

The Influence of Top Management Support, Professionalism, and Work Motivation on Employee Performance

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh dukungan manajemen puncak, profesionalisme dan motivasi kerja terhadap kinerja pegawai Bagian Umum dan Kepegawaian RSUD dr. Mohammad Soewandie Surabaya. Sampel dalam penelitian ini adalah seluruh pegawai Bagian Umum dan Kepegawaian RSUD dr. Mohammad Soewandie Surabaya berjumlah 43 orang. Teknik pengumpulan data menggunakan kuesioner, sedangkan teknik analisis data menggunakan regresi linier berganda. Hasil penelitian membuktikan bahwa dukungan manajemen puncak, profesionalisme dan motivasi kerja berpengaruh secara parsial dan simultan terhadap kinerja pegawai Bagian Umum dan Kepegawaian RSUD dr. Mohammad Soewandie Surabaya. Di antara ketiga variabel tersebut, motivasi kerja terbukti mempunyai pengaruh yang dominan terhadap kinerja pegawai Bagian Umum dan Kepegawaian RSUD dr. Mohammad Soewandie Surabaya. Dengan demikian hipotesis yang menyatakan profesionalisme mempunyai pengaruh dominan terhadap kinerja pegawai Bagian Umum dan Kepegawaian RSUD dr. Mohamad Soewandie Surabaya tidak terbukti dan ditolak.

Kata kunci : dukungan manajemen, profesionalisme, motivasi, kinerja pegawai.

ABSTRACT

The aim of this research is to analyze the influence of top management support, professionalism and work motivation on employee performance of General and Personnel Department of RSUD dr. Mohamad Soewandie Surabaya. The sample in this study were all employees of General and Personnel Department of RSUD dr. Mohamad Soewandie Surabaya numbered 43 people. The data collection technique uses a questionnaire, while the data analysis technique uses multiple linear regression. The research results prove that top management support, professionalism and work motivation have a partial and simultaneous effect on employee performance of General and Personnel Department of RSUD dr. Mohamad Soewandie Surabaya. Among these three variables, work motivation is proven to have a dominant influence on employee performance of General and Personnel Department of RSUD dr. Mohamad Soewandie Surabaya. Thus, the hypothesis which states that professionalism has a dominant influence on employee performance of General and Personnel Department of RSUD dr. Mohamad Soewandie Surabaya is not proven and rejected.

Keywords: management support, professionalism, motivation, employee performance.

INTRODUCTION

In the hospital context, employee performance is crucial as it is directly related to the quality of services provided to patients. Hospitals, as healthcare service institutions, are required to provide high-quality services to the community. This service quality covers aspects such as speed, accuracy, friendliness, and professionalism in delivering both medical and non-medical services to patients.

RSUD Dr. Mohamad Soewandhie Surabaya, as one of the regional general hospitals, plays a significant role in providing quality healthcare services to the people of Surabaya and its surroundings. As a referral hospital, RSUD Dr. Mohamad Soewandhie bears a major responsibility for handling various medical cases, ranging from general illnesses to those requiring special care. Therefore, employee performance, especially in the general and personnel departments, greatly impacts the smooth operation of the hospital. These departments play a vital role in supporting daily operations, such as administrative management, human resource management, and providing services to patients and their families.

Thus, improving employee performance at RSUD Dr. Mohamad Soewandhie not only affects the effectiveness and efficiency of hospital operations but also influences patient satisfaction and the overall quality of healthcare services. Therefore, research on factors affecting employee performance, such as top management support, professionalism, and work motivation, becomes highly relevant and important. The findings of this research are expected to provide useful recommendations for hospital management to improve employee performance and, ultimately, the quality of healthcare services provided to the community.

The Importance of Employee Performance at RSUD Dr. Mohamad Soewandhie
The importance of employee performance in delivering healthcare services at RSUD Dr. Mohamad Soewandhie can be observed from various aspects affecting the quality and efficiency of hospital services. This phenomenon

reflects the reality that the quality of healthcare services provided by hospitals greatly depends on the performance of individual employees and teams across various work units.

Firstly, this importance is evident from the increasing public demand for fast, accurate, and high-quality healthcare services. Secondly, the increased workload at hospitals, especially during pandemics or disease outbreaks, highlights how crucial employee performance is in facing these challenges. Thirdly, competition among hospitals emphasizes the need for high employee performance. Fourthly, the need for efficient operational management in hospitals indicates that employee performance affects not only clinical aspects but also administrative and management aspects. Lastly, the increasing accreditation programs and healthcare service standards imposed by the government and related agencies require hospitals to continuously improve their service quality.

Overall, the importance of employee performance at RSUD Dr. Mohamad Soewandhie in providing healthcare services shows that employees working optimally are key to maintaining and improving service quality. Therefore, hospital management must continuously pay attention to, support, and enhance employee performance through various efforts, such as training, professional development, and improvements in motivation and welfare. This way, RSUD Dr. Mohamad Soewandhie can continue to provide the best healthcare services to the people of Surabaya and its surroundings.

Literature Review

According to Hasibuan (2017), top management can be interpreted as the highest leadership group in a company. Members included in top management include the president director (CEO) and the board of commissioners (board of directors). The indicators that reflect support from top management by Barbara and Xiao (2012) are:

- 1) Aligning goals
- 2) Allocating resources

- 3) Encouraging participation and motivating members of the organization

Kurniawan (2018) defines professionalism as the ability and skills of individuals in carrying out work according to their respective fields and levels. Professionalism includes the suitability between the abilities possessed by the bureaucracy and the needs of the tasks that must be met. Some indicators of professionalism according to Kurniawan (2012) are as follows:

- 1) Devotion to the profession.
- 2) Independence.
- 3) Belief in the profession.

Motivation according to Flippo (2018) is an expertise in directing employees and organizations to work successfully, so that the desires of employees are achieved, while achieving organizational goals. There are 3 (three) motivation indicators explained by Syahyuti (2010), as follows:

- 1) Drive to achieve goals
- 2) Motivation that comes from oneself or from the organization.
- 3) Responsibility

Rivai (2018) defines employee performance as real behavior displayed by each person as an achievement resulting from work that is in accordance with their respective roles in the company. The employee performance indicators used to measure an employee's performance by Gomes (2018), are as follows:

- 1) Quality of work (quality of work)
- 2) Quantity of work (quantity of work)
- 3) Knowledge and skills about work (Job Knowledge)
- 4) Creativity (creativity)
- 5) Disciplined awareness (dependence)

Therefore, the author is interested in continuing this research with the topic, "The Influence of Top Management Support, Professionalism, and Motivation on Employee Performance."

METHOD

This study employs a quantitative approach aimed at developing and applying mathematical models, theories, and hypotheses related to the observed phenomena in the field. According to Sugiyono (2019), quantitative research involves collecting data in the form of numbers or qualitative data that can be converted into numerical form. Thus, this approach focuses not only on data collection but also on data analysis and interpretation to identify patterns, relationships, and trends relevant to the research questions.

This study observes all 43 employees in the General and Personnel Department of RSUD Dr. Mohamad Soewandie Surabaya. The sampling technique used is saturated sampling, which aligns with Sugiyono's (2019) statement that if the population is fewer than 100 individuals, the entire population should be taken as the research sample. Two types of data sources are used in this study: primary and secondary data. Primary data is information collected directly from the field or research subjects, while secondary data is pre-existing information gathered from various available sources. Data collection is conducted using questionnaires, a method that involves providing respondents with a series of written statements to be answered (Sugiyono, 2019).

Data collection employs a five-point Likert scale, and the data is processed using IBM SPSS Statistics 23. Data analysis is an activity of interpreting data that has been collected from the field and has been processed to produce certain information. The data analysis techniques used are: Instrument validity test, reliability test, classic assumption test (normality test, multicollinearity test, heteroscedasticity test), hypothesis test (T test and F test), multiple linear regression and coefficient of determination R²

RESULTS

Data Quality Test

Validity Test

The validity test in this study was conducted by calculating the correlation between the score of each questionnaire item and the total score of all items. The Pearson correlation method was used for this calculation. An item is considered valid if the calculated Pearson correlation (r) is greater than the critical value from the r table at a significance level of 0.05 (5%). The validity test was performed using SPSS for Windows Release 23.00. The results of the validity test are presented in the following table:

Table 1. Validity Test Results

| No | Variable | Correlation Coefficient | R Table | Sig | Status |
|----|----------|-------------------------|---------|-------|--------|
| 1 | X1.1 | 0,802 | 0.2940 | 0,000 | Valid |
| 2 | X1.2 | 0,637 | 0.2940 | 0,000 | Valid |
| 3 | X1.3 | 0,618 | 0.2940 | 0,000 | Valid |
| 4 | X2.1 | 0,737 | 0.2940 | 0,000 | Valid |
| 5 | X2.2 | 0,833 | 0.2940 | 0,000 | Valid |
| 6 | X2.3 | 0,764 | 0.2940 | 0,000 | Valid |
| 7 | X3.1 | 0,825 | 0.2940 | 0,000 | Valid |
| 8 | X3.2 | 0,921 | 0.2940 | 0,000 | Valid |
| 9 | X3.3 | 0,811 | 0.2940 | 0,000 | Valid |
| 10 | Y.1 | 0,905 | 0.2940 | 0,000 | Valid |
| 11 | Y.2 | 0,826 | 0.2940 | 0,000 | Valid |
| 12 | Y.3 | 0,871 | 0.2940 | 0,000 | Valid |
| 13 | Y.4 | 0,830 | 0.2940 | 0,000 | Valid |
| 14 | Y.5 | 0,943 | 0.2940 | 0,000 | Valid |

The results of the validity test in table conducted on all questions in this study show that all research items can be said to be valid because all questions have a correlation coefficient (r count) that is greater than r table, thus it can be used as an instrument in measuring the variables set in this study.

Reliability Test

Reliability is an index that shows the extent to which a measuring instrument is trustworthy or reliable. An instrument can be said to be reliable if it has a reliability coefficient of ≥ 0.6 (Arikunto, 2020). The completion of the reliability test also uses the SPSS Windows Release 23.00 program. The results of the reliability test on all variables can be seen in the following table:

Table 2. Reliability Test Result

| Variabel | Cronbach's Alpha | Keterangan |
|------------------------|------------------|------------|
| Top Management Support | 0.86135 | reliable |
| Professionalism | 0.73975 | reliable |
| Work Motivation | 0.81904 | reliable |
| Employee Performance | 0.79052 | reliable |

The results of the reliability test presented in the table above show that each reliability coefficient value is greater than 0.6 so that the instrument used is declared reliable.

Inferential Statistical Analysis

Classical Assumption Test

The assumption test is a type of test that is required for statistical regression procedures. This is intended to determine how far the assumptions in the regression model can be met by the test model.

Normality Test

The normality test in this study was conducted on three research variables using the Kolmogorov-Smirnov test. The prediction of the test results is if the probability accompanying the Kormogorov-Smirnov coefficient value is followed by a significance of > 0.05 , then it is said that the data from a variable follows a normal distribution (Santoso, 2016).

The results of the normality test of each research variable can be seen in the appendix, and then briefly can be presented in the following table.

Table 3. Summary of Normality Test Results of Research Variables - One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 43 |
| Normal parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.89163024 |
| Most Extreme Differences | Absolute | .286 |
| | Positive | .286 |
| | Negative | -.237 |
| Kolmogorov-Smirnov Z | | .693 |
| Asymp. Sig. (2-tailed) | | .169 |

a. Test distribution is normal

b. Calculated from data

The table above shows the results of the normality test of the three variables, namely top management support (X1), professionalism (X2) and work motivation (X3). All of these variables are stated to meet the normal assumption because the significance value is 0.169 which means it is greater than 0.05.

Heteroscedasticity Test

The heteroscedasticity test is carried out using the Glejser test analysis, namely by correlating the absolute residual value with all independent variables. If the level of significance $> \alpha$ (0.05) then there is no heteroscedasticity.

Table 4. Summary of Heteroscedasticity Test Results

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 30.975 | 9.792 | | 2.483 | .067 |
| Top Management Support | .091 | .126 | 1.291 | .526 | .125 |
| Professionalism | .074 | .173 | 1.502 | .871 | .392 |
| Work Motivation | .086 | .156 | 1.148 | .795 | .146 |

Based on the data above, it shows that the significance value of all variables is greater than α (0.05) so it can be concluded that there is no heteroscedasticity among the independent variables involved in this study.

Multicollinearity Test

The multicollinearity test is intended to test the linear relationship between variables that are the regression model. This test is carried out by observing the closeness of the relationship between independent variables that show a correlation coefficient in the low or significant category. The test method is by comparing the tolerance value obtained from the multiple regression calculation. If the tolerance value is < 0.1 , multicollinearity occurs. The following are the test results for each independent variable:

- Tolerance for top management support 0.172
- Tolerance for professionalism is 0.163
- Tolerance for work motivation is 0.144

Thus, all independent variables have a tolerance above 0.1, so it can be said that there is no multicollinearity between independent variables. Multicollinearity testing can also be done by comparing the VIF (Variance Inflation Factor) value with the number 10. If the VIF value is > 10 , then multicollinearity occurs. The following are the test results for each variable:

Table 5. Summary of Multicollinearity Test Results

| No | Independent Variable | VIF | Conclusion |
|----|------------------------|-------|-----------------------|
| 1 | Top Management Support | 8.782 | Non Multicollinearity |
| 2 | Professionalism | 5.861 | Non Multicollinearity |
| 3 | Work Motivation | 8.314 | Non Multicollinearity |

Autocorrelation Test

This test is to determine whether there is no correlation between observations in each independent variable. This test can be done using the Durbin Watson test (DW-test). An observation is said to have no autocorrelation if the value is between du and du . From the Durbin Watson table for $n = 43$ and $k = 3$ (the number of independent variables), the dL value is 1.3663 and dU is 1.6632. And from the regression calculation, the Durbin Watson test value is 1.572

which is between 1.3663 and 1.6632, so it can be concluded that the assumption of no autocorrelation has been met.

Table 6. Autocorrelation Test Results

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of The Estimate | Durbin Watson |
| 1 | .913 ^a | .895 | .883 | 13.141 | 1.572 |

Hypothesis Testing

Multiple Regression Analysis

This multiple linear regression analysis method is used to determine the influence of the variables of top management support, professionalism, and work motivation on the performance of employees of the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya.

Test T (Partial)

Partial test is used to test whether each independent variable has a significant effect or not on the dependent variable. The t-table value is obtained with $\alpha = 0.05$ and df (n) -k-1 which means $43-3-1 = 39$ with a t-table value of 2.2269. This test can also be done by comparing the level of significance t with a significance of 5%.

From data processing, the following results are obtained:

Table 7. Test T Result

| Variable | t hitung | t tabel | Sig | Status |
|------------------------|----------|---------|-----|-------------|
| Top Management Support | 3.94082 | 2.2269 | 000 | Significant |
| Professionalism | 3.25371 | 2.2269 | 000 | Significant |
| Work Motivation | 4.17296 | 2.2269 | 000 | Significant |

Based on table regarding the results of the t-test above, it can be explained that the independent variables consisting of top management support, professionalism and work motivation, partially have a significant influence on the dependent variable, employee

performance.

F Test (Simultaneously)

Simultaneous test / F test is a comprehensive test to determine whether the regression coefficient of independent variables (X) consisting of top management support (X1), professionalism (X2), and work motivation (X3) simultaneously have an influence on employee performance (Y) of the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya.

Table 8. F Test Result ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig |
|------------|----------------|----|-------------|--------|------------------|
| Regression | 541.386 | 3 | 193.259 | 15.967 | 000 ^a |
| Residual | 86.152 | 40 | 3.497 | | |
| Total | 627.538 | 43 | | | |

Table 9. Multiple Regression Analysis Results

| Variabel | Standardized Coefficient Beta |
|---------------------------|-------------------------------|
| Dukungan Manajemen Puncak | 0.53154 |
| Profesionalisme | 0.78181 |
| Motitvasi Kerja | 0.80356 |

Source: Summarized from the Appendix

From the standardized coefficient beta above, the most dominant variable influencing the performance of employees of the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya is the work motivation variable (X3) because it has the largest standardized coefficient beta, which is 80.356%, which is greater than other independent variables, top management support of 53.154%, and professionalism of 78.181%. Thus, the hypothesis stating that "Professionalism has a dominant influence on the performance of employees of the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya" is not proven and is rejected.

DISCUSSION

In this discussion, the magnitude of the influence of these variables will be presented, both partially and simultaneously, with various arguments based on the previous description, as follows:

The first hypothesis stating that "Top management support has a partial effect on the performance of employees in the General and Personnel Division of RSUD dr. Mohamad Soewandie Surabaya" is proven and correct. This is because top management support has a t-count that is greater than the t-table ($3.94082 > 2.2269$). This can also be seen at a significant level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

The results of the study showing that "Top management support has a partial effect on the performance of employees in the General and Personnel Division of RSUD dr. Mohamad Soewandie Surabaya" means that the support provided by top management, such as policies, directions, or resources, has a significant impact on employee performance in that section. The partial effect shows that although top management support affects performance, there are other factors that also play a role in determining employee performance, and their influence is not completely dominant. This indicates the importance of the role of top management in improving employee performance, but it is also necessary to pay attention to other factors that also affect work results. The results of this study are supported by the results of research by Azhmy et al (2022), Ahmad et al (2020), Dukhan et al (2017), Chen et al (2019), Hasibuan (2021), Adiyantari (2019). The results of their research prove that top management support has an effect on employee performance.

The second hypothesis which states that "Professionalism has a partial effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya" is proven and correct. This

is because professionalism has a t-count that is greater than the t-table ($3.25371 > 2.2269$). This can also be seen at a significant level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

The results of the study stating that "Professionalism has a partial effect on the performance of employees in the General and Personnel Division of RSUD dr. Mohamad Soewandie Surabaya" show that the level of employee professionalism, such as work ethic, competence, and responsibility, has a significant impact on their performance. This partial effect shows that professionalism is indeed important, but it is not the only factor that determines employee performance. There are other factors that also contribute to performance, so although professionalism has an effect, its influence is not completely dominant in determining employee performance. The results of this study are supported by the results of research by Sarinah (2020), Rahmadani, et al (2023), Ferawati, et al (2020), Ichsan, et al (2022), Parameswari et al (2020). The results of this study prove that work ethic has an effect on employee performance.

The third hypothesis stating that "Work motivation has a partial effect on the performance of employees in the General and Personnel Division of RSUD dr. Mohamad Soewandie Surabaya" is proven and true. This is because work motivation has a t-count that is greater than the t-table ($4.17296 > 2.2269$). This can also be seen at a significant level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

The results of the study which show that "Work motivation has a partial effect on the performance of employees in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya" means that work motivation, namely internal or external motivation that encourages employees to work better, has a significant effect on their performance. This partial effect shows that although work motivation is important in improving employee performance, there are

other factors that also affect work results. In other words, work motivation plays an important role, but it is not the only factor that determines employee performance in that section. The results of this study are supported by the results of research by Amalia and Fakhri (2016), Ghaffari, et. al. (2017), Suparman, et.al (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). The results of their research prove that organizational commitment has an effect on employee performance.

The fourth hypothesis which states that "Top management support, professionalism, and work motivation have a simultaneous effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya" is proven and correct. This is because top management support, professionalism, and work motivation have an F count of 15.967 which is greater than the F table of 2.84. So that $F_{count} > F_{table}$ ($15.967 > 2.84$). This can also be seen at a significant level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

The results of the study showed that "Top management support, professionalism, and work motivation have a simultaneous effect on the performance of employees in the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya." indicates that the three factors together affect employee performance in the department. **Top management support** includes various forms of assistance and direction from the hospital's top leadership that help employees carry out their duties more effectively. When top management provides adequate support, such as providing necessary resources, facilitating training, or providing clear direction, employees feel more motivated and are able to perform better. **Professionalism** reflects the attitude, competence, and responsibility of employees in carrying out their duties. Professional employees tend to work to high standards,

maintain work ethics, and are accountable for their work results. This professionalism helps create a productive and high-performance work environment. **Work motivation** is the drive that drives employees to achieve goals and improve their work performance. Motivated employees tend to have high work enthusiasm, initiative, and dedication in carrying out their duties. **When these three factors (top management support, professionalism, and work motivation)** collaborate, they create a strong synergy in improving employee performance. Management support provides the foundation and direction needed, professionalism ensures that tasks are carried out with high quality, and work motivation drives employees to continue to strive to achieve the best results. Thus, overall employee performance increases, creating a positive impact on service and operational effectiveness in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya.

The fifth hypothesis stating that "Professionalism has a dominant influence on the performance of employees in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya" is not proven and is rejected. This is because the work motivation variable has the largest standardized beta coefficient, which is 80.356%, which is greater than other independent variables, organizational commitment of 53.154%, and professionalism of 78.181%. Thus, the variable that has a dominant influence on the performance of employees in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya is the work motivation variable.

The results of this study indicate that the hypothesis stating that "Professionalism has a dominant influence on the performance of employees in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya" is not proven and is rejected. On the contrary, the results of the analysis reveal that the work motivation variable has the most dominant influence on employee performance compared

to professionalism and organizational commitment. This can be seen from the standardized coefficient beta value, which is an indicator of how strongly an independent variable influences the dependent variable (employee performance). The work motivation variable has the largest beta value of 80.356%, indicating that work motivation is the most influential factor on employee performance. This means that employees who have high work motivation tend to show better performance compared to the influence of other factors.

Meanwhile, the professionalism variable, which was originally assumed to be the dominant factor, only has a beta value of 78.181%, which means that its influence on employee performance is quite significant, but not greater than work motivation. This shows that although professionalism is important in determining employee performance, this factor is not as strong as work motivation in influencing employee work results in the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya. In addition, organizational commitment, which is also considered an independent variable in this study, has a lower influence with a beta value of 53.154%. This indicates that although organizational commitment plays a role in influencing performance, its influence is not as strong as work motivation or professionalism.

Overall, these results confirm that to improve employee performance in the General and Personnel Section of RSUD dr. Mohamad Soewandie Surabaya, the main focus must be given to improving work motivation. The work motivation factor turns out to have a very crucial and more dominant role in determining how well employees can work. This can encourage management to develop more effective strategies in improving employee work motivation, such as through awards, recognition, or the creation of a more supportive work environment

CONCLUSION

Based on the results of the analysis using the

multiple linear regression method and from the results of the discussion that has been presented, the following conclusions can be drawn:

1. Top management support has a partial effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya.
2. Professionalism has a partial effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya.
3. Work motivation has a partial effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya.
4. Top management support, professionalism and work motivation have a simultaneous effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya.
5. The hypothesis that states "Professionalism has a dominant effect on the performance of employees in the General and Personnel Division of Dr. Mohamad Soewandie Hospital, Surabaya. Mohamad Soewandie Surabaya" is not proven and rejected, and the dominant influence on the performance of employees of the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya is work motivation (work motivation has a dominant influence on the performance of employees of the General and Personnel Section of Dr. Mohamad Soewandie Hospital, Surabaya).

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