Indonesia, so that each individual has the same opportunity to be selected as a respondent. With the use of the Slovin formula and simple random sampling techniques, this study is expected to be able to produce valid, reliable, and representative data in explaining the contribution of leadership, work discipline, and work motivation to the performance of Experts of the Gerindra Faction of the House of Representatives.

## 3. Results and Discussion

The data collection method in this study was carried out by distributing questionnaires to all respondents who were the object of the research, namely Experts of the Gerindra Party Faction within the House of Representatives of the Republic of Indonesia. The questionnaire was compiled based on indicators of leadership variables, work discipline, work motivation, and performance. The questionnaire was distributed directly to 86 experts who were respondents to the study. For respondents who were not able to fill out the questionnaire at the time of distribution, the researcher agreed on a return time so as not to interfere with the respondents' work activities. The questionnaire retrieval process was carried out directly by visiting respondents in their respective work environments. Of the total 86 questionnaires distributed, all of them returned and met the data completeness criteria so that they could be processed in this study. Thus, the questionnaire return

rate (response rate) reached 100%. The collected data was then analyzed using the help of the Statistical Package for the Social Sciences (SPSS) program.

This study uses an instrument in the form of a questionnaire with a Likert Scale of five (5) answer choices, ranging from strongly disagree to strongly agree. Before the data collected from the questionnaire is used for further analysis, data quality testing is first carried out which includes validity tests and reliability tests. The validity test was performed using Pearson Product Moment correlation. The instrument is declared valid if the calculated r value is greater than the r of the table and the significance value (Sig. 2-tailed) is less than 0.05. The number of respondents in this study was 86 people, so that the table r value was  $\pm 0.212$  at a significance level of 5% ( $df = n - 2$ ). Next Validity Test on Table 1.

Table 1. Validity Test

Variable	Item	(R-count)	R Table
Leadership (X1)	X1.1	0.961	0.212
	X1.2	0.946	0.212
	X1.3	0.915	0.212
	X1.4	0.974	0.212
	X1.5	0.948	0.212
	X1.6	0.945	0.212
	X1.7	0.945	0.212
	X1.8	0.926	0.212
Work Discipline (X2)	X2.1	0.967	0.212
	X2.2	0.934	0.212
	X2.3	0.934	0.212
	X2.4	0.963	0.212
	X2.5	0.934	0.212
	X2.6	0.887	0.212
Work Motivation (x3)	X3.1	0.972	0.212
	X3.2	0.954	0.212
	X3.3	0.974	0.212
	X3.4	0.961	0.212
	X3.5	0.932	0.212
	X3.6	0.896	0.212
Performance (Y)	Y1	0.972	0.212
	Y2	0.921	0.212
	Y3	0.889	0.212
	Y4	0.963	0.212
	Y5	0.925	0.212

Based on the table above, it shows the correlation value of all question items on the questionnaire used to measure the variables of leadership, work discipline, work motivation, and performance of Gerindra Party Faction Experts within the House of Representatives of the Republic of Indonesia. All indicators and items have a correlation value above the table r (0.212). Thus, it can be concluded that all items have met the validity criteria. The normality test was performed to find out whether the residual data in the regression model was normally distributed or not. The normality test in this study was carried out with two approaches, namely through the analysis of the Normal P-P Plot of Regression Standardized Residual graph and the One-Sample Kolmogorov-Smirnov statistical test. Next Normality Test Results on Table 2.

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		82
Normal Parameters <sup>a,b</sup>	Red	-.4292877
	Std. Deviation	217.098599
Most Extreme Differences	Absolute	.058
	Positive	.046
Test Statistic		-.058
Asymp. Sig. (2-tailed) <sup>c</sup>		.200d

Based on the test results, an Asymp value was obtained. Sig. (2-tailed) is 0.200. This value is greater than the significance level of 0.05 ( $0.200 > 0.05$ ), so it can be concluded that the residual data is normally distributed. These results show that the regression model used in this study has met the normality assumptions and is suitable for further analysis. Next P-P Plot of Regression Standardized Residual on Figure 2.

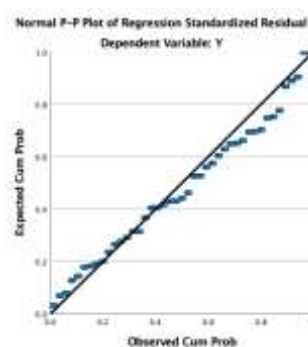


Figure 2. P-P Plot of Regression Standardized Residual

Based on the Normal P-P Plot graph, it can be seen that the data points are spread around the diagonal line and mostly follow the direction of the diagonal line. The scattering pattern suggests that the residual data in the regression model tends to follow the normal distribution. Thus, visually, the regression model meets the assumption of normality. The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model should not correlate with independent variables. The multicollinearity assumption test was carried out by looking at the values of Tolerance and Variance Inflation Factor (VIF). If the Tolerance value is greater than 0.10 and the VIF value is less than 10, then it can be concluded that there are no symptoms of multicollinearity. On the other hand, if the Tolerance value is less than 0.10 and the VIF value is greater than 10, then it can be concluded that there is multicollinearity. Next Multicollinearity Assumption Test Results on Table 3.

Table 3. Multicollinearity Assumption Test Results

Variable	Tolerance	VIVID	Remarks
Leadership (X1)	0.912	1.097	Non-Multicollinearity
Work Discipline (X2)	0.982	1.019	Non-Multicollinearity
Work Motivation (x3)	0.900	1.111	Non-Multicollinearity

The next stage is the reliability testing of the

instrument. The instrument is declared reliable if Cronbach's Alpha value is greater than 0.6. The full results of reliability testing are presented in the Appendix, and summarized in the following Table 4.

Table 4. Reliability Test

Variable	Cronbach Alpha	Conclusion
Leadership (X1)	0.982	Reliable
Work Discipline (X2)	0.971	Reliable
Work Motivation (x3)	0.977	Reliable
Performance (Y)	0.968	Reliable

Based on the table 4, the results of the reliability testing of research instruments on the variables of leadership, work discipline, work motivation, and performance of Gerindra Party Faction Experts within the House of Representatives of the Republic of Indonesia are shown. Based on the test results, all variables had an Alpha Cronbach value greater than 0.6. Thus, it can be concluded that all research instruments are declared reliable and have an excellent level of internal consistency, making them suitable for use in future analysis. Next Multiple Linear Regression Analysis Results on Table 5.

Table 5. Multiple Linear Regression Analysis Results

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.454	1.840		-	.018
	X1	.274	.045	.458	2.421	.000
	X2	.215	.061	.260	6.038	.000
	X3	.484	.090	.409	3.555	.001
					5.354	.000

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$Y = -4,454 + 0,274X1 + 0,215X2 + 0,484X3$ . The equation shows that leadership (X1), work discipline (X2), and work motivation (X3) contribute to the performance (Y) of Gerindra Party Faction Experts within the House of Representatives of the Republic of Indonesia. Partial testing was performed to determine whether each independent variable, namely leadership (X1), work discipline (X2), and work motivation (X3), individually contributed significantly to performance (Y). Based on the results of the regression analysis, the following results were obtained: Leadership Contribution (X1) to Performance (Y). The t-value was calculated as 6.038 with a significance level of 0.000. Because the significance value is less than 0.05 ( $0.000 < 0.05$ ), leadership partially contributes positively and significantly to performance. The regression coefficient of 0.274 indicates the direction of a positive relationship. This means that the better the leadership that is applied, the better the performance of the Gerindra Faction Experts of the House of Representatives of the Republic of Indonesia. b. Contribution of Work Discipline (X2) to Performance (Y). The t-value is calculated as 3.555 with a significance level of 0.001. Because the significance value is smaller than 0.05 ( $0.001 < 0.05$ ), work discipline partially contributes positively and significantly to performance. The regression coefficient of 0.215 indicates that the higher the work discipline,

the performance will increase.

Contribution of Work Motivation (X3) to Performance (Y). The t-value was calculated as 5.354 with a significance level of 0.000. Because the significance value is less than 0.05 ( $0.000 < 0.05$ ), work motivation partially contributes positively and significantly to performance. The regression coefficient of 0.484 indicates that increased work motivation will improve performance. Used on the Standardized Coefficients (Beta) value, the variable that had the most dominant contribution was leadership (Beta = 0.458), followed by work motivation (0.409) and work discipline (0.260).

Table 6. Anova Test

Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	938.190	3	312.730	36.232	.000b
	Residual	707.764	82	8.631		
	Total	1645.953	85			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Simultaneous testing was carried out to find out whether the variables of leadership, work discipline, and work motivation together contributed significantly to performance. Based on the results of the ANOVA test, an F value was obtained of 36.232 with a significance level of 0.000. Since the significance value is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded that simultaneously leadership, work discipline, and work motivation contribute significantly to performance. Thus, the hypothesis that the three independent variables together contribute to performance is acceptable. Next Test Summary on Table 7.

Table 7. Test Summary

Model Summary <sup>b</sup>		
Models	R	Adjusted R Square
1	.755a	.554

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

The value of the determination coefficient (R Square) is 0.570 or 57%. These results show that the variables of leadership (X1), work discipline (X2), and work motivation (X3) contribute 57% to performance (Y). The remaining 43% is influenced by other variables outside the variables studied in this study. Leadership Contributes Positively to Performance. The results of the regression analysis for the contribution of leadership to performance showed a probability value of  $0.000 < 0.050$ . This value indicates that leadership contributes significantly to performance. The regression coefficient value of the leadership variable was 0.274 and showed a positive direction. This means that the better the leadership that is applied, the higher the performance of the Experts. Thus, it can be concluded that the first hypothesis, which states that leadership contributes positively to performance, is accepted.

From the perspective of Goal-Setting Theory, leadership has a central role in setting clear, specific, and challenging work goals. Leaders who are able to

communicate work directions in a structured manner will increase the understanding of experts on the targets that must be achieved. Clarity of goals encourages increased commitment, focus, and more targeted work efforts, which ultimately leads to improved performance. In the context of the Gerindra Faction Experts of the House of Representatives, the leadership of the faction and the coordinator of experts play a role in determining the priorities of the study, the quality standards of analysis, and the coordination of support for the functions of legislation, supervision, and budgeting. The results of this study show that the clarity of direction and coordination from leaders is a strategic factor in increasing the effectiveness of the work of experts.

This research is in line with [10], which proves that leadership has a positive and significant effect on the performance of public sector employees. Furthermore, the research conducted by [11], shows that leadership has a positive but not significant effect on employee performance. These findings indicate that although leadership has a positive direction of influence, its contribution to performance improvement is relatively small. This is due to the lack of optimal implementation of leadership functions, especially in the aspects of decision-making ability, motivation, communication, subordinate control, responsibility, and emotional control. This condition has implications for employee performance which is measured through work quality, work quantity, reliability, and work attitudes that have not experienced a significant increase.

Research [12], it also affirms that leadership styles, including transformational and transactional elements, are positively related to the performance of public organizations through increased collaboration and innovation. However, not all studies show consistent results regarding the influence of leadership on performance. Research by [13], shows that leadership does not have a positive and significant effect on employee performance. The results of the hypothesis test showed that there was no influence of leadership on performance in the study sample, which indicated that employee performance improvement did not always depend on leadership factors alone. The researchers assert that the findings are contextual and cannot be generalized broadly to larger populations.

Work Discipline Contributes Positively to Performance. The results of regression analysis for the contribution of work discipline to performance showed a probability value of  $0.001 < 0.050$ . This value indicates that work discipline contributes significantly to performance. The value of the regression coefficient of the work discipline variable of 0.215 indicates a positive direction. This means that the higher the work discipline, the higher the performance. Thus, it can be concluded that the second hypothesis, which states that work discipline contributes positively to performance, is accepted.

Within the framework of Goal-Setting Theory, work discipline reflects the level of commitment of

individuals to the goals that have been set. Disciplined individuals will be more consistent in directing their behavior to achieve work targets, so that productivity and output quality increase.

In the context of the Gerindra Faction of the House of Representatives of the Republic of Indonesia, work discipline is reflected in the accuracy of the preparation of the study, readiness to support the council's agenda, and consistency in maintaining policy analysis standards. The results of this study strengthen the argument that work discipline is an important foundation in maintaining stability and quality of performance.

This research is in line with [1], who studied experts and staff of the DPR RI faction, found that work discipline has a significant influence on performance, both in terms of punctuality and the quality of work results. These findings show that compliance with work rules and duty responsibilities is the main determinant of the performance of legislative support personnel. Similar results were also shown by the study [4], which proves that work discipline has a significant effect on performance, even becoming the dominant variable in improving performance compared to other factors.

Research conducted by [14] found that work discipline and work ethic have a positive and significant influence on performance. This shows that the higher the level of discipline and work ethic of individuals, the more optimal the performance will be. Work discipline reflects adherence to rules and responsibility in getting work done, while work ethic reflects an individual's attitude and commitment to their work. However, it is not in line with the research conducted by [15], which states that work discipline does not have a partial significant effect on employee performance, although simultaneously with other variables it still affects performance. These results show that compliance with work rules and regulations does not necessarily directly improve individual performance if it is not supported by other contextual factors such as the work environment and an effective performance management system.

Work Motivation Contributes Positively to Performance. The results of regression analysis for the contribution of work motivation to performance showed a probability value of  $0.000 < 0.050$ . This value indicates that work motivation contributes significantly to performance. The value of the regression coefficient of the work motivation variable of 0.484 indicates a positive direction. This means that the higher the work motivation, the higher the performance. Thus, it can be concluded that the third hypothesis, that work motivation contributes positively to performance, is accepted.

According to Goal-Setting Theory, motivation is a psychological energy that encourages individuals to strive to achieve preset goals. When experts have a strong internal drive to excel, they tend to show initiative, perseverance, and better quality of work. In

the context of analytical and strategic expert work, work motivation is an important factor in maintaining the quality of the substance of the study and responsiveness to the needs of board members. This research is in line with the research [16] [17], which states that work motivation contributes significantly to improving the performance of public sector employees.

Affirm that motivation as the most important determinant for employees in carrying out their work [17]. Motivation is an employee's response to a series of statements made by that employee about the organization as a whole. He also emphasized that the higher the employee's work motivation, the more their performance will increase [18]. A motivated person whose desire to meet his daily needs encourages the employee to work better. Motivation is basically part of behavior. If the behavioral aspect is emphasized on the motivation aspect, reliable employee performance will be created. Motivation plays an important role in human beings, because no one will meet all our needs, and we will not get what we want except by trying to achieve it ourselves.

Leadership, Work Discipline, and Work Motivation Simultaneously Contribute to Performance. The results of the simultaneous test analysis (F test) showed a significance value of  $0.000 < 0.050$  with an F value of 36.232. These values indicate that leadership, work discipline, and work motivation together contribute significantly to performance. Thus, it can be concluded that the fourth hypothesis, which states that leadership, work discipline, and work motivation simultaneously contribute to performance, is accepted.

In the perspective of Goal-Setting Theory, the achievement of optimal performance is the result of integration between clarity of goals (leadership), consistency of work behavior (discipline), and individual psychological energy (motivation). These three variables do not stand alone, but complement each other in forming an effective work system. This research is in line with previous research by [10], which proves that leadership, work motivation, and work discipline together have a positive and significant effect on the performance of employees of the Population and Civil Registration Office. The results of similar research are also shown by [11], which states that the combination of leadership, work motivation, and work discipline simultaneously affects the performance of civil servants, although the amount of influence of each variable can be different, leadership and motivation have an effect but are not significant on the performance of civil servants of the Rembang Regency Pamong Praja Police Unit. In addition, the research by [16], shows that leadership, work discipline, and work motivation simultaneously have a significant effect on employee performance, which confirms that performance is the result of the accumulation of various managerial factors and work behavior.

Leadership as the Most Dominant Variable Contributing to Performance

Based on the Standardized Coefficients (Beta) value in the regression analysis results, a Beta value for the leadership variable was 0.458, work motivation was 0.409, and work discipline was 0.260. The largest Beta value was found in the leadership variable, which indicates that it has the most dominant contribution to performance compared to other variables. This indicates that improving the quality of leadership will have a greater impact on improving the performance of Experts than improving work discipline and work motivation. Thus, the fifth hypothesis that there is one variable that has the most dominant contribution to performance can be declared acceptable.

This research reinforces the argument in Goal-Setting Theory that the clarity of goals set and communicated by leaders is a fundamental factor that influences individual work behavior. Effective leadership is able to strengthen discipline and motivation simultaneously, thus having a greater impact on performance. In the context of the Gerindra Faction of the House of Representatives of the Republic of Indonesia, which has a strategic and dynamic work character, leadership is a central factor in maintaining the direction, coordination, and consistency of achieving the work targets of experts.

#### **4. Conclusion**

Based on the results of the research on the contribution of leadership, work discipline, and work motivation to the performance of the Experts of the Gerindra Faction of the House of Representatives, several conclusions can be drawn as follows Leadership has been proven to contribute positively and significantly to the performance of the Gerindra Faction Experts of the House of Representatives. Effective leadership in setting work directions, providing clarity of goals, and good coordination can improve the quality and productivity of expert work. Work discipline contributes positively and significantly to performance. Compliance with rules, timeliness, and consistency in carrying out tasks are important factors in supporting the achievement of work targets and maintaining the quality of expert work. Work motivation contributes positively and significantly to performance. Experts who have a high work drive tend to be more proactive, responsible, and show a strong commitment to completing tasks and supporting legislation, supervision, and budgeting functions. Leadership, work discipline, and work motivation together contribute to the performance of the Gerindra Faction Experts of the House of Representatives. The performance of experts is the result of the synergy between clear leadership direction, disciplined work behavior, and high individual motivation. Among the three variables, leadership is the one that has the most dominant contribution to performance. This shows that the role of leaders in providing strategic direction and clarity of goals is a key factor in improving the performance of experts.

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