

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces



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ABSTRACT: This research was conducted at TNI Jakarta Headquarters with the aim of knowing the effect of the effectiveness of attendance, discipline and commitment on the performance of members in the personal service. The method used in this research is quantitative with explanatory research. As a result, both effectiveness, discipline and commitment both have a positive impact on member performance. However, from all of them it was found that effectiveness is the most dominant and influences the performance of members

KEYWORDS: Performance, Effectiveness Discipline, Commitment, TNI Headquarters, Jakarta.

I. INTRODUCTION

The role of humans in organizations as members plays a decisive role because the life and death of a government organization depends solely on humans. Members are an important factor in any organization. Members also play a role as a determining factor in achieving agency objectives effectively and efficiently. Members become the driving force and determinant of the course of the Indonesian National Armed Forces Headquarters (TNI Headquarters).

The effectiveness of attendance is usually in the form of a Finger Print, which is an attendance machine that uses a fingerprint scanning system to work. The Headquarters of the Indonesian National Armed Forces (TNI Headquarters) has implemented member attendance with a fingerprint system. The new system was implemented to monitor the presence of members at the Headquarters of the Indonesian National Armed Forces (TNI Headquarters) every day. The Head of the Personnel Service (Kadispsers) said that starting on August 3, 2015, the finger print presence system was implemented for all members within the Indonesian National Armed Forces Headquarters (TNI Headquarters). Through this fingerprint, the performance of the members and the employees themselves can be monitored. Nani & Wijaya, (2020) responding to the finger print at the Headquarters of the Indonesian National Armed Forces (TNI Headquarters) is very good, with this system members will more regularly go to the Headquarters of the Indonesian National Armed Forces (TNI Headquarters). Members can no longer entrust attendance to their friends, because this equipment only records the fingerprints of the member and the member concerned, besides that this equipment works online and can be monitored from a computer connected to the equipment. This fingerprint also makes it easier for the administrator to record the attendance of members at the Headquarters of the Indonesian National Armed Forces (TNI Headquarters).

In carrying out activities, members need work instructions from agencies so that their implementation is in accordance with the plan and must be supported by institutional work regulations so as to create work discipline. The implementation of work discipline itself must be managed properly by the members because with a lack of discipline the members will work less well, not optimally which will result in the performance of the Indonesian National Armed Forces Headquarters (TNI Headquarters) to decline. Basically an agency must prioritize public services, in this case there is something that must be considered by the agency, namely the performance of members, in this case, timeliness.

Member discipline is very necessary to improve the image, work and performance of members. Discipline is efforts to instill values or coercion so that the subject is able to obey a rule. Meanwhile, member discipline is the ability to comply with obligations and avoid prohibitions specified in statutory regulations and/or official regulations which, if not adhered to or violated, will be subject to punishment. However, in reality there are still many members who commit violations. For example, there are still members

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

who are not disciplined in working hours. There are still many members who don't come on time and go home early and maybe even leave without permission before working hours are over.

In this research, a case study of violations was taken by the researcher, namely at the Personnel Service at the Headquarters of the Indonesian National Armed Forces (TNI Headquarters). Types of violations committed by members such as behavior that is not in accordance with the member's code of ethics and delaying work and leaving the office during working hours to attend to personal interests and sometimes members do not have prior permission from superiors. So if other members or superiors need these members, it will be difficult to find them and office work will be delayed. Provisions for implementing attendance through a fingerprint machine have only been carried out for all members within the Indonesian National Armed Forces Headquarters Personnel Service (TNI Headquarters) both for those with status as members and civil servants.

II. THEORETICAL BASIS

1. PERFORMANCE

A. Definition of Performance

Performance is the result of work that can be achieved by a person or group of people in an agency in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. Utami and Waluyo, (2017) reveals the performance of members is the ability of members to do something certain expertise. Kartika and Sugiarto, (2016) performance refers to the achievement of the goals of members of the tasks assigned to them. Erri, Lestari, & Asymar, (2021) performance is defined as the result of an evaluation of the work performed.

B. Purpose of Performance Assessment

The objectives of the work performance of members are as follows:

1. Management of human resources owned to achieve organizational goals.
2. Regarding the direction of the agency in general.
3. An aspiration.
4. Responsibility of each individual.
5. Help define expectations or performance targets.
6. Develop a framework for supervisors.
7. Related to certain achievements within a certain period of time.
8. As a tool to assist and encourage employees to take initiatives in order to improve performance.
9. It is broad in nature.

Hangga and Mayasari, (2015) states that performance appraisal or often called performance evaluation is a method and process of evaluating the implementation of the duties of a person, group of people, units, work in an organization or agency in accordance with performance standards or goals that are applied first.

C. Performance Improvement Efforts

According to Pratiwi, (2012) organizational goals can be achieved if the organization is supported by the work units contained therein. Efforts that can be made to improve data performance are carried out in ways as presented in table 2.1

Table 1. Member Performance Improvement Efforts

No	Effort	Explanation
1	Giving Hope	In general, members who have high performance expect various recognitions from agencies, both in terms of material, social, internal, and certain career paths according to ability.
2	Development	Efforts to improve member performance can also be designed in a member development scheme according to member performance. Members who produce high performance can be promoted according to the needs of the position.
3	Communication	Superiors are responsible for evaluating members' performance and regularly communicate the assessments being made.

D. Performance Indicator

Kristiyanti, (2012); John, (2019) states that measuring the results of work on the tasks that have been given to members must have an assessment of these members. The assessment includes the following:

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

1. Work quality

Demonstrate neatness, accuracy, relevance of work results without ignoring the volume of work. Good quality work can avoid error rates in completing work which can be beneficial for the progress of the agency. The indicators are neatness, ability, and success.

2. Working quantity

Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with agency goals. The indicators are speed and satisfaction.

3. Responsibility

Shows how big the members are in receiving and carrying out their work, being accountable for work results and the facilities and infrastructure used and their work behavior every day. The indicators are work results, decision making, facilities and infrastructure.

4. Cooperation

Willingness of members to participate with other members vertically and horizontally both inside and outside of work so that work results will be better. The indicators are cohesiveness and good relations with colleagues and superiors.

5. Initiative

Initiative from within members of the agency to carry out work and nature of work without waiting for orders from superiors or showing responsibility in work that is already the responsibility of a member. The indicator is independence.

2. Effectiveness

A. Defenition of Effectiveness

Effectiveness is a communication that goes through a certain process, in a structured manner, namely the achievement of predetermined goals or objectives. With a budgeted cost, a set time and a predetermined number of people. If these provisions run smoothly, then the planned goals will be achieved as desired. According to Rahadian and Kencana, (2018) Work effectiveness is a condition in which physical and spiritual activities carried out by humans can achieve the desired results. Pahmawati, Darna, and Herlina, (2021) mentioning work effectiveness means the completion of work on time as previously determined.

According to Mustafid, (2017) work effectiveness is a measure of the achievement of a task or goal. Rabius Tsani and Nurleli, (2021) said work effectiveness is a measure in measuring agency effectiveness through several approaches whose results can be seen from the level of achievement of agency objectives. So according to the author work effectiveness is a measure in the completion of work achievements that have been determined in accordance with the procedures and objectives of the agency.

According to Sapitri and Pancasila, (2022) based on some of the definitions described above, it can be concluded that effectiveness is an activity or activities in order to achieve the initial goals or objectives that have been determined previously and contain several important elements, namely:

1. Achievement of goals,

An activity is said to be effective if it can achieve the goals or objectives that have been previously set.

2. Punctuality,

An activity is said to be effective if these activities can be carried out and completed on time.

3. Benefits,

There are benefits that are felt by the service user community around them.

4. Result,

An activity is said to be effective if it produces results in accordance with the expectations of society.

B. Approach To Effectiveness

According to Wow, (2022) that there is a separate approach to support work effectiveness in a new culture, people need to have sufficient knowledge and understanding of the other culture and the ability to demonstrate appropriate behavior. Activities and internal processes that occur within the agency change inputs into outputs or programs which are then thrown back into the environment.

The approach to effectiveness consists of:

1. Target Approach

This approach tries to regulate the extent to which an agency succeeds in realizing the goals to be achieved. The target approach in measuring effectiveness begins with identifying organizational goals and measuring the level of success of the organization in achieving these goals. The targets that need to be considered in measuring this effectiveness are realistic targets to provide maximum results based on official targets taking into account the problems that arise.

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

2. Source Approach

The source approach measures effectiveness through the success of an agency in obtaining the various kinds of sources it needs. An organization must be able to obtain a variety of sources as well as maintain conditions and systems in order to be effective.

3. Process Approach

The process approach considers effectiveness as a definition and state of health of an organization. In an effective organization, internal processes run smoothly where the activities of the existing parts run in a coordinated manner.

C. Indicators – Effectiveness Indicators

Solar, (2017) states that there are five forms that can affect organizational effectiveness, including:

1. Clarity of Purpose

It is very important to formulate goals clearly because they will be used as a benchmark for forming an organization. These goals can give birth to various kinds of functions and these functions can strengthen the organization and provide focus for organizational activities to achieve the desired results properly.

2. Purpose of Using Finger Print

The purpose of using the finger print as an attendance machine to increase the productivity of members of the organization begins with discipline over the presence of members in the workplace.

3. Work Discipline

A. Defenition of Work Discipline

According to Ferawati, (2017) Discipline is every individual and group that guarantees obedience to "orders" and takes the initiative to take the necessary actions if there are no "orders". Saleh and Utomo, (2018) mentions work discipline is a tool used by leaders to communicate with members so that they are willing to change behavior following the rules of the game that have been set. Muslim et al., (2019) Discipline is the willingness of someone who arises with his own awareness to follow the rules that apply in the organization. According toJufrizen and Sitorus, (2021) work is an activity carried out by someone who gets a positive value from this activity. Work is defined as the process of creating or establishing new values in a unit of work resources, changing or changing values in a unit of tools to fulfill existing needs.

According toFaslah and Savitri, (2017) Discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior, and actions that comply with organizational regulations, both written and unwritten. Discipline is a person's awareness and willingness to comply with all applicable agency regulations and social norms.

B. Discipline Goals

Discipline goals according to Arianto, (2013)ensure that the behavior of members is consistent with the rules set by the organization. The purpose of work discipline is as follows:

1. So that members comply with all labor regulations and policies both in writing, and carry out management orders.
2. Able to carry out as well as possible and be able to provide maximum service to certain parties with an interest in agencies in accordance with the field of work assigned to them.
3. Able to use and maintain the facilities and infrastructure of goods and agency services as well as possible.
4. Able to act and behave in accordance with the norms that apply to the agency.
5. Members are able to produce high productivity according to agency expectations, both in the short term and in the long term.

According to Susie, (2016)that the purpose of work discipline as follows:

1. The members' high sense of concern for the achievement of agency goals
2. High enthusiasm and enthusiasm for work and initiative of employees to carry out work
3. Great sense of responsibility to members to carry out their duties as well as possible
4. The development of a sense of belonging and a high sense of solidarity among members
5. Increased work efficiency and productivity for employees

C. Types of Work Discipline

The type of discipline conveyedKomala and Sinulan, (2018) Discipline is divided into two forms of work discipline, namely preventive discipline and corrective discipline. Preventive discipline is an effort to move members to follow and comply with work guidelines, rules outlined by agencies. Corrective discipline is an effort to move members to unite a rule and direct them to comply with the rules in accordance with the guidelines that apply to agencies or organizations.

D. Work Discipline Approach

There are three forms of disciplinary approach according toMuhammad (2019), namely modern discipline, discipline with tradition and discipline with purpose. The modern disciplinary approach is an approach that brings together a number of new needs or

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

needs outside of punishment. The traditional approach is by giving punishment. Finally, the disciplinary approach has the aim that if it is applied with the hope that it is not only giving punishment but is more of a coaching nature.

4. Commitment

A. Definition of Work Commitment

Work commitment according Princess, (2020) is the force that binds individuals to take action towards one or more organizational goals. Hariani, et al, (2019) says that individuals are committed to carrying out specific actions or behaviors based on moral beliefs rather than personal gain.

Rizqina, et al, (2017) said work commitment as partisanship and loyalty of members to the organization and organizational goals. Chandra, et al, 2017) defines work commitment as an attitude that reflects the feelings of like or dislike of members towards the organization. Waluyo, (2022) Defining work commitment is a condition of members of the organization who are bound by their activities and beliefs, while their function is to maintain their activities and involvement in the organization. Others, however, state that work commitment includes member pride, member loyalty and member will to the organization. Based on the series of definitions of work commitment above, it can be concluded that work commitment is an attitude or behavior of members related to the strong desire of a member of the organization.

B. Aspects of Work Commitment

Christover and Ie, (2021) mentions that there are three aspects that characterize work commitment, including: affective commitment, this aspect is the emotional feelings and beliefs of members. Continuing commitment, this aspect is related to the economic value that a member gets, which means that someone chooses to stay in an agency because it gets certain benefits, compared to the member leaving or moving to another agency. Normative commitment, this aspect relates to the desire to stay with the organization for moral or ethical reasons.

C. Factors Affecting Work Commitment

Marsidi and Latip, (2017) mentioned that there are seven factors that can affect the work commitment of members, namely: work-related factors, opportunities for members, individual characteristics, work environment, positive relationships, organizational structure, management style.

III. RESEARCH METHODS

This research design is quantitative, namely research that has a hypothesis in which statistical tools are needed to prove this hypothesis. This type of research is causal comparative using three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth so that this type of research is explanatory / explanation.

According to Sugiyono (2009) explanatory research is research that aims to find out and explain the relationship between two or more variables, looking for the influence of a causal relationship between the independent variables (variables that influence) and the dependent variable (variables that are influenced). The scope of this research is in the field of Human Resource Management (MSDM) with a focus on knowing the effect of the effectiveness of attendance, discipline and commitment to the performance of members at the Jakarta TNI Headquarters Personnel Service.

In this study there are independent variables and dependent variables. As for these variables:

- a. dependent variable: Member Performance (Y)
- b. independent variable: Effectiveness (X)₁
Discipline (X)₂
Commitment (X)₃

The type of data used is quantitative data. Quantitative data, namely questionnaire data converted into tangible numbers (Umar, 2003). The data used in this study are primary data and secondary data. Primary data was obtained from distributing questionnaires to respondents where questions were provided by the researcher first. Meanwhile, secondary data used to support primary data is in the form of administrative data obtained from documents at the Jakarta TNI Headquarters Personnel Service.

The instrument used in this study was a questionnaire, which was arranged in the form of a statement sentence. Respondents are kindly asked to fill in the list of statements with the answers provided by marking (v) in the box provided. Respondent's choice explained that when choosing:

- a. Score 5 for SS answer choices (strongly agree)
- b. Score 4 for answer choice S (agree)
- c. Score 3 for answer choice N (neutral)

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

- d. Score 2 for TS answer choices (disagree)
- e. Score 1 for the STS answer choice (strongly disagree)

Table 2. Variables, Indicators and Question Items

No	Variable	Indicator	Question Items
1	Effectiveness (X1)	Achievement of organizational targets	The application of finger print attendance has led to organizational goals, namely to increase member attendance
		Adaptability	Members easily adjust to changes in attendance from manual to finger print attendance
		Facility	Availability of facilities that support the work of members Responsibility for existing facilities
2	Discipline (X2)	Obey the rules of time	Accuracy of working hours
		Able to carry out tasks with full responsibility	Carry out tasks with full responsibility
		Able to maintain facilities and infrastructure of goods and services	Maintain goods and services facilities and infrastructure properly
3	Commitment (X3)	Responsibilities and duties assigned to members	Responsibilities and duties assigned to members
		Member loyalty to performance	Member loyalty to performance
4	Performance (Y)	Quality	Implementation of work and reporting can be completed in accordance with good quality
		Quantity	Number of jobs completed
		Responsibility	Work results are on target
		Cooperation	Cohesiveness and good relations with colleagues and superiors.
		initiative	Independent in carrying out work without waiting for orders from superiors

The instrument is said to be valid if the instrument is able to measure what is desired and can capture data from the variables that are written correctly. The level of instrument validity indicates the extent to which the collected data does not deviate from the description of what is meant. In this study, the validity test was carried out using a correlation approach pearson's product moment model, that is, correlating the scores of items from $\alpha = 0.05$ (5%), it means that the questionnaire has high validity or validity, that is, the questions in the questionnaire can measure the measuring function as desired.

To measure the validity using product moment correlation analysis (pearson correlation). The validity of research questions can be tested by looking for the significance of the correlation coefficient (r) of each question item to the total questions as a whole compared to the degree of confidence at the level $\alpha = 0.05$

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum Y^2) - (\sum y)^2}}$$

Where:

r = Correlation coefficient product moment

X = Item score

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

- Y = Total score
- n = Number of respondents

If the sig. (2-tailed) $r < 0.05$ or r count $\geq r$ table means that the research question items are able to measure company problems/valid. The value of r table with an error rate of 5% and the number of observations of 30 units of analysis is 0.349.

The reliability test is used to test the extent to which the instrument can give relatively similar results and can be re-measured on the same subject. A good measuring tool does not vary in measurement, meaning that even if this tool is used many times it will give almost the same results (Arikunto, 2008). In this study, the reliability test was carried out using the Alpha Cronbach approach. The criterion is if Cronbach's Alpha value > 0.60 it is said that the questionnaire has high reliability Ghozali (2007).

$$r = \frac{k}{k - 1} \left(\frac{1 - \sum \sigma_i^2}{\sigma^2} \right)$$

- r = reliability coefficient
- K = Number of questions
- σ_i^2 = Variant of the number of item scores
- σ^2 = Variants of total item scores

If the Alpha Cronbach value > 0.6 , then the research question items are still reliable.

IV. RESEARCH RESULTS AND DISCUSSION

A. Research result

The results of the validity test on the 14 statement items that measure the variables of Effectiveness, work discipline, Commitment and member performance are as follows:

Table 1. Validity Test Results

Variable	items	Correlation coefficient	r. Table	Sig.	Information
Effectiveness (X1)	X1.1	.778**	0.223	.000	VALID
	X1.2	.811**	0.223	.000	VALID
	X1.3	.774**	0.223	.000	VALID
	X1.4	.774**	0.223	.000	VALID
Work discipline (X2)	X2.1	.470**	0.223	.000	VALID
	X2.2	.510**	0.223	.000	VALID
	X2.3	.709**	0.223	.000	VALID
Commitment (X3)	X3.1	.795**	0.223	.000	VALID
	X3.2	.807**	0.223	.000	VALID
Performance (Y)	Y1.1	.812**	0.223	.000	VALID
	Y1.2	.414**	0.223	.000	VALID
	Y1.3	.577**	0.223	.000	VALID
	Y1.4	.387**	0.223	.000	VALID
	Y1.5	.806**	0.223	.000	VALID

Source: data processed in 2022

The test results above show that the r -count value for the 14 statement items obtains a value below the r -table value (0.233) or the probability value (sig. 2-tailed) for the 14 questionnaire items produces a probability value below the number 0.05. The comparison shows that the respondents understand the 14 items in the questionnaire submitted by the researcher. Thus all the questionnaire items in this study were declared valid.

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

In addition to the validity test, each item of the research questionnaire/instrument for each variable is expected to be answered consistently/reliably by the respondent.

A variable is said to be reliable if the Cronbach's Alpha value obtained from the calculation results exceeds or is greater than the specified cut-off of 0.6

Table 2. Reliability Test Results

Variable	Alpha Cronbach	R table	information
Effectiveness (X1)	0.820	0.6	Reliable
Work discipline (X2)	0.724	0.6	Reliable
Commitment (X3)	0.736	0.6	Reliable
Member Performance (Y)	0.737	0.6	Reliable

Source: data processed in 2022

The level of understanding / validity of the respondents to the questionnaire items, a validity test was carried out. In addition, researchers also want to know the level of consistency of respondents' answers to what has been asked. To find out the consistency of the respondents in answering the questionnaire items, a reliability test was carried out. Below are the results of testing the validity and reliability using the SPSS 25.0 program, summarized in the following table:

1. Validity Test Results

The results of the validity test on the 15 statement items that measure the variables of work ability, motivation, work productivity and personnel performance are as follows:

Table 3. Validity Test Results

Variable	items	Correlation coefficient	r. Table	Sig.	Information
Workability (X1)	X1.1	.916**	0.233	.000	VALID
	X1.2	.916**	0.233	.000	VALID
	X1.3	.447**	0.233	.000	VALID
Motivation (X2)	X2.1	.923**	0.233	.000	VALID
	X2.2	.789**	0.233	.000	VALID
	X2.3	.703**	0.233	.000	VALID
	X2.4	.695**	0.233	.000	VALID
Work productivity(X3)	X3.1	.940**	0.233	.000	VALID
	X3.2	.940**	0.233	.000	VALID
	X3.3	.311**	0.233	.000	VALID
Performance (Y)	Y1.1	.533**	0.233	.000	VALID
	Y1.2	.438**	0.233	.000	VALID
	Y1.3	.510**	0.233	.000	VALID
	Y1.4	.775**	0.233	.000	VALID
	Y1.5	.775**	0.233	.000	VALID

Source: data processed in 2022

The test results above show that Cronbach's Alpha values for the four variables studied which represent the 18 items in the research questionnaire produce values that are still below the cut-off number (0.6). This comparison shows that the respondents were consistent in answering the 14 questionnaire items submitted by the researcher. Thus all the items in the questionnaire in this study were declared reliable.

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

B. Discussion

The effectiveness of members of the Jakarta TNI Headquarters Personnel Service. 4 indicators are measured, namely equality, justice (equity), loyalty or loyalty and accountability or accountability. For indicators of equality, most respondents tend to strongly agree that members give equal treatment to their colleagues. This shows that members of the Jakarta TNI Headquarters Personnel Service. provide quality services to all parties regardless of social status.(Rahadian and Kencana, 2018).

For the equity indicator, that is, members have a fair attitude, it is shown that most respondents tend to agree in choosing the statement of members of the Jakarta TNI Headquarters Personnel Service. For loyalty indicators, namely loyal members to the leadership of the Jakarta TNI Headquarters Personnel Office. It is shown that most respondents tend to agree in choosing the statement that members have a sense of loyalty to the Jakarta TNI Headquarters Personnel Office.(Susie, 2016).

For accountability indicators, namely members must be ready to accept responsibility for whatever they do, it is shown that most respondents tend to agree in choosing the statement that members complete their tasks properly and are full of responsibility. The results of the analysis of the description of Effectiveness found that the Effectiveness of members of the Jakarta TNI Headquarters Personnel Service. affect the performance of members, it takes the effectiveness of members.(Apostle, 2009).

Work discipline of members of the Jakarta TNI Headquarters Personnel Service. measured by 3 indicators, namely obeying the rules of time, being able to carry out tasks with full responsibility and being able to maintain facilities and infrastructure for goods and services. For indicators of adherence to time rules, namely the accuracy of working hours, it was shown that most respondents tended to strongly agree in choosing the statement of members of the Jakarta TNI Headquarters Personnel Service. members working hours, (Muslim et al., 2019).

Commitment of members of the Jakarta TNI Headquarters Personnel Service. measured by 2 indicators namely responsibilities and tasks assigned to members and physical environmental factors. For indicators of responsibilities and tasks given to members, namely members. Responsibilities and tasks given to members of adequate work support show that most respondents tend to agree in choosing the member's statement of responsibilities and tasks given to members of adequate work support.(Princess, 2020). For indicators of physical environmental factors, namely trust among members and a harmonious work atmosphere, it is shown that most respondents tend to agree in choosing the expression of trust among members and a harmonious work atmosphere. The results of the analysis of the description of Commitment found that Commitment is a member of the Jakarta TNI Headquarters Personnel Service. affect the performance of members will be committed to work.(Hariani et al., 2019).

Performance of members of the Jakarta TNI Headquarters Personnel Service. measured by 5 indicators namely quality of work, quantity of work, responsibility, cooperation and initiative. For indicators of work quality, namely being able to maximize their ability to work, it was shown that most respondents tended to agree that members were able to maximize their ability to work at the Jakarta TNI Headquarters Personnel Service. (Wau, 2022).

The quantity of work indicator, namely being able to work in accordance with procedures, shows that most respondents tend to agree in choosing the statement that members are able to work in accordance with the procedures set by the Jakarta TNI Headquarters Personnel Service. For the indicator of responsibility, namely that it has become my responsibility to complete the work, it is shown that most respondents tend to agree that it is my responsibility to complete the work.(Christover & Ie, 2021).

For the cooperation indicator, namely having a good cooperative relationship with co-workers, it is shown that most respondents tend to agree in choosing the statement that members have a good cooperative relationship with co-workers at the Jakarta TNI Headquarters Personnel Service. For initiative indicators, namely always working independently and automatically, it is shown that most respondents tend to agree to choose the statement that members always work independently and automatically without supervision.(Faslah and Savitri, 2017).

The results of the analysis of the description of performance found that the performance of members of the Jakarta TNI Headquarters Personnel Service. able to complete the work in a timely manner in accordance with the targets and conditions imposed.

V. CONCLUSIONS

This study explains the effect of effectiveness, work discipline and commitment on the performance of members of the Jakarta TNI Headquarters Personnel Service, where the results of the research conclusions are presented below. Based on the purpose of the problem, the conclusions of this study are:

1. Members of the Personnel Service of the Indonesian Armed Forces Jakarta Headquarters responded positively to the effectiveness of work. The work discipline of members obeying the rules of time found that the accuracy of working hours can lead to work discipline Member commitment found that physical and physical environmental factors can increase member

Analysis of the Effectiveness of Attendance Presentation, Discipline and Commitment Effectiveness on Member Performance at the Personnel Service of the Indonesian Armed Forces

commitment to work. The performance of members of the Jakarta TNI Headquarters Personnel Service found quality of work and quantity of work capable of completing work on time in accordance with applicable rules and regulations.

2. The results of the study show that effectiveness, work discipline, and commitment to the performance of members of the Jakarta TNI Headquarters Personnel Service. Effectiveness, work discipline and commitment in responding quickly to instructions have a positive impact on the performance of members to complete work on time.

3. Member work effectiveness is a symptom that is measured by the most dominant and most influential member performance. Thus the increase in the performance of members of the Jakarta TNI Headquarters Personnel Service is greatly influenced by the quality of work, quantity of work and commitment.

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