

The Effect of Professionalism on Employee Performance with Organizational Commitment as an Intervening Variable

Vendy Tri Purwantoro^{1✉}, Endang Suswati², Umi Muawanah³

^{1,2,3}Universitas Gajayana Malang

aan252019@gmail.com

Abstract

The purpose of this study is to examine and analyze the influence of professionalism on organizational commitment, the influence of professionalism on employee performance, the influence of organizational commitment on employee performance, and the influence of professionalism on employee performance through organizational commitment. This study employs an explanatory research method. The sample consists of 47 employees of the Malang City Civil Service and Human Resources Agency. The sampling technique used was a census. The statistical analysis used was SmartPLS. The study's findings confirm that professionalism not only has a significant direct impact on boosting employee commitment and performance, but also has indirect effects. A competent work attitude and strong work ethic have been shown to strengthen employee loyalty to the organization, which in turn leads to increased productivity and collective performance.

Keywords: Professionalism, Organizational Commitment, Employee Performance, City Civil Service, Work Attitude.

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1. Introduction

As the spearhead of bureaucracy and public services, the effectiveness of regional governance depends heavily on the performance of its managing agencies. In this context, the Malang City Human Resources Development and Personnel Agency (BKPSDM) plays a crucial role in managing the State Civil Apparatus (ASN), which includes both Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). The BKPSDM's success in executing this strategic function is largely determined by the professionalism of its staff [1].

Conceptually, professionalism reflects an employee's paradigm and strong commitment to optimizing their professional expertise. In the bureaucratic realm, this quality manifests itself in the aspects of qualifications, competency levels, performance track records, and disciplinary compliance, as mandated in Minister of PANRB Regulation No. 38 of 2018 concerning the ASN Professionalism Index (IP) instrument. If the apparatus' professionalism is mapped through the ASN IP metric, then their individual concrete contributions are periodically evaluated through the Employee Work Targets (SKP). For the Malang City BKPSDM, the synergy of these two indicators is a fundamental pillar that drives operational efficiency and determines the achievement of the institution's vision.

At the macro level, accountability and program implementation capacity at both vertical and regional levels are evaluated through the umbrella of the Government Agency Performance Accountability System (SAKIP). Referring to formal regulations (Minister of Administrative and Bureaucratic Reform Regulation No. 53 of 2014 and Minister of

Administrative and Bureaucratic Reform Regulation No. 88 of 2021), SAKIP operates as an integrated procedure for determining, measuring, documenting, and reporting work achievements as a form of public accountability. Based on this, examining how civil servant professionalism directly impacts institutional performance is a highly strategic agenda. This study aims to thoroughly examine the dynamics and real contributions of these elements of the apparatus in driving organizational success.

At the Malang City Human Resources Development Agency (BKPSDM), where the city government manages human resources and various aspects of personnel, employee professionalism plays a crucial role. As the agency responsible for HRD, BKPSDM must ensure that every employee maintains a high level of professionalism in carrying out their duties. Therefore, research into the influence of professionalism on employee performance is highly relevant and important.

The professionalism of civil servants manifests comprehensively through mastery of technical capabilities, moral integrity, work ethics, and flexibility in facing the dynamics of change. The manifestation of all these aspects is directly proportional to the efficiency of institutional governance. Employees with mature professional qualifications are generally motivated to dedicate their best abilities, uphold the principle of accountability, and carry out their duties responsibly. This positive stimulus not only accelerates personal targets but also leverages collective organizational productivity. However, the importance of professionalism for work performance remains an open academic debate (research gap). Several pieces of literature, such as the findings of [2] and [3], confirm a

significant positive influence between professionalism and employee work output. Conversely, studies by [4] and [5] reveal an anomaly in which professionalism does not significantly contribute to performance.

Employee performance is also influenced by organizational commitment. Employee organizational commitment serves as a strong foundation for improving employee performance. When employees feel a personal stake in the organization's success and growth, they tend to be more dedicated, work with enthusiasm, and focus on achieving overall organizational goals. Organizational commitment encompasses employees' willingness and loyalty to the organization they work for. With a high level of commitment, employees tend to strive harder to achieve organizational goals. Organizational commitment is the willingness to work as hard as possible for the benefit of the organization. An employee with a high level of commitment can be expected to demonstrate optimal performance. Employees with high levels of commitment are also expected to provide optimal performance to the organization in providing services to the community. Research results [8] found that organizational commitment influences performance.

In this study, organizational commitment is placed as an intervening variable, because high levels of professionalism tend to increase a sense of responsibility and pride in one's work, which in turn can increase organizational commitment. Organizational commitment then motivates employees to perform better, ultimately improving employee performance. Organizational commitment mediates professionalism towards performance. In this study, the addition of mediating variables, such as organizational commitment, become important because it can provide a more comprehensive picture of how professionalism affects employee performance.

Conceptually, professionalism acts as a vital instrument that directs officials to operate within the corridor of ethics and high quality standards. However, the direct impact of professionalism on work performance is often not instantaneous, but requires stimulation from internal factors such as organizational commitment. The position of organizational commitment as a mediator is considered highly relevant because it reflects the degree of psychological connection and the depth of an individual's willingness to support the achievement of institutional targets. Officials who equip themselves with high professionalism generally internalize stronger loyalty due to the congruence between personal values and the institutional vision (person-organization fit). This emotional attachment then escalates performance achievements, because work activities are no longer seen merely as fulfilling professional task forces, but rather as a form of real dedication to the organization's existence as a whole. Through this mediation construction, the sociological mechanism of how professional values transform themselves into work productivity can be more

comprehensively explained.

The background of the problem based on data indicators published through the official portal of the Malang City Government is as follows: The score of the Government Agency Performance Accountability System (SAKIP) of the Malang City Personnel and Human Resources Development Agency in 2021 was 84.3; in 2022 it was 85; and in 2023 it was 86 out of a range of 0-100. The range of 80-90 is included in the A (satisfactory) predicate category. The ASN Professionalism Index score in 2021 was 74.38%, in 2022 it was 75.84%, and in 2023 it was 77.10% out of a range of 0-100%. The ASN Performance Achievement Score in 2021 was 91%, in 2022 it was 92% and in 2023 it was 93% out of a range of 0-100%.

The SAKIP score is the result of a government agency performance evaluation conducted by the Ministry of State Apparatus Empowerment and Bureaucratic Reform. The ASN Professionalism Index is a statistical measure used to describe the quality and level of ASN professionalism based on educational qualifications, competencies, performance, and discipline. The Malang City Personnel and Human Resources Development Agency aims to improve the SAKIP score with a target of AA (very satisfactory) with a score range of 90-100. With the ASN Professionalism Index and ASN Performance Achievement data presented in 2021, 2022, and 2023, research is needed to identify problems in accelerating the Malang City BKPSDM to improve the SAKIP score.

Research gap [4] stated that professionalism and job characteristics do not influence employee performance. Meanwhile, [3] stated that professionalism, competence, and work discipline influence employee performance. Based on the background of the problem and the research gap, the researcher is interested in conducting research entitled *The Influence of Professionalism on Employee Performance with Organizational Commitment as an Intervening Variable* at the Malang City Human Resources and Personnel Agency.

2. Research Method

The approach applied in this study is an explanatory research method to test the causal relationship between variables. The unit of analysis or target population includes all apparatus working at the Malang City Human Resources Development Agency (BKPSDM), with a total of 47 employees. Given the relatively limited population size, this study constructs all elements of the population as a sample through a saturated sampling technique (census). Meanwhile, the primary data collection process was actualized by distributing a digital questionnaire to respondents using the Google Form instrument. In the questionnaire, respondents were asked to answer in 5 (five) levels of agreement with a Likert-type scale score.

The operational definition of the research variables is explained as follows: Professionalism (Independent Variable = X1). Professionalism is an employee's

ability to position themselves well both inside and outside the workplace. The indicator of professionalism: competence, effectiveness, efficiency and responsibility. Performance (Dependent Variable = Y). Employee performance is an evaluation or assessment of the extent to which an employee has succeeded in achieving the goals set by the organization or agency where he or she works. Performance indicators: quantity, quality and timeliness.

Organizational Commitment (Intervening Variable = Z). Organizational commitment is the level of employee attachment and loyalty to the organization, as well as remaining a member of the organization and contributing maximally to achieving organizational goals. Indicators of organizational effectiveness: affective commitment, ongoing commitment and normative commitment. The data processing in this study combines descriptive statistics techniques and SEM-PLS modeling. The application of descriptive statistics is used to map the characteristics and frequency distribution of accumulated respondent answers to questionnaire items. Meanwhile, the SEM-PLS approach, based on regression estimation, is used as the main instrument to test the significance of causal relationships between variables and to test the feasibility (validity and reliability) of the structural model developed in this research. The reason for choosing this analysis method is because it is more practical and superior to the linear structural relationship model analysis technique associated with reflective and formative model structures [16].

3. Result and Discussion

PLS SEM Analysis on Figur 1.

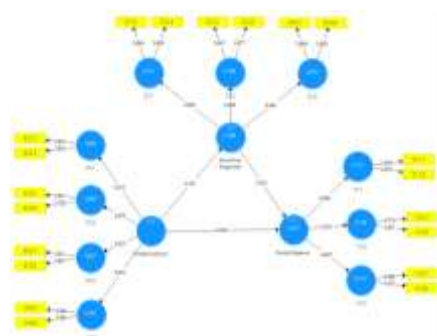


Figure 1. Valid Outer Loading Value of Research Items

Through the SEM method, testing the relationship between several exogenous and endogenous constructs with multiple indicators can be estimated simultaneously. The operationalization of SEM in this research is based on variance, namely using the PLS approach run through SmartPLS software version 3.0. Looking at the methodological framework from [17], a series of data computation procedures with PLS is executed through three main phases: assessment of the outer model, evaluation of the inner model, and the verification process or testing of research hypotheses. PLS analysis tests professionalism, organizational commitment, and employee performance.

In the context of research, path models are used to describe the relationship between variables and present the level of significance when testing hypotheses. From Figure 1, it can be seen that professionalism influences organizational commitment by 71.5%, professionalism influences employee performance by 35.9%, and organizational commitment influences employee performance by 55.5%. Next Validity and Reliability Test Results on Table 1.

Table 1. Validity and Reliability Test Results

Variables	Item	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	Results
Professionalism (X1)	X1.1.1	0.843	0.548	0.802	0.859	Valid and Reliable
	X1.1.2	0.863				
	X1.2.1	0.857				
	X1.2.2	0.788				
	X1.3.1	0.831				
	X1.3.2	0.881				
	X1.4.1	0.864				
	X1.4.2	0.894				
Employee Performance (Y)	Y1.1.1	0.846	0.514	0.808	0.863	Valid and Reliable
	Y1.1.2	0.838				
	Y1.2.1	0.847				
	Y1.2.2	0.877				
	Y1.3.1	0.869				
	Y1.3.2	0.885				
Organizational Commitment (Z)	Z1.1.1	0.884	0.507	0.834	0.879	Valid and Reliable
	Z1.1.2	0.875				
	Z1.2.1	0.718				
	Z1.2.2	0.851				
	Z1.3.1	0.889				
	Z2.3.2	0.853				

Referring to the data processing output in Table 1, this research measurement model has passed the overall instrument feasibility test. For the Professionalism variable (X1), indicator convergence is evidenced by the outer loading values (0.788–0.894) and the AVE parameter (0.548), which have exceeded the minimum retention criteria. The stability of respondents' answers for this variable is also considered high based on the accumulated Cronbach's Alpha score of 0.802 and Composite Reliability of 0.859.

The validity assessment of the Employee Performance (Y) variable also showed satisfactory results, where the outer loading value moved stably at 0.838 to 0.885 with an AVE value of 0.514. The level of reliability was emphasized by the Cronbach's Alpha coefficient of 0.808 and Composite Reliability of 0.863. On the other hand, the Organizational Commitment (Z) variable recorded an outer loading range of 0.718 to 0.889. The lowest limit of 0.718 was still categorized as valid because it was not below 0.70. This Z construct completes the outer model prerequisites with an AVE of 0.507, a Cronbach's Alpha of 0.834, and a Composite Reliability of 0.879. This series of tests provides legitimacy that all variables have a solid measurement basis. Hypothesis testing was conducted to evaluate the impact of the professionalism variable on employee performance, both directly and through the organizational commitment variable. The findings from testing the direct and indirect effects for the hypotheses are as follows on Table 2.

Table 2. Hypothesis Testing

Hypothesis	Connection	Path coefficients	t-statistics	p-values	Result
H1	Professionalism → Organizational commitment	0.751	8,646	0,000	H1 accepted
H2	Professionalism → Employee Performance	0.359	2,651	0.008	H2 accepted
H3	Organizational commitment → Employee Performance	0.555	3,968	0,000	H3 accepted
H4	Professionalism → Organizational commitment → Employee Performance	0.417	3,739	0,000	H4 accepted

The results of this test confirm that the level of professionalism of civil servants is directly proportional to the strengthening of their commitment to the organization. Internalizing a strong professional attitude when executing official responsibilities triggers a greater sense of ownership and strengthens employees' emotional closeness to the institution. Human resources with a professional character do not simply focus on fulfilling technical tasks but also integrate the institution's noble values into their work rhythm. As a result, a strong dedication to the success of the organization's vision and a willingness to devote energy to collective progress emerge. This manifestation of pride in the corps and profession is the driving force behind civil servants' loyalty, persistence, and consistent positive contributions.

Furthermore, professionalism also involves continuous self-development to enhance skills and knowledge. Professional employees tend to have a desire to continuously learn and grow with the organization. Referring to [13] thinking, the professionalism of the apparatus is seen as a crucial foundation that determines the extent to which the bureaucracy can move effectively as a driving force of government and a benchmark for individual competence. This mature competence indicates a continuous dedication and long-term vision from employees towards their institution. This phenomenon emphasizes the position of professionalism as a determinant factor in shaping organizational loyalty. Employees with professional work standards tend to have stronger bonds of loyalty, a strong sense of belonging, and an internal drive to consistently participate in realizing the institution's success.

The professionalism inherent in civil servants fosters escalating corps pride and a deep emotional attachment to the organization. The resulting impact is an escalation of moral responsibility and a greater concern for the institution's existence. Employees with high dedication to the institution generally demonstrate a superior work ethic, selfless loyalty, and longer service tenure. They also do not hesitate to give their best effort beyond the minimum standards of duty for the sake of the organization's success. In the context of the Malang City Human Resources Development Agency (BKPSDM), interaction and communication patterns that uphold professionalism across all levels of office

will foster an inclusive, open, and mutually supportive work environment. This supportive relationship pattern not only strengthens the psychological bond between individuals and the organizational system but also acts as a key catalyst in strengthening aggregate institutional commitment.

The most appreciated indicator of professionalism in improving performance is responsibility. Responsible employees tend to be more emotionally engaged with their work. The essence of affective commitment is rooted in a strong individual bond with the institution, stimulated by the awareness that organizational achievements are supported by their personal performance. Accountable employees will gradually develop a reliable professional image, thus triggering the development of harmonious and trusting communication between employees. A positive effect of this condition is increased voluntary involvement in every institutional activity, which is a strong indicator of a strong sense of ownership in the organization's future.

To ensure the institution's continued existence and maintain credibility in the public eye, developing a professional and highly committed employee character is absolutely necessary. This dedication encourages employees to persist and make optimal contributions on an ongoing basis. The findings of this study align with [9] [10] [5] who found that professionalism influences organizational commitment. Professionalism is a crucial aspect that significantly impacts employee performance, including that of the Malang City Human Resources Development Agency (BKPSDM). As an agency mandated to manage and accelerate the potential of human resources within the local government, professional standards serve as a key factor in achieving functional effectiveness while ensuring excellent public service quality. This professionalism reflects the competency and technical capabilities demonstrated by employees in carrying out their duties. Professional employees are characterized by their mastery of substantial knowledge and relevant expertise in personnel governance and macro-level human resource management. Mastery of these fundamental aspects provides the foundation for them to operate tactically, productively, and adaptively in solving various problems that arise in the workplace.

Professionalism is closely related to the integrity and work ethics of Malang City BKPSDM employees. A professional employee will prioritize principles such as honesty, objectivity, and responsibility in carrying out their duties and obligations. This will maintain the trust and credibility of Malang City BKPSDM in the eyes of other employees, regional leaders, and the wider community. Professionalism encourages Malang City BKPSDM employees to continuously improve their performance and develop themselves sustainably. Professional employees will always strive to improve and develop themselves, whether through training, further education, or work experience. Employees will be open to change and innovation, and willing to

continue learning and adopting best practices in the field of personnel and HRD. This will help Malang City BKPSDM stay up-to-date and able to face challenges and demands that continue to evolve along with changing times. In line with the thinking of [18], the essence of professionalism emphasizes the aspect of the reliability of the apparatus when executing official responsibilities. This reliability standard is measured by the ability to produce high-quality output, meet timeliness (temporal efficiency), and maintain accurate precision. Furthermore, process accountability must be based on transparent regulatory frameworks, ensuring that all stages are easily understood and accountably accessible to the public as service recipients.

Actualizing work professionalism serves as a vital instrument in building an integrative work atmosphere at the Malang City Human Resources Development Agency (BKPSDM). When professional standards are consistently applied, interpersonal relationships among colleagues will shift toward a more positive direction, characterized by a high level of respect and openness. The resulting impact is the creation of effective teamwork, focused coordination, and precise distribution of job responsibilities. This stable internal environment simultaneously encourages all personnel to achieve maximum work performance. The results of this study support [2] and [3] which found that professionalism influences employee performance. However, the research results do not support this. As well as [5] who found that professionalism does not affect employee performance [4].

Organizational commitment impacts employee performance. Organizational commitment represents the depth of emotional bonds and psychological attachments internalized by employees to the institution where they serve. Escalation in this commitment dimension is directly proportional to the employee's willingness to devote their best capabilities in executing every job responsibility. For employees within the Malang City Human Resources Development Agency (BKPSDM), this high level of loyalty conditions the stimulation of work motivation that is far more adaptive. The existence of inner alignment with the vision, mission, and strategic achievements of BKPSDM Malang City encourages employees to operate with high dedication. The positive effect of this psychological condition is the formation of a work character that is diligent, full of totality, and has high resilience when faced with operational obstacles in the field [14].

The high level of organizational commitment among the employees of the Malang City Human Resources Development Agency (BKPSDM) is directly proportional to their responsiveness in responding to innovative organizational policies [15]. Employees deeply understand that structural and functional changes are an inevitable reality in a modern bureaucratic environment. This awareness drives the emergence of adaptive work behavior, where each new work program is responded to positively to support the

effectiveness and acceleration of the institutional vision. Therefore, employees will adapt more quickly and accept these changes positively, and actively participate in the implementation process. This will help the Malang City Human Resources Development Agency (BKPSDM) stay up-to-date and able to face challenges and evolving demands. In line with the thinking of [6], institutional loyalty of the apparatus does not simply reflect compliance, but rather a continuous process that binds individuals to the organizational system. This commitment is manifested in the willingness of members to express their concern, dedication, and moral responsibility in a tangible way to encourage the achievement of the vision and long-term success of the organization.

Research results show that affective commitment has the largest factor loading in the organizational commitment variable, meaning this aspect is very dominant in influencing employee behavior and performance. The affective commitment dimension reflects the depth of psychological bonds, a sense of belonging, and the alignment of employee identity with the institution. When employees adopt a mature level of affective commitment, their work orientation is no longer limited to completing formal tasks, but is driven by empathy and substantial concern for the future of the organization. The manifestation of this psychological condition stimulates employees to operate with the principles of prudence, high accountability, and a focus on output quality. Moreover, this emotional attachment triggers the emergence of proactive behavior, voluntary contributions, and intensive participation in various agency renewal agendas. In aggregate, all of these determinants contribute linearly to the escalation of individual and institutional performance, positioning affective commitment as a vital instrument in strategic employee resource governance.

Civil servants with high levels of institutional loyalty tend to demonstrate greater attention and concern for organizational acceleration, which results in a greater willingness to participate in formulating strategic decisions. This proactive involvement ensures that every policy issued by the Malang City Human Resources Development Agency (BKPSDM) accommodates diverse input and employee voices from all levels of staff. Consequently, the resulting decisions not only have strong internal legitimacy but also minimize resistance and optimize full support during the implementation phase on the ground. The results of this study support [7] [8] [4] [9] [5] [10] [11] and [12] who found that organizational commitment influences performance.

Professionalism influences employee performance through organizational commitment. The professional character inherent in civil servants linearly stimulates increased dedication and loyalty to the institution. This emotional attachment conditions individuals to align their actions to meet the organization's collective goals. When institutional loyalty is established at the macro level, work motivation manifests through proactive

behavior, high initiative, and extra contributions to every task. This reciprocal relationship encourages civil servants to devote optimal energy due to the established emotional and psychological connection with their place of service. The long-term implication of this phenomenon is an increase in retention rates (the desire to stay) within the organization. This strong sense of psychological ownership of one's duties acts as a primary driving force in boosting productivity and performance achievement holistically.

The manifestation of work professionalism characterized by the possession of competent competence, internalization of integrity, and commitment to linear self-development stimulates a sense of pride and emotional closeness among the apparatus towards the Malang City BKPSDM. This positive sentiment becomes the foundation for the growth of moral accountability and a deep sense of psychological ownership towards the institution, which in turn escalates institutional loyalty. This phenomenon aligns with the thesis of [19] who conceptualize organizational commitment as the degree of trust and acceptability of employees towards the institution's vision, accompanied by a strong intention to maintain their service within it [20]. Professionalism is proven to be able to condition a conducive and integrative work climate. When professional ethics are adopted by all levels, an atmosphere filled with reciprocity, tolerance, and mutual trust between colleagues will be built. This healthy sociological condition facilitates the formation of solid group synergy, smooth communication channels, and clear demarcation of job responsibilities.

When institutional commitment is deeply rooted, Malang City BKPSDM employees tend to operate with high persistence, accountability, and mature resilience when faced with official obstacles. Strengthening this commitment dimension functionally boosts work morale, which culminates in an individual's willingness to make their best contribution to the agency's progress. These characteristics of highly committed employees are also reflected in their openness to adopting new regulations and innovative policies. Sociological awareness that structural change is inevitable in the modern era encourages the emergence of adaptive work behaviors. The results of this study support [10] which explains the organizational commitment to mediate professionalism towards performance.

4. Conclusion

Professionalism influences organizational commitment. The higher an employee's level of professionalism, the greater their commitment to the organization where they work. Professional employees tend to be more dedicated and have a higher loyalty to the organization. Professionalism influences employee performance. Employees who demonstrate a professional attitude, have good skills, and work with a strong work ethic tend to have better performance. Organizational commitment influences employee performance. Employees who are highly committed to the organization tend to be more enthusiastic about

working hard and giving their best, thus improving employee performance. Professionalism influences employee performance through organizational commitment. Professionalism encourages employees to be more committed to the organization, and this high commitment then contributes to improved employee performance. In improving the performance of its employees, the Malang City BKPSDM is expected to focus on 3 variables, namely professionalism, employee performance and organizational commitment, which are a real picture of the condition of its employees based on research results. Based on the Description of the Professionalism Variable in the Efficiency indicator, there needs to be coaching and training activities that are technical skills, use of technology, and problem solving to form a professional, agile and efficient person. Based on the Description of the Employee Performance Variable in the Quantity and Punctuality indicator, there needs to be coaching and training activities that are time management, technical guidance on Standard Operating Procedures (SOP) to produce performance output that meets service standards and is efficient. Based on the Description of the Organizational Commitment Variable in the Sustainable Commitment indicator, there needs to be training that is self-management, empathetic communication, and career development guarantees. To refine the findings of this study, future researchers are expected to test a new empirical model by incorporating other predictors that are theoretically correlated with employee performance at the Malang City Human Resources Development Agency (BKPSDM). This exploratory step is crucial to identify other latent factors, such as organizational culture or work-life balance, that were not addressed in the path testing of the current study.

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