THE INFLUENCE OF THE LEADERSHIP STYLE OF THE CHAIRMAN OF THE *DPRD* OF TANGERANG CITY ON THE PERFORMANCE OF LEGISLATIVE ORGANIZATIONS IN THE COVID-19 ERA

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ABSTRACT

The pandemic period where coordination activities were limited to online meetings because of the fear of interacting face-to-face in the coordination process with related parties. Research Methods using quantitative methods. In collecting data, the author uses a questionnaire as a data collection tool. And using multiple linear regression. The research location is in the DPRD of Tangerang City organization. Based on the results of the study 1) There is an influence of policies on handling the Covid-19 pandemic on the performance of the DPRD of Tangerang City Organization. The value of the policy coefficient for handling the Covid 19 pandemic is 0.259, which is positive with the result of t count of 2.934 > t table (1.679) and a significance of t of 0.005 <0.05. 2) The value of the leadership style coefficient of the DPRD of Tangerang City chairman is 0.456, which is positive with the results of t count of 7.885 > t table (1.679) and a significance of t of 0.000 <0.05. That is, H2 is accepted. 3) The calculated F value obtained is 48.965 > F table (3.20) and the F significance obtained from the model is 0.000 less than 0.05. That is, H3 is accepted. Based on the results of the study, it can be concluded that the Leadership Style Variable of the Chairperson of the DPRD of Tangerang City can contribute an influence of 0.456 which is stronger than the Covid-19 Pandemic Handling Policy variable which only contributes 0.259. This means that the leadership style of the DPRD of Tangerang City

Chairman has a greater impact on increasing the DPRD of Tangerang City Organizational Performance in 2020-2021.

Keywords: *Leadership Style, Policy, Performance, DPRD Organization*

A. INTRODUCTION

The world is experiencing the Covid-19 pandemic, which has a significant impact on life today. Starting from economic, social, to daily life aspects, almost no one can avoid the impact of the Covid-19 virus, and public services are no exception since the corona virus first appeared at the end of December 2019. As policy-making actors, the Government and *DPRD* have a shared responsibility in making regional regulations, so that regional regulations issued are able to address existing problems in society, such as in dealing with the Covid-19 pandemic, whose impact has been seen in almost all sectors of people's lives.

Since early March 2020, various policies have been issued by the central and regional governments. Starting from limiting social relations (social distancing), calling for work at home (work from home), reducing economic activity outside the home, and so on. This policy has good intentions, but the impact of this policy has a high risk, until the end of March 2020 the government's policy is not only social distancing but continued with Physical Distancing, and the government has also established Large-Scale Social Restrictions (*PSBB*).

The impact of this policy was also felt in Tangerang City. The Tangerang City Regional People's Legislative Council (*DPRD*) responded immediately by holding a closed meeting on March 18 2020 to discuss Corona prevention. This meeting took place exactly three days after the Central Government conveyed the progress of the Covid-19 case and the areas where the Covid-19 case was confirmed.

However, due to the fast response from members of the *DPRD* of Tangerang City, there were also obstacles and weaknesses encountered as a result of initial observations through interviews with related parties with in the *DPRD* of Tangerang City. Information was obtained that the performance of the *DPRD* of Tangerang City during the Covid-19 pandemic it declined due to reduced operational budgets. absorbed due to diversion of funds for the handling of Covid-19, in addition to that, the existence of unclear regulations resulted in overlapping implementation processes which resulted in slow handling of Covid-19 in Tangerang City which of course affected the performance of the *DPRD* of Tangerang City.

In addition, during the pandemic, all coordination activities were limited to online meetings due to the fear of face-to-face interaction in the coordination process with related parties. its use is already qualified and the emergence of other difficulties after the enactment of the policy. Broadly speaking, efforts have been made to deal with Covid-19 both through policies as part of the performance of the *DPRD* of Tangerang City, but it is not yet optimal and needs improvement.

Based on what has been described above, it is very interesting for the author to conduct research with the title "The Influence of the Leadership Style of the

Chairman of the *DPRD* of Tangerang City on the Performance of Legislative Organizations in the Covid-19 Era". So the problem, it can be identified as follows: 1) Policies for handling the Covid-19 pandemic have not been implemented optimally; 2) There is still a lack of quality in organizational performance the *DPRD* of Tangerang City regarding the handling of Covid-19; 3) Low level of public participation in supporting policies for handling Covid-19; 4) The cooperation between *DPRD* leadership and related parties is not yet optimal to improve the performance of the *DPRD* of Tangerang City in handling Covid-19 due to the lack of adequate facilities and infrastructure in communication and interaction during the Covid-19 pandemic; 5) Lack of supervision and evaluation of the implementation of policies for handling Covid-19; 6) Lack of coordination with the central government in handling Covid-19 in Tangerang City.

Based on problem identification, the writer formulates the problem as follows: 1. to what extent has the policy of handling the Covid-19 pandemic affected the organizational performance of the *DPRD* of Tangerang City in 2020-2021? 2. How far has the leadership style of the *DPRD* Chairperson influenced Covid-19 on the organizational performance of the *DPRD* of Tangerang City in 2020-2021? 3. how far has the influence of the handling of the Covid-19 pandemic and the leadership style of the Chair of the *DPRD* in handling Covid-19 jointly on the organizational performance of the *DPRD* of Tangerang City in 2020-2021?

B. LITERATURE REVIEWS
Policy Implementation

Policy implementation is in principle a way for a policy to achieve its goals. According to Lester and Stewart (Winarno, 2012: 101-102) it is explained that policy implementation is a tool used by actors, organizations, procedures and techniques that work together to implement policies to achieve the desired impact or goal.

According to George C. Edward III (1980:1) there are several things that can affect the success of an implementation, namely: 1) Communication; communication is defined as the process of delivering information to the communicant. Apart from that, in communication there are policy goals and objectives that must be conveyed to the target group, this is done to reduce errors in implementing the policy. Policy communication has several dimensions, including the dimensions of transformation (transmission), clarity (clarity) and consistency (consistency). The transformation dimension requires that public policies can be transformed to implementers, target groups and other parties related to the policy. The dimension of clarity requires that policies that are transmitted to implementers, target groups and other parties with a direct or indirect interest in the policy can be received clearly so that the aims, objectives and targets can be identified. 2) Resources; resources are one of the factors that influence the success of an implementation, even though the contents of the policy have been communicated clearly and consistently, if the implementer lacks the resources to implement the policy it will not work effectively. Resources that can support the implementation of policies can be tangible, such as human resources,

and budgetary resources, equipment resources, information resources and authorities. Human resources is one of the variables that influence the success and failure of implementation. Implementation is very dependent on human resources (apparatus), thus human resources in implementing policies besides having the expertise and ability to carry out tasks, recommendations and orders from superiors (leaders). Therefore, human resources must have accuracy and feasibility between the number of staff needed and the expertise they have in accordance with the work tasks they handle. Budgetary resources are resources that affect implementation after the existence of human resources, the limited available budget causes the quality of services to the public that must be provided to the community is also limited. The limited budget causes the disposition of the actors to be low and even goal displacement will occur by the actors towards achieving the goals and objectives that have been set. Equipment resources are resources that influence the success and failure of an implementation, according to Edward III namely: "Equipment resources are the means used to operationalize the implementation of a policy which includes buildings, land and facilities which will all facilitate providing services in implementing policies". Limited equipment facilities needed in implementing policies lead to failure of policy implementation, because with limited facilities it is difficult to obtain information that is accurate, precise, reliable and can be trusted which will be very detrimental to the implementation of accountability. Information resources and authorities are also important factors in implementation, relevant and sufficient information regarding how to implement a policy. Information about the willingness or ability of the various parties involved in implementing the policy is intended so that implementers will not make a mistake in interpreting how to implement it. Authority is also another resource that influences the effectiveness of policy implementation. According to Edward III emphasized that sufficient authority to make its own decisions owned by an institution will influence that institution in implementing a policy. 3) Disposition; disposition is the character or characteristics possessed by policy implementers. The dispositions are like commitment, honesty and democratic nature. If the implementer of the policy has good characteristics or character, then he will carry out the policy properly according to the goals and wishes of the policy makers. According to Van Meter and Van Horn (Widodo, 2007: 105) there are three kinds of elements that affect disposition, namely knowledge (cognition), understanding and deepening (comprehension and understanding) of policies, the direction of their response whether to accept, neutral or reject (acceptance, neutrality, and rejection) the intensity of the policy". Elements that can affect dispositions is knowledge, where knowledge is an element that is quite important because the high knowledge possessed by the apparatus can help carry out the implementation. Understanding and deepening can also help create and carry out implementation in accordance with the goals to be achieved. Community response can also determine the success of an implementation, because it can determine the attitude of whether the community accepts, is neutral or rejects. 4) Bureaucratic Structure; the bureaucratic structure is a body that is most often involved in the overall policy implementation. The organizational structure in charge of implementing policies

has a major influence on policy implementation. In the bureaucratic structure there are two important things that affect it, one of which is the important aspect of the bureaucratic structure of every organization is the existence of standard operating procedures (standard operating procedures or SOPs). This SOP is a guideline for policy implementers in acting or carrying out their duties. In addition to SOPs that affect the bureaucratic structure is fragmentation that comes from outside the organization.

Another opinion, according to Edwards III (Subarsono, 2008:91) character, characteristics or characteristics possessed by the implementer, such as commitment, honesty, and democratic nature. This is very important because implementation performance is strongly influenced by the nature or characteristics of the executor. If the implementer has good traits or characteristics, then he will be able to carry out the policy as well as what the policy makers want.

Communication between organizations related to implementation activities, communication plays an important role for the ongoing coordination of policy implementation. According to Hogwood and Gunn (Wahab, 2004:77) that: "Coordination is not just a matter of communicating information or forming appropriate administrative structures, but also involves more fundamental issues, namely the practice of implementing policies." According to Edward III (Widodo, 2007:97), policy communication has several dimensions, including: the dimensions of transformation or delivery of public policy information, clarity, and consistency. The better the coordination of communication between the parties involved in an implementation process, less errors will occur and vice versa.

The attitude of the executors, according to Van Meter and Van Horn (Widodo, 2007:101) that the characteristics of the executors include bureaucratic structures, norms, and patterns of relationships that occur in the bureaucracy. The attitude of executors in carrying out their duties and responsibilities as implementing policies must be based on discipline.

This is done because it can affect the success of policy implementation, each agency/agency implementing the policy must feel ownership of their respective duties based on a predetermined plan.

Covid-19 Handling Policy

The *Peraturan Pemerintah Nomor 21 Tahun 2020* is the legal basis for implementing the *PSBB* which took effect on March 31, 2020 (RI Audit Board of the Republic of Indonesia, 2020). In this Government Regulation, *PSBB* is a restriction on certain activities for residents in an area infected with COVID-19. Article 3 explains the criteria for implementing the *PSBB*, namely the number of cases and deaths due to COVID-19 increasing and spreading quickly to several regions. *PSBB* implementation includes closing schools and workplaces, limiting religious activities, and limiting activities in public places or facilities. The increasing increase in positive confirmed cases of COVID-19 has caused many losses to the economy in Indonesia 12 (Sihaloho, 2020).

As we all know, the policy of imposing restrictions on community activities (*PPKM*) is designed by the government and covers cross-sectors. The details of the tightening and easing regulations are even distinguished according to the conditions of the case in each district/city. And adjusted for leveling results which

are updated weekly for the islands of Java and Bali and every two weeks for the regions of Sumatra, Nusa Tenggara, Kalimantan, Sulawesi, Maluku and Papua.

Leadership Style Concept

The definition of a leader according to Winardi in Veithzal Rivai (2014: 265) states that a leader is "A person who because of his personal skills with or without official appointments can influence the group he leads to exert joint efforts towards achieving certain goals. Leadership style is one of the key positions where a leader must be able to influence, direct and demonstrate his abilities so that all company goals can be achieved in accordance with what has been set.

According to Yuki in Gunawan (2015: 158) says that leadership is a process to influence others to understand and agree with what needs to be done and how the task is done effectively, as well as a process to facilitate individual and group efforts to achieve common goals.

According to Miftah Toha in Veithzal Rivai (2014: 265) leadership style is a behavioral norm used by someone when that person tries to influence the behavior of others. Meanwhile, according to Goetsch and Davis in Veithzal Rivai (2014: 5) leadership style is the ability to inspire others to be willing and have total responsibility for efforts to achieve or exceed organizational goals.

Meanwhile, according to George R. Terry in Sedarmayanti (2017: 273) explains "leadership is the overall activity/activity of other people to influence the willingness of others to achieve common goals".

According to (Wukir, 2013: 134) explains that "leadership is the art of motivating and influencing a group of people to act in order to achieve goals that have been set together".

The broad definition of leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing the interpretation of the events of their followers, maintaining cooperative relationships and group work, gaining support and cooperation from people outside the group or organization. From the definitions above, it can be seen that leadership is an important part of management, where a leader must be able to create harmonious integration with his subordinates as well as fostering cooperation, directing and encouraging the work passion of subordinates, influencing and providing individual attitude and behavior and group, thereby forming the leadership style that the leader applies.

From the definition above it can be concluded that leadership is the effort of someone who is entrusted with the task of being a leader, to organize, unite and mobilize his subordinates together to achieve the goals that have been set. In essence, leadership comes from the leader's personality in order to influence others. By influencing his subordinates, a leader hopes that his subordinates can move in a certain bond, directed activity, aware and cooperate with full responsibility for the work.

Leadership Theory

Several leadership theories with duplications created include trait-factor theory, leadership style theory, leadership skill theory, situational leadership

theory, contingency theory, path-goal theory, leader member exchange theory and transformational leadership theory.

Theories with their respective characteristics, according to Ann Gilley in Suryada (2015:95) are as follows:

1. Trait-Factor Theory This theory is based on the nature of the factors that are focused on finding a universal style that is suitable for all situations.
2. Leadership Style Theory The rationale for this theory is that leadership is the behavior of an individual when carrying out activities in directing a group towards achieving goals.
3. Leadership Skill Theory The decision-making approach is centered on leadership. The skills approach suggests that certain knowledge and skills are needed to lead effectively.
4. Situational Leadership Theory This theory develops a leadership approach emphasizing that a leader must have an adaptive leadership style that mixes delegating, supporting coaching, and directing according to circumstances.
5. Contingency Theory The term "contingency" is used to reflect how well a leader's style fits the context. Contingency theory describes situations of both motivated task leadership.
6. Path-Goal Theory Path-Goal theory uses research on motivation to get organizational goals achieved. The goal of Path-Goal Theory is to improve employee performance by focusing on motivation.
7. Leader Member Exchange (LMX) Theory LMX theory states that leadership is a process that is centered on the interaction between leaders and followers. The relationship between the two is centered on leadership.
8. Transformational Leadership Theory Transformational leadership involves values, ethics and long-term goals. This involves treating subordinates as "full people" and instilling charismatic and visionary leadership.

Leadership Style

In Kumala & Agustina according to Kartono (2018: 27), that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. In Retnowulan Thoha's opinion (2017: 101) Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others to achieve his goals. Hidayat's opinion (2018: 143) Leadership style is a pattern of behavior designed in such a way as to influence his subordinates so that they can maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. As well as motivating employees so that it is expected to produce high productivity.

The leadership style of a leader greatly affects the performance of employees or workers. A leader has to choose a leadership style according to the existing situation if the leadership style is correctly and correctly applied it will be able to direct the achievement of organizational and individual goals. Conversely, if the leadership style chosen is wrong and not in accordance with the existing situation, it will result in difficulty achieving organizational goals.

Leadership style is basically a style to influence, persuade someone or his subordinates to achieve a common goal in an organization. Types of Leadership Styles Leadership styles according to Hidayat (2018: 144), namely leadership styles or leadership behavior or often called leadership types. The types of leadership that are widely known and acknowledged are as follows;

1. Autocratic Type

   This type of leadership assumes that leadership is his personal right (the leader), so he doesn't need to consult other people and no one else can interfere. A leader who is classified as autocratic has a series of characteristics that are usually seen as negative characteristics. An autocratic leader is a selfish person. An autocratic leader will show an attitude that emphasizes his ego, and always ignores the role of his subordinates in the decision-making process, does not want to accept the suggestions and views of his subordinates.

2. Free or Free Control Type (Laisez Faire)

   This type of leadership is the opposite of the autocratic leadership type. In this type of leadership the leader usually shows passive behavior and often avoids responsibility. A leader with free rein tends to choose a passive role and let the organization run at its own pace. Here a leader has free confidence by giving the widest possible freedom to subordinates so that all his efforts will quickly succeed.

3. Paternalistic Type

   A paternalistic leader's perception of his role in organizational life can be said to be colored by subordinates' expectations of him. The hope of subordinates is in the form of the desire that the leader is able to act as a father who is protective and worthy of being used as a place to ask questions and to obtain instructions, to pay attention to the interests and welfare of his subordinates. Paternalistic leaders expect that the legitimacy of their leadership is acceptance of their dominant role in organizational life.

4. Charismatic Type

   A charismatic leader has special characteristics, namely his very alluring appeal, so he is able to get a very large number of followers and his followers cannot always explain concretely why that person is admired. Until now, experts have not succeeded in finding the reasons why a leader has charisma. What is known is that such a leader has enormous traction.

5. A militaristic type

   Leader is different from a leader of a military organization. The militaristic type of leader is a leader who in mobilizing his subordinates uses the command system more often, likes to depend on his rank and position, and likes excessive formality. Demands high and rigid discipline from his subordinates, and it is difficult to accept criticism from his subordinates.

6. Pseudo-Democratic Type

   This type of leadership is also called manipulative or semi-democratic leadership. This type of leadership is marked by the attitude of a leader who tries to express his wishes and after that creates a committee, pretending to be negotiating but in fact there is nothing else to validate his suggestions. Leaders

like this make democracy as a cover to gain certain victories. Leaders who are of the pseudo-democratic type only appear to be democratic when in fact they are autocratic. This leader adheres to a pseudo-democracy and is more towards the activities of an authoritarian leader in a subtle, vague form.

7. Democratic Type

The democratic type is a type of democratic leader, and not because the leader is democratically elected. The type of leadership in which the leader is always willing to accept and appreciate suggestions, opinions and advice from staff and subordinates, through deliberation forums to reach agreement In the path goal theory (Path Goal Theory), which was developed by Robert House in (Gunawan, 2015: 158) states that leaders encourage higher performance by providing activities that influence their subordinates to believe that valuable results can be achieved with serious effort.

There are 4 types of leadership styles namely:

1. Directive Leadership Style, Leadership tells subordinates what is expected of them, informs work schedules that must be adjusted and work standards, and provides specific guidance/direction on how to complete the task, including aspects of planning, organization, coordination and supervision.

2. Supportive Leadership Style, Leaders are friendly and show concern for the needs of subordinates. He also treats all subordinates equally and shows about their existence, status, and personal needs, in an effort to develop pleasant interpersonal relationships among group members.

3. Participative Leadership Style, Participative leaders consult with subordinates and use their suggestions and ideas before making a decision. Participatory leadership can increase subordinates' work motivation.

4. Result Oriented Leadership Style A leadership style in which the leader sets challenging goals and expects subordinates to achieve as much as possible and continuously seek achievement development in the process of achieving these goals.

Roles and Characteristics of Leadership According to Sedarmayanti (2017: 271) there are three roles of a leader in the process of leading, namely:

1. Inter-Human Roles
   a. These interpersonal roles include:
   b. Role as a character
   c. Role as a leader
   d. Role as a liaison

2. Informative role. Informative roles are carried out as follows:
   a. role as monitor
   b. The role of disseminator
   c. Role as public relations (public relations)

3. Decision-making role. The role of a leader as a decision maker includes:
   a. Role as entrepreneur
   b. The role of being in charge of risk
   c. Role as resource sharer
   d. The role of negotiator

To guarantee the optimalization of a leader, the leader must also have the traits and characteristics of leadership that support his leadership function. The nature and characteristics of successful leadership can be explained as follows.

1) Commendable character and personality. In order for subordinates and people outside the organization to believe it, a leader must have commendable character and personality.

2) Desire to serve subordinates. A leader must believe in subordinates. He listens to the opinions of his subordinates and is eager to help them develop and develop their skills so that they can advance in their careers.

3) Understand environmental conditions. A leader is not only aware of what is going on around him, but also must have adequate understanding, so that he can evaluate the differences in the conditions of the organization and his subordinates.

4) High intelligence. A leader must have the ability to think at a high level. He is required to analyze problems effectively, learn quickly, and have a high interest in deepening knowledge

5) Forward oriented. A leader must have intuition, predictive ability, and vision so that he can know from the start what possibilities can affect the organization he manages.

6) Open and straightforward attitude. Leaders must be able to consider new facts and innovations. Straightforward but consistent in his stance

Performance Theory

Performance is an Indonesian word from the root word "work" which translates the word from a foreign language, namely achievement. It can also mean work. The concept of performance can be defined as a levelachievement results. Performance can also be said as a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals in an organization. For an organization, performance is the result of cooperative activities among members or organizational components in order to realize organizational goals.

Performance is a product of administrative activities, namely activitiescooperation to achieve goals whose management is commonly referred to as management. While the organization is a group of people (two or more) who are formally united in a cooperation to achieve the goals that have been set. So organizational performance is the result of work obtained within an organization in achieving the goals that have been set.

According to Keban, stated that the performance (performance) inorganization is defined as the level of achievement of the results of "the degree of accomplishment" or performance is the level of achievement of organizational goals on an ongoing basis (Keban, 2003:43).

According to Steers the notion of performanceorganization is the level that shows how far the implementation of tasks can be carried out actually and the mission of the organization is achieved (Steers, 1990:1). Meanwhile, according to Mahsun, performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives,

mission, and vision of the organization contained in the strategic planning of an organization (Mahsun, 2006: 25).

C. RESEARCH METHODS

There are two kinds of approaches to research, namely a quantitative approach where data is in the form of numbers or qualitative data that is scored (scoring) and a qualitative approach where researchers will work with data information and in analyzing it do not use statistical data analysis. The sample in this study was 48 consisting of employees in the *DPRD* of Tangerang City organizations who have a minimum education level of Bachelor who would be used as part of the research sample.

D. DISCUSSION

Method of Successive Intervals (MSI)

Before the data is processed through multiple linear regression analysis and analysis another continuation, the data must first be transformed from an ordinal scale form to an interval scale form. This is done so that the main requirements of parametric analysis can be fulfilled. The process of transforming data from an ordinal scale to an interval scale on the Covid-19 Pandemic Handling Policy variables, the Leadership Style of the Chairperson of the Tangerang City *DPRD*, and the Organizational Performance of the Tangerang City *DPRD* for 2020-2021 was carried out using the Method of Successive Interval (MSI). MSI processing is done in Microsoft Excel with the help of additional STAT97 macro software which is used on the Add-In tab.

Linearity Test Results

This test is intended to see whether the regression equation isgeneratedhas a good or unbiased model so that it can be used to predict a dependent variable more precisely. The detection uses the Linearity Test contained in ANOVA which produces the F value as the parameter. The data processing is done with SPSS 26.0 software by clicking analyze, compare mean, mean. After that, enter the independent and dependent variables according to the boxes provided.

Based on table 1 aboveis knownthat the results of the variable linearity testOrganizational Performance of the Tangerang City *DPRD* in 2020-2021 (Y) with the Covid-19 Pandemic Handling Policy (X1)produce a significance value of F of 0.000 and variable linearity test resultsOrganizational Performance of the Tangerang City *DPRD* in 2020-2021 (Y) with the Leadership Style of the Chairman of the Tangerang City *DPRD* (X2)produces a significance value of F of 0.000. Both significance values are below 0.05, so it can be stated that the data used in this study have met the assumption of linearity.

Table 1. Linearity Test Results
ANOVA Table

			Sum of Squares	df	MeanSquare	F	Sig.
Tangerang City *DPRD* Organizational Performance 2020-2021 (Y) * Policies for Handling the Covid-19 Pandemic (X1)	*Between Groups*	*(Combined)*	6692920	38	176,129	8,623	001
		Linearity	1720223	1	1720223	84,217	.000
		Deviation from Linearity	4972696	37	134,397	6,580	003
	Within Groups		183,835	9	20,426		
	Total		6876755	47			
Organizational Performance of the Tangerang City *DPRD* in 2020-2021 (Y) * Leadership Style of the Chairman of the Tangerang City *DPRD* (X2)	*Between Groups*	*(Combined)*	6713785	15	447,586	87,886	.000
		Linearity	4297,449	1	4297,449	843,825	.000
		Deviation from Linearity	2416336	14	172,595	33,890	.000
	Within Groups		162,970	32	5,093		
	Total		6876755	47			

Source: results of data processing on the SPSS Application, 2022

Multicollinearity Test Results

This test is useful to show the existence of a correlation between the independent variables. The detection uses VIF and Tolerance values. The data processing process was carried out with SPSS 26.0 software together with multiple linear regression outputs by clicking analyze, regression, linear. Enter the dependent and independent variables according to the boxes provided. On the statistics menu, checklist collinearity diagnostic, click continue, click OK. The test criteria are that the data is free from multicollinearity if the tolerance is > 0.10 and the VIF value is <10 (Ghozali, 2018).

Based on the table above it is known that the results of the multicollinearity test in the regression model produce a tolerance value above 0.1 and a VIF value of less than 10. It can be stated that each variable in the regression model is multicollinearity independent.

The test results are:

Table. Multicollinearity Test Results
Coefficientsa

Model		*Collinearity Statistics*	
		tolerance	VIF
1	*(Constant)*		
	Policies for Handling the Covid-19 Pandemic (X1)	.884	1,131
	Leadership Style of the Chairman of the Tangerang City *DPRD* (X2)	.884	1,131

a. Dependent Variables:
Tangerang City *DPRD* Organizational Performance in 2020-2021 (Y)
Source: Results of SPSS data processing, 2022

Multiple Linear Regression Test Results

Multiple linear regression analysis is used to analyze the relationship pattern between several independent variables with one dependent variable.The data processing process was carried out with SPSS 26.0 software together with multiple linear regression outputs by clicking analyze, regression, linear. Enter the dependent and independent variables according to the boxes provided. On the statistics menu, checklist collinearity diagnostic, click continue. On the Save menu, unstandardized residual checklist, click continue. Click OK.The results of multiple linear regression tests are:

Table 3. Multiple Linear Regression Test Results
Coefficientsa

Model		*Unstandardized Coefficients*		*Standardized Coefficients*		
		B	std. Error	Betas	t	Sig.
1	(Constant)	29,314	6,410		4,573	.000
	Policies for Handling the Covid-19 Pandemic (X1)	.259	088	.261	2,934	005
	Leadership Style of the Chairman of the Tangerang City *DPRD* (X2)	.456	058	.702	7,885	.000

a. Dependent Variables:Tangerang City *DPRD* Organizational Performance in 2020-2021 (Y)
Source: results of data processing on the SPSS Application, 2022

Regression models that can be formed based on the table above are:
Y = 29.314 + 0.259 X1 + 0.456 X2
The interpretation of the model is:
a. A constant value of 29.314 means that there are no independent variables
   Policies for Handling the Covid-19 Pandemic (X1) and Leadership Style of the

Chairman of the Tangerang City *DPRD* (X2) so Tangerang City *DPRD* Organizational Performance in 2020-2021 (Y) will be worth 29.314.

b. X1 coefficient value of 0.259 means that if the independent variable Policies for Handling the Covid-19 Pandemic (X1) experienced an increase of 1% thenTangerang City *DPRD* Organizational Performance in 2020-2021 (Y) will increase by 0.259%

c. X2 coefficient value of 0.456 means that if the independent variable Leadership Style of the Chairman of the Tangerang City *DPRD* (X2) experienced a 1% increase thenTangerang City *DPRD* Organizational Performance in 2020-2021 (Y) will increase by 0.456%

Determination Coefficient Results

The coefficient of determination (Adjusted R2) is used to see how well the dependent variable can be explained by the independent variable. The range of values ranges from 0-1. The high coefficient of determination indicates that the dependent variable can be explained by the independent variable. Generally, the value of the coefficient of determination is explained in percentage form so that the adjusted R Squared value is multiplied by 100%, while to find out the abilities of other variables, the 100% - Adjusted R Squared formula is used (Ghozali, 2018). The test results are:

Table 4. Results of the Coefficient of Determination
Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.828a	.685	.671	6.936343

*a. Predictors: (Constant),*Leadership Style of the Chairman of the Tangerang City *DPRD* (X2), Policies for Handling the Covid-19 Pandemic (X1)
b. Dependent Variables: Organizational Performance of the Tangerang City *DPRD* in 2020-2021 (Y)
Source: results of data processing on the SPSS Application, 2022

Based on table 4 it is known that the regression model produces an adjusted R Square value of 0.671 or 67.1%. This shows that the level of influencePolicies for Handling the Covid-19 PandemicAndLeadership Style of the Chairperson of the Tangerang City *DPRD*toTangerang City *DPRD* Organizational Performance for 2020-202167.1% while the remaining 32.9% are variables not used in this research (for example, work motivation, work discipline, etc.).

E. CLOSING
Conclusion

Based on the results of the discussion above, the following conclusions can be drawn:

1. There is an influence of the Covid-19 Pandemic Handling Policy on the Organizational Performance of the Tangerang City *DPRD*. This is indicated by the value of the coefficient KPolicy for Handling the Covid 19 Pandemicof 0.259 is positive with the result of t count of 2.934 > t table (1.679) and a

significance of t is 0.005 <0.05. That is, H1 is accepted. The better the policy for handling the COVID-19 pandemic, the better the employee's performance will be.

2. There is influenceLeadership Style of the Chairperson of the Tangerang City *DPRD*on Organizational Performance of Tangerang City *DPRD*. This is indicated by the coefficient valueLeadership Style of the Chairperson of the Tangerang City *DPRD*of 0.456 is positive with the result of t count of 7.885 > t table (1.679) and a significance of t is 0.000 <0.05. That is, H2 is accepted. VariableThe Leadership Style of the Chairman of the Tangerang City *DPRD* can contribute an influence of 0.456 which is stronger than the variablesThe Covid-19 Pandemic Handling Policy which only contributed 0.259. That is, leadership styleThe chairman of the *DPRD* Kota Tangerang has a bigger impact on getting betterTangerang City *DPRD* Organizational Performance for 2020-2021. The better the leadership style possessed by a leader, the better the performance produced by his subordinates

3. There is the influence of the Covid-19 Pandemic Handling Policy andLeadership Style of the Chairperson of the Tangerang City *DPRD*jointly on the Organizational Performance of the Tangerang City *DPRD*. It is marked withthe calculated F value obtained is 48.965> F table (3.20) and the significance of F obtained from the modelof 0.000 smaller than 0.05. That is, H3 is accepted. The better the policy for handling the COVID-19 pandemic and the leadership style possessed by a leader, the better the performance produced by his subordinates

Suggestion

Suggestions that researchers can give are as follows:

1. It is hoped that the Leadership Style used by the Chairman of the Tangerang City *DPRD* can be further improved so that the Organizational Performance of the Tangerang City *DPRD* will be even better in the future. This needs to be done so that employees/staff working in the *DPRD* Kota Tangerang are more motivated to be able to show their best performance in running the government.

2. It is hoped that there will be an increase in the role of the Chairperson of the Tangerang City *DPRD* in policy formulation and the implementation process so as to create good cooperation within the Tangerang City *DPRD* organization.

3. It is hoped that in the future there will be an increase in the quality of service in the implementation of policies that have been issued in accordance with the applicable duties and functions so as to increase public satisfaction.

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