

**IMPLICATION OF BOARD MEMBERS' PERSONAL CAPACITY ON MEMBER PERFORMANCE OF PIDIE HOUSE OF REPRESENTATIVES**

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**ABSTRACT**

This research was conducted on the entire population of the Pidie District House of Representatives (DPRK Pidie) members to test the Implications of Member Personal Capacity on the Performance of The Members. Following the existing phenomena, the variables studied include Personal Background, Political Background, Knowledge, Personal Capacity, and Performance of DPRK Pidie Members. This study used the census method by taking all elements of the population of the Council's members, totaling 40 people. Data were analyzed using the Partial Least Square (PLS) method. The results reveal that Personal Background affects Personal Capacity, Political Background does not affect Personal Capacity, Knowledge affects Personal Capacity, Personal Background does not affect Performance of members, Political Background affects Performance, Knowledge affects performance, Personal capacity affects the performance of members, Personal Capacity mediates the Personal Background effect on Performance of members, Personal Capacity does not mediate the Political Background effect on Performance of members, and Personal capacity mediates the knowledge effect on the performance of members. This finding reveals that the employee performance improvement model of DPRK Pidie members is a function of increasing Personal Background, Political Background, Knowledge, and Personal Capacity. Personal capacity serves as a partial mediator for personal background and knowledge in improving the performance of members, while personal capacity does not act as a mediator on the role of political background in improving member performance.

**Keyword:** Personal Background, Political Background, Knowledge, Personal Capacity, Performance of Members.

**1. INTRODUCTION**

As stipulated in the regulation of the unitary state of the Republic of Indonesia (as regulated in the 1945 Constitution), public affairs are carried out according to the principles of decentralization, documentation, and assistance work according to the principle of autonomy to the greatest extent possible, which allows local governments to take into account the nature, nature, and aspirations of the region and its residents, meaning we have the right to manage our local household affairs. Through this, local governments can plan, implement, and decide strategic plans, policies, and regional development projects, as well as actively participate in solving national problems and delegating development from the central government. The Regional People's Congress (DNRD) is a regional people's representative institution that reflects the structure and democratic system of regional government as stipulated in Article 18 of the 1945 Constitution. Law no. 32 concerning

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Regional Government in 2004. In carrying out its functions, LAC is regulated by Law no. 2004 concerning Regional Government. 32 has the rights (articles 43 and 440, powers (article 42), and obligations (article 45)) contained therein. Take a more realistic shape. DPRD is an element of regional government which includes representatives of the entire population of the region, and its members include those who serve under oath/appointment by decision of the Minister of Home Affairs on behalf of the President.

Based on the results of the election and appointment. In general, the functions of representative institutions are centered on legislative, budgetary, and supervisory functions. 2004 Law no. All the rights and obligations of the DPRD regulated by 32 mainly include these functions. As a legislative body, the DPRD makes laws and regulations. Thanks to this function, the DPRK recognizes itself as the people's representative. Another function of the DPRD is to determine fiscal policy. That is, participate in defining or formulating policies in the preparation of the Regional Revenue and Expenditure Budget (APBD). In the supervisory function, the determination of policies, legislation, and regulations of the DPRD is the starting point of the supervisory process. Another form of oversight is the evaluation of the enforcement of executive regulations.

The Pidie Regency People's Representative Council (abbreviated as DPRK Pidie) is a regional people's representative body in Pidie Regency, in Aceh Province, Indonesia. The Pidie Dewan has 40 MPs representing nine political parties, with Aceh receiving the majority. The performance of DPRK Pidie members is still relatively low from general indications such as the low utilization of initiative rights in terms of the functions of council members in legislation, budgeting, and supervision. The low performance of DPRK Pidie members is due to the low personal capacity of members. The personal capacity of each member of the board is not yet available with precise data on age, educational level, background, occupation, and varied organizational experience so that it can affect their abilities.

Based on the initial survey, some members of the Pidie DPRK do not yet have good skills, it is known from the survey day that the average score is 3.20. Thus the performance of the DPRK Pidie Members was not so good. Besides that, the political backgrounds of the members of the council differ from one another, which is reflected in the differences in their initial experience and political views, experience in the DPRK, political party origins, and party ideological background, commission origins, positions in political parties and councils. The special education that council members should have to support the implementation of their functions is still very limited.

According to (Morrison, 2001), capacity building is a series of strategies designed to increase efficiency, effectiveness, and responsiveness of performance. Furthermore, Morrison suggests that capacity building is a learning process, starting from the flow of the need to experience something, reducing ignorance and uncertainty in life, and then developing the skills needed to adapt to new changes. that the objectives of capacity building can be divided into two, namely general objectives which focus on the sustainability of a system, and specific objectives which focus on producing better performance. Following are the results of an initial survey regarding the personal capacities of DPRK Pidie members.

Based on the initial survey, it was shown that some members of the Pidie DPRK admitted that the ability development process was not following their field of work, this is known from the average score obtained on the new average of 3.07 on the Likert scale. Members of the Pidie Regency DPRK also feel that they are not trying to develop their abilities. This is known from the average

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score which is only 3.27. Thus, the personal capacity of the Pidie DPRK Pidie Members is not so good.

Research on the influence of Personal Capacity on DPRK performance has been carried out by (Diwanti & Sarifudin, 2021), (Arfah, 2018), and (Tauhid & Rozikin, 2019) where the results show that Personal Capacity affects the performance of DPRK members.

Everyone has their own past experiences that usually affect current activities, behavior, and performance. A person's past is one of the factors that influence the activities of Council members (Varddayani, 2010; Vinara and Murni, 2007; Varimon, 2007; Viyana, 2011). The experience of an individual is closely related to the quality of human resources. Since human resources are the main pillar and driving force of any organization that seeks to implement this very important organizational element, it is necessary to manage these human resources effectively and ensure their ability to contribute optimally to efforts to achieve organizational goals. (Binarna, 2007). Therefore, the better the personal experience of board members, the more effective they will be.

Based on the results of the initial survey, it shows that some members of the Pidie DPRK admit that they do not have a good enough level of formal education to support their performance as members of the council. Their perception of education has an average score of only 2.87, even though 70 percent of them have graduated with a bachelor's degree. Members of the Pidie Regency DPRK also do not pursue education related to the duties and authorities of council members related to the legislative function, budgeting function, and controlling function. Thus, the personal background of the DPRK Pidie Members is classified as not good and not encouraging.

Research on the influence of personal background on DPRK performance has been carried out by (Wardayani, 2010), (Winara & Murni, 2007), where the research results show that personal background affects the performance of DPRK members.

Furthermore, the factors that influence the performance of the DPRK are political background (Handoyo & Trisnowati, 2013). According to (Lapalombara, 1994) several factors influence the attitudes, behavior, and legislative roles of council members, including political institutions of political parties, personal characteristics, political experience, and the nature of voters. Thus, it can be understood that the more experienced members of the council have in the political field, the better the performance of a member in an institution of the House of Representatives at various levels (DPRRI, Provincial DPRD, and DPRK).

An initial survey showed that some members of the Pidie DPRK admitted that they had no experience as members of the council in the previous period, this is known from the average score obtained at 3.07. Members of the Pidie Regency DPRK also admitted that when they became members of a political party they were not given proper and correct instructions on the functions, duties, and responsibilities of the legislature. Thus the political background of the DPRK Pidie Members is not so good.

## **2. LITERATURE REVIEW**

### **2.1 DPRK Pidie Members' Performance**

Performance reflects how well a person fulfills his professional requirements. Information about your organization's performance is very important in assessing whether the work processes carried out by your organization have achieved the expected goals. Achievement is not only the achievement of results but attention must be paid to other aspects commonly defined (Prawirosentono, 2010).

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The performance appraisal system is very effective in its research to provide a comprehensive analysis of employee performance. Performance appraisal is the process of assessing the personality traits, work behavior, and work of individuals or employees (workers and managers) and deemed to support their performance and make decisions about actions in the field of work. Used as a reward for doing (Edison, Anwar, & Komariah, 2016)

By understanding that the performance of a company depends on the performance of its employees, all employees in the organization must make a positive contribution through good performance (Gibson, Ivancevic, & Konopaske, 2012). Performance includes aspects of business, loyalty, potential, leadership, and work ethic. (Yukl & Gardner, 2020) uses the term competence which has a broader meaning. Competence is seen under the evaluation of three aspects: human behavior in the workplace, actual results or results achieved by workers, and factors such as perception and motivation.

(Mangkunegara, 2013) and (Bastian, 2014) identify performance with achievement and these two experts try to define achievement. Achievements can be achieved by an organization over a certain period. Achievement can also be interpreted as the achievement of what is planned by both the individual and the organization (Arma, Hamzah, Alam, & Ismail, 2016). Equally important, however, is that policymakers and experts should work with the general public to develop the concepts and objectives of the strategic plan. This neglect of public opinion was criticized even though the implementation carried out by the local government was effective.

According to (Mahsun, 2012), the effectiveness of local government is a description of the level of achievement achieved in the implementation of an activity/program/policy in the context of implementing the goals, objectives, mission, and vision of an organization that has been determined. In the formulation of the strategic plan of the organization. In general, performance can also be referred to as the performance that can be achieved by an organization over a certain period. According to his journal (Arief, 2013), the effectiveness of local governments is determined by how or to what extent they do business. In general, productivity can also be described as the performance that can be achieved by an organization over a certain period (Tama & Adi, 2018). Local government effectiveness refers to how and to what extent local governments carry out these tasks.

From the above understanding, it can be understood that the performance of the DPRK is based on the work carried out by members of the council to carry out their duties and functions through activities or actions carried out by members of the council. I can say. Skills, experience, and knowledge in carrying out the duties and functions of board members. Information used to measure performance is divided into two areas: financial information and non-financial information (Djiloy, 2016). To improve supervisory performance, Board members must actively participate in Board performance activities. In addition, for this oversight to be carried out effectively, Board members are the best in terms of both personal political experience and understanding and knowledge of the overall budget as progress is made. Must be quality. Including adjustments to existing laws and regulations.

Individual performance is influenced by many factors that can be divided into three groups: stakeholder personal compensation, organizational support, and management support (Simanjuntak, 2018).

The factors that affect performance according to (Winarno, 2016) are personal background, political background, and knowledge. According to (Lapananda, 2018), the factors that affect

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performance are personal background and political background. Meanwhile, according to (Sari, 2018), the factors that affect performance are political background and knowledge.

Indicators for the performance of board members in carrying out the supervisory function according to (Mahsun, 2012) are as follows:

- 1 Ability (ability).
- 2 Responsibility (responsibility).
- 3 Motivation.
- 4 Implementation of reporting.

Based on the previous indicator theory, the indicators of the performance of DPRK Pidie Members that will be used in this study are according to (Mahsun, 2012), namely ability, responsibility, motivation, and reporting implementation.

## **2.1 Personal Capacity**

Capacity building can be described as a process experienced by individuals, groups, and organizations to improve their background in carrying out their functions/roles and achieve the desired results (Bowles, Harris, & Wilson, 2016). From this definition, there are at least two important points: 1) capacity building is primarily about the internal development and growth process, and 2) the capacity building process must focus on results.

Capacity building is the process of developing individuals, groups, organizations, communities, and communities to achieve the stated goals. According to (Morrison, 2001), capacity building is a set of strategies aimed at increasing efficiency, effectiveness, and service responsiveness. In addition, Morrison argues that development is a learning process that begins with the flow of the need to experience, reduce ignorance and anxiety in life, and develop the skills needed to adapt to new changes. The capacity development objectives can be divided into two objectives: a general goal that focuses on system sustainability and a specific goal that focuses on improving performance. Skills are the ability to perform appropriate tasks effectively, efficiently, and sustainably (Grindle, 1997). Skills are the ability of individuals and organizations to perform functions effectively, efficiently, and sustainably. Skills are the ability of an organization or system to survive. It grows, diversifies, and become more complex Skills enable systems to function, create value, build relationships, and renew themselves Combinations of qualities, enabling systems: individuals, groups, organizations, groups of organizations can do things intentionally and sometimes effectively (Morgan & Hunt, 1994).

According to (Kumala & Agustina, 2018), the factors that influence individual performance are personal background, political background, and knowledge.

According to (Gandara, 2008), capacity building is indicated by the following indicators:

1. is a continuous process;
2. is an internal process;
3. build on available resources;
4. has its intrinsic value;
5. handle change;
6. using an integrated and holistic approach

## **2.2 Personal Background**



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The personal background is a personal background that includes various aspects such as gender, age, religion, and educational background. The personal background shown in this survey includes the level of education, training, and professional activity of board members before becoming board members.

The personal background is closely related to the quality of talent. Because human resources are the main force and driving force for an organization to realize the most important organizational elements, then manage these human resources as much as possible to make the best contribution to efforts to achieve organizational goals. (Winara & Murni, 2007). (Winara & Murni, 2007) stated that personal background includes gender, age, education level, education major, and work background. (Kusuma, 2015) discusses the personal background of the regional director's tenure. This term is determined by the incumbent. H. Regional heads and not incumbents, namely new regional heads who lead and repeat their leadership for the next term of office. Based on the understanding of several previous experts, it can be said that the personal background of the members of the Board includes the level of education, training, and profession of the members of the board before becoming a member of the board.

According to (Rais, 2020) the personal background includes several indicators, namely:

1. Education Level
2. Education Sector.
3. Last Job

(Winara & Murni, 2007) show that personal background variables such as gender, age, education level, education sector, and work background have no significant effect on regional financial supervision. Although changes in personal background, or education level, have a positive impact on local financial oversight.

### **2.3 Political Background**

The political background is the background of a person's experience in politics. Political parties and parliaments (legislatures) play a role in obtaining power from civil society, organizing power, and then gaining national control for the benefit of the community (Haryani, 2011). From this limitation, it can be stated that the power of the council comes from the community and the council should not forget the giver of that power.

The political background is colored by a person's experience in his political activities. (Winara & Murni, 2007) stated that a person's political background includes political experience, DPRD experience, political party background, and ideological background of political parties and committees. (Kusuma, 2015), on the other hand, see the political background in favor of political parties with local leaders. Evaluation of political support can be seen from the number of council members who support political parties.

Meanwhile, the political background referred to in this study includes the experience of being an administrator in a certain political party, his position in the party, his political background, and the extent to which a person gives priority to the interests of his party. Council members who represent certain parties in the council should ideally have a good political background in carrying out their duties and functions. This situation will affect its performance in carrying out the Regional Financial Supervision Function (APBD) at the provincial or district/city council level or the APBN at the DPR-RI level. In view (Lapalombara, 1994), several factors (determinants) were found that influence the attitude, behavior, and role of the council or legislature. These factors include

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political system, political party, personal characteristics, political experience, voter rights, obligations, nature of authority, and its proper application. The opinion (Yudhoyono, 2000) states that the attitudes and behavior of members of the council will be supported and influenced by the level of education and experience in politics and good governance.

Referring to the opinion (Rais, 2020) Several indicators to measure political experience (Political Background) that influence legislative behavior in carrying out their functions are focused on:

1. One's Experience in Political Parties
2. Position or status in a political party
3. Origin of the political party member of the council
4. Party Interests

Meanwhile, (Winara & Murni, 2007), expressed their views regarding indicators of political background. Indicators of Political Background are the experience of a person being a member of the council (DPRD, DPR-RI) Political Experience, Origin of Political Parties, Idealism of Political Parties, and Origin of Commissions. Each member of the board is obliged to carry out his duties following the rules of his committee, thus causing a different political background for each individual. Therefore, all DPRD members must have a good political background in carrying out their mission and authority.

## **2.4 Knowledge**

(Yudhoyono, 2000) states that if each member of the council has sufficient knowledge of technical concepts such as governance, public policy, etc., the DPRD can exercise their rights properly, carry out their duties and responsibilities effectively, and carry out their duties proportionally. . We hope that the work of Panwaslu will be further enhanced by increasing awareness of the special committee, especially the budget. The People's Congress (DPRD) is a regional legislative body whose duties and functions reflect the aspirations of the people. Therefore, the DPRD must understand its function, its people, its aspirations, and the challenges and challenges it faces. For members to properly understand the functions and aspirations of the community, DPRD must have broad and in-depth knowledge, abilities, skills, and skills (Jimung & Maschab, 2004).

To increase the effectiveness of regional financial oversight, the DPRD should oversee the overall budget structure and procedures. For this reason, DPRD members must have basic knowledge of the economy and regional budgets. The council's knowledge of budgeting mechanisms is based on the council's ability to benefit from local finance education or training.

According to (Rais, 2020) knowledge indicators that influence legislative behavior in carrying out their functions are focused on several indicators, namely:

1. Compatibility of educational background with work
2. Knowledge of the procedure for carrying out tasks
3. Understanding of the procedure
4. Have work experience
5. Owned work achievements
6. Attitude towards work

According to Notoatmodjo in (Albunsyary, Muninghar, & Riswati, 2020) knowledge has 6 (six) indicators, namely:

1. Know
2. comprehension.

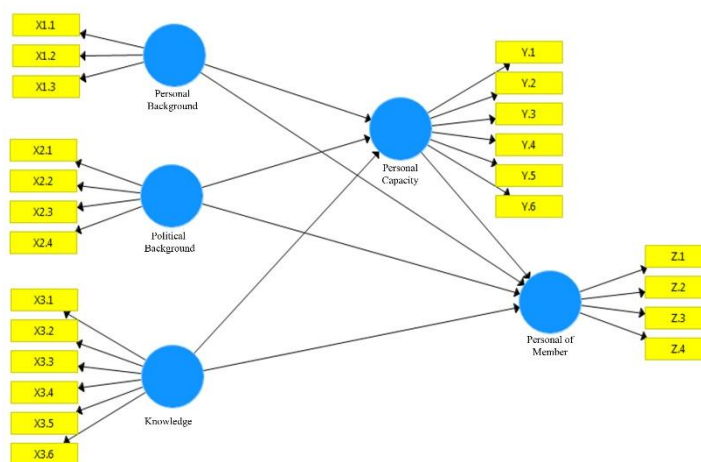
3. Application
4. Analysis
5. Synthesis
6. Evaluation

### 3. METHOD

The population in this study was all members of the DPRK of Pidie Regency, amounting to 40 people, and all elements of the population were the sample (used the census technique). The data required/collected for this research analysis were primary data and secondary data. Primary data was collected directly through a questionnaire, and Secondary data was obtained from the documentation.

The data analysis method used was the Partial Least Square (PLS) method. PLS was used to measure the relationship of each indicator to its construct. In PLS, bootstrapping tests can be carried out on structural models that are outer models and inner models. According to Gaston in (Yamin & Kurniawan, 2011) states PLS can be used for confirmation purposes, such as hypothesis testing and exploration purposes. In this case, the important thing that must be considered is the necessity of a theory that provides assumptions to describe the model, variable selection, analytical approach, and interpretation of the results.

The design of the Structural Model of the relationship between latent variables is based on the formulation of the problem or the proposed research hypothesis. In this study, The model of Partial least square formulated and its hypothesis can be seen in Figure 1. the following :



**Figure 1.** Partial Least Square (PLS)

H1 : Personal Background affects Personal Capacity,

H2 : Political Background affects Personal Capacity,

H3 : Knowledge affects Personal Capacity,

H4 : Personal Background affects Performance of members,

H5 : Political Background affects Performance,

H6 : Knowledge affects performance,

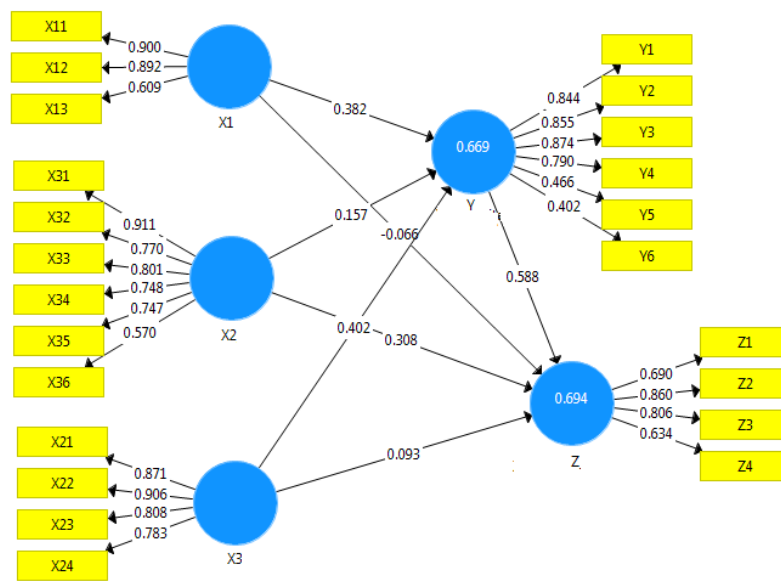


H7 : Personal capacity affects the performance of members,  
 H8 : Personal Capacity mediates the Personal Background effect on Performance of members,  
 H9 : Personal Capacity mediates the Political Background effect on Performance of members,  
 H10 : Personal capacity mediates the knowledge effect on the performance of members

**4. RESULT**

**4.1 Evaluation of Measurement (Outer) Model**

The measurement model for the validity and reliability test, the coefficient of model determination, and the path coefficient for the equation model can then be seen in Figure 2 below:



**Figure 2.** PLS Algorithm Results Display

**1. Convergent Validity**

**Table 1. Average Variance Extracted (AVE)**

Variable	AVE
Personal Background	0.659
Political Background	0.584
Knowledge	0.711
Personal Capacity	0.535

Performance of Member	0.567
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Source: Data processing with PLS, 2021

The convergent validity of the measurement model in this study used reflective indicators which are assessed based on the calculation of the loading factor of the indicators that measure the construct. In this study, there are 4 constructs with the number of indicators between 4 to 8 indicators with a scale of 1 to 5. Based on the results of the measurement model testing shown in Figure 2, it can be explained as follows:

- a) The Personal Background construct shows that all indicators have a loading factor above 0.6 and  $AVE > 0.5$ .
- b) The Political Background construct shows that all indicators used have a loading factor above 0.6 and  $AVE > 0.5$ .
- c) Knowledge constructs show that all the indicators referred to have loading factors above 0.6 and  $AVE > 0.5$ .
- d) The Personal Capacity construct shows that all indicators have a loading factor above 0.6 and  $AVE > 0.5$ .
- e) The DPRK Pidie Member Performance construct shows that all indicators have a loading factor above 0.6 and  $AVE > 0.5$ .

Based on the results of the loading factor above, it can be concluded that the construct has good convergent validity.

### 1. Composite Reliability and Cronbach's Alpha

In addition to the construct validity test, a construct reliability test was also carried out as measured by composite reliability and Cronbach's alpha. The following are the results of testing composite reliability and Cronbach's alpha from Smart PLS:

**Table 2. Composite Reliability dan Cronbach's Alpha**

Variable	Cronbach's Alpha	Composite Reliability
Personal Background	0.731	0.849
Political	0.854	0.892

Background		
Knowledge	0.864	0,908
Personal Capacity	0.804	0.865
Performance of Member	0.740	0.838

A construct is declared reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.60. From the results of the SmartPLS output above, all constructs have a composite reliability value above 0.70 and Cronbach's alpha above 0.60. So it can be concluded that the construct has good reliability.

**4.2 Structural Model Testing (Inner Model)**

The structural model in PLS is evaluated by using the dependent variable R2 and the path coefficient values for the independent variables which are then assessed for significance based on the t-statistic value of each path. To assess the significance of the prediction model in structural model testing, it can be seen from the t-statistic value between the independent variables to the dependent variable in the Path Coefficient Table at the SmartPLS output below:

**Table 3. Path Coefficient**

Variable	Original Sample	Sample Mean	Standard Devices	T- statistics	P-values
X1 →Y	0.382	0.374	0.140	2.728	0.007
X1 →Z	-0.066	-0.055	0.134	0.493	0.622
X2 →Y	0.157	0.159	0.135	1.165	0.245
X2 →Z	0.308	0.311	0.131	2.353	0.019
X3 →Y	0.402	0.412	0.160	2.505	0.013
X3 →Z	0.093	0.090	0.142	0.654	0.513
Z → Y	0.588	0.584	0.107	3.312	0.001

**4.3 Hypothesis Test**

This study proposed several hypotheses including the descriptive hypothesis. The test results are shown as follows:

**Testing the Effect of Personal Background on Personal Capacity (Hypothesis 1)**

The first test was conducted to see whether the Personal Background affects the Personal Capacity of the board members. From Table 3 above, it can be seen that the original sample estimate LS value is 0.382 with a significance below 5%. The original sample estimate value is positive indicating that Personal Background has a positive effect on Personal Capacity.

**Testing the Effect of Political Background on Personal Capacity (Hypothesis 2)**

The second test was conducted to see whether Political Background affects Personal Capacity. From Table 3 above, it can be seen that the original sample value of the LS estimate is 0.157 with a significance above 5%. The positive original sample estimate value indicates that Political

Background does not have a positive effect on Personal Capacity.

Testing the Effect of Knowledge on Personal Capacity (Hypothesis 3)

The third test was conducted to see whether Knowledge affects Personal Capacity. From Table 3 above, it can be seen that the original sample estimate LS value is 0.402 with a significance below 5%. The original sample estimate value indicates that Knowledge has a real and positive effect on the Personal Capacity of board members in DPRK Pidie.

Testing the Effect of Personal Background on DPRK Pidie Member Performance (Hypothesis 4)

The fourth test was carried out to see whether Personal Background affects DPRK Pidie Member Performance. From Table 3 above, it can be seen that the value of the original sample estimate of LS is -0.066 with a significance limit of 5%. The positive original sample estimate value indicates that the Personal Background does not affect DPRK Pidie Member Performance.

Testing the Effect of Political Background on DPRK Pidie Member Performance (Hypothesis 5)

The fifth test was conducted to see whether Political Background affected DPRK Pidie Member Performance. From Table 3 above, it can be seen that the original sample value of the LS estimate is 0.308 with a significance below 5%. The positive original sample estimate value indicates that Political Background has a positive effect on DPRK Pidie Member Performance.

Testing the Effect of Knowledge on DPRK Pidie Member Performance (Hypothesis 6)

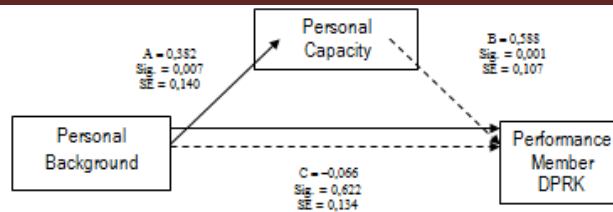
The sixth test was carried out to see whether Knowledge affects DPRK Pidie Member Performance. From Table 3 above, it can be seen that the original sample value of the LS estimate is 0.093 with a significance above 5%. The positive original sample estimate value indicates that Knowledge does not have a positive effect on DPRK Pidie Member Performance.

Testing the Effect of Personal Capacity on DPRK Pidie Member Performance (Hypothesis 7)

The seventh test was conducted to see whether Personal Capacity affected DPRK Pidie Member Performance. From Table 3 above, it can be seen that the original sample estimate LS value is 0.588 with a significance below 5%. The positive original sample estimate value indicates that Personal Capacity has a positive effect on the performance of DPRK Pidie Members.

Testing the Mediation Effect of Personal Capacity on the Effect of Personal Background on DPRK Pidie Member Performance (Hypothesis 8)

The result of testing the mediating effect for the Personal Background variable on DPRK Pidie Member Performance can be explained as follows:



**Figure 3.** The Effect of Personal Background on DPRK Pidie Member Performance through Personal Capacity

Based on Figure 3, it can be seen that Personal Background affects Personal Capacity and Personal Capacity also affects DPRK Pidie Member Performance. The results of the Sobel scores are as follows.

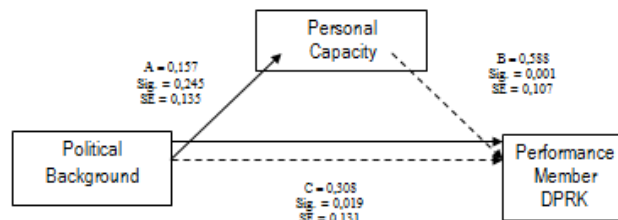
**Table 4. Sobel Test I**

Input:	Test statistic:	Std. Error:	p-value:
a 0.382	Sobel test: 2.4438953	0.09190901	0.01452964
b 0.588	Aroian test: 2.41206719	0.09312178	0.01586236
s <sub>a</sub> 0.140	Goodman test: 2.47701756	0.09068002	0.01324854
s <sub>b</sub> 0.107	Reset all	Calculate	

From the results of the Sobel test calculation above, the Z value of 2.443 > 1.98 with a significance level of 5% proves that Personal Capacity mediates the influence of Personal Background on DPRK Pidie Member Performance. Mediation results show full mediation (fully mediated). This conclusion is obtained from the results of the significance test in Figure 3, where the Personal Background variable has a significant effect on Personal Capacity and has no effect on DPRK Pidie Member Performance. Likewise, the Personal Capacity variable has a significant effect on DPRK Pidie Member Performance, so it concludes that the Personal Capacity variable partially mediates the influence of Personal Background on DPRK Pidie Member Performance.

Testing the Mediation Effect of Personal Capacity Variable on the Effect of Political Background on DPRK Pidie Member Performance (Hypothesis 9)

The result of testing the mediating effect of the Political Background variable on DPRK Pidie Member Performance can be explained as follows:



**Figure 4.** The Effect of Political Background on DPRK Pidie Member Performance through Personal Capacity

Based on Figure 4, it can be seen that Political Background affects Personal Capacity and Personal



Capacity also affects DPRK Pidie Member Performance. The results of the Sobel scores are as follows.

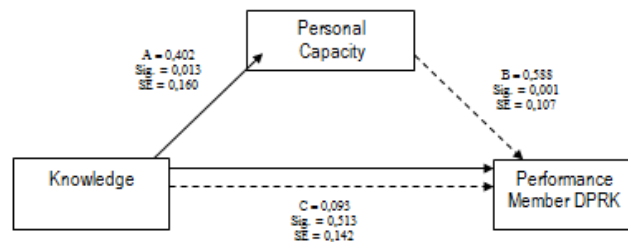
**Table 5. Sobel Test II**

Input:		Test statistic:	Std. Error:	p-value:
a	0.157	Sobel test: 1.13776393	0.0811381	0.25521907
b	0.588	Aroian test: 1.12015102	0.08241389	0.26264941
s <sub>a</sub>	0.135	Goodman test: 1.15623467	0.07984192	0.24758518
s <sub>b</sub>	0.107	Calculate		

From the results of the Sobel test calculation above, getting a Z value of  $1.137 < 1.98$ , it proves that Personal Capacity does not mediate the influence of Political Background on DPRK Pidie Member Performance.

Testing the Effect of Mediation on Personal Capacity Variables on the Effect of Knowledge on DPRK Pidie Member Performance (Hypothesis 10)

Testing the effect of mediating variable Knowledge on DPRK Pidie Member Performance can be explained as follows:



**Figure 5.** The Effect of Knowledge on DPRK Pidie Member Performance through Personal Capacity

Based on Figure 5, it can be seen that Knowledge affects Personal Capacity and Personal Capacity also affects DPRK Pidie Member Performance. The results of the Sobel scores are as follows

**Table 6. Sobel Test III**

Input:		Test statistic:	Std. Error:	p-value:
a	0.402	Sobel test: 2.28499951	0.10344685	0.02231286
b	0.588	Aroian test: 2.25433627	0.10485392	0.02417502
s <sub>a</sub>	0.160	Goodman test: 2.31694902	0.10202037	0.02050651
s <sub>b</sub>	0.107	Calculate		

From the results of the Sobel test calculation above, the Z value of  $2.28 > 1.98$  with a significance level of 5% proves that Personal Capacity mediates the influence of Knowledge on DPRK Pidie

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Member Performance. Mediation results show fully mediated. This conclusion is obtained from the results of the significance test in Figure 5, where the Knowledge variable has a significant effect on Personal Capacity and has no effect on DPRK Pidie Member Performance. Likewise, with the Personal Capacity variable which has a significant effect on DPRK Pidie Member Performance, it concludes that the Personal Capacity variable partially mediates the influence of Knowledge on DPRK Pidie Member Performance.

## 5. CONCLUSION

The results reveal that Personal Background affects Personal Capacity, Political Background does not affect Personal Capacity, Knowledge affects Personal Capacity, Personal Background does not affect Performance of members, Political Background affects Performance, Knowledge affects performance, Personal capacity affects the performance of members, Personal Capacity mediates the Personal Background effect on Performance of members, Personal Capacity does not mediate the Political Background effect on Performance of members, and Personal capacity mediates the knowledge effect on the performance of members. This finding reveals that the employee performance improvement model of DPRK Pidie members is a function of increasing Personal Background, Political Background, Knowledge, and Personal Capacity. Personal capacity serves as a partial mediator for personal background and knowledge in improving the performance of members, while personal capacity does not act as a mediator on the role of political background in improving member performance. These results can be a reference for academics to conduct further research. Using this tested model, further researchers can develop the model by adding variables such as party intervention or legislative competence of the councils. This tested model can also be a practical basis for improving the performance of DPRK Pidie board members, as well as a reference for the strategy of the party and voters in the future.

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